

PROSPEROUS. EDUCATED. HEALTHY. EQUITABLE.

**THE
PORTLAND
PLAN
SUMMARY**

APRIL 2012

The Portland Plan is a collaboration of more than 20 municipal, regional and community agencies and organizations.

PORTLAND PLAN PARTNERS

City of Portland

Multnomah County

Metro

TriMet

Portland Development Commission (PDC)

Portland State University (PSU)

Mount Hood Community College (MHCC)

Portland Public Schools (PPS)

David Douglas School District (DDSD)

Parkrose School District (PSD)

Reynolds School District (RSD)

Centennial School District (CSD)

Oregon Health and Science University (OHSU)

Portland Community College (PCC)

Home Forward (formerly Housing Authority of Portland)

Oregon Department of Land Conservation and Development (ODLCD)

Oregon Department of Transportation (ODOT)

West Multnomah Soil and Water Conservation District (WMSWCD)

East Multnomah Soil and Water Conservation District (EMSWCD)

Multnomah County Drainage District (MCDD)

WorkSystems, Inc. (WSI)

Multnomah Education Service District (MESD)

Port of Portland (Port)

Regional Arts and Culture Council (RACC)

City of Portland Bureaus, Offices and Commissions

THE PORTLAND PLAN

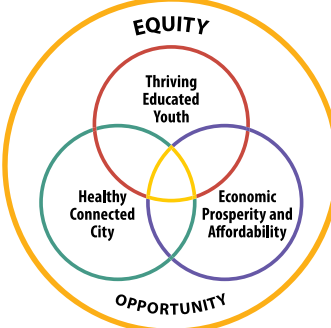
The Portland Plan embraces the letter and spirit of federal civil rights laws, including the Civil Rights Act (CRA) and the Americans with Disabilities Act (ADA). The Portland Plan is guided by the principles of Title VI of the CRA and Title II of the ADA, which promote fairness and equity in the programs, services and activities of public entities, including the opportunity for participation. Identifying disparities to close the gaps, delivering equitable public services and engaging meaningfully with the community are all critical components of complying with federal civil rights law.

Adopted by the Portland City Council by Resolution 36918, as amended, on April 25, 2012.

WHAT IS THE PORTLAND PLAN?

The Portland Plan brought together more than 20 agency partners and thousands of residents, businesses and nonprofits to create a strategic plan to make Portland prosperous, healthy, educated and equitable. It provides a structure for aligning budgets and projects across numerous public agencies, guiding policies with an eye toward the year 2035, and a five-year action plan to get things started.

The Portland Plan is organized around an equity framework, three integrated strategies and a set of measurable objectives to track progress.

Framework for Equity	3 Integrated Strategies	12 Measures of Success
<p>Close the gaps</p> <p>Engage the community</p> <p>Build partnerships</p> <p>Launch a racial and ethnic justice initiative</p> <p>Increase focus on disability equity</p> <p>Increase internal accountability</p>		<ol style="list-style-type: none"> 1. Equity and inclusion 2. Resident satisfaction 3. Educated youth 4. Prosperous households 5. Growing businesses 6. Job growth 7. Transit and active transportation 8. Reduced carbon emissions 9. Complete neighborhoods 10. Healthier people 11. Safer city 12. Healthy watersheds

The equity framework sets forth a new way of working for the City and partners that puts achieving equity front and center. It includes many specific actions and a series of long-range statements to guide implementation.

- **Thriving Educated Youth**
- **Economic Prosperity and Affordability**
- **Healthy Connected City**

The three integrated strategies establish the major goals and supporting objectives of the plan.

They include guiding policies that set the course for work between now and 2035 and the five-year action plan.

The measures provide a snapshot of current conditions in the city and the challenges that stand between where we are today and our goals for 2035.

The Portland Plan will be implemented through the City's Comprehensive Plan Update, revisions to the City's budget, new operating practices, legislative advocacy and intergovernmental agreements.

HOW IS THE PORTLAND PLAN DIFFERENT?



The Portland Plan focuses on a core set of priorities: prosperity, education, health and equity.

This plan will help the City and partner agencies work smarter and more efficiently toward these priorities. It does not assume there will be significantly more resources in the future.

Better partnerships will drive change. The Portland Plan breaks down traditional bureaucratic silos. Collectively, the public agencies that operate within Portland spend nearly \$8 billion annually on activities related to prosperity, education, health and equity. To get more from existing budgets, the Portland Plan emphasizes integrated strategies with actions that align efforts and investments, have multiple benefits and improve efficiency.

Stronger civic infrastructure. Partnerships must go beyond just aligning budget priorities. Portland residents and businesses must build civic infrastructure that taps into the potential power of our private and nonprofit sectors, communities and government agencies. Everyone needs to work together to realize the Portland Plan's goals.

The Portland Plan is a plan for people. The Portland Plan's approach is different from many past plans. It started with a focus on people, not land use: How are Portlanders faring today and how can we improve their lives and businesses over the next 25 years? What do (and will) Portland residents and businesses need? What kind of place do Portlanders want to live in today and in 2035? Then we asked: How do we get there? Through outreach to each Portland household and business, Portlanders helped answer these questions and responded with more than 20,000 comments and ideas for the plan.

Creating the Portland Plan challenged many assumptions. After more than two years of research on Portland's history and existing conditions, as well as analysis of local, national and global trends, we created a plan based on facts, with objective measures and numerical targets for evaluating progress. These facts and targets were discussed among thousands of Portlanders. Local and national experts provided additional perspective. City staff and partners searched for the best ideas, ultimately challenging the comfortable business-as-usual culture of some public agencies by instead focusing on ways to unite and share resources.

WHAT DID WE DISCOVER?



Tomorrow's city will be shaped by growth and diversity. Over the last 30 years, Portland gained more than 200,000 residents, growing from 366,000 to 584,000. Most of this growth occurred in the 1980s and 1990s, when Portland annexed large portions of east Portland and some additional areas in west Portland. Portland is also becoming a more racially, ethnically and age diverse city, with more newcomers. Portland's diverse communities have not had, and many still do not have, equitable access to opportunities to advance their well-being. Advancing equity must be at the core of our plans for the future.

A competitive and innovative economy will drive success. Portland needs to maintain its role as a competitive West Coast trade gateway, support the expansion of local traded sector firms that provide stable living wage jobs and build on local expertise in sustainable technology industries. This means providing businesses with a skilled workforce and continuing to create an environment that is an innovative urban laboratory.

