

An aerial photograph of Portland, Oregon, showing a dense urban landscape with various high-rise buildings and residential structures. In the background, a large, snow-capped mountain (Mount Hood) rises above a range of blue mountains under a clear blue sky with some light clouds. The foreground is dominated by dark green trees.

THE PORTLAND PLAN

The Portland Plan is brought to you by more than 20 municipal and regional agencies and nonprofit organizations.

Portland Plan Lead Partners

City of Portland

Multnomah County

Metro

TriMet

Portland Development Commission

Portland State University

Mt. Hood Community College

Portland Public Schools

David Douglas School District

Parkrose School District

Reynolds School District

Centennial School District

Oregon Health and Science University

Portland Community College

Home Forward (Housing Authority of Portland)

Oregon Department of Land Conservation and Development

Oregon Department of Transportation

West Multnomah Soil and Water Conservation District

East Multnomah Soil and Water Conservation District

Multnomah County Drainage District

Worksystems, Inc.

Multnomah Education Service District

Port of Portland



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PROSPEROUS. HEALTHY. EQUITABLE.

For generations, Portlanders worked with intention to create a city that is culturally vibrant, intellectually curious and innovative. We linked land use, transportation, green spaces and people and poured effort into creating neighborhoods instead of sprawl.

We became the first city in the U.S. to adopt a formal plan to lower carbon emissions. More recently, we reintroduced the modern streetcar, promoted new ways of managing waste and stormwater and are now a home for the clean technology revolution. Over the past 40 years, we showed we could grow our economy, clean our environment and support vibrant places for Portlanders to work and live.

Today, despite many successes, times are tough and resources are scarce. There are further challenges on the horizon. In this context, it's easy to think we can't afford ambitious plans. But, we also know that we must work toward a brighter future. Today we need to follow a strategic path that recognizes our context and challenges, but also our strengths. The path forward requires us to work smarter, be more practical, work together, and be ready to take on difficult conversations.

We need a different kind of plan.



OUR 25-YEAR VISION OF PORTLAND IS ONE OF PROSPERITY, HEALTH AND EQUITY. THE NEW PORTLAND PLAN WILL HELP MAKE THAT VISION A REALITY.

How is this plan different? The Portland Plan is practical, measured and strategic. To get more from our existing budgets, the Portland Plan emphasizes actions that have multiple benefits. Based on extensive analysis of quantitative data and information about conditions in Portland's diverse neighborhoods, it sets numerical targets and suggests ways of measuring progress toward them. It includes both 25-year policies and a five-year action plan.

The Portland Plan is a plan for people. Built from more than 20,000 comments from residents and businesses about the changes they want to see, it addresses core issues that are affecting Portlanders — issues including jobs, education, health and social equity.

Advancing equity is critical because we have a shared fate. When we think about the Portland of 2035, it becomes clear that advancing equity must be an area of strategic focus. We can see from significant demographic shifts that we are becoming a more racially and ethnically diverse city with more newcomers, and a city with more income polarization in its neighborhoods. For the city to succeed — all Portlanders, regardless of race, gender, sexual orientation, disability, neighborhood, age, income or where they were born — must have access to opportunities to advance their well-being and achieve their full potential. Equity is both a means to a healthy, resilient community and an end from which we all benefit.

One size does not fit all. Portland's geographic districts have distinct issues. The Portland Plan presents actions, policies and implementation measures that respect culture, history and the environment.

High-quality core services are fundamental to success. Core services including public safety, clean water and sewer services are fundamental to a city. We cannot make Portland a prosperous, healthy and equitable city without providing reliable and quality core services. This means actively managing assets, having clear service standards, and being prepared to make strategic investments.

Above all, partnerships will be the driver of change. The Portland Plan breaks down traditional bureaucratic silos. Collectively, the public agencies that operate within the City of Portland spend over \$4 billion annually on activities related to prosperity, health, and equity. Our collective actions must be better aligned, integrated and designed to produce multiple benefits.

With an eye toward the year 2035, the Portland Plan sets ambitious goals for the city. It is a strategic plan for the city and its partners and, like many private sector strategic plans, the Portland Plan highlights a limited set of priorities and outlines strategies to get there:

- Create well-paying jobs.
- Advance social equity.
- Improve educational outcomes.
- Support healthy connected communities.

PORTLAND IS KNOWN FOR ITS COMMITMENT TO POSITIVE CHANGE AND RESILIENT COMMUNITIES.

Portland is Oregon's largest employment center and the state's hub for business services.

Portland is second among U.S. metropolitan areas in five-year export growth. In 2008, exports generated \$22 billion for the regional economy.

Portland's innovative solar, wind and energy efficiency policies helped spark a clean energy revolution and the creation of a sustainable industries business sector. Portland boasts one of the largest concentrations of green building professionals in the country, with many also working in wind energy and solar photovoltaic manufacturing.

Portland has the ninth largest Native American population in the United States, including descendants of more than 380 tribes. This diverse population includes enrolled members of local tribes with reserved treaty rights to fish and gather in the Columbia and Willamette Rivers. Native Americans have come to Portland for many reasons, and their stories are powerful.

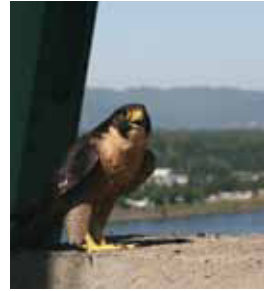
Portland's public transportation is accessible and affordable, with extensive light rail and bus service and the first modern streetcar system in the nation. Portland also has one of the nation's highest percentage of bike commuters (6 percent) and more than 300 miles of developed bikeways.

In recent years, more than 50 percent of new housing units in the Metro region were built in the city.

More than 20 farmers markets and 35 community gardens emerged to provide access to fresh, locally-sourced food.

People aren't the only ones who enjoy Portland. Over 200 native bird species, 13 native species of reptiles and many other wildlife species either live in or migrate through Portland's watersheds.

Nearly 40 percent of Portland adults have a college degree.



**BUT, AS WE MAKE PLANS FOR TOMORROW’S CITY,
WE MUST ADDRESS KEY CHALLENGES THAT STAND BETWEEN
US AND OUR BRIGHTEST FUTURE.**



The “working poor” made up 23 percent of Multnomah County households in 2005–07. These households did not earn enough income to cover their basic needs. Average wages in Multnomah County have not kept pace with the rising cost of living.

In the 2000–08 business cycle, Portland had flat job growth (0.1 percent average annual growth rate) and 17 of Portland’s 23 neighborhood market areas lost jobs. Redeveloping brownfields to support manufacturing jobs is difficult and suburban job growth rates outpaced the city’s job growth rate.



Our children aren’t getting the education they need. Only 53 percent of Portland’s high school students graduate in four years and 23 percent dropped out altogether.

In some inner neighborhoods, many renters and small businesses have been involuntarily displaced. Other Portland neighborhoods are also at risk, with a high percentage of renters who are people of color and/or low income. Displacement and gentrification separates and marginalizes communities.



Chronic disease rates have increased, and 53 percent of Multnomah County residents are overweight or obese.

Our bridges, schools, roads and parks need repair and attention. Portland has nearly 60 miles of unpaved roads. We need to spend over \$300 million more per year to effectively maintain and manage our existing infrastructure.



Portland and Multnomah County’s total carbon emissions were two percent below 1990 levels in 2009. We are doing better than the rest of the nation; however, by 2030, total emissions need to be 40 percent below 1990 levels to reach critical city goals.

Runoff from yards, streets and buildings is the largest source of pollution and contaminants in local waterways, compromising the habitat and water quality of Portland’s streams, rivers and other natural areas. More than 80 “special status species” that are rare, in decline, or of concern either reside or pass through our city.

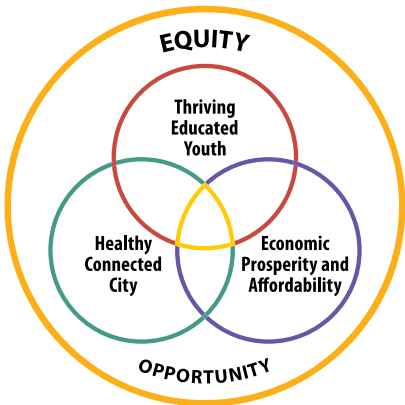


PORTLAND PLAN AT A GLANCE

Framework for Equity

- Close the gaps
- Deliver equitable public services
- Engage the community
- Build partnerships
- Launch a racial and ethnic justice initiative
- Increase internal accountability

3 Integrated Strategies



12 Measures of Success

1. Equity and inclusion
2. Resident satisfaction
3. Educated youth
4. Prosperous households
5. Growing businesses
6. Creating jobs
7. Transit and active transportation
8. Reduced carbon emissions
9. Complete neighborhoods
10. Healthier people
11. Safer city
12. Healthier watersheds

ACTION AREAS

- PROSPERITY AND BUSINESS SUCCESS
- EDUCATION AND SKILL DEVELOPMENT
- SUSTAINABILITY AND THE NATURAL ENVIRONMENT
- HUMAN HEALTH, FOOD AND PUBLIC SAFETY
- TRANSPORTATION, TECHNOLOGY AND ACCESS
- EQUITY, CIVIC ENGAGEMENT AND QUALITY OF LIFE
- DESIGN, PLANNING AND PUBLIC SPACES
- NEIGHBORHOODS AND HOUSING
- ARTS, CULTURE AND INNOVATION

The Portland Plan is organized around an equity framework, measures of success and integrated strategies based on nine action areas. The action areas were the starting point for completing background research and for setting goals and objectives for 2035.

Together, they provide a five-year action plan and 25-year guiding policies for the City and Portland Plan partners.

**MAKING
EQUITY
REAL**



A Framework for Equity

Advancing equity in Portland means changing the way the city works – how city government and partners make decisions, where they invest, how they engage with Portlanders and each other and how we measure success.

This chapter of the Portland Plan provides a framework for advancing equity—long-term policies and short-term actions. It includes information on what to do—close disparity gaps and focus on equitable outcomes; how to do it—improve participation, build partnerships and implement a racial and ethnic justice initiative; and how to stay accountable. It sets forth a new way of working that puts achieving equity front and center and identifies some of the specific actions needed to ensure that the Portland Plan’s equity foundation is strong and supportive.

This framework can be easily adopted by any of the lead or supporting agencies to meet their particular needs. The specific actions in each agency’s equity plan will need to be tailored to meet their specific circumstances.

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 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

We make the promise of opportunity real when:

- All Portlanders have access to a high-quality education, living wage jobs, safe neighborhoods, a healthy natural environment, efficient public transit, parks and green spaces, decent housing, and healthy food.
- The benefits of growth and change are equitably shared across our communities. No one community is overly burdened by our 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.

Why Equity Matters

Prosperity

We all win when everyone achieves their full potential. We all win when business can thrive in our community, when children graduate from school and when we all can access healthy food sources. Our shared prosperity depends on everyone's participation.

Resilience

Without healthy, thriving, prepared people we cannot achieve our highest goals, implement our best plans for dealing with climate change or secure Portland's position in the global economy. Without a city that is physically designed to last, future generations will not benefit. We want a city where we are better on a good day so we can bounce back from a bad day. That requires everyone's well-being, everyone thriving, everyone participating.

Prevention

Meaningfully connecting everyone to community institutions, programs and services prevents problems from occurring in the first place. The cost of doing nothing is profound, both socially and fiscally.

Leadership

Just as Portland has led innovation in environmental sustainability and green technology, Portland can be a leader in social sustainability. By focusing on ways to build equity and accountability, we can lead the development of 21st century business practice and tools — and that has value in a knowledge-based economy.



Working toward equity requires an understanding of historical contexts and the active investment in social structures over time to ensure that all communities can experience their vision for success.

CLOSE THE GAPS

We will ...

- Recognize the multiple, overlapping identities that affect access to opportunities.
- Collect culturally-specific metrics, alternative data sources, and research methods.
- Examine and revise policies and practices that may appear fair, but marginalize some and perpetuate disparities.
- Raise awareness and understanding of critical disparities by City staff and other Portlanders, and build capacity to identify the nature and extent of critical disparities, in an inclusive manner.
- Identify what works. Prioritize policies, programs and actions to make measurable progress towards more equitable outcomes.
- Tailor disparity reduction approaches to the primary needs of each at-risk community.

5-Year Action Plan

1	Complete and move forward with implementation of the City of Portland Civil Rights Title VI Program Plan to remove barriers and conditions that prevent minority, low-income, limited English proficiency and other disadvantaged groups and persons from receiving access, participation and benefits from City programs, services and activities.
2	Assign responsibilities to City bureaus to identify, track, educate and act on critical disparities in self-identified communities.
3	Share data between City and partners. Invite self-identified communities to provide information and sources unique to them.
4	Develop and apply a set of equity tools to evaluate the development and implementation of all City policies, programs and business operations to close critical disparities
5	Initiate a racial/ethnic focus, using well-documented disparities. Apply lessons and adapt tools from this initial focus to other historically underrepresented and underserved communities.

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 equity framework is guided by the principles of Title VI of the CRA and 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, along with reporting and accountability requirement.

DELIVER EQUITABLE PUBLIC SERVICES

We will ...

- Assess social impacts of public services and investments on communities with critical disparities.
- Develop mitigation strategies to resolve identified disparities in levels of service.
- Reallocate public resources to address critical disparities.
- Track and report spending and actual public service delivery measures geographically and by community.
- Report to City Council.

5-Year Action Plan

6

Continue and expand the practice of tracking and reporting budgetary expenditures and levels of service by district and selected communities and map proposed infrastructure investments that address unmet levels of service. Report social impacts and mitigation strategies in the annual City Council budget process.

7

Assess social impacts of local public services provided by the City of Portland and Portland Plan partners:

- a.** Correlate and track geographic area and community disparities in public services, using existing levels of service and measures of performance.
- b.** Evaluate the benefits and burdens of urban renewal on communities using best practices of racial and social justice impact assessment.

8

Prioritize investment in public structures to address disparities and improve performance. Devise and apply mitigation strategies, including changes to levels of service, risk assessments and resource allocation — budgetary, staff and programmatic attention.

- a.** Apply triple bottom line business case analysis for repair, maintenance and/or replacement of infrastructure. Mitigate the risk of not meeting equitable levels of service, while also ensuring reliability, quality and safety.
- b.** Monitor and continually improve the Neighborhood Economic Development Strategy for achievement of equity goals while avoiding involuntary displacement.
- c.** Work with Portland Plan partners to develop policies, programs and delivery mechanism that reduce critical disparities in all public services.

ENGAGE THE COMMUNITY

We will ...

- Be transparent and accountable, with public engagement throughout the policy making process — from setting priorities to implementing programs and evaluating their success.
- Build capacity for people to participate and ensure broad inclusion in decision-making and service level negotiations. Recruit, train and appoint minority members to city advisory boards who represent the city’s diverse population.
- Provide early engagement of community members and resources, to develop programs that effectively respond to their needs and priorities.
- Hold culturally appropriate venues and forums.

5-Year Action Plan

9	Expand and build upon community-based leadership training programs to build community organizing capacity and the capacity for people to engage in shared governance, focusing on underrepresented and underserved communities.
10	Develop and implement a coordinated language and cultural interpretation strategy and program for the City and partner agencies.
11	Implement recommendations of the City of Portland Public Involvement Advisory Committee (PIAC) to include residents in decision-making, advisory committees and technical teams.
12	Develop a community-wide conversation on equity and elevation of racial justice.
13	Ask residents to assess well-being and equity in City services. Use the City Auditor’s Biannual Resident Satisfaction Survey, if available.

BUILD PARTNERSHIPS

We will ...

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

5-Year Action Plan

14	Inventory current practices among the Portland Plan partner agencies.
15	Strengthen collaboration among City bureaus, partners, equity advocates, and the community to fully integrate equity in decision-making.
16	Periodically, convene Portland Plan implementers to coordinate equity work tasks and devise mutual accountability measures.

LAUNCH A RACIAL/ETHNIC JUSTICE INITIATIVE

We will ...

- Build the skills, capacity, and technical expertise to address institutionalized racism and intercultural competency.
- Use this foundation of knowledge and tools to address disparities for other underserved communities.
- Engage diverse constituencies to discuss race, disparities and public services.
- Actively work to eliminate racial and ethnic disparities in public agency hiring, retention and contracting.

5-Year Action Plan

17	Educate and train public agency staff in institutionalized racism and intercultural competency, and hold staff accountable in performance reviews. Build skills and technical capacity to address institutionalized racism in policy-making, program development, and evaluation. Educate staff on the legal requirements and implementing regulations of Title VI of the Civil Rights Act.
18	Hold public forums on race and the importance of equity. Continue and advance such forums as restorative listening and the Race Talks series, in collaboration with communities.
19	Recruit, train and appoint minority members to City advisory boards who represent the city's diverse population.
20	Show measurable progress in hiring, retention and contracting at all levels of public agencies. Implement business equity plans to increase purchasing and contracting from MWESBs and firms committed to a diverse workforce.

INCREASE INTERNAL ACCOUNTABILITY

We will ...

- Meet and exceed the requirements of the Civil Rights Act and the Americans with Disabilities Act and related implementing regulations by allocating appropriate resources and developing the capacity of staff to support compliance.
- Continually report out and make available equity outcomes and compliance reports.

5-Year Action Plan

21	Evaluate business equity plans of City bureaus and partner agencies for their overall effectiveness in promoting workforce diversity.
22	Implement and produce required civil rights reviews and reporting to comply with Civil Rights Act Title VI program plan. Build on lessons from implementation of the program plan for the Portland Bureau of Transportation.
23	Report on progress toward ADA compliance, including redevelopment of the City of Portland's ADA Transition Plans and Self Evaluations and implementation efforts. Work with the Portland Commission on Disability to identify broader measures and outcomes for equity goals on disabilities.
24	Evaluate public information, requirements and fees for ease of entry for diverse communities to access to community resources and business opportunities.
25	Develop key indicators to track community disparities, and report performance on those indicators periodically.



INTEGRATED STRATEGIES

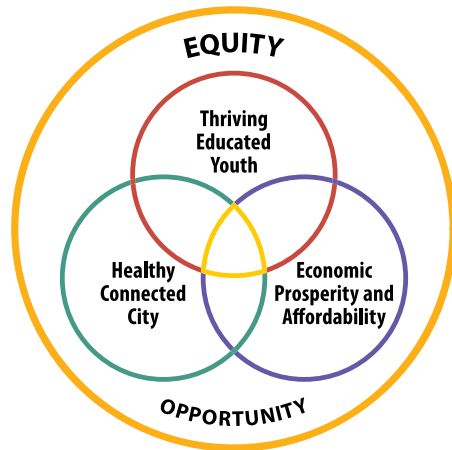


Integrated Strategies

The three integrated Portland Plan strategies provide the foundation for greater alignment, collective action and shared success. They organize actions and policies to address Portland's top priorities, including creating jobs, improving affordability, providing high-quality educational opportunities for all Portlanders and building a vibrant, healthy, connected city.

Each strategy includes an overall goal, guiding long-term policies and a five-year action plan (2012–17). The guiding policies are to help the City of Portland and its partners make critical, long-term investment and budget decisions. The actions are the specific steps the City of Portland and partners will take in the next five years (2012–17). Some actions are first steps to achieving significant long-term change. Other actions are quick starts that will provide efficient near-term results. The actions and policies in each strategy are grouped into strategy elements, each with a distinct focus.





Thriving Educated Youth

- STRATEGY ELEMENTS**
- A culture of high expectations and achievement for all Portland youth
- Shared ownership of student success
- Neighborhoods and communities that support youth
- Facilities and programs that meet 21st century challenges and opportunities

Economic Prosperity and Affordability

- STRATEGY ELEMENTS**
- Business cluster growth
- Urban innovation
- Trade gateway and freight mobility
- Growing employment districts
- Neighborhood business vitality
- Access to housing
- Education and job training
- Household economic security

Healthy Connected City

- STRATEGY ELEMENTS**
- Public decisions that benefit human and environmental health
- Vibrant neighborhood hubs
- Connections for people, places, water and wildlife
- Coordinated inter-agency approach

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.

Guiding Policies

The purpose of the guiding policies is to help the City of Portland and its partners make critical, long-term investment 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 direction for other transportation, housing, economic development, environmental and education plans, among others.

5-Year Action Plan

The actions are the specific steps the City of Portland and 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.

Action Areas

The nine Portland Plan action areas were the starting point for completing background research and for setting our goals and objectives for 2035. Guiding policies and actions to achieve the most strategic goals and objectives were developed for the Portland Plan strategies. Next to each action in the Portland Plan are icons that represent the action areas.

Thriving Educated Youth



GOAL

Ensure that all youth (0–25 years) 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.
- Encourage all Portlanders to share ownership for youth success.
- Create neighborhoods and communities that support youth.
- Support facilities and programs that meet 21st century opportunities and challenges.

Portland's prosperity depends on the success of its youth. They must be:

- Ready to learn when entering kindergarten.
- Fully prepared for graduation, post-secondary education or training, degree or certificate attainment.
- Able to participate in stable and satisfying work.
- Engaged in community life and the global economy.

Stable homes, safe and accessible neighborhoods, supportive adults, good nutrition and physical activity are among the influences that help youth thrive. Support inside and outside the classroom is needed to ensure that all youth can flourish at each stage of life.

However, many Portland youth today lack this sort of support.

Portland Today

1

At-risk youth: Many of Portland's youth do not have positive adult role models or mentors, stable housing, and/or financial and social support systems to succeed in school. The institutions and systems that identify and help at-risk youth to succeed in school are insufficient and hard to access.

2

Challenges at each stage of growth: Too few children have access to quality early childhood education, and less than two-thirds of our youth graduate from high school. This leads to fewer graduates attaining post-secondary degrees. In addition, outcomes for youth of color and youth in poverty are proportionally worse.

3

Graduation rate: Only 53 percent of high school students in Portland's five largest school districts graduate on time (in four years). Graduation rates for many youth of color, youth in poverty and English Language Learners (ELL) are even lower.

4

Post-secondary challenges and success: Only one-third of local high school graduates continue their education after high school. Degree completion rates in community colleges and universities are in a range from 35–60 percent, with students of color less likely to graduate. Participation in post-secondary education, vocational training and workplace apprenticeships is disproportionately low for students of color, youth in poverty, and English Language Learning (ELL) students.

5

Lack of partnerships: Volunteer and mentoring resources and business partnership opportunities are not equitably distributed among different schools. Many schools lack these altogether.

6

Health concerns: In the 2010–11 school year, more than half of all Multnomah County public school children were eligible for the Free or Reduced Price Lunch program.

7

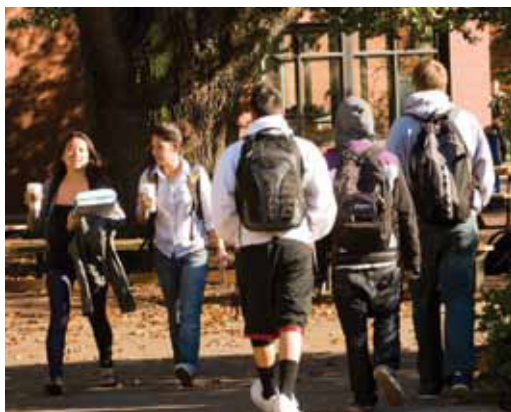
Limited youth voice: Youth comprise 25 percent of Multnomah County's population but have limited opportunities for active civic engagement in issues regarding public education, public health and economic development.

8

Aging learning environments: Aging buildings and years of deferred maintenance are a concern for school districts. For example, at least \$270 million is needed by Portland Public Schools for short-term stabilization projects such as fixing leaking pipes and roofs. This excludes costs associated with the full renovation of existing schools or the construction of new schools to meet 21st century standards.

9

Unstable funding: Changes to Oregon's tax structure in recent decades have made our K–12 system increasingly vulnerable to a volatile, unstable funding. The results are school budgets that are often in a near perpetual state of crisis.



2035 OBJECTIVES

1

Supportive neighborhoods: At-risk youth live in safe neighborhoods with comprehensive, coordinated support systems inside and outside of the classroom, including mentors, opportunities for physical activity and healthy eating, workforce training and employment opportunities.

2

Success at each stage of growth: All youth enter school ready to learn and continue to succeed academically, graduate from high school, attain post-secondary degrees or certificates, and achieve self-sufficiency by age 25.

3

Graduation rate: The on-time high school graduation rate for all Portland youth is 95–100 percent.

4

Post-secondary participation and success: 95–100 percent of Portland high school graduates successfully complete post-secondary education, vocational training or workplace apprenticeships. Youth of color, youth in poverty, English Language Learning (ELL) youth, youth with disabilities, and first generation college students successfully complete and attain post-secondary degrees or certificates at the same rate as other students.

5

Strong partnerships: Schools and colleges, as well as public agencies, local organizations and businesses have clear, complementary roles and responsibilities and sustain strong and mutually-beneficial partnerships.

6

Health and wellness: Youth of all ages have access to affordable, healthy food at home and in school and have multiple opportunities for daily physical activity.

7

Youth voice: Students actively participate in civic decision-making processes that affect their lives.

8

Learning environments: All learning environments are designed to stimulate creativity, meet safety and accessibility regulations, and serve multiple community-serving functions. Portland’s investment in education reflects the view that schools are honored places of learning for all community members.

9

Stable funding: The Oregon state tax system is structured to provide stable, adequate funding for excellence in curriculum and teaching quality.

A. A CULTURE OF HIGH EXPECTATIONS AND ACHIEVEMENT FOR ALL PORTLAND YOUTH



Portland, like many communities across the country, is rethinking how to improve student outcomes in the face of chronically low achievement levels and disturbing educational disparities among youth in poverty and youth of color.

Starting with prenatal care and affordable, quality early childhood learning experiences, youth need support at each phase of their life to complete high school and successfully attain post-secondary degrees or certificates. This education is imperative to help youth reach self-sufficiency by age 25, and be prepared and inspired to be civically engaged members of their community.

Increasingly, attaining a post-secondary degree or certificate through educational training, apprenticeships, mentorships or college is a critical step toward obtaining a living wage job and a high quality of life. Partnerships between public schools (Portland Public, Parkrose, David Douglas, Centennial, Reynolds and Riverdale School Districts), community colleges, training programs and local employers are needed to provide a seamless path for students toward meaningful work and stable careers. Access to training and education beyond high school, as well as arts and recreational programming, is an aspiration that should be available to all students, regardless of background, race/ethnicity, disability, or income.

While scholarships and financial aid reduce economic barriers to post-secondary education and training, they must be augmented by other support systems to facilitate success for many “non-traditional” students who face a variety of barriers to degree or certificate attainment. Examples of support systems include on-site and affordable childcare, culturally responsive advisors, English language training, college-level cohorts with coaches and many others.

Parents, educational institutions, local businesses and the community as a whole have a stake in establishing and fulfilling high expectations for Portland’s youth at each stage of their lives, starting at birth. There will be an emphasis on reducing educational disparities experienced by communities of color and people in poverty.

This section of the strategy includes actions and policies that provide students with the tools they need to continue education past high school.

Guiding Policies









- ▶ Strengthen collaboration among government, public schools, higher education and local businesses to:
 - Increase enrollment of high school graduates in the higher education system.
 - Increase the number of degrees awarded locally.
 - Align education and research programs with targeted workforce development.
 - Expand internships and training opportunities for high school youth.

- ▶ Expand effective vocational mentoring, apprenticeships, and college access programs citywide.

- ▶ Provide ongoing support and training to teachers, advisors, administrators, and students to ensure that programs and practices inside and outside the classroom are responsive to Portland’s diverse cultures.

- ▶ 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).

5-Year Action Plan

	Number	Related Action Areas	Actions	Potential Partners
EQUITY	1		College and career exposure: Support summer jobs, job training and career and college exposure through strategies such as Summer Youth Connect.	City
EQUITY	2		College access: Develop and expand initiatives that support access to and completion of a minimum of two years of post-secondary education or training leading to a career or technical credential, industry certification and/or associate’s degree.	City, PCC, MHCC, WSI
EQUITY	3		College access: Expand access to and participation in college access and dual enrollment programs such as ASPIRE, TRIO and Middle College programs through partnerships between K–12 and Higher Education.	School Districts, PCC, MHCC, PSU
	4		College completion: Support Talent Dividend efforts to increase by one percent youth and adults completing college.	City
	5		Career readiness: Develop career readiness certificate programs in partnership with target sector businesses.	WSI, School Districts, MHCC, PCC
EQUITY	6		Campus investment: Support Portland Community College’s planned transformation of its Southeast Center into a vibrant full-service campus and community anchor, as well as PCC’s planned expansion of its Cascade Campus, by helping to catalyze complementary local development and investing in supportive community-serving infrastructure.	PCC, City
	7		Public-private partnerships: Increase private sector partnerships with schools, and in doing so, the number of career-related learning options and dual-enrollment high school students taking college credit-bearing classes.	City, School Districts, MHCC, PCC, PSU
	8		Teacher excellence: Support the Metropolitan Education Partnership, which seeks to coordinate student teacher placement and professional development conducted by metro-area universities and partnering local school districts.	PSU
EQUITY	9		Cultural competency: Identify, evaluate and expand effective means to increase cultural competency of school staff and address disparities in discipline rates and practices.	School Districts

ACTION AREAS

 PROSPERITY AND BUSINESS SUCCESS

 EDUCATION AND SKILL DEVELOPMENT

 SUSTAINABILITY AND THE NATURAL ENVIRONMENT

 HUMAN HEALTH, FOOD AND PUBLIC SAFETY

 TRANSPORTATION, TECHNOLOGY AND ACCESS

 EQUITY, CIVIC ENGAGEMENT AND QUALITY OF LIFE

 DESIGN, PLANNING AND PUBLIC SPACES

 NEIGHBORHOODS AND HOUSING

 ARTS, CULTURE AND INNOVATION

B. SHARED OWNERSHIP FOR YOUTH SUCCESS



Governmental and educational partners in Multnomah County are committed to strategically aligning resources and efforts through the “Cradle to Career” initiative, an approach modeled on the successful Strive Partnership in Cincinnati/Northern Kentucky. The goals of Cradle to Career are for all students to:

- Be prepared for school.
- Be supported inside and outside of school.
- Succeed academically.
- Enroll in postsecondary education or training.
- Graduate and begin a career.

Essential to the Cradle to Career initiative is the premise that responsibility for and the benefits of youth success are borne by the community at large — not just our educational institutions.

Through Cradle to Career, partner agencies and organizations work collectively toward a shared set of indicators and focus on efforts deemed to leverage the biggest difference. Cradle to Career highlights the power of collective impact: how large-scale social change can best occur when resources and efforts are closely aligned among cross-sector partners.

The structure for Cradle to Career includes:

- A shared community vision, developed with the participation of engaged leaders.
- Evidence-based decision-making, looking at community-level outcomes.
- Collaborative action to address collectively-defined priorities.
- Investments that follow a plan and community engagement.

Youth will have a voice in helping to shape and implement the Cradle to Career agenda through the Multnomah Youth Commission’s representation on the Cradle to Career Council and through other avenues that invite youth engagement in civic decisions and follow-through actions.

Guiding Policies

- ▶ Conduct outreach and dialogue with the public, including youth, about educational goals, desired outcomes, and strategic interventions to improve the success of our public schools.
- ▶ Base decisions on collectively developed indicators, ensuring that data is analyzed by race/ethnicity and socio-economic levels to address disparities in achievement.
- ▶ Focus resources towards interventions that yield the highest impact and most effectively address disparities in educational outcomes.
- ▶ Support funding strategies to ensure increased affordability and access to early childhood and higher education.
- ▶ Provide meaningful opportunities for youth to participate in decisions that affect their lives.

5-Year Action Plan

	Number	Related Action Areas	Actions	Potential Partners
EQUITY	10		Track progress: Track youth outcomes using educational, social and community indicators collectively developed through the Cradle to Career initiative to help ensure that Portland youth are making progress towards educational success and self-sufficiency.	C2C
EQUITY	11		Inventory resources: Create an inventory of youth programming and resources along the continuum of Cradle to Career and use this data to create a living map of where resources are located by neighborhood.	City, BPS
	12		Partnerships and investments: Include a policy in Portland's Comprehensive Plan that supports partnerships with education organizations and directs City resources toward appropriate and effective tools to enhance the lives of our city's youth.	BPS
EQUITY	13		Youth empowerment: Refresh and reaffirm the Youth Bill of Rights.	City, Multnomah Youth Commission, Multnomah County

THE CRADLE TO CAREER STRATEGIC PRIORITIES ARE:

- ▶ **Eliminating disparities in children and youth success.**
- ▶ **Linking community supports for family, children and youth success.**
- ▶ **Ensuring that every child enters school ready to learn.**

C. NEIGHBORHOODS AND COMMUNITIES THAT SUPPORT YOUTH



Strong, positive relationships with caring and supportive adults are critical to youth success. Also important are enriching after-school and summer activities, safe schools and neighborhoods free of bullying and gang activity. All of this adds up to improve the likelihood of positive outcomes for youth.

Equally critical is the physical environment in which youth are raised. They must have walkable neighborhoods, safe routes to school and access to recreation and nature to improve their mental and physical health with a corresponding benefit to their academic and social outcomes. Stable housing is also a key contributor to student success. Data shows that when students move frequently and change schools, achievement often suffers.











The SUN (Schools Uniting Neighborhoods) Service System, which is a partnership of many agencies and organizations, has a strong record of promoting educational success and family self-sufficiency. Through its integrated network of social and support services for youth, families and community members, SUN manages an array of community-based services including academic support & skill development for youth, early childhood programs, parent-family involvement and education, after-school and summer activities, physical and mental health programs, anti-poverty services, and many others. Numerous non-profit and faith-based programs also actively support youth and families throughout the community.

Parents, public agencies, public schools, higher education institutions, businesses and other non-parent community members can collaborate to offer volunteer and mentoring opportunities at every public school and in other community settings. Through mutually beneficial partnerships among local businesses, schools and colleges, school-to-work pathways can be tailored to address the demands of a nimble workforce that is responsive to economic changes and new opportunities.

Guiding Policies

- ▶ Focus community development investments to reduce disparities faced by youth of color, families in poverty, youth with disabilities, and others at risk of not graduating from high school.
- ▶ Stabilize housing for homeless and low-income families with public school students to reduce student mobility rates and provide educational continuity for students throughout the school year.

5-Year Action Plan

	Number	Related Action Areas	Actions	Potential Partners
EQUITY	14		Place-based strategies: In neighborhoods where youth are at risk of not graduating due to low achievement levels, gang activity and/or other factors, conduct one or more pilot projects in which neighborhood services are inventoried. Based on the identified deficits, develop a place-based strategy to recommend interventions and continue to identify and enlist partners whose work affects youth outcomes in the short- and long-term.	BPS, PP&R, PBOT, PHB, PPB
EQUITY	15		Place-based strategies: Support pilot place-based projects like the Dreamer School at Alder Elementary in Reynolds School District, the Wee Initiative in David Douglas School District, and the Promise Neighborhood in the Jefferson cluster of Portland Public Schools.	City, School Districts
EQUITY	16		Place-based strategies: Expand presence of Schools Uniting Neighborhoods (SUN) to all schools in the city/region and increase investment in anti-poverty services in schools that are in the top tier for poverty.	Multnomah County, City, School Districts, SUN
	17		Safe routes to schools: Expand the Safe Routes to Schools program, which currently serves K–8 students to reach all middle and high school students in Portland.	PBOT, School Districts
EQUITY	18		Housing stability: Increase or target rental assistance programs to low-income households with students and invest in housing for homeless families with students, particularly where schools are experiencing high student mobility rates.	PHB, Home Forward, Multnomah County
EQUITY	19		Family support: Increase the availability of family skills classes such as English as Second Language classes, financial literacy, parenting and other related subjects for families and neighbors in high poverty areas.	SUN, NGOs
EQUITY	20		Early childhood investments: Invest in preschool programs, home visits and other efforts designed to improve the quality and availability of child care for families in poverty.	Portland Children’s Levy
	21		Healthy eating and active living: Continue programs that increase children’s physical activity and healthy food choices in schools.	Multnomah County, School Districts
	22		Volunteerism: Increase the percentage of city employees volunteering in middle and high schools through utilization of paid time off policies currently in place.	City
	23		Volunteerism: Invest in public service campaigns to enlist community members in youth-supportive volunteer opportunities.	City

D. FACILITIES AND PROGRAMS THAT MEET 21ST CENTURY OPPORTUNITIES AND CHALLENGES



To be prepared for a globally competitive and entrepreneurial workforce, students need opportunities and support to be strong critical thinkers, technically savvy, and excel in languages, science, math, engineering and other disciplines. Core curricula need to include access to arts, music and physical education, with expanded resources for training and professional development. Specialization options for K–12 students should focus on innovation, creativity and entrepreneurship.

While the focus of this strategy is on improving student success, much of the technology and many of our educational facilities are not up to the task. Across the city, students attend school in buildings with inadequate heating, cooling and ventilation systems. The buildings need upgrades for earthquake preparedness; and many lack accessibility for students, staff and visitors with disabilities. Many East Portland schools are severely overcrowded.







School districts face longstanding problems in raising funds for building improvements. While state funds are available for teaching and administration, building (capital) investments and regular maintenance and energy upgrades are dependent on local funding. The ability of local districts to raise the funds often does not match the need.

Breaking out of this bind requires new ideas and methods for how we share, combine and leverage local sources of funding. For instance, there are many ways to meet the school facility needs in fast growing areas such as the Central City and East Portland through sharing finance or facilities among local governments and institutions. Progress also requires longer-term changes at the state level. For instance, we could explore changing state law to require annual investments in facility improvements, including accessibility renovations for ADA compliance, similar to the approach taken in the State of Washington.

Guiding Policies

- ▶ Enable educational and community facilities to serve multiple purposes, help combine and leverage public capital funds and build a sense of community ownership.
- ▶ Operate more efficiently, predictably and in a more cost effective manner through intergovernmental agreements among the City, government agencies and school districts.
- ▶ 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.
- ▶ Support curricula that foster creativity and critical thinking to prepare students for a workforce that is globally competitive, entrepreneurial and responsive to economic change.
- ▶ Design facilities and programs to flexibly adapt to changes in pedagogy and technology over time, and equitably address the needs of learners of different abilities and learning styles.
- ▶ Utilize school grounds and facilities as green spaces, community gardens, playgrounds and other physical activity resources for neighborhoods with little or no other access.
- ▶ Provide accessibility for students, staff and visitors with disabilities by incorporating universal design practices into new and rehabilitated school facilities.

5-Year Action Plan

Number	Related Action Areas	Actions	Potential Partners
24		Co-location: Develop a funding strategy for the Gateway Education Center as a partnership of Parkrose and David Douglas school districts, Mount Hood Community College, Portland State University and the City of Portland.	Parkrose and David Douglas School Districts, MHCC, PSU
25		Joint use agreements: Develop or update joint-use agreements between Portland Parks and Recreation and all local school districts. Explore a greater level of facility and grounds management coordination and cost sharing.	PP&R, School Districts
26		Shared resources: Develop intergovernmental agreements to address opportunities to share resources and reduce costs for facilities and maintenance, to coordinate on decisions that affect each others short and long term operations, and to preempt issues related to neighborhood/school issues, such as field use and parking.	School Districts, PP&R
27		Multi-functional facilities: Create new Comprehensive Plan policies and zoning for schools, colleges and universities to accommodate multiple community-serving functions, while maintaining accountability to neighborhood concerns regarding impacts.	BPS
28		Mutual consultation: Develop agreements between the City of Portland and each of its school districts to outline protocols for consultation related to issues and decisions of mutual interest and concern.	BPS, School Districts
29		Arts programming: Invest in continuous, integrated arts learning programs for every K–12 student in Portland (e.g., Any Given Child, The Right Brain Initiative), using school, nonprofit and community resources.	RACC

Economic Prosperity and Affordability



GOAL

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

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

- Promote regional traded sector job growth.
- Support job growth in the city's diverse business districts.
- Improve access to housing and increase housing near transit and job training.

These three areas are mutually reinforcing — each has a role in expanding both economic opportunity and economic equity. At its core, this strategy is about making sure every Portlander who wants a stable, well-paying job has one and can afford to meet their basic needs.

Community-wide prosperity in Portland depends on:

- A competitive and innovative business environment.
- A robust supply of stable-living wage jobs.
- Healthy industrial districts and institutions.
- A well-trained and educated workforce.
- Options for affordable living.

While some of these conditions are met, this is not true across the city or for all Portlanders.

Portland Today

- 1 **Trade and growth opportunities:** In 2008, Portland ranked 12th among U.S. metropolitan areas in total exports—a high number for our size. Among our export and traded sector industries, Portland’s “target business clusters” that year provided 52,000 jobs in the city.

- 2 **Urban innovation:** Portland’s land use, transportation and green development innovations have attracted national recognition, highlighting Portland as an innovative urban laboratory and positioning the city for key growth opportunities in the expanding green economy and technology industries.

- 3 **Regional trade gateway:** Portland is the West Coast’s fourth largest freight gateway for international trade, and regional freight tonnage is forecast to double between 2005 and 2035 at an average annual growth rate of 2.2 percent.

- 4 **Lagging job growth:** Regional and local job growth have not been fast enough to bring down Multnomah County unemployment rates, which significantly exceeded the national average over much of the last decade. In 2008, Portland had 38 percent of the Portland-Vancouver region’s jobs, but much of the new job growth was outside the city. The city created only 5 percent of regional job growth (2000–2008).

- 5 **Lack of Neighborhood business vitality:** 17 of Portland’s 23 neighborhood market areas lost jobs. Commercial vitality is widely uneven among neighborhood business districts as shown by retail sales capture rates, which range from 220 to 12 percent of neighborhood market potential.

- 6 **Increased cost of living:** Average earnings in Multnomah County have not kept up with the rising costs of living over the last decade. This shrinking value of paychecks is particularly burdening low- and middle-income workers

- 7 **Cost-burdened households:** Nearly a quarter of all households in Portland are cost burdened, spending 50 percent or more of their income on housing and transportation expenses. Metro forecasts for 2030 predict a steep increase in the number of cost burdened households (from 23 to 28 percent) for the region with maximum concentrations in parts of Portland.

- 8 **Lack of education and job training:** Over 50 percent of unemployed people in the region lack basic skills in reading and/or math: a major barrier to obtaining living-wage employment. Jobs requiring some advanced training and less than a four-year degree will likely account for the largest unmet need for education and training.

- 9 **Household economic insecurity:** Only 77 percent of Multnomah County households were estimated to be economically self-sufficient in 2005–07 (before the recent recession), and the other 23 percent were not earning enough to cover costs for basic needs at local prices.



2035 OBJECTIVES

- 1 **Trade and growth opportunities (export growth):** The metropolitan area rises into the top ten nationally in export income, and jobs in the City's target clusters grow at rates that exceed the national average.

- 2 **Urban innovation:** Portland grows as a national leader in sustainable business and new technologies that foster innovation, spur invention and attract talent.

- 3 **Trade gateway and freight mobility:** Portland retains its competitive market access as a West Coast trade gateway, as reflected by growth in the value of international trade.

- 4 **Growing employment districts:** Portland has captured 25 percent of the region's new jobs and continues to serve as the largest job center in Oregon. Portland is home to over 515,000 jobs, providing a robust job base for Portlanders.

- 5 **Neighborhood business vitality:** At least 80 percent of Portland's neighborhood market areas meet metrics for economic health, including: economically self-sufficient households, retail market capture rate, job growth, business growth and access to frequent transit.

- 6 **Access to housing:** No more than 30 percent of city households (owners and renters) are "cost burdened," which is defined as spending 50 percent or more of their household income on housing and transportation costs.

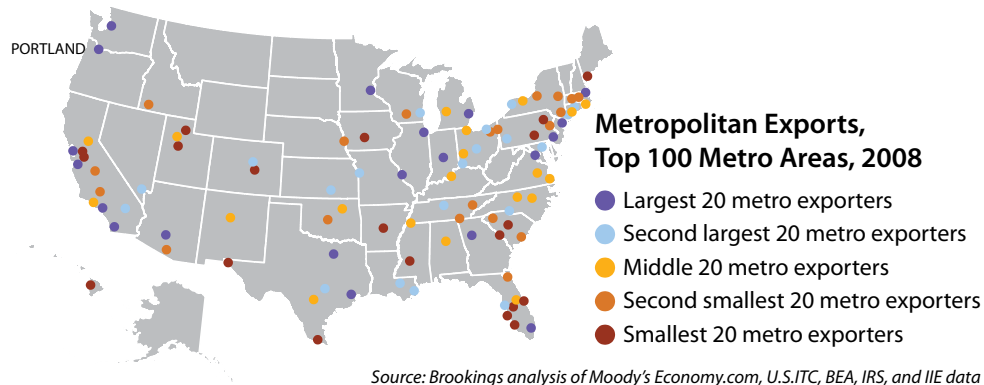
- 7 **Access to housing:** Preserve and add to the supply of affordable housing so that no less than 15 percent of the total housing stock is affordable to low-income households, including seniors on fixed-income and persons with disabilities.