One size does not fit all. Portland's districts have distinct issues based on topography, natural features, and when and how each area was developed and became part of the city. The Portland Plan presents actions and policies that respect the unique cultures, histories and the natural environment Portlanders share.

High-quality basic services are fundamental. It takes the collective effort of multiple public agencies and utilities to provide these necessities—such as clean drinking water, responsive fire and police services, a quality education, parks, safe and affordable transportation choices and reliable energy sources. This means actively managing our assets, having clear service standards and being prepared to make strategic investments.

Resilience is important in a changing world. We face major uncertainties, including an unpredictable economy, scarce resources and the impacts of climate change and other natural hazards. Portland must become more resilient and adapt to an uncertain future, through well-designed, flexible and strong infrastructure (physical, social, ecological and economic systems).

A FRAMEWORK FOR EQUITY

Equity Defined

Equity is when everyone has access to the opportunities necessary to satisfy their essential needs, advance their well-being and achieve their full potential. We have a shared fate as individuals within a community and as communities within society. All communities need the ability to shape their own present and future. Equity is both the means to healthy communities and an end that benefits us all.

Making Equity Real

The promise of opportunity is real when:

- All Portlanders have access to high-quality education, living wage jobs, safe neighborhoods, basic services, a healthy natural environment, efficient public transit, parks and green spaces, safe and sound housing and healthy food.
- The benefits of growth and change are equitably shared across our communities. No one community is overly burdened by the region's growth.
- All Portlanders and communities fully participate in and influence public decision-making.
- Portland is a place where your future is not limited by your race, gender, sexual orientation, disability, age, income, where you were born or where you live.
- Underrepresented communities are engaged partners in policy decisions.

The framework for equity includes information on what to do (close disparity gaps and focus on equitable outcomes), how to do it (improve participation, build partnerships and initiate targeted social justice initiatives), and how to be accountable.

In addition to five-year actions, the equity framework includes ground rules for how the City and partners conduct themselves, and outlines the ends we would like to achieve and the means we will use to get there.

To close the gaps, we will ...

- A. Collect the data we need to understand the conditions and challenges facing communities with disparities. We will use alternative data sources and research methods where needed.
- B. Track and report spending and public service measures by place and community.
- C. Raise awareness, increase understanding and build capacity to identify critical disparities in an inclusive manner.
- D. Assess equity impacts of policies, programs, public services, investments and infrastructure delivery that may appear fair, but marginalize some and perpetuate disparities.
- E. Develop strategies to mitigate equity impacts, including reallocating public resources to address critical disparities.
- F. Build a public database of what works. Prioritize policies, programs and actions to make measurable progress towards more equitable outcomes.
- G. Tailor approaches to disparity reduction so they are relevant to the primary needs of each at-risk community.



To engage the community, we will ...

- H. Be transparent and accountable through effective public engagement throughout the policy making process—from setting priorities to implementing programs and evaluating their success.
- I. Build capacity for people to participate. Ensure broad inclusion in decision-making and service level negotiations. Recruit, train and appoint minority members, including people with disabilities, to City advisory boards to represent the city's diverse population.
- J. Provide early engagement of community members, including resources to make the engagement meaningful and responsive to their needs and priorities.
- K. Design forums and select venues that are community and culturally appropriate.

To build partnerships, we will ...

- L. Build relationships with public and private sector partners around diversity and equity. Learn from one another to advance equity objectives through complementary work.
- M. Leverage the skills and expertise of partner organizations, agencies and private sector leaders to research and develop innovative tools and methods.
- N. Clarify service responsibilities and synergies, and report on progress over time.

To launch a racial and ethnic justice initiative, we will ...

- O. Initiate a racial and ethnic focus, using well-documented disparities.
- P. Build the skills, capacity and technical expertise to address institutionalized racism, and practice and develop intercultural competencies.
- Q. Engage diverse constituencies to discuss race, disparities and public services.
- R. Actively work to eliminate racial and ethnic disparities in public agency hiring, retention and contracting.

To increase focus on disability equity, we will ...

- S. Embrace the letter and spirit of federal civil rights laws, including the Civil Rights Act (CRA) and the Americans with Disabilities Act (ADA).
- T. Promote fairness and equity in the programs, services and activities of public entities, including opportunities for participation, as guided by the principles of Title VI of the Community Rehabilitation Act and Title II of the ADA.
- U. Work with the Portland Commission on Disability to identify broader measures and outcomes for equity goals regarding disabilities.

To increase internal accountability, we will ...

- V. Meet and exceed the requirements of the Civil Rights Act (CRA) and the Americans with Disabilities Act (ADA) by developing the capacity of existing staff to support compliance.
- W. Report and make available equity outcomes and compliance reports.

INTEGRATED STRATEGIES

The Portland Plan has three integrated strategies that provide a foundation for alignment, collective action and shared success. Each strategy includes an overall goal and supporting objectives, guiding long-term policies and a five-year action plan (2012–17). The policies and actions in each strategy are grouped into strategy elements. Actions and policies in each strategy element share common themes.

- Strategy elements**
- Thriving Educated Youth**
 - A culture of high expectations and achievement for all Portland youth
 - Shared ownership for student success
 - Neighborhoods and communities that support youth
 - Facilities and programs that meet 21st century challenges and opportunities
 - Economic Prosperity and Affordability**
 - Regional traded sector job growth
 - Public and private urban innovation
 - Trade and freight hub
 - Growing employment districts
 - Neighborhood business vitality
 - Access to housing
 - Education and job training
 - Household economic security
 - Healthy Connected City**
 - Decisions that benefit health and safety
 - Vibrant neighborhood centers
 - Connections for people, places, water and wildlife

What’s in a strategy?

2035 Goals and Objectives

The plan’s goals and objectives provide big picture statements about what the strategies are designed to achieve. *(See the full version of the Portland Plan.)*

Guiding Policies

The purpose of the Guiding Policies is to help the City of Portland and partners make long-term investments and budget decisions. The policies also provide direction for the City’s Comprehensive Plan, the state-mandated land use, transportation and capital projects plan, as well as other local plans. *(The plan’s Guiding Policies can be found on the following pages.)*

5-Year Action Plan

The actions are the specific steps partners will take in the next five years (2012–17). Some actions are first steps to achieving significant change. Other actions are quick starts that will provide efficient near-term results. Actions that should significantly reduce disparities are labeled Equity actions. *(See the full version of the Portland Plan.)*

THRIVING EDUCATED YOUTH



GOAL: Ensure that youth (ages 0–25) of all cultures, ethnicities, abilities and economic backgrounds have the necessary support and opportunities to thrive—both as individuals and as contributors to a healthy community and prosperous, sustainable economy.