- 8 **Education and job training:** Align training and education to meet workforce and industry skill needs at all levels. At least 90 percent of job seekers receive job-readiness preparation, training/skill enhancement and/or job placement services.

- 9 **Household economic security:** Expand upward mobility pathways so that at least 90 percent of households are economically self-sufficient, earning enough income to cover costs of basic needs at local prices.



A. TRADED SECTOR JOB GROWTH



Traded sector businesses are companies that sell their products and services to people and businesses outside the Portland region, nationally and globally, as well as to other local businesses. Selling goods and services to people and businesses outside Portland brings new money into the local economy; and selling things within Portland helps keep local money at home. Because they bring new money into the region and keep local dollars circulating, Portland's traded sector businesses have the power to drive and expand Portland's economy.

Portland has a strong traded sector job base:

- In 2008, the Portland region's traded sector businesses brought \$22 billion of export income into the regional economy, which was 21 percent of total regional output.
- Portland ranked second among U.S. metropolitan areas in export growth over five years (2008).
- The 118,700 jobs in Portland's industrial districts accounted for 30 percent of the city's employment, including 30,400 manufacturing jobs and 44,000 wholesale and transportation jobs, (2008).
- Transportation and wholesale trade are among Portland's strengths. Unlike many other metropolitan areas, Portland has done a good job keeping manufacturing employment within city limits.

In addition to improving the overall economy, traded sector business growth can help improve economic equity. Jobs at traded sector companies help anchor the city's middle class employment base by providing stable, living wage jobs for residents without four-year college degrees.

Nationally, the share of middle-skill, middle-income occupations has declined from 55 percent in 1986 to 48 percent in 2006. This trend hit the core cities of metropolitan areas hard. Now, many core cities have a high number of households with low or moderate incomes, while suburban areas more often have middle and higher income households. Fortunately, this is not true in Portland. Portland still has a predominantly middle-class income distribution of households.

The traded sector job base could be and must be stronger. Work needs to be done to provide a more competitive and supportive environment for traded sector businesses to help strengthen the overall economy and to ensure that more Portlanders have the opportunity to secure stable living wage jobs.

A complement to expanding Portland's traded sector business is import substitution. Import substitution is when Portland businesses and residents purchase locally produced products, from companies, large and small, and work with local businesses to provide services. Import substitution is important because it keeps Portlanders dollars in the region and helps local businesses grow.

A1 BUSINESS CLUSTER GROWTH

Achieve sustained job growth by providing a competitive business environment for traded sector industries.

Traded sector companies tend to locate near each other in the same industry or cluster together. There are significant advantages to locating near competitors, such as having an array of specialized suppliers, a strong industry knowledge base and skilled workers.



Portland has a strategy to support and expand a targeted set of business clusters: advanced manufacturing, athletic and outdoor, clean tech, software, and research and commercialization. This strategy focuses on export growth. Export growth is when Portland companies sell their products and services to markets outside of the region. It also supports developing in-depth knowledge of particular sectors and fueling catalytic projects, policies and programs. International business recruitment and marketing, higher education programs, and workforce development efforts also contribute to target cluster competitiveness.

Portland's specializations will evolve as markets, industries and technologies shift, but the proactive approach to fostering competitiveness will remain consistent.

Guiding Policies

- ▶ Focus Portland's limited strategic business development resources on enhancing the competitiveness of businesses in its target cluster industries.
- ▶ Focus business assistance efforts first on retention, then expansion, and then recruitment of businesses.
- ▶ Integrate traded sector competitiveness into the city's planning and overall policy directions.
- ▶ 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.
- ▶ Connect MWESB firms with target cluster opportunities.

5-Year Action Plan

Number	Related Action Areas	Actions	Potential Partners
1		Business development: Focus business development resources on enhancing the competitiveness of businesses in five target clusters: advanced manufacturing, athletic & outdoor, clean tech, software and research & commercialization.	PDC
2		International business: Implement an international business development, trade and investment strategy that emphasizes job creation with coordinated promotion of both the region and local firms.	PDC
3		University connections: Pursue connections between higher education and firms in the target industries, whereby universities help solve technical challenges facing commercial firms by turning university-based innovations into commercially viable products.	PSU, OHSU, PDC
EQUITY 4		Workforce alignment: Align workforce development efforts to match the skill needs of targeted industries.	WSI, PCC, MHCC
EQUITY 5		Workforce alignment: Develop model community workforce agreements to ensure industry growth brings benefit to the whole community.	PDC, WSI

ACTION AREAS



PROSPERITY AND BUSINESS SUCCESS



EDUCATION AND SKILL DEVELOPMENT



SUSTAINABILITY AND THE NATURAL ENVIRONMENT



HUMAN HEALTH, FOOD AND PUBLIC SAFETY



TRANSPORTATION, TECHNOLOGY AND ACCESS



EQUITY, CIVIC ENGAGEMENT AND QUALITY OF LIFE



DESIGN, PLANNING AND PUBLIC SPACES



NEIGHBORHOODS AND HOUSING



ARTS, CULTURE AND INNOVATION

A2 URBAN INNOVATION

Maintain a leadership position in sustainability and support innovation, research, development and commercialization of new technologies. Strive to produce a “next generation” urban setting that fosters creativity and invention.



The city's distinctive urban setting and sustainable way of life have become economic assets and advantages over peer cities. Portland enjoys the position of being one of the most fully functional urban laboratories for innovation in sustainability in the United States and it offers residents great places to live and work — a result of our long held commitment to sustainable development. This combination is a powerful draw for green entrepreneurs and an educated, productive and innovative workforce.

Portland's urban setting also supports innovation-related competitive advantages in research, development and commercialization of new technologies. This setting fosters partnerships among local universities, small business startups in incubator districts, arts and creative services, and information technology systems. Local innovation in green building and streetcar design, for example, are part of Portland's overall high rate of business startups and niche product development.

Connections to other cities, nationally and internationally, and widening recognition of Portland as a sustainability leader has contributed to making the region and city more innovative.

Guiding Policies

- ▶ Develop and implement new policy and programs to promote energy efficiency and solar use in homes and make them easy and affordable. Focus primarily on incentive approaches over new regulations to improve Portland's long-term affordability and reduce carbon emissions.
- ▶ Pursue universal, affordable access to high-speed information technology and the devices and training to use the Internet effectively. Plan and create an incentive for very high bandwidth broadband deployment through clustering and collocating very large capacity users.
- ▶ Foster entrepreneurial support systems that make Portland the home for regional business startup activity, including commercialization of urban innovations.
- ▶ Proactively support and invest in Portland's creative talent and leverage our arts and culture community to drive innovation and economic growth.
- ▶ Enhance the vitality of the “central city” to support job growth and high/medium-density development, highlight sustainability innovations and attract educated talent.
- ▶ Connect MWESB firms with urban innovation opportunities.

5-Year Action Plan

Number	Related Action Areas	Actions	Potential Partners
6		Next generation built environment: Advance the next generation built environment through the creation of the Oregon Sustainability Center and eco-districts. Also, establish at least one new or major expansion of a district energy system.	POSI, PDC, City, PSU
EQUITY 7		Arts support: Expand public and private support for Portland's arts and creative industries through a dedicated funding mechanism, and improve access, outreach, and services for youth and under-represented communities.	RACC
8		Economic development: Complete the formation of a regional economic development corporation that will be responsible for a regional brand strategy.	Greater Portland, Inc.
9		Green recruitment: Support and recruit companies that design, apply or manufacture products and systems for clean energy, water efficiency, sustainable stormwater management, and high-performance building materials.	PDC, BPS
EQUITY 10		Broadband access: Begin implementing a broadband strategic plan to facilitate and optimize citywide broadband access. Work with PDC, educational institutions and other partners to identify and incent research partnerships that require "large pipe" broadband. Initiate a project, (such as genome research) that will anchor a large pipe campus or co-located business cluster.	OCT, PDC, PSU, OHSU
EQUITY 11		Broadband service: Convene a planning process with industry to identify and leverage incentives for broadband service expansion including complete neighborhood coverage for wireless. Review and update the City's comprehensive approach to wireless facilities including a database and mapping.	OCT
EQUITY 12		Broadband equity: Establish a fund for broadband equity. Develop a stable funding stream for access subsidies through a strategy such as a 1% universal service fee. Work with non-profits and NGOs to increase access to broadband tools for underserved communities.	OCT
EQUITY 13		Workforce agreements: Build from the community workforce agreement approach used with Clean Energy Works to ensure that other urban innovation initiatives bring benefit to the whole community.	PDC, WSI, BPS
14		Building energy efficiency: Build demand for building energy efficiency in new and existing commercial and residential building through incentives, better information and public/private partnerships.	ETO, BPS

A3 TRADE GATEWAY AND FREIGHT MOBILITY

Invest in transportation systems and services to retain our competitive market access as a West Coast trade gateway.

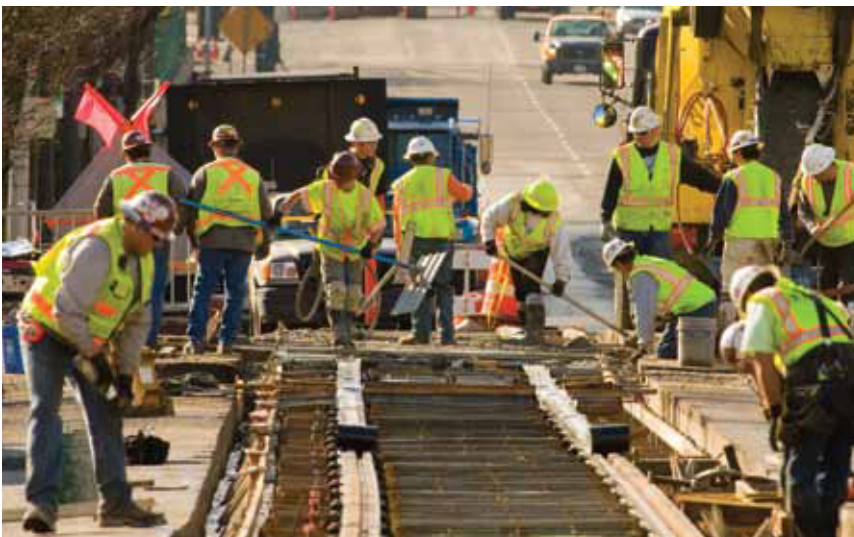


Most U.S. exports are merchandise and most export tonnage is shipped through ports. Portland is Oregon's largest freight distribution hub (harbor, airport, rail, pipeline and highway) and the West Coast's fourth largest freight gateway.

Our freight hub industrial districts, like the port and airport, support large heavy manufacturing and distribution sectors and about 80,000 industrial jobs. These jobs are a core part of the city's living-wage job base.

Looking forward to 2035, regional freight tonnage is forecast to nearly double. However, investments in freight infrastructure are challenged by our medium-sized regional market, tightening transportation budgets and increasing urban congestion. As a result, freight gateway market leakage (e.g., market share lost to other ports like Seattle) includes 72 percent of Asia-bound export container cargo. Gaining even a portion of that market share would mean more local jobs and revenue.


Only 12 U.S. cities have direct air service to both Europe and Asia and Portland is the smallest among them. The region must continue to support these direct services or risk seeing them disappear.



Guiding Policies

- ▶ Prioritize freight movement over single-occupancy vehicle travel on truck routes. Use traffic management technology and demand management to allocate a higher share of limited transportation system capacity to freight movement.
- ▶ Leverage regional, state, port and private resources to make strategic investments in Portland's multi-modal freight hub infrastructure (truck, rail, airport and harbor facilities) and seek flexibility in use of transportation funding sources for cost sharing.
- ▶ Build on Portland's innovative 2006 Freight Master Plan to better integrate freight mobility into land use, neighborhood, environmental and sustainability planning.
- ▶ Apply best practices that reduce energy consumption, meet increasing consumer needs and help carriers and shippers achieve maximum efficiency.
- ▶ Connect MWESB contracting opportunities with trade gateway infrastructure projects.

5-Year Action Plan

Number	Related Action Areas	Actions	Potential Partners
15		Freight rail: Develop a regional freight rail strategy to enhance and improve access and the efficiency of rail operations with Metro, railroads, the Port of Portland and other regional partners.	Metro, PBOT, ODOT
16		Strategic investments: Update and implement the next five-year increment of the Tier 1 and 2 projects in the Freight Master Plan and Working Harbor Reinvestment Strategy in order to improve freight mobility.	PBOT
17		International service: Implement strategic investments to maintain competitive international market access and service at Portland’s marine terminals and PDX.	Port
18		Sustainable freight: Implement Portland’s Sustainable Freight Strategy to reduce the need to travel to work by single occupancy vehicle, support increased urban density and improve the efficiency of the freight delivery system.	PBOT
EQUITY 19		Contracting best practices: Compare the contracting procedures of agencies involved with transportation infrastructure (Port, PBOT, TriMet, ODOT) and identify leading edge best practices.	PBOT



B. DIVERSE, EXPANDING CITY ECONOMY

Portland's population is growing in size and diversity nearly as fast as the region, including new geographic concentrations of poverty and communities of color.

Portland is Oregon's largest employment center and has a high share of residents over age 25 with a four-year college degree, nearly 40 percent.

Nevertheless, Portland businesses have had sluggish job growth in recent decades relative to regional job growth and city population growth.

Portlanders work in jobs that are located throughout the region. Nearly 40 percent of the workers who live in Portland work outside the city (2009), but for low- and middle-income workers, long commutes to

the edge of the region — where job growth has been faster — are a less viable option. Providing more jobs in Portland will make living in Portland affordable for more people.

Businesses concentrate where they have competitive advantages and growth potential. Making Portland's business districts more attractive and competitive to a broader range of businesses will help diversify and expand the economy.

This section of the strategy includes policies and actions that will make Portland's business districts more attractive and will support job growth within city limits.



B1 GROWING EMPLOYMENT DISTRICTS

Overcome growth constraints and strengthen location advantages to remain Oregon’s largest job center.



Portland’s high-density central city, distribution hub industrial districts (such as the harbor and airport), large campus institutions (like hospitals and educational facilities), and other urban centers and commercial corridors make up a varied urban economy that supports a diverse population. Portland’s strong downtown and growing distribution centers are notable strengths of the economy.

When compared to peer cities, such as Denver, Austin and Charlotte, Portland’s central city performed well. Nationally, central cities have had a difficult time remaining vibrant, when compared to their adjacent suburban areas. Portland has benefited from local appreciation for urban amenities like restaurants, nightlife, and transit.

- Downtown Portland has 49 percent of the multi-tenant office space in the region (2010). On average, eight peer cities have a 27 percent share of the multi-tenant office space in their respective regions.
- In the 2000–08 business cycle, the central city’s average annual growth rate of 0.7 percent exceeded the national average of 0.5 percent.
- Portland also outperformed peer cities in the downtown share of 1990–2010 office construction.

Despite a relatively strong and successful downtown, citywide job growth has been generally flat between 2000 and 2008 and lagged when compared to the region in prior decades.

Portland is landlocked by surrounding cities and annexations of recent decades are nearing capacity. Many potential redevelopment sites within Portland are brownfields and are constrained by high cleanup costs and lack of information about the sites and they have higher risks relative to greenfield sites. Greenfield sites are most commonly found outside the City, elsewhere in the region.






New tools are needed to keep urban sites in the city competitive in the regional real estate markets. More attractive development sites within Portland mean more potential jobs in Portland.

Upgraded infrastructure, better schools, parks and livability amenities, initiative to support key business sectors, and other location value enhancements make Portland’s employment districts more competitive. Entrepreneurship and past long-term investment by the 25,000 businesses in the city’s employment districts provide an impetus for continuing economic growth and investing in the tools that will keep all of Portland’s business districts competitive, strong and robust.

Guiding Policies

- ▶ Provide land supply and development capacity to meet job growth targets, and improve the cost competitiveness of redevelopment and brownfields.
- ▶ Institute a means to consider economic as well as environmental and social metrics in making land use, program and investment decisions.
- ▶ Foster regulatory and fee approaches that keep Portland regionally competitive for business and job growth.
- ▶ Provide competitive growth capacity for Portland’s campus institutions.
- ▶ Better link freight transportation and other quality, reliable infrastructure investments with employment districts.

5-Year Action Plan

Number	Related Action Areas	Actions	Potential Partners
20		Brownfield investment: Pursue legislative changes and funding sources to accelerate clean up of brownfields. Develop a strategy to address the impediments to redevelopment of brownfields. Lead effort with Metro and regional partners to include brownfield redevelopment assistance in the regional investment strategy.	PDC, BPS, BES
21		Industrial site readiness: Assemble at least one new shovel-ready 25-acre or larger site for environmentally-sensitive industrial development as a pilot project for advancing both economic and natural resource goals in industrial areas.	PDC
22		Growth capacity: Plan for adequate growth capacity to meet projected employment land shortfalls in the Comprehensive Plan, including industrial districts, multi-modal freight facilities, campus institutions and commercial corridors in underserved neighborhoods.	BPS
23		Campus institutions: Develop new land use and investment approaches to support the growth and neighborhood compatibility of college and hospital campuses in the comprehensive plan update.	BPS
24		Central city office development: Develop incentives or other supports for accelerated office development, particularly in expanding Class B and C markets, to improve Portland's share of regional office development.	PDC

B2 NEIGHBORHOOD BUSINESS VITALITY

Strengthen capacity and partnerships to foster economic opportunity and neighborhood vitality throughout Portland.



Small businesses are the core of Portland’s extensive neighborhood employment districts—those areas outside the central city and harbor/ Columbia Corridor industrial districts. Neighborhood employment districts include commercial hubs and town centers, commercial corridors, home businesses, small industrial areas and large campus institutions. Collectively, they offer diverse potential to improve job growth and raise wage levels, which have not kept up with rising costs.










The economic vitality of neighborhood employment districts varies across the city. Resident income, retail market capture, employment and business growth and frequent transit access to jobs are among the things measured to determine the vitality of neighborhood employment districts. The districts also vary in terms of racial and ethnic diversity, which is increasing in east north/northeast Portland; growth in pockets of poverty in East Portland; and the experience of economic gentrification in inner neighborhoods.

Portland has a solid base in land use and transportation planning, community involvement and small business resources. However, to improve community-wide prosperity, boost neighborhood business growth and reduce involuntary displacement, it is necessary to improve neighborhood-based economic planning, investment tools, and the capacity of local community-based organizations.

Guiding Policies

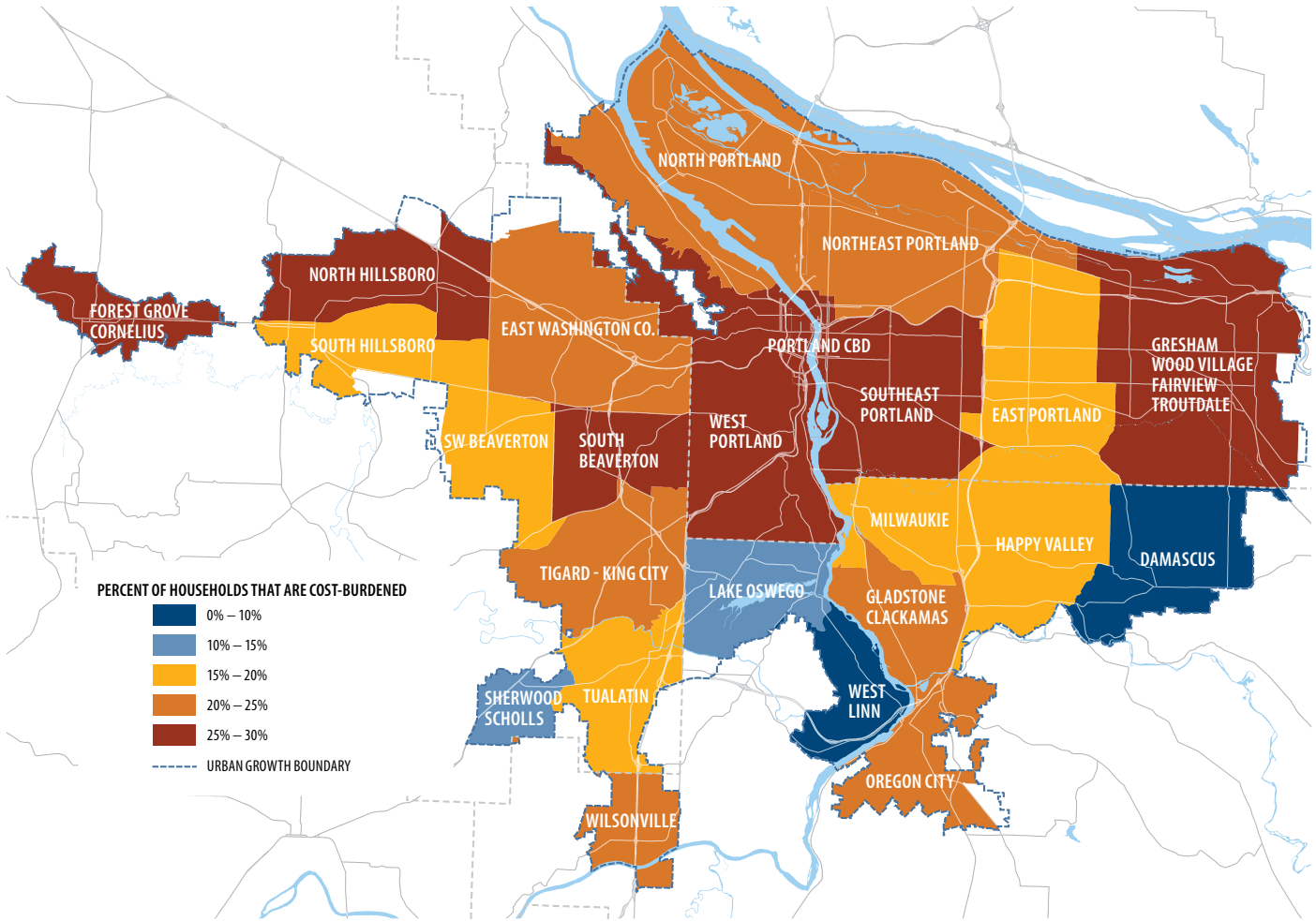
- ▶ Apply commercial revitalization and business development tools to drive business growth in priority neighborhoods and help neighborhoods, local business and residents better connect to and compete in the regional economy.
- ▶ Use a community-driven neighborhood economic development approach to build local capacity to achieve economic development outcomes, minimize involuntary displacement and spur commercial activity in underserved neighborhoods.
- ▶ Improve access to jobs both in priority neighborhoods through frequent transit and workforce development training and by employment growth in the neighborhoods.
- ▶ 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.

5-Year Action Plan

Number	Related Action Areas	Actions	Potential Partners
25		Portland main streets: Maintain and expand the Portland Main Streets program for commercial areas interested in and ready to take on the comprehensive Main Street business district management approach to commercial district revitalization.	PDC
EQUITY 26		Focus area grants: Establish a Focus Area Grant Program to support focus on two to three economically challenged areas of the city to spur business development and revitalization that is community led and community driven.	PDC
EQUITY 27		Training and networking: Establish regular training and networking opportunities for business district associations, neighborhood associations, community-based groups and community volunteers to expand their knowledge of best practices and effective techniques in neighborhood economic development.	PDC
EQUITY 28		Entrepreneurship and micro-enterprise: Focus city resources for micro-enterprise development, entrepreneurship skill development, and on supporting the growth and development of neighborhood-based businesses, and provide those services at the neighborhood level.	PDC
29		Business resources: Increase knowledge of resources available for small business development (public, private and nonprofit) among community leaders, including business associations, neighborhood associations and community-based organizations.	PDC
30		Fill gaps in underserved neighborhoods: Consider zone changes to fill commercial gaps in underserved neighborhoods, reduce regulatory barriers to upgrade technology, and promote flexible mixed uses.	BPS
31		Brownfields: Expand assistance for commercial corridor brownfield redevelopment.	BES
32		Financial tools: Increase financial tools to support neighborhood business development and catalytic redevelopment projects outside existing Urban Renewal Areas.	PDC
33		Sustainability at work: Expand sustainable business education and services on energy and water efficiency, waste reduction, materials and transportation to reduce business costs and improve overall practices.	BPS

THE PORTLAND PLAN

Share of households that are cost-burdened, HIGH growth scenario (2030)



Source: MetroScope scenarios 911, 2009

C. BROADLY ACCESSIBLE HOUSEHOLD PROSPERITY AND AFFORDABILITY

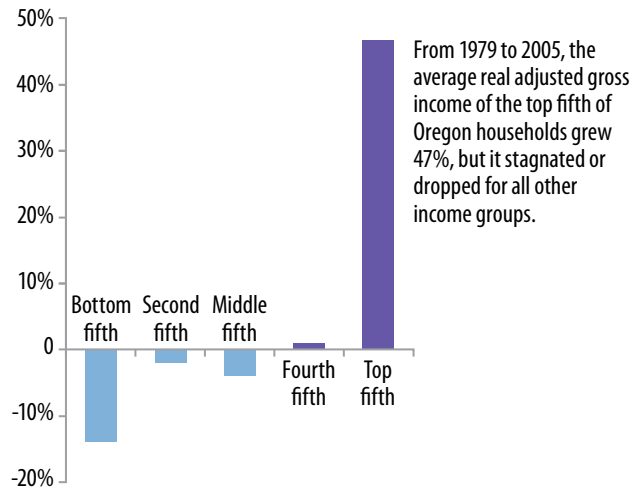
Many Portlanders struggle to make ends meet. The “working poor” made up 23 percent of Multnomah County households in 2005–07 (before the recent recession), and were not able to cover local costs for basic needs. During the last several business cycles, it has become increasingly clear that we cannot assume “a rising tide lifts all boats.” Upward mobility barriers persist for communities of color, residents with disabilities, young female householders and other groups.

Average wages (and salaries) in Multnomah County have not kept up with the rising costs of living over the last decade. The shrinking value of paychecks particularly burdens low- and middle-income workers. In the metropolitan region, average wages have also fallen below the national average during the last decade. Portland’s reputation as a livable city has not been enough to overcome this trend.

Regional job growth has not been fast enough to bring down Multnomah County unemployment rates, which significantly exceeded the national average over most of the last decade. In Multnomah County, job growth was generally flat during the 2000–2008 business cycle and trended downward between 2008 and 2010.

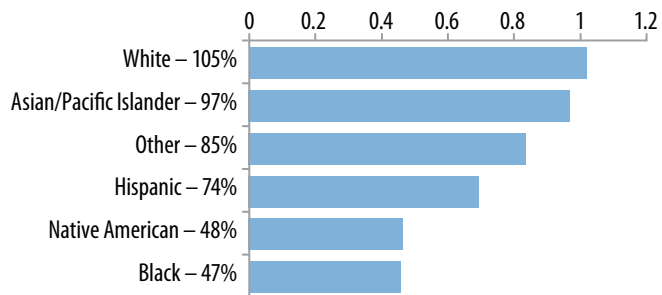
This section of the strategy includes policies and actions will make opportunities for prosperity and affordability more broadly accessible.

An Oregon economy for the few ...



Note: “Households” here refers to tax filers with positive adjusted gross incomes. Excludes negative returns from bottom fifth. Adjusted for inflation using 2005 dollars with CPI-U. Source: OCPP analysis of Oregon Department of Revenue data.

Household income as a percent of the citywide median in Portland, 2008



C1 ACCESS TO HOUSING

Maintain and increase low- and moderate-income housing that meets the evolving needs of our growing, diverse population.

Housing costs consume a significant portion of most household budgets. If housing costs continue to rise, (a long-term West Coast trend related to population growth), households will be left with less disposable income for other necessities. Due to the combined effect of steep increases in housing costs relative to average income, the impact of the housing cost burden is being felt not just by the homeless, low-income households, and seniors on fixed-income, but by middle-income households as well.



Increasing affordability at the neighborhood level will require attention to the needs of low-income populations, communities of color, and fast-growing populations such as Hispanic residents. Neighborhood affordability also depends on access to transit and essential services. In east Portland, for example, where racial and ethnic diversity and poverty are increasing, frequent transit and some services are less available.

Ensuring quality and affordable housing options that meet the needs of all people will require a long-term, 25-year housing strategy that addresses housing retention for current residents and historic communities and the supply and location of new rental housing and homeownership opportunities. Implementing a holistic framework for housing access will depend upon the collaborative efforts of public, nonprofit and private partners. Moreover, if incomes remain stagnant, we will not be able to build enough housing to meet the demand of a growing low-income population, so raising income levels is also essential to improving equitable access to housing.

Guiding Policies

- ▶ Provide for a healthy supply of housing units of various types and price ranges, located to reduce household transportation costs in line with expected growth.
- ▶ Establish as a new standard for affordability consideration of both housing and transportation costs to the household when making housing investment decisions.
- ▶ Remove barriers to fair housing, including discriminatory practices, and maintain the safety nets that keep households from falling into homelessness.
- ▶ Emphasize universal design and accessibility, especially in neighborhood hubs and other areas with frequent accessible transit service.
- ▶ Align policies and programs and expand partnerships so that the housing needs of no-income, fixed-income, low-income, moderate-income and middle-income households can all be met equitably, efficiently and effectively.
- ▶ Align workforce training programs with subsidized housing units 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.
- ▶ Continue to expand Portland's transit and bicycle networks, and develop corridor-specific housing strategies as a component of major transit investments.

5-Year Action Plan

	Number	Related Action Areas	Actions	Potential Partners
EQUITY	34		Housing supply: Increase affordable housing supply by completing the preservation of properties that receive federal and state housing subsidies and building new affordable housing in high opportunity areas, such as locations with frequent transit and high-performing schools.	PHB
EQUITY	35		Housing security: Remove barriers to affordable housing for low-wage workers and other low-income households, through the Fair Housing Action Plan and housing placement services.	PHB
EQUITY	36		Homelessness: Continue investing to finish the job on the 10-Year Plan to End Homelessness for veterans, families and chronically homeless people, including housing placement, eviction prevention, and coordinated support services.	PHB
EQUITY	37		Moderate-income workforce housing: Facilitate private investment in moderate-income housing to expand affordable housing options for both renters and homeowners.	PHB
EQUITY	38		Housing strategy: Prepare and begin implementation of a Citywide Housing Strategy, including 25-year opportunity mapping, resource development, equity initiatives such as increased use of minority contractors, and alignment with other community services for low/moderate-income residents.	PHB
EQUITY	39		Fair housing: Implement Portland's Fair Housing Action Plan.	PHB
	40		Align housing and transportation investments: Identify housing needs and opportunities in conjunction with the Barbur Corridor Study.	BPS, PHB

C2 EDUCATION AND JOB TRAINING

Align training and education to meet and expand access to industry's skill needs at all levels, foster individual competitiveness and prioritize the job-readiness needs of Portland's working poor and chronically underemployed.



The region is faced with significant workforce challenges. We know that over 100,000 people in our community are working full-time and not earning enough to be self-sufficient and over 50 percent of unemployed persons lack basic skills in reading and/or math — a major barrier to obtaining living-wage employment.

Additionally, many jobs that once were attainable with just a high school diploma now require some form of post-secondary education or training. And the retiring baby boomer population poses looming skills shortages across all skill levels.

To ensure that our labor pool has the necessary skills to fill these jobs, we must expand education and training programs. In our current environment of high unemployment and steadily declining federal resources, this presents a challenge.



Guiding Policies

- ▶ Develop 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. Improve community college and university degree and workforce training certificate completion rates to prepare individuals for high-growth, high-demand occupations.
- ▶ Align and integrate city workforce development training to ensure maximum leverage of funds and reduce duplication.
- ▶ At least 90 percent of job seekers receive resume writing, interview coaching, training/skill enhancement, career counseling, job search/placement, and/or other needed workforce assistance.
- ▶ Provide on-the-job training through subsidized work experiences to encourage businesses to hire workers who are learning their new job responsibilities. Emphasize programs that reach youth who are disconnected from traditional school or work opportunities.

5-Year Action Plan

	Number	Related Action Areas	Actions	Potential Partners
EQUITY	41		Training: Focus, align and expand workforce training programs and higher education degree programs to prepare job seekers for long-term employment at a self-sufficient wage.	WSI, PCC, OUS, MHCC
EQUITY	42		Youth employment: Create a tax incentive for businesses to support career-related learning experiences in city schools and to employ foster youth.	WSI
EQUITY	43		Hiring agreements: Establish first source hiring agreements and other types of community workforce agreements with businesses awarded sizable public grants or loans so that businesses hire local residents that have recently completed skills training or become unemployed.	PDC
EQUITY	44		Higher education system: Involve higher education and workforce development partners in implementing the Cradle to Career Initiative recommendations so that at-risk youth are supported and successfully complete training and university programs.	C2C
EQUITY	45		Post-secondary: Study the feasibility of a program that guarantees public school students access to two years of education or training past high school.	C2C
EQUITY	46		Youth employment: Develop a system for sustaining the City's Summer Youth Connect program.	City, WSI

C3 HOUSEHOLD ECONOMIC SECURITY

Expand upward mobility pathways for the working poor and unemployed so that the 77 percent share of economically self-sufficient households in Multnomah County in 2005 exceeds 90 percent by 2035.



Portland has a predominantly middle-class income distribution of households (2000). In comparison, core cities of metropolitan areas nationally have most households in the low/moderate-income quintiles (fifths) of the population, while suburban households are concentrated more in middle and upper-income quintiles. Nationally, the share of middle-skill, middle-income occupations have declined from 55 percent in 1986 to 48 percent in 2006.








Despite Portland's large, diverse employment base and predominantly middle-class income distribution, much of our population continues to be left out of economic prosperity. Federal poverty statistics underestimate the share of households in need. The 10 percent poverty rate among Multnomah County households in 2005–07 compared to a 23 percent estimate of “working poor” households, measured by the Self Sufficiency Index that tracks households by family type with adequate income to cover local costs of basic needs (e.g., housing, health care, childcare and transportation).

Local programs and national research reveal a range of factors that limit upward mobility out of poverty and suggest responsive best practices, including assertive engagement, tailored job-readiness assistance (including culturally specific services), affordable childcare, rent assistance and stable housing, improving the safety net for the unemployed, and improving opportunities for children in poverty.

Guiding Policies

- ▶ Build on the successes of the Economic Opportunity Initiative, Action for Prosperity and emerging East Portland Action Plan efforts to align with major public systems responsible for housing, assertive engagement, place-based initiatives and workforce development for effective poverty reduction.
- ▶ Use economic self-sufficiency metrics as a more accurate alternative to federal poverty statistics, by most social service agencies and community-based organizations as a planning tool to measure and respond to household needs of the working poor.
- ▶ Reduce racial, ethnic and disability-related disparities in economic self-sufficiency.

5-Year Action Plan

	Number	Related Action Areas	Actions	Potential Partners
EQUITY	47		Self-sufficiency metrics: Adopt the Self-Sufficiency Index as the official measure of poverty and encourage its use in policy discussions and decisions.	City, Multnomah County, Metro
EQUITY	48		Childcare: Undertake a project that removes barriers or pilots approaches to providing affordable, accessible and quality childcare in selected underserved neighborhoods.	SUN, DHS, C2C
EQUITY	49		Disadvantaged workers: Increase skill-level of low-income, multi-barriered residents who need remedial education, ESL and other special assistance to overcome basic skill deficiencies, disability related disadvantages such as mental illness, criminal background, and chemical dependency issues through workforce training and wrap-around services.	WSI, HomeForward, DHS, Multnomah County
EQUITY	50		Race and ethnicity: Increase targeted contracting, community workforce agreements, job training and culturally specific services to reduce racial and ethnic disparities.	City, PDC, WSI, Multnomah County
EQUITY	51		Anti-poverty strategy: Engage with the Multnomah County Community Action Agency to develop a comprehensive anti-poverty strategy to increase economic self-sufficiency.	Multnomah County, Home Forward, PHB, PDC
EQUITY	52		Federal and state tools: Develop a legislative package to address unmet local needs by providing additional tools and resources to increase economic self-sufficiency.	City, Multnomah County
EQUITY	53		School-based service delivery: Develop agreements outlining the role of the SUN Service System toward implementing or supporting the above-listed actions.	SUN

Healthy Connected City



GOAL

Improve human and environmental health by creating a system of neighborhood hubs, linked by a network of city greenways that integrate nature into neighborhoods and connect Portlanders to services, destinations and opportunities locally and across the city.

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

- **Prioritize human and environmental health:** Our future decisions must consider impacts on human and environmental health and prioritize actions to reduce disparities and inequities.
- **Promote vibrant neighborhood hubs:** Our neighborhoods must provide business and services, healthy food, parks and other gathering places and housing that are easily accessible by foot, wheelchair, bike and transit so residents have options for living a healthy, active lifestyle.
- **Develop city connections, greenways and corridors:** A system of habitat connections, neighborhood greenways and civic corridors will weave nature into the city and sustain healthy neighborhoods, watersheds and Portlanders.
- **Coordinate the work of public and private partners:** Alignment among public and private entities on planning and investment will help Portland develop new approaches, harness community initiatives and build community capacity.

Our health and the health of our children rely on our ability to live, work, learn and play in a city where:

- We can safely and conveniently walk, bike or take transit to acquire most of the things we need everyday and to destinations throughout the city.
- Nature and parks are never far away.
- Air and water is clean.

However, many Portlanders do not have safe, easy and convenient access to the things they need to live healthy and active lives.

Portland Today

- 1 Chronic disease:** Chronic disease rates including those for obesity, diabetes, and respiratory illness have skyrocketed. Today, one in 16 Multnomah County residents has diabetes, one in eight has asthma, one in four youth is overweight and one in two adults is overweight or obese.

- 2 Incomplete neighborhoods:** Only 45 percent of Portlanders live in health-supporting, complete neighborhoods with parks, businesses, frequent transit service, schools and other amenities close enough to safely and easily walk or bike to meet their daily needs. In some areas, services are scattered or missing, or they may lack sidewalks, bikeways or other safe connections providing local access.

- 3 Lack of neighborhood economic vitality:** From 2000 to 2008, 17 of Portland's 23 neighborhood market areas lost jobs. Commercial vitality is widely uneven among neighborhood business districts as shown by retail sales capture rates.

- 4 Lack of access to healthy food:** Neighborhoods with convenient access to opportunities to buy or grow healthy, affordable food can make it easier for residents to eat a healthy diet. Yet only 30 percent of Portlanders live within a half-mile of a full service grocery store or market that sells healthy, fresh food.

- 5 Transportation:** Walking, biking and taking transit can help reduce the risk of developing chronic diseases and can reduce transportation costs. Currently, 27 percent of commuters walk, bike, take transit to work and Portlanders travel 16 miles per day by car on average.

- 6 Carbon emissions and climate change:** Portland's carbon emissions are 2 percent below 1990 levels, while the U.S. average is up about 15 percent. However, climate scientists have determined that reductions of 50–85 percent by 2050 are needed to avoid anticipated impacts from climate change such as significant changes in weather patterns, increased flooding, wildfire, drought, disease and invasive plant and animal species.



2035 OBJECTIVES

- 1 Healthier people:** The percentage of Multnomah County adults at a healthy weight meets or exceeds the current rate, which is 44 percent. The percentage of eighth graders at a healthy weight has increased from 75 percent and meets or exceeds federal standards (84 percent).

- 2 Complete neighborhoods:** 90 percent of Portlanders live within a quarter to half mile of sidewalk accessible complete neighborhoods.

- 3 Neighborhood economic vitality:** At least 80 percent of Portland’s neighborhood market areas are succeeding in terms of the strength of the local market, local sales, business growth and stability.

- 4 Access to healthy food:** 90 percent of Portlanders live within a half mile of a store or market that sells healthy food.

- 5 Transit and active transportation:** Portland residents have reduced the number of miles they travel by car to 11 miles per day on average and 70 percent of commuters walk, bike or take transit to work. Carpool or telecommuting rates have also increased.

- 6 Carbon emissions and climate change:** Portland’s transportation-related carbon emissions are 50 percent below 1990 levels.



Portland Today

7 Parks and nature in the city: Nearby parks, streams and natural areas give Portlanders places to recreate, relax and spend time with friends and family. This improves both physical and emotional well-being. Currently, 76 percent of Portlanders are within a half-mile safe walking distance of a park or natural area. The Portland region's 40-mile loop and the larger regional trail system provide access along rivers and through major natural areas like Forest Park, Johnson Creek and the Columbia Slough. However, this popular system of trails is incomplete and has few connections to neighborhoods.

8 Watershed health: Neighborhoods with generous tree canopy and less pavement have cleaner, cooler air, which reduces health problems such as asthma. Healthy streams and natural areas help prevent damage to homes due to landslides and flooding. Currently, 33 percent of Portland's land is impervious – either paved or roofed – and only 26 percent is covered by tree canopy. Portland has about 20,000 acres of good-quality natural resources that provide habitat for a wide variety of native and migratory wildlife. Yet, much beneficial wildlife, including salmon and bat species, is at risk or threatened with extinction, and over 20 miles of waterways and 100 acres of wetland lack necessary protections.

9 Safety and security: In 2008, Portland's violent crime rate was 5.5 crimes per 1,000 people — a 50 percent decline over the past decade and one of the lowest rates for similarly sized cities nationwide. From 2004–2008, 9,750 people were injured or killed in traffic crashes in Portland. Only 59 percent of Portlanders feel safe walking alone at night in their neighborhoods. Reducing crime and ensuring people feel safe can make people more comfortable walking, biking or playing outside.

10 Quality public infrastructure: Neighborhoods with quality public infrastructure can provide residents with necessities like clean drinking water, quality sewer and safe streets. Today, services in some parts of Portland do not meet city standards. For example, over 55 miles of streets are substandard and 12,000 properties are at risk of basement sewer backups during heavy storms.



2035 OBJECTIVES

7 Parks and nature in the city: All Portlanders can conveniently get to the Willamette and Columbia Rivers and are within a half-mile safe walking distance of a park or natural area.

8 Watershed health: The Willamette River and local streams meet water quality standards. Tree canopy covers at least one-third of the city and is more equitably distributed. Fewer homes and businesses are at risk from flooding. A diversity of critical habitats (including floodplains, riparian areas, wetlands, oak groves, native forests and remnant native meadows) are protected, connected and enhanced to support a rich diversity of native and migratory wildlife.

9 Safety and security: Portland continues to have among the lowest rates of violent crimes (such as aggravated assault and domestic violence) compared to similarly sized cities; the number of traffic crash-related injuries and fatalities is reduced by 50 percent; and 75 percent of Portlanders feel safe walking alone at night in their neighborhood.

10 Quality public infrastructure: By 2035, all Portlanders have safe and reliable transportation, water, stormwater and sewer services at a level that meets or exceeds both customer and regulatory standards.

A. PUBLIC DECISIONS THAT BENEFIT HUMAN AND ENVIRONMENTAL HEALTH

To create a healthy connected city, we must consider the potential impacts of our decisions on the health of Portland’s residents and the natural environment.

The natural environment we live in, our education and employment; and the design and affordability of our neighborhoods all influence Portlanders’ health. These factors are influenced by a range of public policies and decisions about things like our transportation systems and infrastructure, the development and use of neighborhoods and the protection of watershed and natural areas. We must be aware of the potential impacts of these decisions to make smarter decisions and to ultimately improve long-range outcomes in human and environmental health.

Today, lower-income, communities of color, seniors and children are more at risk for poor health than the general population and experience significant health disparities. These residents may also suffer disproportionately from exposure to pollution, toxics, noise, and environmental hazards. To maximize health benefits, actions and investments will be targeted at currently underserved neighborhoods and resident groups so that the benefits of Portland extend equitably to residents of all races, ages and incomes. We must take actions to reduce disparities in access to the conditions that support healthy living.