This goal will be achieved by focusing on actions and policies that:

- **Build a culture of high expectations and achievement for all Portland youth.** Expectations expressed directly and indirectly by teachers, counselors, administrators and community members help shape the expectations that youth have for themselves.
- **Encourage all Portlanders to share in a sense of ownership for youth success.** The economy and community benefit when children and youth flourish academically, physically, emotionally and socially.
- **Create complete neighborhoods and communities that support youth success.** Youth need safe homes, access to physical and social resources, and caring adults outside of, as well as inside, the classroom.
- **Support facilities, systems and programs that meet 21st century opportunities and challenges.** Buildings, technology and programs must be accessible, durable and adaptable to meet emerging needs.

Achieving this goal requires focus and collaboration among a broad spectrum of community partners, including educational institutions, businesses, public agencies and community-based organizations.

The Cradle to Career partnership is the cornerstone of the Thriving Educated Youth strategy and is embodied in the second of the four strategy elements. Additional policies and actions complement and support the collective efforts of the Cradle to Career partnership:

1. Eliminate disparities in children and youth success;
2. Link community and family supports to children and youth success; and
3. Ensure that every child enters school prepared to learn.

The Cradle to Career partnership in Multnomah County has committed to driving durable and systemic change through a new “civic infrastructure” of partners who share a common agenda and are ready to align resources.



THRIVING EDUCATED YOUTH GUIDING POLICIES

A culture of high expectation and achievement for all Portland youth

- T-1** Build strategic and effective partnerships among public agencies, formal and informal educators, community-based partners, businesses and youth to:
 - a.** Express and reinforce high expectations for young people to prepare them for high achievement and graduation.
 - b.** Expose youth to college opportunities at early stages of high school.
 - c.** Sustain and expand internships, apprenticeships and other work-based experiential learning opportunities for high school youth.
 - d.** Increase enrollment of high school graduates in the higher education system.
 - e.** Increase the number of degrees awarded locally.
 - f.** Align educational programs with targeted workforce development.
- T-2** Provide ongoing support and training to teachers, advisors, administrators, parents and other adults, and students to ensure that programs and practices inside and outside the classroom are responsive to Portland's diverse cultures.
- T-3** Target resources and support services to reduce barriers to attaining post-secondary degrees and certificates for non-traditional students (e.g., those balancing work and school, and students with young children).

Shared ownership for youth success

- T-4** Conduct outreach and dialogues with the public, including youth and their families, about educational goals, desired outcomes and strategic interventions that will improve the success of our public schools.
- T-5** Base decisions on collectively developed indicators, ensuring that data is disaggregated to understand and address disparities in achievement.
- T-6** Focus strategies and resources towards needs-based interventions that yield the highest impact, with a focus on continuous improvement.
- T-7** Support funding strategies and partnerships to ensure increased affordability and access to early childhood and higher education.
- T-8** Provide meaningful opportunities for youth to participate in decisions that affect their lives.
- T-9** Encourage intergenerational mentoring, tapping the knowledge and experience of Portland's older adults.



Neighborhoods and communities that support youth

- T-10** Capitalize on the opportunities that public schools offer as honored places of learning as well as multi-functional neighborhood anchors to serve local residents of all generations.
- T-11** Focus public investment in community infrastructure including education, recreation, housing, transportation, health and social services to reduce disparities faced by youth of color, families in poverty, youth with disabilities and others at risk of not graduating from high school.
- T-12** Stabilize housing for homeless and low-income families with young children to reduce student mobility rates and provide educational continuity for students throughout the school year.
- T-13** Support collaborative efforts between public safety providers, youth and other community members, organizations and businesses to decrease gang violence and other threats to public safety through positive relationship-building and holistic approaches.
- T-14** Target city budget decisions to support local school districts' major capital investments through complementary improvements including recreational fields, sidewalks and safe crossings, and others that leverage limited capital funding available for schools within the city.
- T-15** Make it easier for students to get to school, work and other needed services on public transit.

Facilities and programs that meet 21st century opportunities and challenges

- T-16** Enable educational and community facilities to serve multiple purposes and generations, coordinate and leverage public capital funds, and build a sense of community ownership.
- T-17** Operate more efficiently, predictably and in a more cost-effective manner through intergovernmental agreements among the City, government agencies and school districts.
- T-18** Support legislative efforts in Salem to reform education funding in Oregon, to improve the ongoing maintenance of our school facilities, and to correct recent economic pressures affecting necessary maintenance over time.
- T-19** Support curricula and educational opportunities that foster creativity and critical thinking to prepare students for a workforce that is globally competitive, entrepreneurial and responsive to economic change.
- T-20** Design facilities and programs to flexibly adapt to changes in teaching approaches and technology over time, and equitably address the needs of learners of different abilities and learning styles.
- T-21** Utilize school grounds and facilities as green spaces, community gardens, playgrounds and other physical activity resources for neighborhoods with little or no other access to green spaces.
- T-22** Provide accessibility for students, staff and visitors with disabilities by incorporating universal design practices into new and rehabilitated school facilities.

ECONOMIC PROSPERITY AND AFFORDABILITY



GOAL: Expand economic opportunities to support a socially and economically diverse population by prioritizing business growth, a robust and resilient regional economy, and broadly accessible household prosperity.