Human and watershed health are interrelated, and protecting and improving one often benefits the other. For example, degraded watershed conditions put homes at greater risk of flooding, landslides or mold problems. These conditions, in turn, can threaten residents’ health and safety. Protecting floodplains, hillsides, and wetlands protects watershed health and the health and safety of community members as well.



Guiding Policies

- ▶ Strengthen collaboration between public agencies and health partners to advance common objectives and more fully integrate health considerations into decision-making.
- ▶ Explicitly consider current and long-term human and watershed health risks and outcomes, and equity impacts when making public decisions, including land use, transportation and infrastructure policies and investments.
- ▶ Manage and maintain public infrastructure, including transportation, drinking water, sewer, stormwater, public safety, civic buildings, and green infrastructure, to provide essential public services for all residents. Protect human and watershed health and safety and meet community needs.
- ▶ Prioritize public actions and investments to reduce disparities, minimize negative impacts and optimize benefits to human and watershed health.

5-Year Action Plan

	Number	Related Action Areas	Actions	Potential Partners
EQUITY	1		Partnerships and collaboration: Establish protocols for regular information sharing and consultation between the City of Portland and health partners including dialogues, joint projects and trainings.	Multnomah County, City, PSU, OHSU, NGOs: OPHI, UPH, CLF
EQUITY	2		Partnerships and collaboration: Develop a “Health in Planning Toolkit” that Portland Plan partners can use to promote cross-discipline exchange and working partnerships among city bureaus and health partners.	Multnomah County, City
	3		Partnerships and collaboration: Include health partners on advisory committees and project teams for projects with potential pollution, toxics, noise, environmental hazard and other health impacts.	Multnomah County, City, PSU, OHSU, NGOs: OPHI, UPH, CLF
EQUITY	4		<p>Public decisions and investments: Establish criteria and methods to formally assess the human health and watershed impacts of public policy and investment, including which types of decisions require assessment and which impacts to consider.</p> <ul style="list-style-type: none"> ■ As initial efforts, integrate human and watershed health, and air quality and greenhouse gas emissions criteria in the analysis of alternative growth and land use scenarios in the comprehensive plan; update budget considerations. ■ Through the work of the Communities Putting Prevention to Work Health Equity Action Team, develop recommendations and methods to integrate health considerations into the prioritization and design of transportation projects. 	Multnomah County, BES, BPS, OMF
	5		Quality public infrastructure: Identify infrastructure facilities that have a high risk of failure. Prioritize these assets for monitoring, planning and investment to protect human and environmental health.	BPS, OMF, BES, PWB, PBOT, PP&R
EQUITY	6		Disparity reduction: Develop a Healthy Community Index combining neighborhood, environmental and demographic data. Use this information to identify, measure and track disparities and to inform health and equity assessments for planning, policy, and investment decisions.	MCHD, Metro, PSU, OHSU, City

ACTION AREAS

PROSPERITY AND BUSINESS SUCCESS

EDUCATION AND SKILL DEVELOPMENT

SUSTAINABILITY AND THE NATURAL ENVIRONMENT

HUMAN HEALTH, FOOD AND PUBLIC SAFETY

TRANSPORTATION, TECHNOLOGY AND ACCESS

EQUITY, CIVIC ENGAGEMENT AND QUALITY OF LIFE

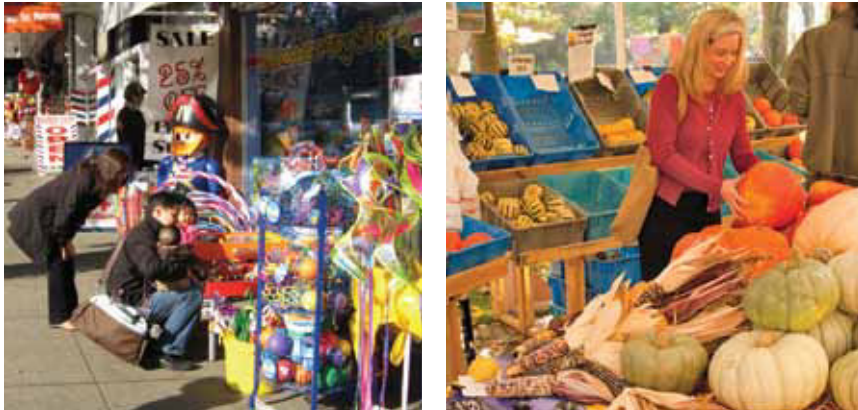
DESIGN, PLANNING AND PUBLIC SPACES

NEIGHBORHOODS AND HOUSING

ARTS, CULTURE AND INNOVATION

B. VIBRANT NEIGHBORHOOD HUBS

Neighborhood hubs are places with concentrations of businesses and services, housing, gathering places and green spaces that provide residents with options to live a healthy, active lifestyle. In neighborhood hubs, getting around by walking, biking, or wheelchair is safe, attractive and convenient; high-quality transit makes it easy to get to the rest of the city and region.



When services and other destinations are clustered in compact areas, economic viability is strengthened, and walking, transit and bicycling become more practical. As a result, other elements of a complete community are supported and more Portlanders will have easier access to centers of community life and activity, and they will serve as anchors for “20-minute living.”

Portland has existing mixed-use centers, such as Hollywood, Hillsdale and Lents, that have many qualities of successful hubs. The strategy will identify additional locations on Portland’s 157 miles of main streets and over 30-light rail station areas that have potential to become successful hubs. It will guide the growth of the city over the next 25 years to strengthen these existing and emerging hubs in ways that provide equitable access to services and reflect the distinct character and history of the neighborhoods where they are located.

In the past, Portland has primarily used zoning that promotes a compact mix of commercial uses and housing to cultivate places with a sufficient mix of uses and services. However, zoning alone has not been successful in producing these results evenly across the city. The Healthy, Connected City strategy introduces a broader range of tools, including community partnerships and investments.

Neighborhood Hubs would include access to:

- Neighborhood businesses and services.
- Quality, affordable housing.
- Healthy and affordable food.
- Gathering places.
- Active transportation – walking, biking, transit.

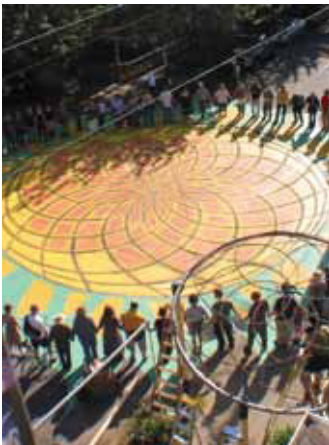
Guiding Policies

- ▶ Support strong, vibrant neighborhood hubs through land use, infrastructure and technology investment and community economic development with a focus on underserved areas with disadvantaged populations.
- ▶ Expand access to healthy, affordable food by prioritizing grocery stores or markets as essential components of neighborhood hubs and making it possible for all Portlanders, including those without yards, to grow their own food.
- ▶ Link new housing to local services and transportation by increasing the variety of housing (in terms of cost and size) in and around neighborhood hubs.
- ▶ Support development of housing options accessible to seniors and mobility-limited individuals in places where close proximity to services and transit makes it easier to live independently.
- ▶ Encourage development of high quality, well designed housing that protects the health and safety of residents and encourages active living.
- ▶ Foster a multi-modal transportation system that links neighborhood hubs to each other, employment areas, the central city and the broader region through safe and attractive frequent transit service, bikeways, and pedestrian connections.
- ▶ Prioritize street improvements that make it safe, convenient and attractive to walk, bike or roll to neighborhood hubs and key community destinations.

5-Year Action Plan

Number	Related Action Areas	Actions	Potential Partners
7		Neighborhood businesses and services: Use the Portland Development Commission Main Street and Neighborhood Economic Development strategies to strengthen neighborhood hubs. Undertake business development activities in the Cully Main Street Plan area as a pilot project.	PDC, BPS
8		Broadband in neighborhoods: Identify and create several high capacity broadband access points in neighborhood hubs. Provide free WIFI at all public buildings in each neighborhood.	OCT
EQUITY 9		<p>Quality, affordable housing: Complete the citywide housing strategy and use it as a basis for regulations, location policies, incentives and public-private partnerships that help locate new well-designed, affordable housing in and around neighborhood hubs and near transit.</p> <p>a. Explore opportunities to create housing for elders and mobility-impaired residents in service-rich, accessible locations; and ensure that workforce housing is part of the mix of housing in neighborhood hubs.</p> <p>b. As an initial project, construct and include workforce and senior housing in the Gateway-Glisan mixed-use/ mixed-income housing development.</p>	PHB, PDC, BPS
10		Transit and active transportation: Identify pedestrian barriers within and to neighborhood hubs, develop priorities for investment, and implement policy changes to ensure hubs have safe and convenient pedestrian connections.	PBOT
11		Healthy and affordable food: Retain and recruit grocery stores and other sources of healthy food as key components of neighborhood hubs.	PDC
12		Healthy and affordable food: Undertake efforts to support and encourage owners of existing small markets and convenience stores to provide healthy, affordable, and culturally relevant food, especially in underserved neighborhoods.	BPS, Multnomah County
13		Healthy and affordable food: Create 1,000 community garden plots, focusing in areas accessible to neighborhood hubs and higher-density housing, by pursuing opportunities to repurpose publicly owned land and through public-private partnerships.	PP&R

B. VIBRANT NEIGHBORHOOD HUBS



Guiding Policies

- ▶ Include parks, plazas or other public gathering places in neighborhood hubs to provide places for community activity and social connections. Build partnerships to ensure their future management and programming.
- ▶ Where opportunities arise, use the design of civic spaces as a venue for public art and to highlight the culture of Portland's neighborhoods and diverse communities.
- ▶ Emphasize the role of schools as community gathering places and locations of integrated service delivery, such as that used by the SUN Service System.
- ▶ Promote energy and resource conservation at a district scale in neighborhood hubs through compact development and eco-district approaches.

5-Year Action Plan

Number	Related Action Areas	Actions	Potential Partners
14		Gathering places: Acquire land for an urban park in Hollywood.	PP&R, BPS, PDC
15		Gathering places: Develop new design options for neighborhood streets that allow more community uses on streets, especially in neighborhood hubs. Build one demonstration project.	PBOT, BPS
EQUITY 16		Gathering places: Explore ways to support arts and cultural facilities and incubators in underserved areas, through tools such as public-private partnerships and incentives.	RACC, NGOs
17		Resource conservation: Pursue ecodistrict partnerships and support collaboration among building owners to improve environmental performance at a district scale.	City, NGOs
18		Resource conservation: Develop approaches for district-wide natural resource conservation — water conservation, stormwater management, energy production and natural resource enhancement.	BES, BPS, PWB



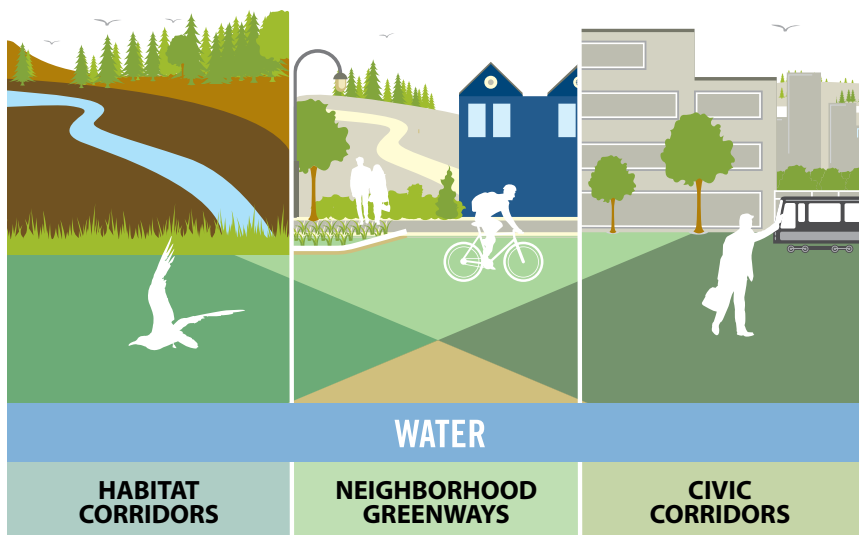
C. CONNECTIONS FOR PEOPLE, PLACES, WATER AND WILDLIFE

An interconnected network of city greenways will encourage walking and biking and weave nature into neighborhoods. This network includes:

- Habitat connections
- Neighborhood greenways
- Civic corridors

The network will expand on Portland’s existing network of forests and streams, parks and open spaces, regional trails, bikeways and green streets by identifying and prioritizing a special set of corridors for integrated ecological design. This approach depends on and supports continued implementation of the city’s existing system plans for multi-modal transportation and watershed health. These plans will continue to be implemented as proposed, but with realignment of some projects to help implement the Healthy, Connected City framework.

Creating this network will require a coordinated approach to make choices about where to align investments in green infrastructure: parks and trails; natural areas; bicycle, pedestrian and transit facilities; urban forestry; and sustainable stormwater systems. Priority needs to be given to neighborhoods that lack adequate sidewalks, stormwater management, parks or tree canopy. By doing this, Portland will make efficient use investments to achieve greater benefits for mobility, public health, watershed health, the economy, safety, quality of life and equity.










City greenways and corridors: connecting people, water and wildlife — Whether along a busy transitway, on a quiet neighborhood street or near a stream, City Greenways and Corridors connect people, water and wildlife.

Key term: Green infrastructure – including natural systems such as trees and natural areas and engineered features like green streets and ecoroofs—can manage stormwater, improve water quality, reduce flooding risk, provide wildlife and pollinator habitat and areas for human recreation and respite while mitigating and improving resiliency to the impacts of climate change.

Guiding Policies

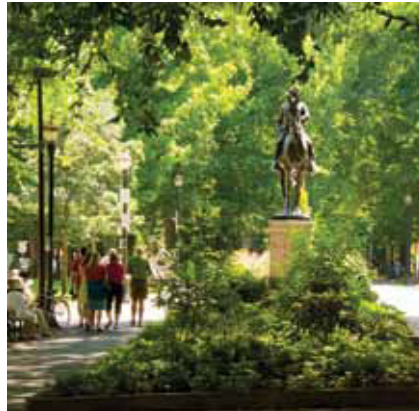
- ▶ Develop the network of Habitat Connections, Neighborhood Greenways and Civic Corridors as the spine of Portland’s civic, transportation and green infrastructure systems to enhance safety, livability and watershed health, to catalyze private investment and support livability.
- ▶ Design neighborhood greenways and civic corridors to integrate safe and accessible facilities for pedestrians and cyclists, sustainable stormwater facilities, tree planting and community amenities.
- ▶ Reestablish functioning habitat corridors within Portland by preserving existing habitat and restoring degraded natural resources and reconnecting habitat corridors wherever possible.
- ▶ Use Habitat Greenways to link stream and river corridors, landslide-prone properties, floodplains, wetlands and critical habitat sites into a system of habitat corridors that provides connections for wildlife, improves water quality, reduces risks due to flooding and landslides and supports Portland’s adaptation to climate change.

5-Year Action Plan

Number	Related Action Areas	Actions	Potential Partners
19		Habitat connections: Engage with Metro and The Intertwine – a regional network of trails and habitats – to connect, expand and maintain Portland trails and habitat corridors as part of the regional system.	PP&R, BES, Metro
20		Habitat connections: Initiate a culvert removal program to expand salmon habitat within Portland streams, beginning by restoring Crystal Springs to a free-flowing salmon-bearing stream with enhanced stream bank and in-stream habitat.	BES
21		Habitat connections: Continue to acquire high-priority natural areas identified for potential parks or natural resource restoration sites.	PP&R, BES, Metro
22		Habitat connections: Identify key locations for preserving and enhancing neighborhood tree canopy for stormwater management, hazard mitigation, wildlife habitat benefits, air quality and climate change adaptation.	PP&R, BES, NGOs
23		Habitat connections: Adopt an updated citywide natural resource inventory as a basis for updating the City's natural resource protection plans for the Willamette River (north, south and central reaches) and the Columbia Corridor.	BPS, PP&R, BES
24		Habitat connections: Remove invasive species and re-vegetate 700 acres of natural areas.	PP&R, BES
25		Habitat connections: Assemble at least one new shovel-ready, 25-acre or larger site for environmentally-sensitive industrial site development as a pilot project for advancing both economic and natural resource goals in industrial areas.	BES, PDC, BPS, Port



C. CONNECTIONS FOR PEOPLE, PLACES, WATER AND WILDLIFE








Neighborhood greenways

Guiding Policies

- ▶ 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 Greenway connections to serve currently underserved communities, make connections to the central city, neighborhood hubs, major employment and cultural centers, schools and universities, parks, natural areas and the Willamette and Columbia Rivers.

5-Year Action Plan

Number	Related Action Areas	Actions	Potential Partners
26		<p>Neighborhood greenways: Initiate implementation of the neighborhood greenways network by completing 75 miles of new neighborhood greenways, including:</p> <ul style="list-style-type: none"> a. Clay, Montgomery, Pettigrove and Holladay Green Street projects to connect every quadrant of the city to the Willamette River. b. Connections to Multnomah Village and the Hillsdale Town Center. c. Connections between SE Foster to the I-84 path using a route along NE/SE 128th and 132nd Avenues. d. North Portland Neighborhood Greenway from Pier Park to Interstate Avenue. 	PBOT, BES, PP&R, BPS
27		<p>Neighborhood greenways: Implement key trail projects to support Neighborhood Greenway connectivity by supporting the following trail efforts:</p> <ul style="list-style-type: none"> a. Pursue ways to speed up the trail acquisition process and create additional tools to enable the City to obtain trail easements, so that the regional trail system in Portland can be completed in a timely manner. b. Construct sections of the Red Electric Trail connecting to Hillsdale Town Center. c. Complete the Sullivan's Gulch Trail Concept Plan and the North Willamette Greenway Feasibility Study. 	PP&R, PBOT, BPS
28		<p>Neighborhood greenways: Implement pilot projects for alternative right-of-way improvements and funding approaches for unimproved streets, to provide additional options where traditional approaches are not feasible and to foster street design that is more responsive to community characteristics.</p>	PBOT, BES
29		<p>Neighborhood greenways: Develop new options for temporary or permanent repurposing of unimproved rights-of-way for public uses such as pedestrian and bikeways, community gardens, rain gardens, park spaces or neighborhood habitat corridors.</p>	PBOT, BES, PP&R
30		<p>Neighborhood greenways: Resolve issues related to pedestrian facilities that do not meet city standards but provide safe pedestrian connections.</p>	PBOT

C. CONNECTIONS FOR PEOPLE, PLACES, WATER AND WILDLIFE







Civic corridors

Guiding Policies

- ▶ Transform prominent transit streets, streetcar and light rail corridors into distinctive civic places of community pride that serve Portland's future multimodal mobility needs and are models of ecological design

5-Year Action Plan

Number	Related Action Areas	Actions	Potential Partners
31		Civic corridors: Identify and develop new right-of-way designs for key transit streets that integrate frequent transit and bike facilities, pedestrian crossings, landscaped stormwater management, large canopy trees and place-making amenities (e.g. benches, lighting and signage).	PBOT, BES
32		Civic corridors: Incorporate civic corridors concepts, including green infrastructure investment, active transportation improvements, transit service, environmental stewardship and strategic redevelopment in the following efforts to provide a model for future projects: <ul style="list-style-type: none"> a. 122nd Avenue planning — to enhance transit service and connections to east Portland and citywide destinations. b. Portland-Milwaukie Light Rail Tacoma Street Station — to restore the adjacent section of Johnson Creek and provide connections to the Springwater Corridor. c. Foster Lents Integration Partnership — to coordinate transportation investments, stormwater management improvements, open space, flood plain restoration and private development and investment. d. Barbur Concept Plan — to create a long-term vision for the Barbur corridor between Portland's central city and the Tigard city limit in anticipation for future high capacity transit in the Southwest Corridor. 	PBOT, TriMet, Metro
EQUITY 33		Civic corridors: Through the Sidewalk Infill on Arterials Program, invest \$16 million in building sidewalks on arterials in southwest and east Portland to address high priority gaps in the sidewalk network.	PBOT, BES, BPS, TriMet, Metro, PP&R
34		Civic corridors: Begin concept planning for two corridors identified in the Streetcar System Concept.	PBOT, BPS, TriMet

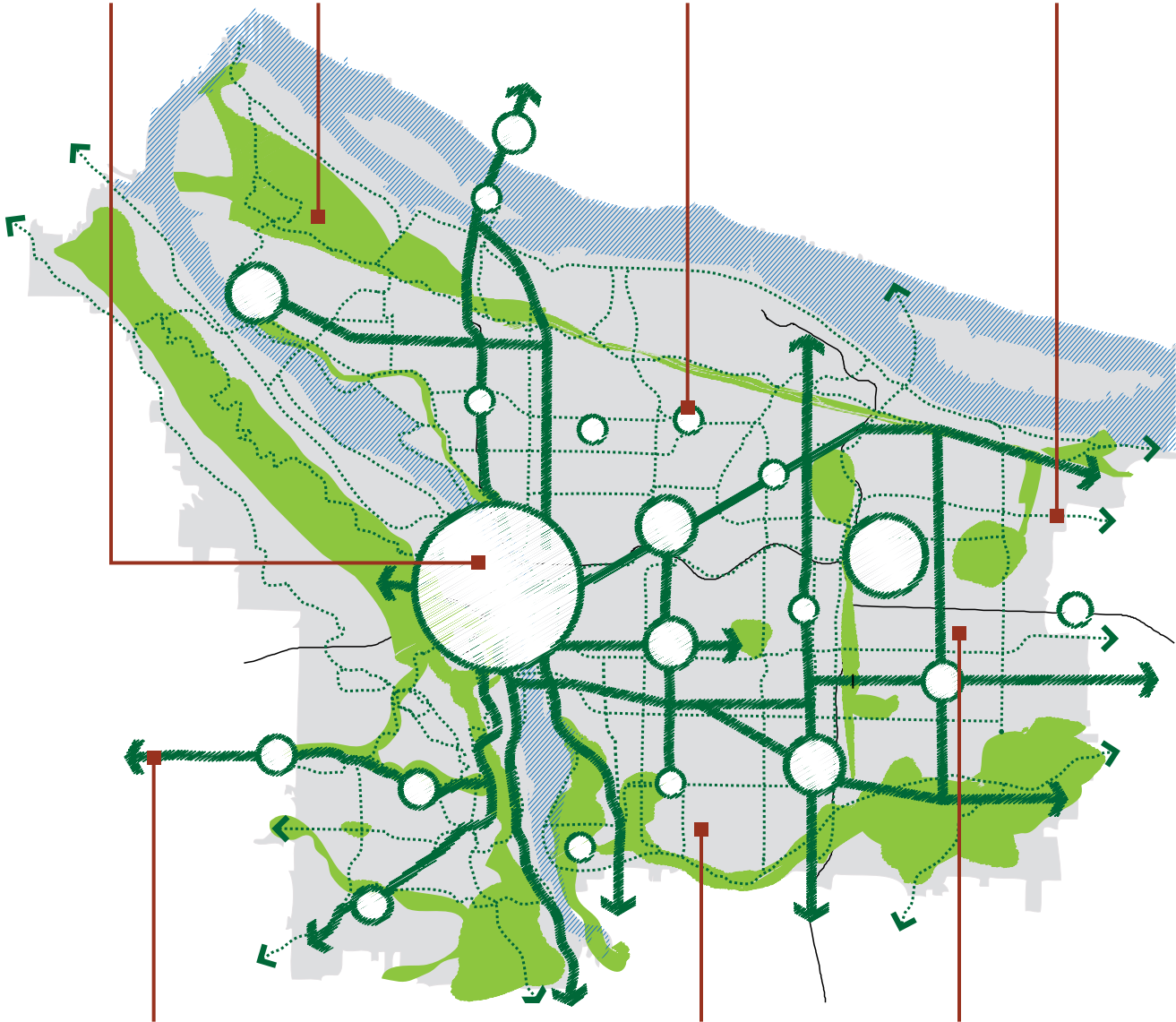
This diagram illustrates the concept of the Healthy Connected City network of neighborhood Hubs and City Connections

Central City is Portland's regional center where many of the City's jobs, high-density housing, transit connections and retail and other service are located. Plays a key role as part of an interconnected system of neighborhood hubs and city greenways.