This goal will be achieved by focusing on actions and policies that:

- **Foster regional traded sector business and job growth.** Traded sector businesses drive and expand the region's and Portland's economy. Staying competitive is essential to business survival and growth.
- **Support public and private urban innovation.** Portland has expertise in and businesses that have capitalized on research, technology and sustainability practices. In particular, green technology businesses are growing and can thrive as an export industry.
- **Support Portland's advantages as a trade and freight hub.** Portland's industrial freight districts are a core part of the city's living-wage job base. Strategic investments are needed to maintain and grow our competitive position.
- **Elevate the growth and vitality of the city's employment districts.** The central city, industrial districts, harbor, hospitals and universities, and other commercial centers are the places where job growth happens. Policies, programs and investments are needed to maintain Portland's job growth and ensure these districts prosper.
- **Support the vitality of Portland's neighborhood-based businesses.** Neighborhood-serving business districts are predominantly comprised of small businesses and can be a source of job growth, minority entrepreneurship and neighborhood health. While many neighborhoods thrive, prosperity is uneven across the city.
- **Meet Portland's needs for quality, affordable homes for current and future residents.** Housing development will play a significant role in the future of the city and is key to meeting the economic and social needs of households.
- **Ensure access to education and job skills needed by Portlanders and industry.** The economy has become more skill-dependent. Portland's systems for education and workforce training and development must be high quality and effective to help meet household economic needs, reduce disparities and maintain a competitive local economy.
- **Provide for the economic security of low-income households.** Portland must provide the working poor and unemployed with pathways for upward mobility and a safety net for basic needs to be a prosperous, sustainable and resilient city.

Each strategy element has a role in expanding economic opportunity and equity. This inclusive economic growth strategy aims toward a city where every Portlander who wants a stable, well-paying job has one and can afford to meet their basic needs. This strategy continues implementation of the priorities set in the City's Economic Development Strategy, the regional economic development strategy and the Portland Housing Bureau strategy.



ECONOMIC PROSPERITY AND AFFORDABILITY GUIDING POLICIES

Regional traded sector business growth

- P-1** Focus Portland's limited strategic business development resources on enhancing the competitiveness of businesses in its target cluster industries.
- P-2** Focus business assistance efforts first on retention, then expansion, and then recruitment of businesses.
- P-3** Integrate traded sector competitiveness into the city's planning and overall policy directions, with focus on export growth.
- P-4** Foster partnerships to expand sector initiatives in other growing industries that concentrate in the inner tier of the metropolitan region, such as professional and business services, distribution and diverse niche industries.
- P-5** Connect Minority, Women-owned and Emerging Small Business (MWESB) firms with target cluster opportunities.

Public and private urban innovation

- P-6** Enhance Portland as a national model for sustainability and as a center for business development by commercializing sustainability practices, products and services.
- P-7** Grow the local market for energy efficiency and solar improvements to homes and businesses through incentives, market-based mechanisms and other programs. Use energy efficiency improvements to increase Portland's long-term affordability and resiliency and to reduce carbon emissions.
- P-8** Build on the advantages of the central city as a center for innovation, commerce and universities, sustainable development, and green technology systems (such as district energy).
- P-9** Pursue universal, affordable and reliable access to high-speed information technology and the devices and training to use the Internet effectively. Support the deployment of high-bandwidth infrastructure through clustering and collocating users that need very large broadband capacity.
- P-10** Continue to promote innovation in public projects related to transportation and environmental services, including the following: (1) green infrastructure approaches as part of cleaning up the Willamette River, (2) an innovative active transportation system—transit, walking, use of mobility devices, biking, car and bike sharing, etc., and (3) urban parks and natural areas. These will enhance the livability of the city and give Portland a competitive advantage in retaining and attracting an educated, productive workforce.
- P-11** Support and invest in Portland's creative talent and leverage our arts and culture community to drive innovation and economic growth.
- P-12** Connect Minority, Women-owned and Emerging Small Businesses (MWESB) with urban innovation opportunities.

ECONOMIC PROSPERITY AND AFFORDABILITY GUIDING POLICIES

Trade and freight hub

- P-13** Prioritize freight movement over single-occupancy vehicle travel on truck routes. Increase the freight movement share of our limited transportation system capacity.
- P-14** Leverage more regional, state, port and private resources to make strategic investments in Portland’s multi-modal freight hub infrastructure (truck, rail, airport and harbor facilities).
- P-15** Build on Portland’s 2006 Freight Master Plan to better integrate freight mobility, including the “last mile” aspects of freight delivery, into land use, neighborhood, environmental and sustainability planning.
- P-16** Apply best practices that help reduce energy consumption related to freight movement, and help carriers and shippers achieve optimal efficiency.
- P-17** Connect MWESB contracting opportunities with trade gateway infrastructure projects.
- P-18** Increase the use of transit, bikes, walking, carpooling and telecommuting to reduce both wear and demand on the transportation system and to free up capacity for freight mobility. In addition, prioritize investment in a modernized, complete and comprehensive freight transportation network, including replacement of obsolete end-of-life assets in the freight network (bridges, overpasses, etc.).

Growing employment districts

- P-19** Provide land supply and development capacity to meet job growth targets, and improve the cost competitiveness of redevelopment and brownfields.
- P-20** Institute a means to consider economic as well as environmental and social metrics in making land use, program and investment decisions. Look for ways to improve social equity as part of economic development actions.
- P-21** Consider the impact of regulations and fee structures on competitiveness.
- P-22** Provide capacity for Portland’s campus institutions to grow and to remain competitive.
- P-23** Better link freight transportation and other quality, reliable infrastructure investments with economic health and job growth opportunities in employment districts.

Neighborhood business vitality

- P-24** Apply commercial revitalization and business development tools to drive business growth in neighborhoods and help neighborhoods, local business and residents better connect to and compete in the regional economy.
- P-25** Use a community-driven neighborhood economic development approach to build local capacity to achieve economic development outcomes, minimize involuntary displacement and spur commercial activity in underserved neighborhoods.
- P-26** Support microenterprise and entrepreneurship.
- P-27** Improve access to jobs in priority neighborhoods through frequent transit, active transportation, workforce development training and employment growth in neighborhoods.
- P-28** Expand partnerships with community-based organizations, foundations, community development financial institutions, business improvement districts and the private sector (generally) to leverage more public investments in neighborhood economic development.

Access to housing

- P-29** Provide for a supply of quality housing that meets expected growth, is diverse in terms of unit types and price, and is located to take advantage of the long-term affordability benefits of the Healthy Connected City strategy's network of hubs and connections.
- P-30** Maintain the health, safety and viability of existing housing stock.
- P-31** Produce and preserve housing to meet the needs that remain unmet by the private market.
- P-32** Provide for long-term housing affordability by considering the combined cost to residents of housing, utilities and transportation when making housing investment decisions.
- P-33** Remove discriminatory barriers to Portlanders trying to secure housing.
- P-34** Keep families in their homes by preventing avoidable, involuntary evictions and foreclosures.
- P-35** Move people quickly from homelessness into housing in a way that lasts, and maintain the safety nets that keep households from falling into homelessness and address emergency needs.
- P-36** Increase the ability of low-income households to access homeownership opportunities.
- P-37** Provide for the growing housing needs of the disabled and elderly through designing housing units to be more physically accessible and locating more of this housing near neighborhood hubs and frequent transit service.
- P-38** Link housing to transportation at the local level by including housing strategies as part of planning major transit investments.
- P-39** Continue to expand access to affordable transportation options, including sidewalks, frequent service transit, bicycle networks, car and bike sharing, and other alternatives that allow households to function without a car or with one car. Develop corridor-specific housing strategies as a component of major transit investments.
- P-40** Link workforce training programs with subsidized housing to help people who are in stable environments access job skills training, increase their income, reduce their time spent in subsidized housing and free up units for those on the waiting list.

Education and job skills training

- P-41** Expand access to training programs, including short-term skill-building programs, to build career pathways that allow individuals to secure a job or advance in a high-demand industry or occupation.
- P-42** Improve completion rates for post-secondary education, industry recognized certification and other career or technical credentials.
- P-43** Subsidize on-the-job training for new workers to develop required skills. Subsidize work experiences for youth with an emphasis on disconnected and disadvantaged youth.
- P-44** Move more education and training opportunities into the workplace, such as hands-on vocational training, English language proficiency classes and apprenticeships.

Household economic security

- P-45** Work toward more effective poverty reduction through aligning major public systems responsible for housing, social services, community development and workforce development.
- P-46** Reduce racial, ethnic and disability-related disparities in economic self-sufficiency.



HEALTHY CONNECTED CITY GUIDING POLICIES

Decisions that benefit health and safety

- H-1** Incorporate the principles of the Healthy Connected City into the City's Comprehensive Plan and use this to coordinate policy, land use and investment decisions.
- H-2** Develop the Healthy Connected City network. *For an illustration of the Healthy Connected City network see the concept diagram provided later in this section.*
- H-3** Continue to manage and invest in quality basic public services. These services include public safety, emergency services, transportation and transit, drinking water, sewer, stormwater and green infrastructure, parks and natural areas and civic buildings.
- H-4** Consider community health impacts, equity outcomes and ecological and watershed health risks when making decisions about growth, implementing programs and designing capital improvements.
- H-5** Reduce the risk of social, economic and environmental losses from hazards and ensure effective emergency and disaster response. Do this through investments in environmental protection, asset management, and community preparedness and maintenance of critical infrastructure, including emergency routes and water supply.
- H-6** Encourage design and development that improves public health and safety. This includes design that supports active living and healthy housing, better fire safety and prevention, crime prevention through environmental design, and hazard mitigation and adaptation.
- H-7** Preserve the distinctive characteristics and history of Portland's neighborhoods and districts when making decisions regarding growth, urban design and the design of improvements.
- H-8** Engage all residents in planning for changes that may affect their communities and neighborhoods.
- H-9** Use investments, incentives and other policy tools to minimize or mitigate involuntary displacement resulting from new development and economic change in established communities.
- H-10** Support and enhance programs that encourage recreation and physical activity, healthy eating, active transportation, conservation, and community safety and resiliency.
- H-11** Strengthen collaboration among public agencies and health partners.



HEALTHY CONNECTED CITY GUIDING POLICIES

Vibrant neighborhood centers

- H-12** Support strong, vibrant and complete neighborhood centers through land use, community economic development, and housing, infrastructure and technology investments.
- H-13** Prioritize the placement of community services in neighborhood centers—such as health clinics, day care centers, senior centers, libraries and educational facilities.
- H-14** Design and program schools as community gathering places that have additional community services such as health clinics, recreational facilities, civic spaces, day care and libraries.
- H-15** Expand access to healthy, affordable food by supporting the viability of grocery stores, local markets and community gardens in neighborhood centers.
- H-16** Encourage development of high-quality, well designed housing in and around neighborhood centers and near transit—at a variety of sizes and cost ranges.
- H-17** Promote and provide affordable housing options accessible to older adults and mobility-limited individuals in places where close proximity to services and transit makes it easier to live independently.
- H-18** Link neighborhood centers to each other, employment areas, the Central City and the broader region through a multi-modal transit system. Prioritize safe and attractive frequent transit service, bikeways and accessible pedestrian connections, including sidewalks.
- H-19** Integrate parks, plazas or other gathering places into neighborhood centers to provide places for community activity and social connections.
- H-20** Protect and enhance defining places and features of neighborhood centers, including historic resources, with special attention to redevelopment areas.
- H-21** Design civic spaces to include public art and to highlight the culture of neighborhoods and diverse communities.
- H-22** Promote energy and resource conservation at a district scale in neighborhood hubs through compact development, rehabilitation of existing buildings and energy efficiencies.
- H-23** Invest in underserved areas with disadvantaged populations, incorporating tools to reduce displacement.



Connections for people, places, water and wildlife

- H-24** Develop the network of habitat connections, neighborhood greenways and plan for civic corridors as a spine of Portland's civic, transportation and green infrastructure systems to enhance safety, livability and watershed health and catalyze private investment and support livability.
- H-25** Preserve and restore habitat connections and tree canopy to link stream and river corridors, landslide-prone areas, floodplains, wetlands and critical habitat sites into a system of habitat corridors. This provides connections for wildlife, supports biodiversity, improves water quality, reduces risks due to flooding and landslides, and supports Portland's adaptation to climate change.
- H-26** Plan, fund and manage green infrastructure as part of the City's capital systems.
- H-27** Build on Portland's green street and bikeway efforts to create a citywide greenway network of trails and pedestrian and bike-friendly green streets. Locate neighborhood greenways to serve currently underserved communities, improve accessibility, and make connections to the central city, neighborhood hubs, major employment and cultural centers, schools and universities, community centers, parks, natural areas and the Willamette and Columbia Rivers.
- H-28** Design neighborhood greenways and civic corridors to integrate safe and accessible facilities for pedestrians and cyclists, sustainable stormwater facilities, tree planting and community amenities.
- H-29** Transform prominent transit streets, streetcar and light rail corridors into distinctive civic places of community pride that serve Portland's future multi-modal mobility needs and are models of ecological design.
- H-30** Preserve older and historic buildings, public places and parks along corridors, where appropriate, to enhance the pedestrian realm and create a unique sense of place and neighborhood identity.