Habitat connections are corridors and neighborhood tree canopy that weave nature into the city.

Neighborhood hubs are places with concentrations of neighborhood businesses, community services, 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 hubs, parks, schools, natural areas and other key community destinations, making it easier ton to around all parts of the city by walking, biking or wheelchair.



Civic corridors are major streets and transit corridors, are major streets and transit corridors that link neighborhood hubs to each other and the Central City. They have been transformed into enjoyable places to live, work and gather through 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 will be connected to neighborhood hubs, the City Center, employment areas, parks and natural areas and other destinations through networks of neighborhood greenways and civic corridors.

How will the strategy adapt to Portland's distinct areas?

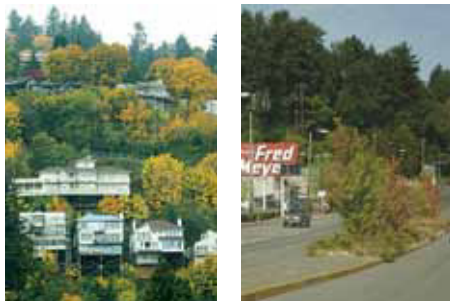
Portland has five major areas: western, eastern and inner neighborhoods, Central City and the industrial and river area. Each area has unique needs and characteristics. The Healthy, Connected City strategy will need to meet each area's specific needs. This is not a one-size-fits-all formula.



Industrial and river areas serve a key role as the location for port facilities, industry and other employment, and river habitat.



Central City includes many of the region's jobs, cultural institutions, retail and other services, and high-density residential areas. It has a well-connected pedestrian system and is at the center of the regional transit system.



Western neighborhoods have relatively low densities, poor sidewalk and street connectivity, hilly topography and extensive streams and natural areas. Improvements might mean hubs with a broader range of services so residents can meet needs locally and drive less, better pedestrian and bike connections, and restored habitat corridors.



Inner neighborhoods have many neighborhood business districts, compact development, and street and sidewalk connectivity, giving them great potential to be places where most residents can walk or bike to neighborhood hubs. Improvements might focus on minimizing residential and commercial displacement and providing additional affordable housing options.



Eastern neighborhoods have a mix of urban and more rural development, towering Douglas Fir and buttes. The area has substantial population, but has poor street and sidewalk connections and a lack of developed neighborhood parks and local services. Improvements could strengthen neighborhood business districts, enhance pedestrian and transit access, and improve parks.

D. COORDINATED INTER-AGENCY APPROACH

Implementing the Healthy, Connected City's network of neighborhood hubs and city greenways must begin with a coordinated inter-agency and community-based approach that prioritizes and aligns land use, urban design and investments in community development, green infrastructure, parks and trails; natural areas; bicycle, pedestrian and transit facilities; and sustainable stormwater systems.










In addition to this framework, creating this network will require:

- New approaches to planning and investment that reflect the character and needs of different parts of the city and that respond to the unique challenges and opportunities of building and maintaining a coordinated network.
- Design and improvements that consider, protect and improve the quality and safety of neighborhood hubs and city greenways in order to create attractive, well-functioning places and connections.
- Maintenance and preservation of existing transportation, park and recreation, and stormwater infrastructure, which will serve as a foundation for the network.
- Identifying, monitoring and mitigating potential unintended social consequences of investment, such as displacement of communities due to declines in housing affordability.
- Continued and expanded support of programs and community initiatives that support a vibrant network, environmental stewardship, and that encourage people to walk, bike and take transit, recreate, and make other healthy choices.

Guiding Policies

- ▶ Use the healthy connected city framework — a system of neighborhood hubs and city greenways — to coordinate policy, land use, and investment decisions
- ▶ Plan and invest in active transportation, parks and recreation, public infrastructure, watershed health and other areas that support the overall goals of the Healthy, Connected City strategy and enhance human and watershed health
- ▶ Coordinate planning, design and construction of a citywide system of neighborhood hubs and city greenways using multidisciplinary, inter-agency teams to allow for more coordinated, multi-objective, cost-effective solutions than are possible through isolated efforts
- ▶ Plan, fund and manage green infrastructure as part of the city's capital systems
- ▶ Identify, monitor and develop strategies to mitigate potential unintended social impacts, such as involuntary residential and business displacement, of Healthy, Connected City policies and investments

5-Year Action Plan

Number	Related Action Areas	Actions	Potential Partners
35		Planning and investment: Through a multi-agency effort, develop a Healthy, Connected City framework that identifies a system of neighborhood hubs and city greenways and use it to coordinate policy across elements of the comprehensive plan.	BPS, PP&R, PBOT, BES
36		Planning and investment: Establish a transportation policy that prioritizes creating transportation systems that support active transportation modes – walking, biking and transit. Develop and promote telework resources and incentives.	PBOT, BPS
37		Planning and investment: Develop a strategy for more adequate, stable and equitable funding for development, long-term maintenance and management of transportation and green infrastructure systems.	PBOT, BES
38		Planning and investment: Complete the Central City 2035 Plan to enhance the role of the central city within the Healthy, Connected City network and to expand opportunities for central city neighborhoods to develop as complete communities.	BPS, PBOT, BES, PP&R
EQUITY 39		Planning and investment: Develop and implement new approaches, such as area-specific development standards or design guidance, to ensure new development and infill is both affordable and responsive to the distinctive characteristics of Portland's neighborhoods.	BPS, BDS
40		Planning and investment: Inventory historic resources in neighborhood hubs and along civic greenways and develop a strategy to preserve key resources.	BPS
EQUITY 41		Social impacts and mitigation: Develop strategies and a more robust toolbox to address potential residential and commercial displacement as development occurs.	PDC, PHB, BPS






D. COORDINATED INTER-AGENCY APPROACH



Guiding Policies

- ▶ Support capacity-building community initiatives and efforts to ensure Neighborhood Hubs and City Greenways are safe places and respond to the distinct character, resources and needs of communities
- ▶ Support and enhance educational and promotional programs that encourage recreation and physical activity, healthy eating, active transportation and other healthy choices

5-Year Action Plan

	Related Action Area		Potential Partners
EQUITY	42	 <p>Community capacity and local initiatives: Establish or expand technical assistance and matching grant programs to incent and leverage community-based initiatives that further Healthy, Connected City (e.g. community-based groups that maintain green streets, parks and natural areas and plant trees).</p>	BES, PBOT
	43	 <p>Community capacity and local initiatives: Expand programs that promote periodic community use of streets, such as Sunday Parkways, block parties, festivals and farmers markets.</p>	PBOT
EQUITY	44	 <p>Community capacity and local initiatives: Support and expand community-based crime prevention efforts and work to improve communication and understanding between police and the community.</p>	PPB
	45	 <p>Education and promotion: Expand active transportation education and outreach programs.</p> <ul style="list-style-type: none"> a. Expand Sunday Parkways to include most eastside and some westside areas, focusing routes on existing and planned neighborhood greenways. Promote ongoing use of neighborhood greenways during events (i.e., Sunday Parkways Every Day). b. Expand the Safe Routes to School program, which currently serves K–8 students to reach all middle and high school students in Portland. c. Reach every household in Portland and 1,500 businesses through SmartTrips Portland. 	PBOT
	46	 <p>Education and promotion: Expand recreation offerings, including the amount and variety of community center and outdoor recreation and leisure programming so that Portlanders spend more time engaged in beneficial physical exercise.</p>	PP&R

MEASURES OF SUCCESS



12 Citywide Measures

- 1. Equity and inclusion**
- 2. Resident satisfaction**
- 3. Educated youth**
- 4. Prosperous households**
- 5. Growing businesses**
- 6. Creating jobs**
- 7. Transit and active transportation**
- 8. Reduced carbon emissions**
- 9. Complete neighborhoods**
- 10. Healthier people**
- 11. Safer city**
- 12. Healthier watersheds**

You can't track what you don't measure. While there are hundreds of data points within the Portland Plan to track progress, it is simply not feasible to measure everything. Instead, the Portland Plan identifies twelve core measures — each of which can tell us many things about the city.

The twelve Portland Plan measures are like medical vital signs, (for example, heartbeat, temperature, and blood pressure). Each vital sign is a measure of overall health. If one or more is not what it is expected to be, further diagnosis is needed.

Similarly, each Portland Plan measure can provide insight on Portland's overall health. For example, the *educated youth* measure (tracking the on-time high school graduation rate), tells us how many youth are finishing high school on time, but it also indicates whether youth have strong support systems, if early childhood education is adequate and if Portland is likely to have the trained and skilled workforce it needs to compete.

As we implement the five-year action plans, we will evaluate progress on these measures regularly. If the city's progress on a measure is moving in the wrong direction, it is time to evaluate and adjust our approach. We will also benchmark ourselves, whenever possible, to exemplary national and international cities. They are inspiring and offer proof that achieving our ambitious goals is possible.

Measuring for equitable outcomes

While each measure will track progress on a citywide basis, many of the measures will also examine differences across income and racial and ethnic groups. To ensure better tracking, the Portland Plan partners will continue to expand and improve data collection. As more and better information becomes available, we will expand the evaluation across these categories.

Regional and local measures

Economic, social and environmental trends affect our city, region and neighborhoods groups in different ways. Therefore, it is also important to measure trends and issues regionally and locally.

Regional measures

Greater Portland Pulse - www.portlandpulse.org - (formerly Greater Portland Vancouver Indicators) is the indicators project for the entire Portland-Vancouver region. The City of Portland is an active and engaged contributor to this project. The Portland Plan Indicators and Greater Portland Pulse indicators are complementary and together they provide a robust picture of regional and city health. For more information, please visit: www.portlandpulse.org

Local measures

As part of the Portland Plan analysis, we looked at how different parts of the city were faring in terms of the citywide measures of success. A summary of this research is provided at the end of this section. For detailed information on the local measures, please see Appendix C.

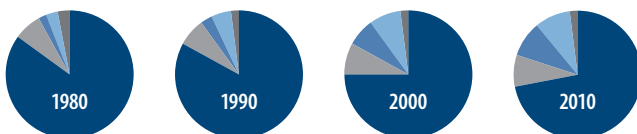
Population growth and diversity in Portland



Over the last few decades, Portland’s population grew 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 additional areas in west Portland. During the 1980s and 1990s, the growth rate was approximately 20 percent each decade, largely attributed to Portland’s new and larger boundaries. Between 2000 and 2010, the city’s growth rate was less dramatic, approximately 10 percent.

As population increased, so did Portland’s racial and ethnic diversity. In 1980, the white population made up 85 percent of the population. In 2010, it was 72 percent of the population. The national average is 67 percent. Despite this trend, Portland is still often described as an overwhelmingly “white city.”^{1,2} However, if trends continue, Portland will become much more diverse over the next few decades.

Ethnic and Racial Composition of Portland (city), 1980–2010.



	Total population	Non-hispanic white	Non-hispanic black	Hispanic	Asian	Other races
1980	366,383	312,466 85.3%	27,427 7.5%	7,807 2.1%	10,261 2.8%	8,422 2.3%
1990	437,319	362,503 82.9%	32,842 7.5%	13,874 3.2%	22,641 5.2%	5,459 1.2%
2000	529,121	399,351 75.5%	40,209 7.6%	36,058 6.8%	40,833 7.7%	12,670 2.4%
2010	583,776	421,773 72.2%	43,057 7.4%	54,840 9.4%	53,472 9.2%	10,634 1.8%

1 Hammond, Betsy. “In a changing world, Portland remains overwhelmingly white.” The Oregonian. January 17, 2009. www.oregonlive.com/news/index.ssf/2009/01/in_a_changing_world_portland_r.html. Accessed July 13, 2011.

2 Renn, Aaron M. “The White City.” New Geography. October 19, 2009. www.newgeography.com/content/001110-the-white-city. Accessed July 13, 2011.

1. Increasing Equity and Inclusion



When all Portlanders have access to a high-quality education, living wage jobs, safe neighborhoods, a healthy natural environment, efficient public transit, parks and green spaces, decent housing, and healthy food and can fully participate in and influence public decision-making, we will have an equitable and inclusive city. We have a long way to go to get there.

While equity is measured in many of the other eleven measures, it is also important to have a separate set of measures that address how well integrated and inclusive the city's population is.

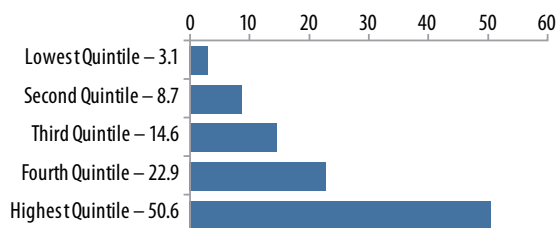
Three measures, when looked at together, help us assess Portland's level of equity and inclusion:

- Income distribution.
- Diversity index.
- Dissimilarity index.

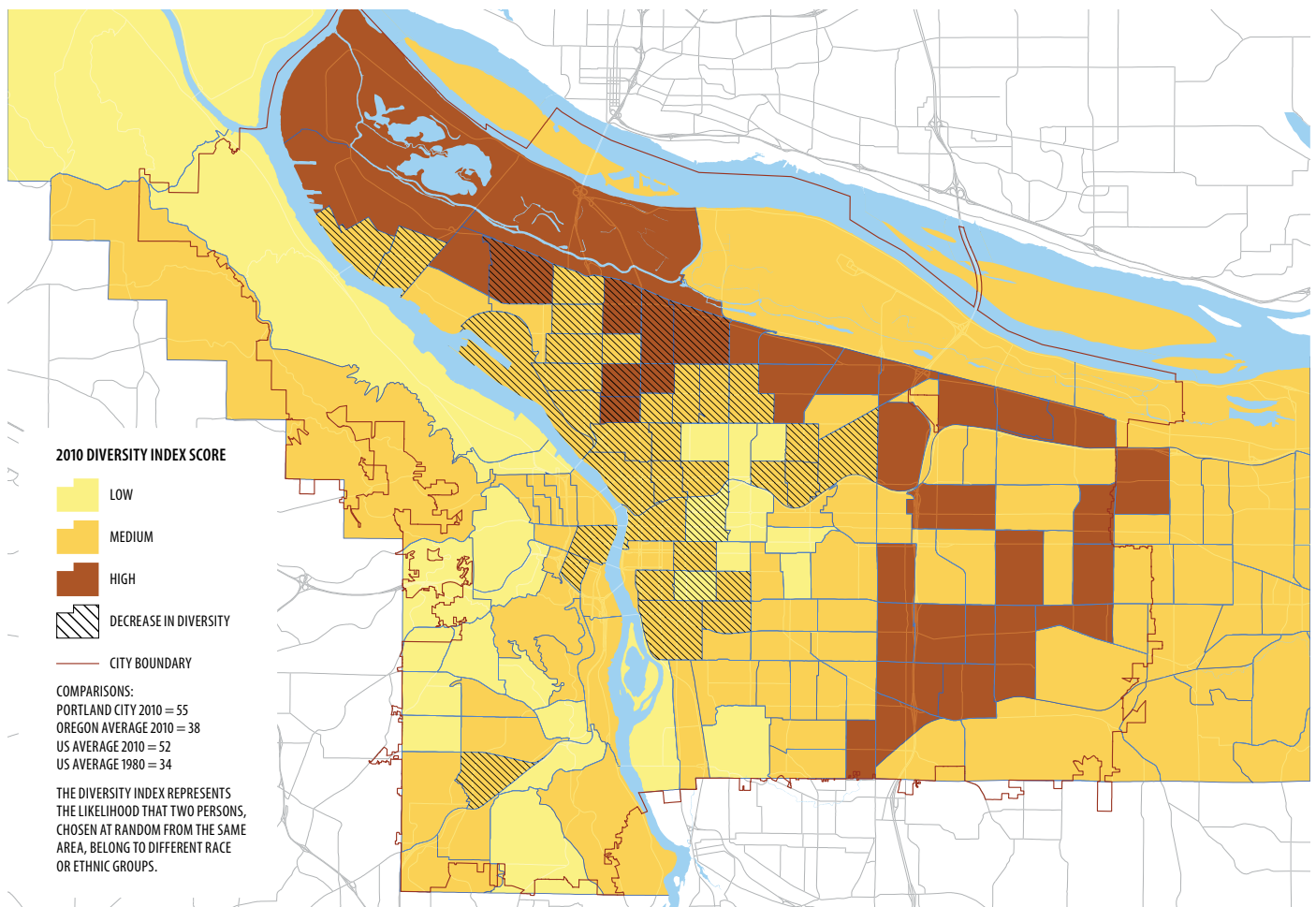
Income distribution

Portland, not unlike the rest of the country, continues to be less equal with regard to income distribution. The lowest fifth of income earners earned only 3 percent of total income in the city. The highest fifth earned just over 50 percent, more than 15 times that of the poorest fifth. Income distribution in Portland mirrors the income distribution for the nation during the same time period.

Income Distribution (City of Portland, 2005–09)



Source: American Community Survey, 2005–09.



Diversity index

The diversity index reports the percentage of times two randomly selected people differ by race/ethnicity. The index considers persons of Hispanic or Latino origin and all races.

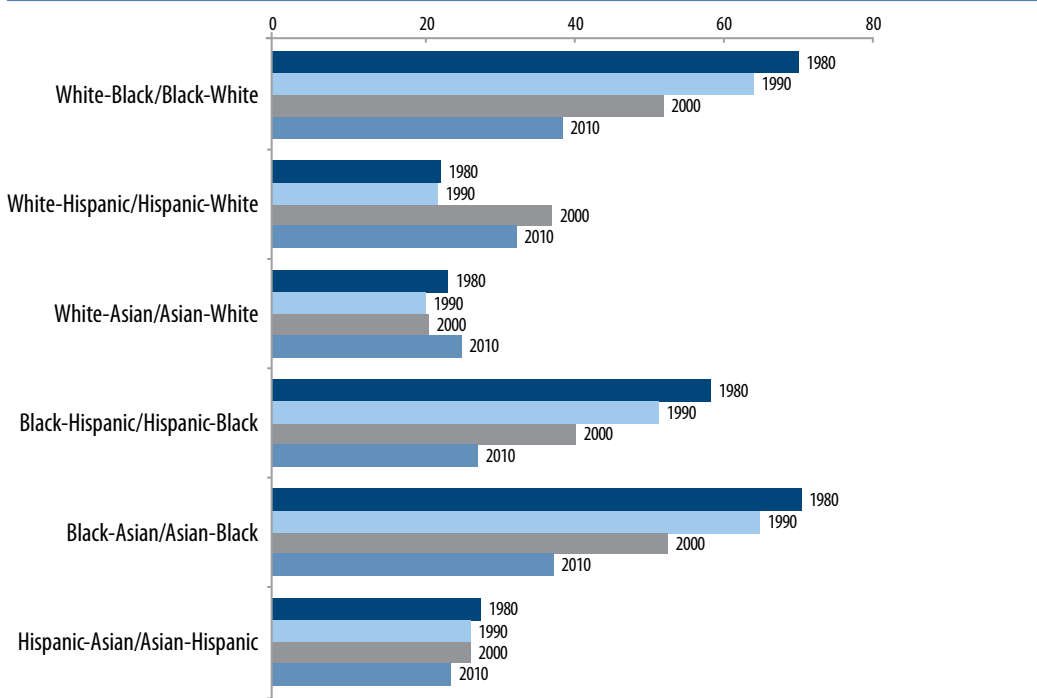
The city of Portland, as a whole, has a diversity index of 55 (2010), which is just above the national average of 52. Oregon's diversity index is 38.

While diversity, overall, is growing, it varies across the city. In 2010, the diversity index shows that census tracts in North, Northeast, and East Portland have high levels of diversity. However, a closer look shows that between 2000 and 2010, diversity has notably declined in Inner North and Northeast neighborhoods. Conversely, the diversity rates in East Portland and parts of deep Southeast have significantly increased.

The distribution and change in diversity suggests that non-white residents are increasingly being pushed to the outer edges of the city, where transit service is less frequent, many streets are unimproved and there are fewer pedestrian-accessible commercial services.

Dissimilarity Index

Index of dissimilarity (D), Portland (city), 1980 — 2010



Source: US 2010 Discover America in a New Century. American Communities Project. Brown University. 2010 data for Portland (city), Oregon. <http://www.s4.brown.edu/us2010/segregation2010/city.aspx?cityid=4159000>. Accessed July 12, 2011.