THE HEALTHY CONNECTED CITY NETWORK

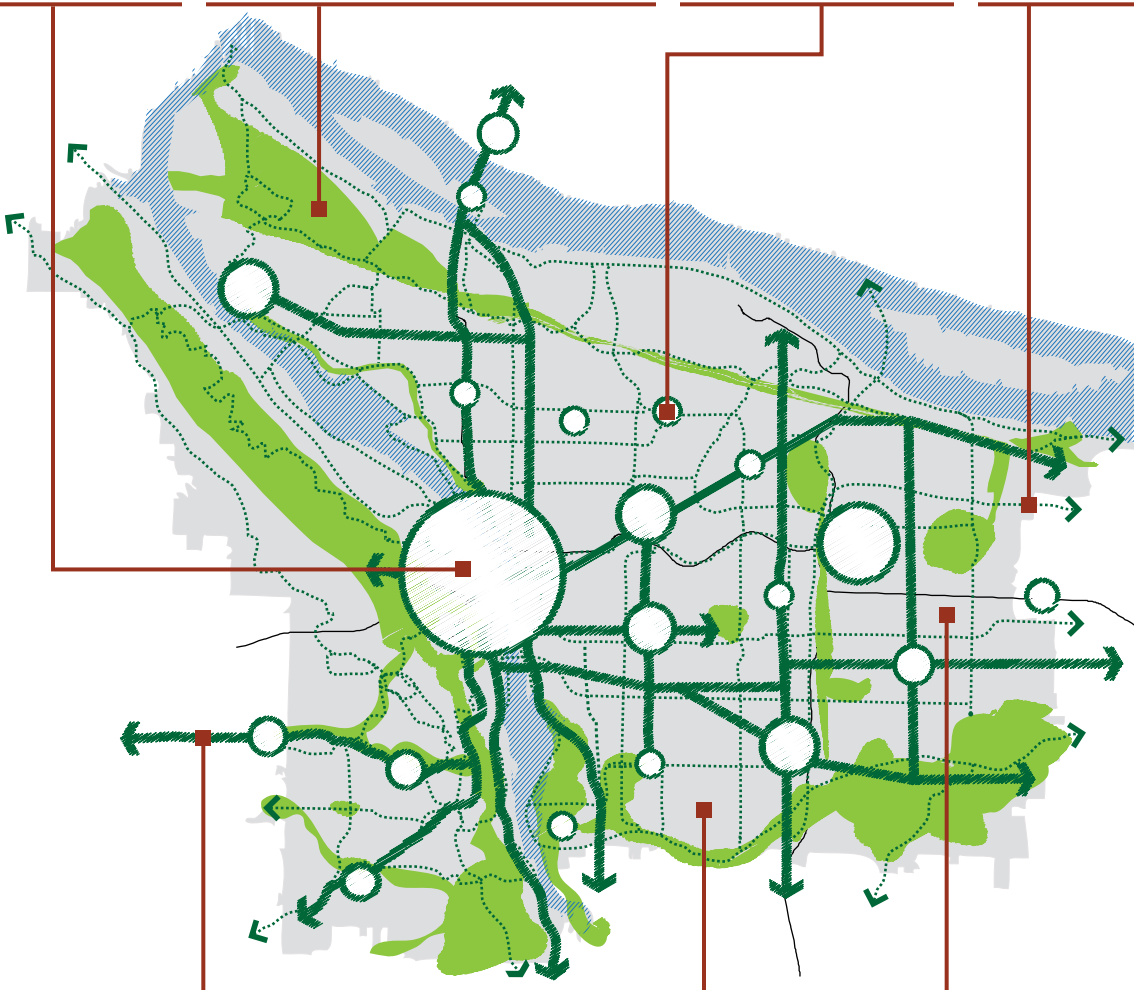
This diagram illustrates the concept of the Healthy Connected City network of neighborhood centers and city connections.

Central City is the region's center of jobs, high-density housing, transit and other services. It also comprises a large portion of the Willamette River waterfront in the city. It benefits the entire city and has a key role as part of an interconnected system of neighborhood centers and city greenways.

Habitat connections are corridors and neighborhood tree canopy that weave nature into the city and connect to large natural areas, like Forest Park. The habitat connections include anchor habitats and the connections between them. They provide corridors for residents and migrating wildlife. Anchor habitats are places with large, contiguous natural areas that serve as a safe and healthy home for resident and migratory animal species and native plants.

Neighborhood centers are places with concentrations of neighborhood businesses, community services and housing and public gathering places, providing area residents with local access to services.

Neighborhood greenways are pedestrian- and bike-friendly green streets and trails that link neighborhood centers, parks, schools, natural areas and other key community destinations, making it easier to get around by walking, biking or wheelchair.



Civic corridors are major streets and transit corridors that link neighborhood centers to each other and the Central City. In some cases, a civic corridor may not be a single street, but multiple parallel streets that serve complementary functions. Civic corridors are enjoyable places to live, work and gather with bike and pedestrian facilities, large canopy trees, stormwater facilities and place-making amenities.

Schools and parks are important community destinations that can be safely and conveniently reached from neighborhood greenways.

Existing residential areas are connected to neighborhood centers, the city center, employment areas, parks and natural areas and other destinations through networks of neighborhood greenways and civic corridors.

IMPLEMENTATION



The Portland Plan brings some of Portland's most influential plans and projects together under a shared title and action plan.

This integrated approach ensures that the most important parts of the City's and various partners' plans are aligned. It helps coordinate data collection and analysis so bureaus, agencies, businesses, community organizations and Portlanders can base decisions on accurate and shared information. It also provides a framework for independent community action.

Collaborative partnerships

More than 20 agency partners, including Metro, TriMet, Multnomah County, the school districts, the Portland Development Commission and others will continue to commit resources to help implement the plan over the next 25 years. Improved alignment and coordination among the partner agencies will ensure that agencies use public resources in the smartest possible way. Portland Plan partners will also continue to work to develop strong partnerships with state and federal agencies.

The Portland Plan goals cannot be achieved by government agencies working alone, or even with a small set of community partners. Portland Plan agency partners must work with Portland's businesses, nonprofits, community organizations and individuals to facilitate implementation of the Portland Plan goals. Together, we will build upon our assets to advance equity and improve opportunity for all Portlanders.

Lead an action

Lead partners will:

- Adopt, fund, schedule and coordinate the implementation of one or more Portland Plan actions that match their organization's mission.
- Recruit, coordinate, recognize and support additional partners that can help implement action(s), including community organizations and businesses.
- Complete a brief status report in year three of the plan (FY2014–2015) on each action they agreed to implement.
- Participate in Portland Plan meetings and community forums.
- Coordinate with other partners to request modifications or add new ideas.

Potential lead partners were identified during the plan development process. Lead partners for each action will be formalized as actions are selected for implementation and become part of an organization's approved budget. This is only a starting place.

In most cases, lead partners will be government organizations. In some cases, a non-governmental organization could be a lead partner. Lead partners will be responsible for identifying funding for the action.



IMPLEMENTATION

Support an action

Supporting partners will:

- Provide direct assistance to lead partners where support matches the organization's or business's mission and resources.
- Undertake activities that support Portland Plan actions and objectives.
- Coordinate with lead partners where technical assistance or volunteer support is needed.
- Leverage additional funds, as appropriate.

Supporting partners may include businesses, nonprofits, community organizations and government agency partners. They will include both those already identified in the plan and others, as appropriate. Supporting partners will be identified through a collaborative process as actions are identified for implementation. Identifying supporting partners will be the responsibility of the lead partner.

Take your own action—My Portland Plan

Portland's engaged residents, businesses and community organizations are among the city's greatest strengths. Portlanders' continued support is essential to the Portland Plan's success. The Portland Plan goals of prosperity, education, health and equity can only be achieved if businesses and community organizations, as well as individuals, take complementary supporting actions that align with their missions, interests and capacities. Ideas and recommendations for how to support the Portland Plan can be found at www.myportlandplan.com.

Reporting and action plan updates

The Office of Management and Finance and the Bureau of Planning and Sustainability will work with the lead partners to produce a Portland Plan assessment and progress report in year three of the plan (Fiscal Year 2014–2015). The report will list actions that are underway or complete and provide an update on the measures of success.

Recommended new actions for the 2017–2023 action plan will be developed in Fiscal Year 2016 and presented to the City Council no later than the end of calendar year 2016 to allow time for new Portland Plan actions to be included in the Fiscal Year 2017–18 budget.



Budget guidance

The Portland Plan will help provide the City of Portland with a coordinated and measurable approach for organizing and prioritizing annual budget requests and for prioritizing work with other agencies and organizations. When fully implemented, the new budget approach will direct City of Portland bureaus and offices to:

- Identify how programs and projects support the Portland Plan strategies and specific actions.
- Use an asset management approach to achieve more equitable service levels across communities and geographies.
- Track and report on service levels and investments by community and geography, including expanding the budget mapping process.
- Assess the equity and social impacts of budget requests to ensure programs, projects and other investments help reduce disparities and promote service level equity, improve participation and support leadership development.
- Identify whether budget requests advance equity, represent a strategic change to improve efficiency and service levels, are needed to provide for basic public welfare, health and/or meet all applicable national and state regulatory standards.
- Coordinate City budgets with local, state and federal agencies.

Each fiscal year, the partners will review the actions and determine which actions are the highest priorities.

For more information, see the Actions 131 through 142 in the complete Portland Plan.

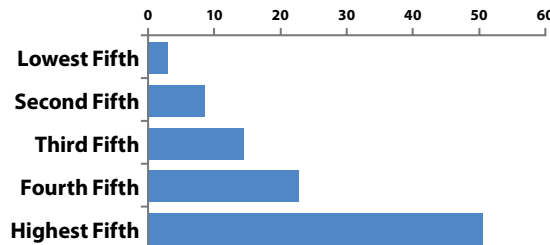
PORTLAND PLAN MEASURES AT-A-GLANCE

This focused list of measures provides a snapshot of the current state of the city and an overview of the challenges that stand between where Portland is today and where Portland wants to be by 2035. They provide an insight on trends and current conditions related to our past performance and future goals. These measures cannot and are not intended to tell us everything about each topic.

Please see the Measures of Success section in the complete Portland Plan for more information.

1 EQUITY AND INCLUSION

INCOME DISTRIBUTION (CITY OF PORTLAND, 2005–09)



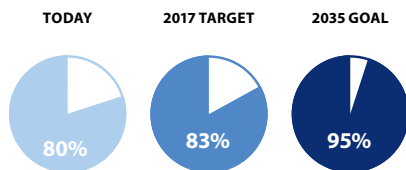
DIVERSITY INDEX

55

While racial and ethnic diversity, overall, is growing, it varies across the city. The diversity index shows that between 2000 and 2010, diversity declined in inner North and Northeast neighborhoods and increased in East Portland. The information suggests that non-white residents are being pushed to areas where housing is more affordable, but transit service is less frequent and where there are fewer pedestrian-accessible commercial services.

2 RESIDENT SATISFACTION

PERCENT SATISFIED LIVING IN THE CITY

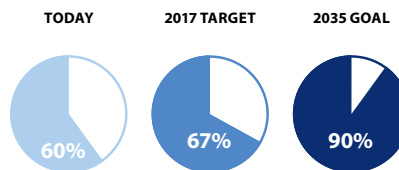


Right direction, steadily increasing

This information is based on surveys performed by the City Auditor's Office.

3 EDUCATED YOUTH

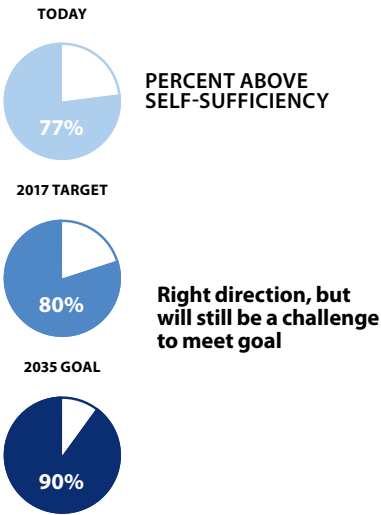
HIGH SCHOOL ON-TIME GRADUATION RATE



Right direction, but challenges ahead

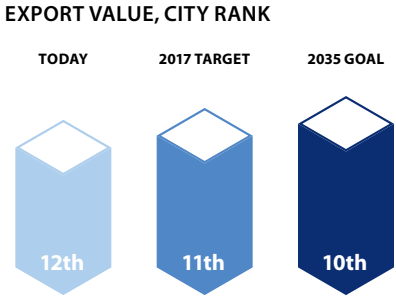
The four year on-time graduation rate follows students from the fall of their ninth grade year to the end of their fourth year in high school.