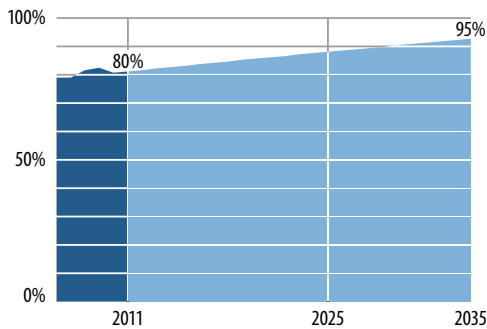
The dissimilarity index (D), measures whether a particular group is distributed across census tracts in the city in the same way as another group. D-scores range from 0 to 100. A high D-score indicates that the two-groups tend to live in different tracts or parts of the city. D-scores range from 0 to 100. A value of 60 or higher is considered very high. Values of 40 to 50 are considered moderate levels of segregation. Values of 30 or below are considered fairly low.

The dissimilarity index (D) values for Portland (city) reveal different levels of integration between population groups over time.

Overall, however, the data for Portland (city) suggests a trend toward less and less segregation, or conversely, increasing levels of inclusivity. In 2010, D-scores for all combinations of populations were all below 40. This means that in Portland, in 2010, the average person's experience (from any population group relative to another population group) across census tracts is typically low to moderate levels of segregation.

That said, Portland remains a relatively homogeneous city. In recent decades, some historically segregated groups have become less so (Whites and African Americans). Alternately, as the Hispanic and Asian populations grow, new patterns of segregation could emerge. As the overall population grows, and the various population groups increase in size, the challenge for Portland will be to maintain inclusive communities (achieve D-scores below 30 for all population combinations).

2. Resident satisfaction



OBJECTIVE: BY 2035, 95 PERCENT OF PORTLANDERS ARE SATISFIED WITH LIVING IN THE CITY AND IN THEIR NEIGHBORHOOD.

Since 2006, resident ratings of overall city and neighborhood livability have remained relatively steady. In 2010, over 80 percent of residents reported positive feelings about livability about the city and their neighborhood, suggesting relatively high satisfaction with living in Portland.

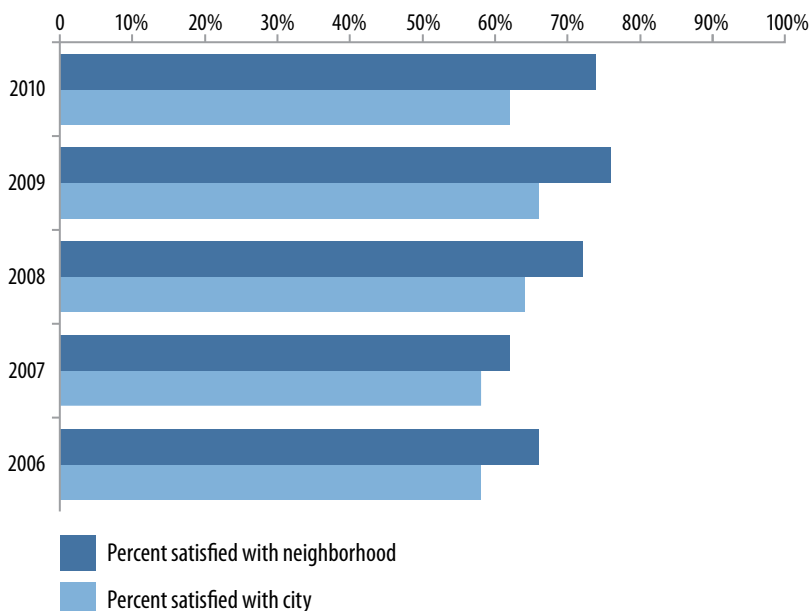
Currently this survey question is the best available measure available. As methods to quantifying happiness, well-being or quality of life improve, the City will adjust its monitoring methods to more accurately reflect residents’ overall levels of satisfaction with living in the city.

Why measure Portland’s level of satisfaction with living in the city?

How aggressive is this target?

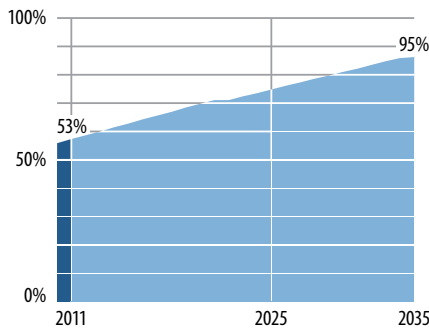
Portlanders’ responses to this question says a lot about how services are distributed and how smoothly the city is running. If your streets are clean, neighborhoods feel safe, you have a job and getting to work isn’t that difficult, you are more likely to be fairly satisfied with living in the city and your neighborhood. This measure survey question is the equivalent of an earnest, “How are you?” It is a good starting point for a more detailed conversation about what is going on in your life and in your city.

Over the next 25 years, it can be met if we achieve about one-half percent improvement every year.



Source: 20th Annual Community Survey Results, November 2010.

3. Educated youth



OBJECTIVE: BY 2035, 95 PERCENT OF STUDENTS GRADUATE FROM HIGH SCHOOL ON TIME.

ON A YEARLY BASIS, THE DISPARITY IN ON-TIME GRADUATION RATES BETWEEN WHITE AND ASIAN STUDENTS AND AFRICAN AMERICAN, NATIVE AMERICAN AND LATINO STUDENTS IS REDUCED AND THE ACHIEVEMENT GAP CLOSES.

Today, the on-time high school graduation rate, which measures the percentage of students who complete high school in four years, is well below an acceptable level in most Portland area school districts. With the exception of the Riverdale School District, the 2009–10 cohort graduation rates for Portland’s five main public school districts were below 60 percent.

It is critically important to note that African American, Hispanic and Native American students graduated from high school at far lower rates than their Asian and white classmates. In 2009-10, in all district schools, 47 percent of African-American students, 41 percent of Hispanic students and 39 percent of Native American students graduated in four years, half the graduation rate of white and Asian students. Closing the achievement gap and working to ensure that more African American, Native American and Hispanic students graduate on time is critical to ensuring a more equitable and prosperous city.

Although some students find an alternate path — finishing high school early, later or through alternative programs — the on-time high school graduation rate remains a solid measure of many important things. It tells us about the strength of student support networks, from kindergarten to the late teen years and it indicates whether we are likely to have an able and well-trained work force, which is critical to a strong economy and a safe and healthy city.

Today’s economy is skill dependent. Most living-wage jobs now require education or training beyond high school. In addition, according to Talent Dividend Metrics: A Program Report, (Cortright, J. Impresa Consulting, April 2010), increasing the number of individuals who earn a two-year or four-year degree by age 24 by 1% is estimated to boost the local economy by \$1.6 billion annually. If local schools have low on-time graduation rate, it is less likely that Portland youth will later complete post-secondary education or training programs.

High school graduation is a key step on the way to completing career training, securing a quality job and fully participating in community and civic life. Missing that step, often and easily sends students off course. Students that do not graduate from high school are less likely to secure stable living wage employment as adults and may be less able to support themselves and their families as adults.

HIGH PERFORMER: *Our goal is in line with Germany, Japan, Norway, among a few other countries, which graduate over 90% of their secondary students at the typical age of graduation.*

How aggressive is this target?

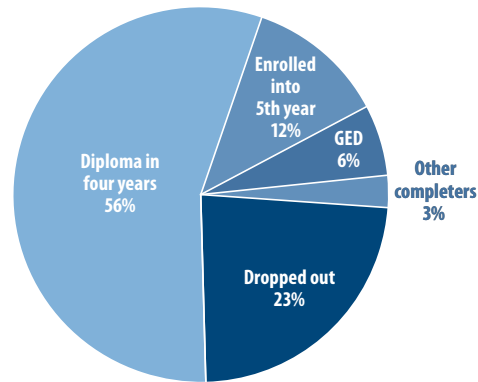
The David Douglas, Parkrose, Reynolds and Portland Public Schools all saw slight increases in graduation rate between the 2008–09 and 2009–10 school years. Raising the graduation rate to 95 percent for all school districts will take a lot of work, but is clearly worth it.

High school on-time graduation rate in various Portland area school districts, 2009–10

District Name	2009–10	2008–09
Centennial	57.5%	61.6%
David Douglas	61.3%	57.28%
Parkrose	57.93%	54.63%
Portland	53.55%	53.29%
Reynolds	57.75%	53.26%
Riverdale	100%	98.11%

Source: Oregon Education Department. July 2011.

High school on-time graduation rate, all area high schools combined, 2009–10



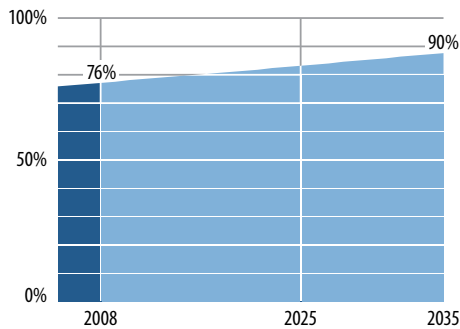
Source: Oregon Education Department. July 2011.

Four-year graduation rate by race or ethnicity (weighted average of all Portland area school districts), class of 2010

Race or Ethnicity	Weighted Mean	Number of Students
Asian	66%	438
White	63%	2,310
Black	47%	428
Hispanic	41%	458
Native American	39%	41
Multi-ethnic	62%	101
Declined	29%	23

Source: Oregon Education Department, July 2011 (cohort media file 2009-2010) with calculations by City of Portland, Bureau of Planning and Sustainability.

4. Prosperous households



OBJECTIVE: BY 2035, 90 PERCENT OF PORTLAND HOUSEHOLDS ARE ECONOMICALLY SELF-SUFFICIENT.

Today, approximately 77 percent of Portland households earn enough income to be considered economically self-sufficient. The Self-Sufficiency Index measures whether an income is sufficient to meet the basic needs of most adults, including the cost of housing, childcare, food, health care, and transportation. Unlike the federal poverty measure, this standard looks at “real world” household costs, not just the cost of food. The index reflects the variation in the cost of these items by geography and the effect of taxes and tax credits on household income.

For example, using the federal poverty level as a threshold, the annual income threshold of the federal poverty level for a household with an adult and infant was \$14,840 (2008). In comparison, the Self-Sufficiency Index posits that an annual income of \$35,711 is needed to meet the basic needs of the same family. Unfortunately, this income substantially exceeds the average 2008 earnings in Multnomah County. In 2008, the average income of a retail worker was \$27,300, for food service, \$16,600 and for personal service workers, \$25,360.

Low-income residents have generally lost ground during the economic growth of recent decades. From 1979 to 2005, Oregon households in the bottom fifth of the income distribution have seen a

14 percent decline in their inflation-adjusted average income. In particular, income disparities persist for communities of color, residents with disabilities, young female householders, and other groups.

How aggressive is this target?

Meeting the 90% target of self-sufficient households will require aggressive new tools to reduce barriers to upward mobility for the working poor, such as training for disadvantaged workers, affordable childcare, and initiatives to reduce racial and ethnic disparities.

Portland’s Economic Opportunity Initiative launched in 2004 refocused local poverty-reduction efforts, and it has been replicated as a national model. The program goal is to increase the income and assets of low-income participants by 25 percent within three years, primarily through job training and placement. In 2008–09, the program served about 2,600 participants, and 3-year graduates achieved success with 90% of the program’s workforce goals.

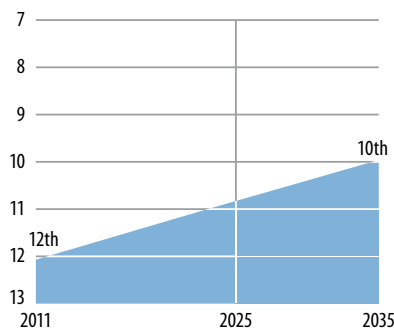
Currently, the standard is calculated at the county level, but not at the city level. Nevertheless, it illustrates that in Multnomah County many more households — more than double the households than the federal poverty level captures — struggle to meet their everyday needs.

Percent of Portlanders who are economically self sufficient (2008)

Geography	Income Category			Total
	Below Poverty	Above Poverty, Below Self-Sufficiency	Above Self-Sufficiency	
Multnomah County (Portland)	10.3%	13.2%	76.5%	100%
Washington County	6.7%	18.9%	74.3%	100%
Clackamas County	6.1%	18.7%	75.2%	100%

Source: Gu, Danan and Sheila Martin, et. al. *Where the Ends Don't Meet: Measuring poverty and self-sufficiency among Oregon's families.* Institute of Metropolitan Studies, Portland State University. March 2010.

5. Growing businesses



OBJECTIVE: BY 2035, THE METROPOLITAN REGION RANKS 10 OR BETTER AMONG U.S. CITIES, IN TERMS OF EXPORT VALUE.

The Portland-Vancouver-Beaverton, OR-WA, metropolitan region relies on its export-oriented economy. Exports are about 20 percent of the region's total economy, supporting over 125,000 jobs. In the 100 largest metro areas in the U.S., exports are, on average, 10 percent of regional economies. The Portland metropolitan region exported about \$22 billion in goods and services in 2008, ranking it 12th among the top 100 largest metropolitan areas. By 2035, the metropolitan region needs to move up the list and have a rank of 10th or better.

The more than 125,000 "traded-sector" jobs that are part of Portland's export economy tend to pay higher wages. In the Portland region's largest export industry, computers and electronic products, the average wage was more than \$90,000. That's double the national average wage.

Part of this export economy depends on the state's global trade gateway in Portland's harbor and Columbia Corridor industrial districts. The 80,000 jobs in these districts are a core part of the city's living-wage job base and support employment and businesses statewide. The strength of Portland's trade gateway compared to other West Coast ports has been mixed. The region's share of the West Coast's waterborne export trade (in terms of product value) increased slightly from 8.7% in 2003 to 8.9% in 2010. However, during that same time period, the value of exported waterborne cargo decreased (in terms of Portland's percent of the total from all West coast ports) from 4.5% in 2003 to 4.0% in 2010.

Example of recent success — Portland's economic development strategy is focused on the promotion of five target sectors that can provide future growth in the total amount and range of Portland's export of goods and services. Also, construction began this year on Subaru's expansion into a new \$20 million parts distribution center in Rivergate. Import distribution centers such as this one have strategic value for Portland's growth as a trade gateway, by improving our export/import balance for container cargo. This facility is also the region's first new major for-lease warehouse development since 2008, helping to turn the corner in our recession recovery.

How aggressive is this target?

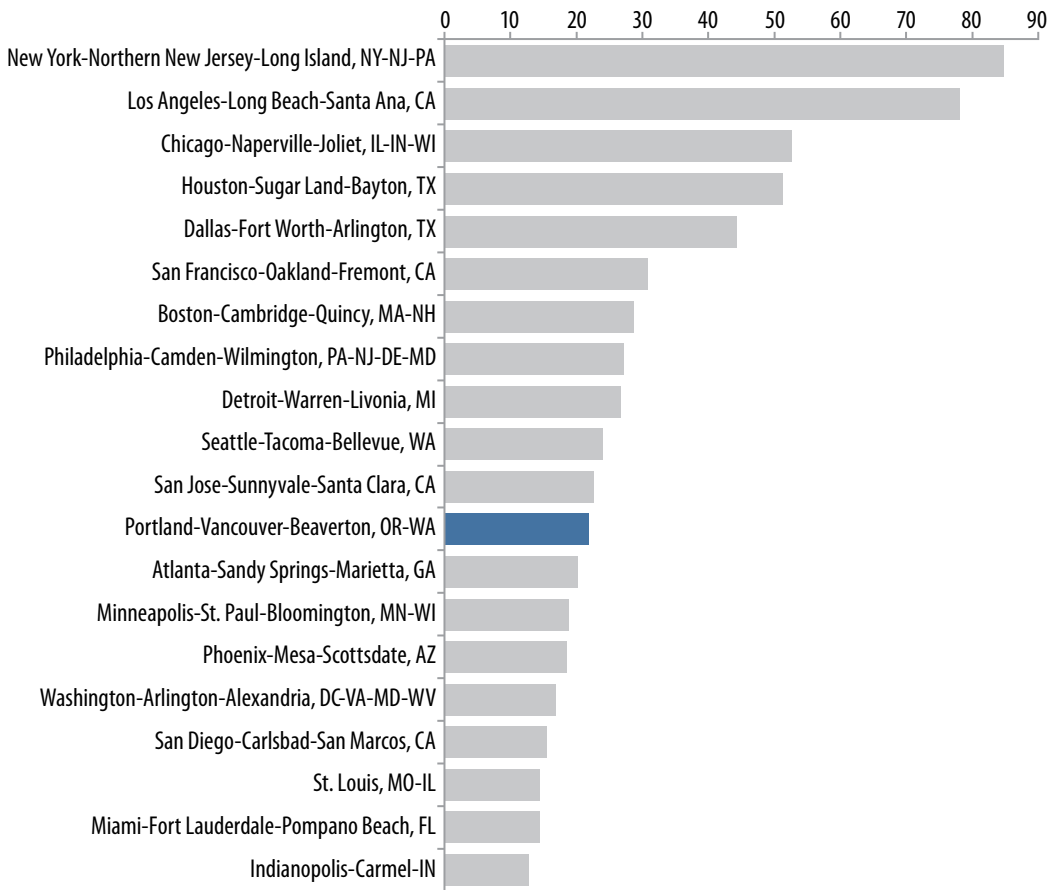
Meeting the target will require aggressive responses. Freight mobility is challenged by the forecast doubling of regional freight tonnage by 2035, tightening transportation budgets, and increasing urban congestion.

What is the traded sector?

The traded sector is the portion of the local economy that serves regional, national and international markets. Traded sector businesses are businesses that create a product here, but sell or trade it with businesses or people who are not part of the local economy.

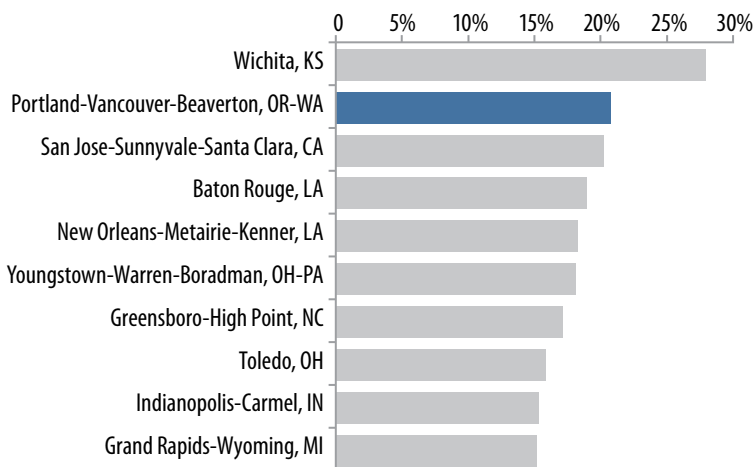
HIGH PERFORMERS: *Metropolitan areas throughout the world experienced the impact of the recession and recovery quite differently. Some are still experiencing lingering effects; some even avoided the recession or are on a path to full recovery. Among those that are on the road to full recovery include Singapore, Rio De Janiero, Melbourne, and Austin, all of which are among the top 30 economic performing cities during the recovery period (2009–10).*

Top 20 metropolitan areas by total exports produced, 2008 (in billions of dollars)



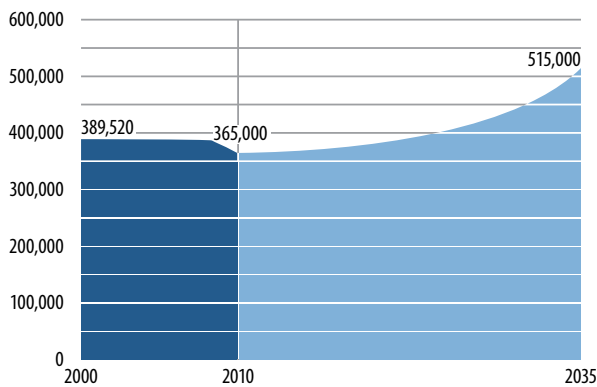
Source: Emilia Istrate, Jonathon Rothwell, and Bruce Katz, *Export Nation: How U.S. Metros Lead National Export Growth and Boost Competitiveness* (Washington, D.C., Brookings Institute, July 2010). Brookings analysis of Moody's Economy.com, USITC, BEA, IRS, and IIE data.

Metro areas ranked by exports as share of gross metropolitan product



Source: Emilia Istrate, Jonathon Rothwell, and Bruce Katz, *Export Nation: How U.S. Metros Lead National Export Growth and Boost Competitiveness* (Washington, D.C., Brookings Institute, July 2010). Brookings analysis of Moody's Economy.com, USITC, BEA, IRS, and IIE data.

6. Creating jobs



In 2010, there were about 365,000 jobs in Portland. This objective calls for increasing the number of jobs in Portland to more than 515,000.

How aggressive is this target?

This target is aggressive, but we must pursue it. Portland's economy needs to grow to support both today's and tomorrow's Portlanders. In addition, we all know that Portland residents have jobs outside the city, and residents from suburban cities work in Portland, so it also will be important to grow jobs region-wide. Portland's target contributes to regional economic development goals.

To increase the number of jobs in the city by nearly 150,000 between now and 2035, private industry and the City and suburban jurisdictions must work together to implement the adopted Economic Development Strategy, address commercial and industrial land supply needs, redevelop brownfields, improve and expand infrastructure and improve workforce training to better meet business and industry needs. Partnerships with our higher education and private sector partners will be crucial to our success.

The City's Economic Development Strategy, adopted in 2009, sets a goal of 10,000 new jobs in the five year period ending in 2014. Over 1,900 new jobs were created in the first two years of implementation.

OBJECTIVE: BY 2035, PORTLAND WILL BE HOME TO OVER 515,000 JOBS, PROVIDING A DIVERSE AND ROBUST JOB BASE FOR PORTLANDERS.

Target sector business development, innovation, and international trade

Portland's adopted Economic Development Strategy calls for supporting the traded sector industries in which Portland has a competitive advantage—Advanced Manufacturing, Athletic and Outdoor, Clean Technology and Software—to increase the global competitiveness of these engines of economic growth and to retain and create living-wage jobs. The strategy includes investing in urban innovation to position Portland at the cutting edge of sustainable solutions and maintain the vibrancy of our central city.