4 PROSPEROUS HOUSEHOLDS



This measure is based on the Self-Sufficiency Index, which measures whether an income is sufficient to meet the basic needs of most adults, including the cost of housing, childcare, food, healthcare and transportation.

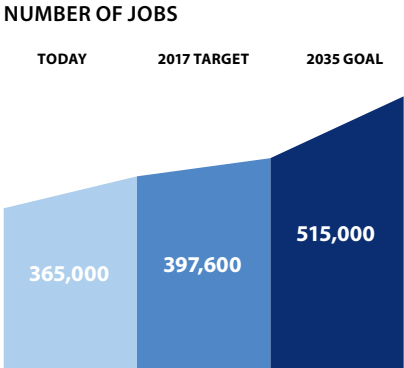
5 GROWING BUSINESSES



Right direction

The export value is the total dollar amount of exports exiting the Portland region to other markets. Exports are about 20 percent of the regional economy and support more than 125,000 jobs.

6 JOB GROWTH



Still need more jobs

It is important for Portland to grow more jobs in our industrial and freight hub and to continue to grow the downtown area. Portland needs to attract more jobs within the region.

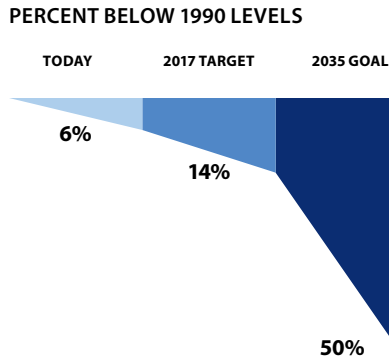
PORTLAND PLAN MEASURES AT-A-GLANCE

7 TRANSIT AND ACTIVE TRANSPORTATION



Walking and biking, taking transit or carpooling to work and working from home have many advantages, ranging from personal health benefits to carbon emissions reductions to making more room for freight on the roads.

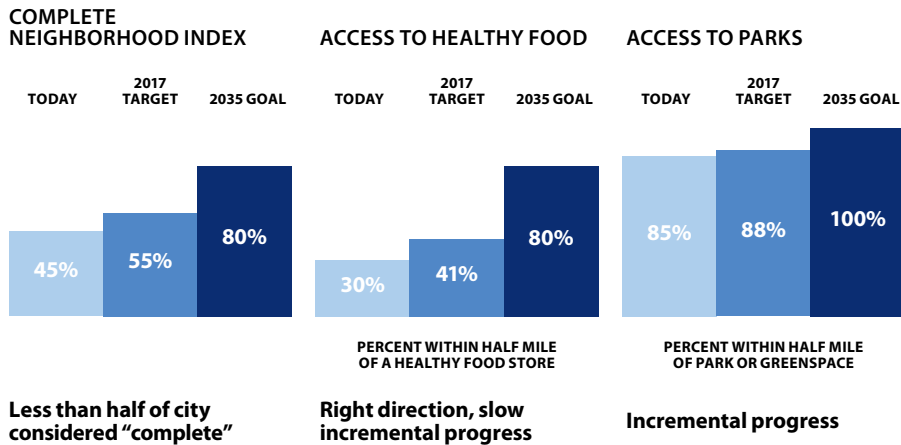
8 REDUCED CARBON EMISSIONS



Emissions steadily decreasing, but much more work to do

Portland has successfully reduced carbon emissions more than 25 percent per capita and 6.5 percent overall since 1990. But we need to do more. Climate scientists determined that reductions of 50 to 80 percent below 1990 levels are needed to potentially avert significant catastrophic impacts.

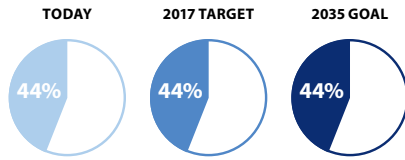
9 COMPLETE NEIGHBORHOODS



The complete (or 20-minute) neighborhoods index tracks access to services and amenities, such as grocery stores, parks, sidewalks and many more things, across the city.

10 HEALTHIER PEOPLE

ADULTS AT A HEALTHY WEIGHT



Declining

EIGHTH GRADERS AT A HEALTHY WEIGHT



No trend data

Individuals who are overweight or obese are at increased risk of many chronic diseases, which can have adverse impacts on quality of life, reduce life spans and significantly increase household costs.

11 SAFER CITY

PERCENT WHO FEEL SAFE WALKING ALONE AT NIGHT IN THEIR NEIGHBORHOOD



Right direction, increasing

PART 1 CRIMES PER 1000



Right direction, declining

If residents fear crime in their neighborhoods or do not feel safe calling emergency services, they may be less likely to leave their homes or use public spaces. This reduced mobility can cause social isolation and exacerbate health consequences.

12 HEALTHY WATERSHEDS

WATER QUALITY INDEX	TODAY	2035 GOAL	TREND
Willamette River	67	75	Right direction, all steadily improving
Columbia Slough	52	60	
Johnson Creek	53	60	
Fanno Creek	56	60	
Tryon Creek	41	60	

	TODAY	2017 TARGET	2035 GOAL	TREND
TREE CANOPY	26% (2002)	28%	≥ 33%	Right direction, but challenge to raise percentage

The Portland Water Quality Index combines eight water quality indicators to assess how close Portland’s streams and rivers are to meeting water quality standards. The index is tailored to the unique qualities of each water body.

Make it your Portland Plan!

www.myportlandplan.com

With input from 20,000 residents and more than 20 community partners, the Portland Plan is for all Portlanders. And even one person's actions can make a big impact on our city—boosting prosperity and educational outcomes, and helping to advance health and equity. In order to turn the plan into reality, everyone's participation is key—but where do we start?

Fellow Portlanders are making the Portland Plan their own by incorporating simple, everyday actions into their lives at home, work, school and other organizations.

THE PORTLAND PLAN

April 2012

WWW.PDXPLAN.COM