Infrastructure

In coming decades, the City must invest in freight mobility improvements as well as transportation demand management (reducing auto travel by increased use of transit, telecommuting, bicycling and walking) to help support job growth across all industries. The City must also implement our broadband strategic plan to support high tech industry clusters as well as improve our transportation network to provide better access to employment across the city. At the same time, we need to continue to maintain and upgrade the systems we already have. Portland and the region, will need to develop new ways to fund infrastructure if we want to provide a nationally competitive and innovative business environment.

Land supply

The Oregon statewide planning system requires that all cities have an adequate land supply to meet the needs for future job growth. At the same time, Portland is a land locked city. So to meet this need, we will have to:

- Increase productivity from existing employment land and facilities through reinvestment and modernization.
- Remove obstacles to redevelopment.
- Address difficult issues related to protecting environmentally sensitive land while accommodating the demand for redevelopment, especially in the industrial areas along the riverfront.

Current estimates are that Portland will need over 3,600 acres of land to accommodate projected job growth, including about 1,900 acres for industrial jobs. However, Portland currently only has about 3,200 acres of vacant or potentially redevelopable land, most of which has some kind of constraint that will make it challenging to develop.

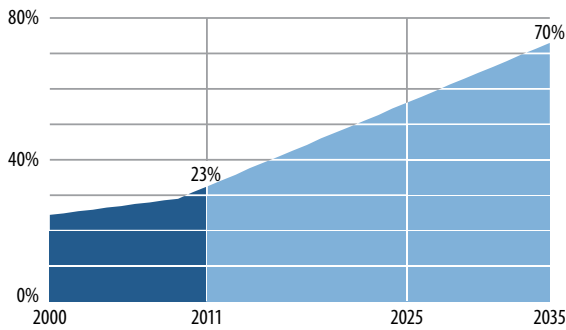
- Portland has an estimated 1,050 acres of potential brownfields, which represent nearly one-third of the developable employment land supply. Due to the cost of clean-up, market studies tell us that the private sector is likely to only clean-up and redevelop about one-third of these brownfields by 2035, so we will need new programs and incentives to encourage clean-up and reuse of more of these areas.
- Portland has approximately 300 acres of industrial land with environmental resources, such as wetlands or riparian areas. Part of this land can be developed, but mitigation costs must be considered.
- The remainder of the land supply needed to meet the 2035 jobs forecast must come from increasing the number of jobs per acre in our existing employment districts. This comes from new business development, changes in the types of businesses, and capitalizing on Portland's competitive advantages.

To reach our job target, the City must work with the private sector and regional partners to make strategic and coordinated investments to overcome these barriers to redevelopment.

Education and job training

The city has a well-educated workforce, nearly 40 percent of Portland adults have a college degree, but many young people and adults do not have the education or skills they need to succeed in today's job market. We need to make sure that all Portlanders receive the education and training they need to succeed. Building a qualified workforce that meets the employment needs of Portland businesses should be a collaborative effort on the part of all service providers including higher education institutions, community colleges, public schools, job training organizations and local businesses.

7. Transit and active transportation



OBJECTIVE: BY 2035, 70 PERCENT OF PORTLANDERS TAKE TRANSIT, ACTIVE (THEY WALK OR BIKE) OR LESS POLLUTING TRANSPORTATION TO WORK.

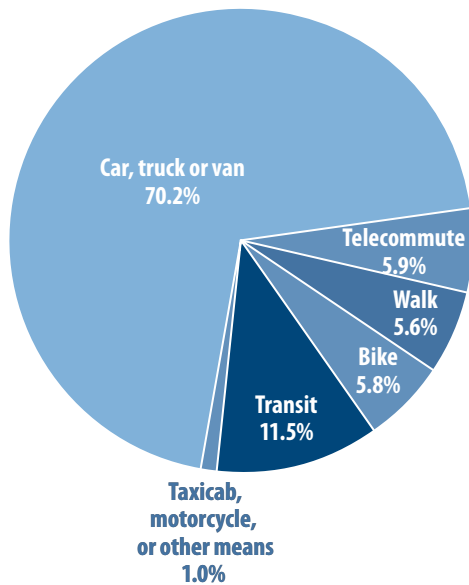
About 23 percent of the nearly 300,000 workers that are 16 years and older in Portland, either walk, bike or take transit to work (2009). An additional six percent telecommute. This is a high number, when compared to our national average and many other cities. However, if we are going to achieve both our health and carbon reduction goals, more Portlanders will need to choose alternatives to driving a car to work.

We picked a 70 percent transit and active transportation to work mode split target because that is what the Climate Action Plan and related science suggests will be necessary to achieve our adopted carbon emissions reduction goal.

How aggressive is this target?

An annual increase of 1.6 percent is needed to achieve a 70 percent active and less polluting transportation mode split.

Work Commute Transportation Modes

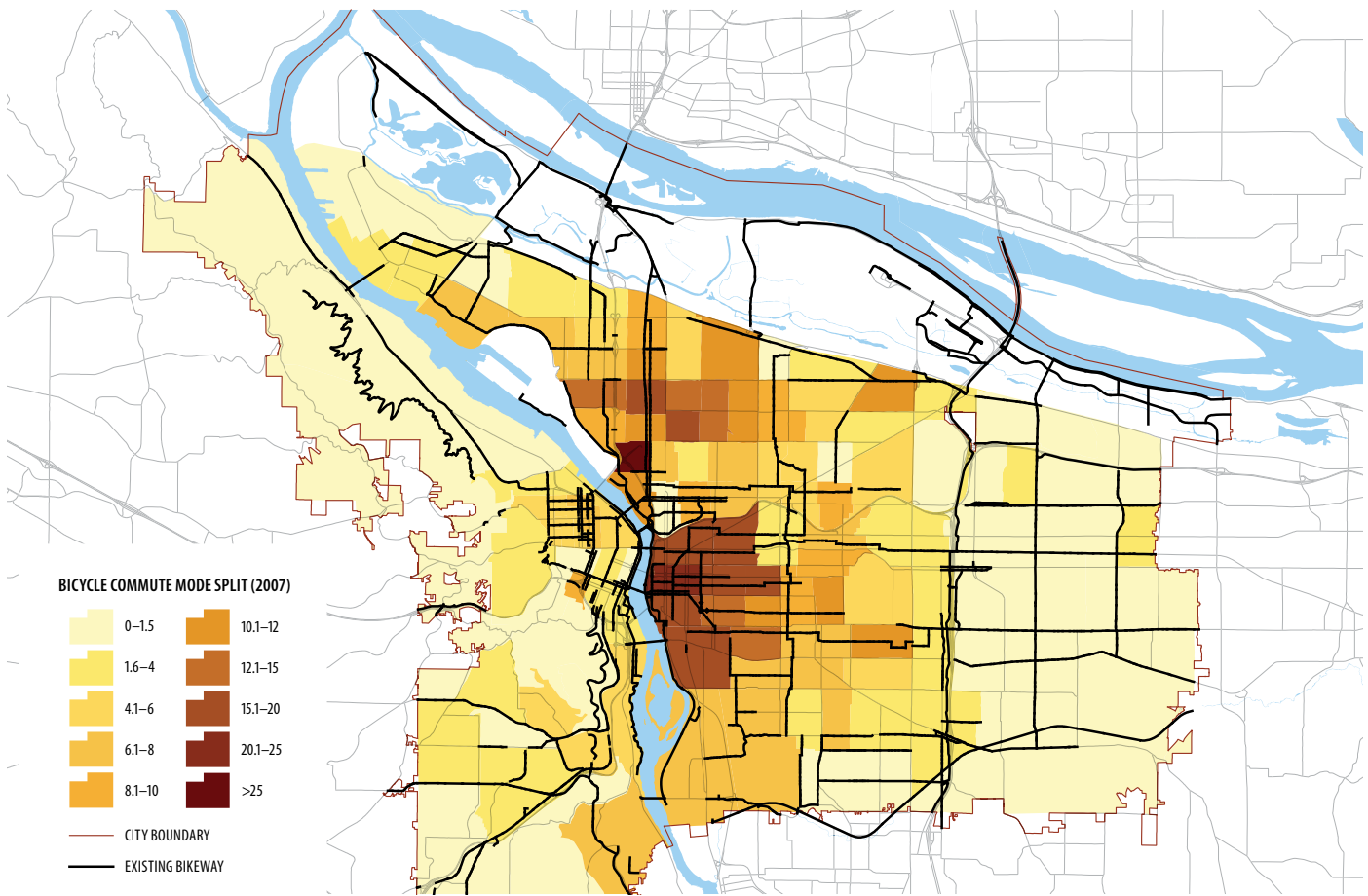
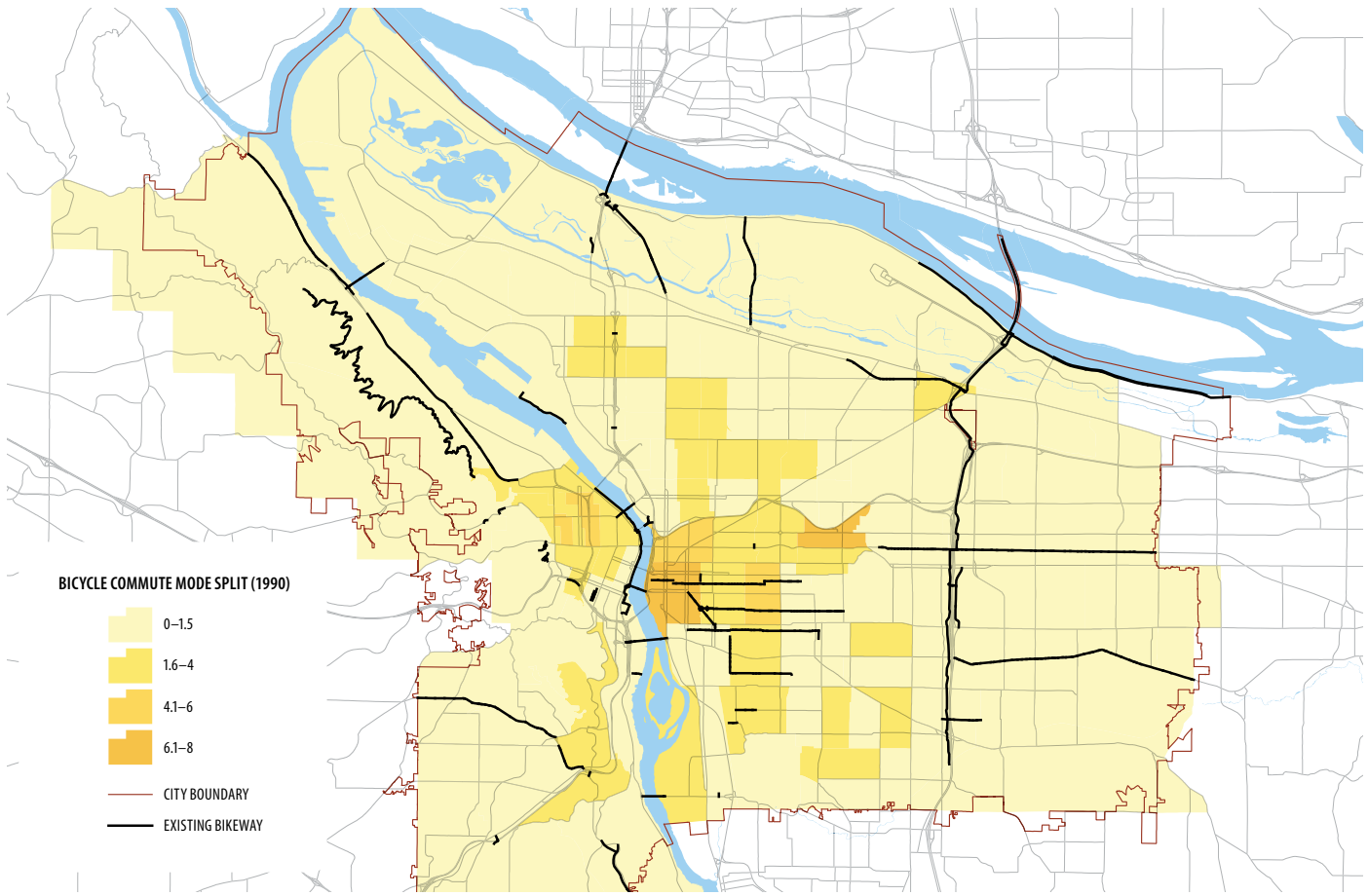


Fortunately, we have seen positive movement on this objective in recent decades. As the two maps on the next page show, the bike mode split significantly increased between 1990 and 2007. Today, in some neighborhoods, the bicycle commute rates are above 20 percent.

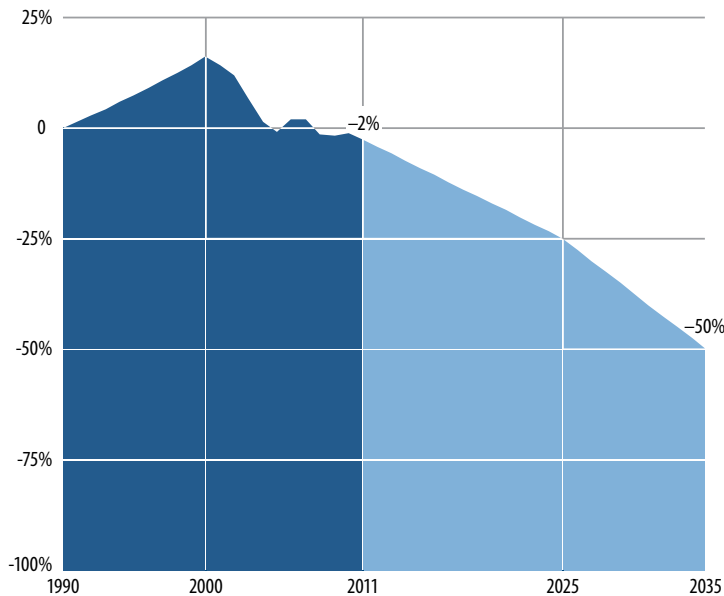
In addition to continuing to make biking safe and easy for more Portlanders, progress is also required to make it easier and safer for more Portlanders to access frequent transit service year round. In many of the densely populated areas in East Portland, transit access is limited due to lack of sidewalks and limited transit service.

U.S. Census, 2009 American Community Survey 1-year Estimates. Table S0801. Commuting Characteristics by Sex. Means of Transportation to Work. Portland city, OR.

HIGH PERFORMERS: Berlin, Copenhagen, Stockholm, and Zurich have some of the best urban transportation options in the world. In these cities, over 60 percent of commuters use alternative forms of getting to work. Amsterdam and Copenhagen are among the most bicycle-friendly cities in the world.



8. Reduced carbon emissions



OBJECTIVE: BY 2035, CARBON EMISSIONS ARE 50 PERCENT BELOW 1990 LEVELS.

In 2009, carbon emissions in Multnomah County (including Portland) were about two percent below 1990 levels and 15 percent below 2000 levels. A two percent reduction below 1990 levels may sound like a small reduction in emissions, but it is more than the U.S. as a whole and more than many other nations. For comparison, U.S. total emissions in 2009 were about eight percent above 1990 levels. Clearly we are headed in the right direction.

But, we need to do more. Climate scientists have determined that reductions of 50 to 80 percent below 1990 levels by 2050 are needed to avert increasingly warmer, more volatile weather patterns, rising sea levels and other potentially catastrophic impacts from climate change.

Currently, Portland residents and businesses spend more than \$1.6 billion a year on energy, with more than 80 percent of those dollars going toward gasoline, diesel, coal, and natural gas, all of which generate substantial carbon emissions. Because Oregon has almost no fossil fuel resources, dollars spent on these energy sources contribute little to the local economy. By redirecting energy dollars to pay for efficiency improvements and non-fossil fuel energy, businesses and residents spend more money locally, thus expanding markets for locally produced products and services.

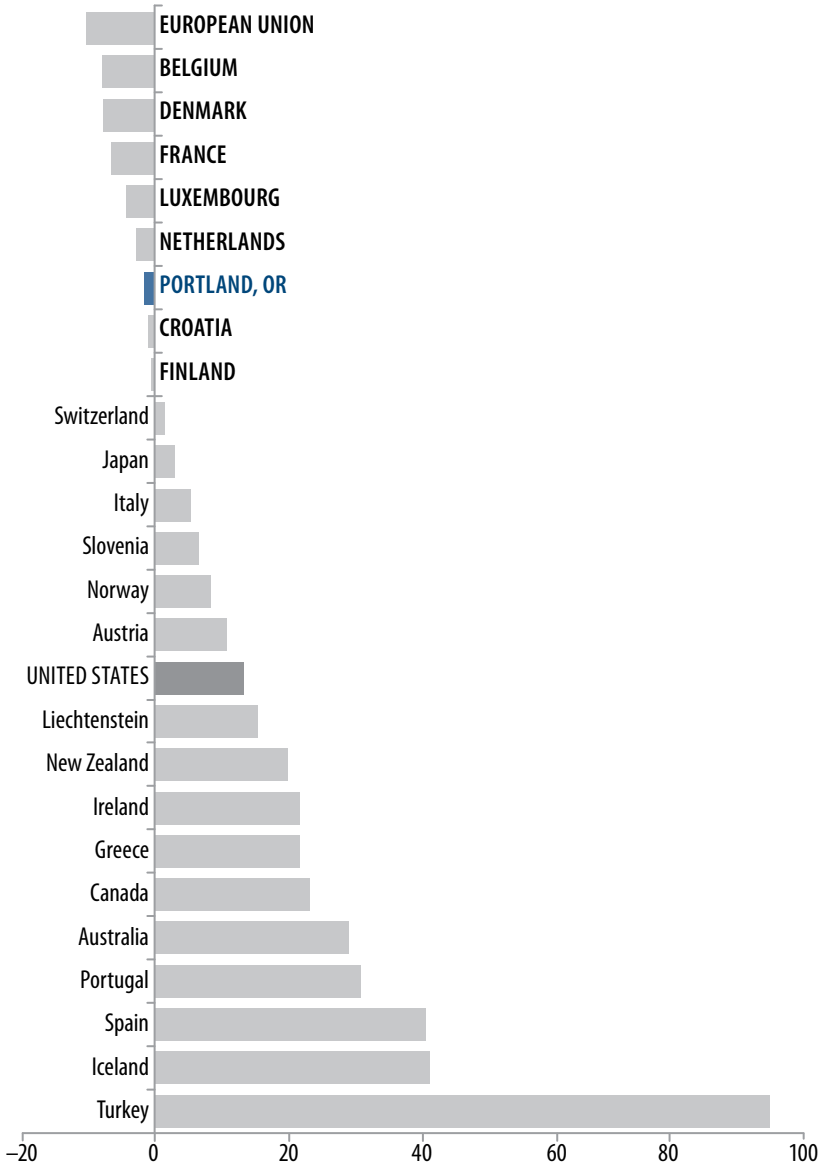
How aggressive is this target?

This is a very ambitious target, but we are committed to doing all we can to reach it. In 2009, the Portland City Council adopted the Climate Action Plan, which directs the city to reduce local carbon emissions 80 percent by 2050. This “80% by 2050” reduction is based on climate research supported by international climate change organizations. It is supported by the International Panel on Climate Change (IPCC) and recognized firmly by the United Nations Framework Convention on Climate Change. The Portland Plan supports and will help implement the Climate Action Plan goal.

For more information about how we will work to meet this target, check out the Climate Action Plan:
www.portlandonline.com/bps/cap



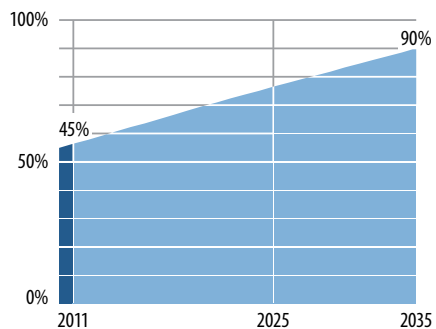
Percent change relative to 1990 baseline greenhouse gas (GHG) emissions, 2008



Source: National greenhouse gas inventory data for the period 1990–2008. Framework convention on Climate Change. United Nations. November 4, 2010.

HIGH PERFORMER: Germany and the United Kingdom have reduced their overall carbon emissions by about 20 percent below 1990 levels.

9. Complete neighborhoods



OBJECTIVE: BY 2035, 90 PERCENT OF PORTLANDERS LIVE WITHIN A QUARTER TO HALF-MILE OF SIDEWALK-ACCESSIBLE COMPLETE NEIGHBORHOODS.

Having safe, convenient and walkable access to schools, parks, a grocery store and transit can help reduce household transportation costs, make it easier to incorporate exercise into your daily life and reduce carbon emissions. However, today, only about half of all Portlanders live in areas with good access to schools, parks, grocery stores, sidewalks and transit, according to the City of Portland’s 20-minute neighborhood index. The 20-minute neighborhood index measures access to services and amenities, such as parks, healthy food retail locations and business districts and it also considers factors like sidewalk access. The index runs from zero to 100. A score of 70 or higher indicates that an area has good and safe access to services.

Today, less than half of all Portlanders (45 percent) have good access to products and services. Areas with high levels of access are found in all areas of the city, but most are concentrated in Portland’s inner district, which includes areas such as Belmont-Hawthorne-Division and Montavilla, and Central Portland.

How aggressive is this target?

Achieving this objective—increasing the percent of Portlanders with safe walkable access to goods and services to 90 percent—will take focused action.

We must:

- Increase housing in areas with services.
- Support economic development
- Bring more services, like transit, to some of the areas that do not currently have them.
- Retaining and attracting grocery stores and markets in currently underserved neighborhoods.

Why isn’t the target 100 percent? The 90 percent target acknowledges that some parts of Portland, particularly those with large amounts of natural areas, cannot support the population and infrastructure needed to support the bigger and stronger business districts to be considered a walkable urban place by 2035, without significantly compromising environmental quality and function and stormwater management.

This target finds its roots in both the adopted 2009 Climate Action Plan and in the public comment received throughout the Portland Plan’s community involvement efforts.

HIGH PERFORMERS: According to Walkscore’s “Walker’s Paradise” list, nine out of 10 neighborhoods with the best access ratings are in New York and San Francisco. Portland’s Pearl District ranks 15th. Among the 40 largest cities in the United States, San Francisco, New York and Boston are the top three cities. Portland ranks 10th, just behind Los Angeles and Long Beach, California.

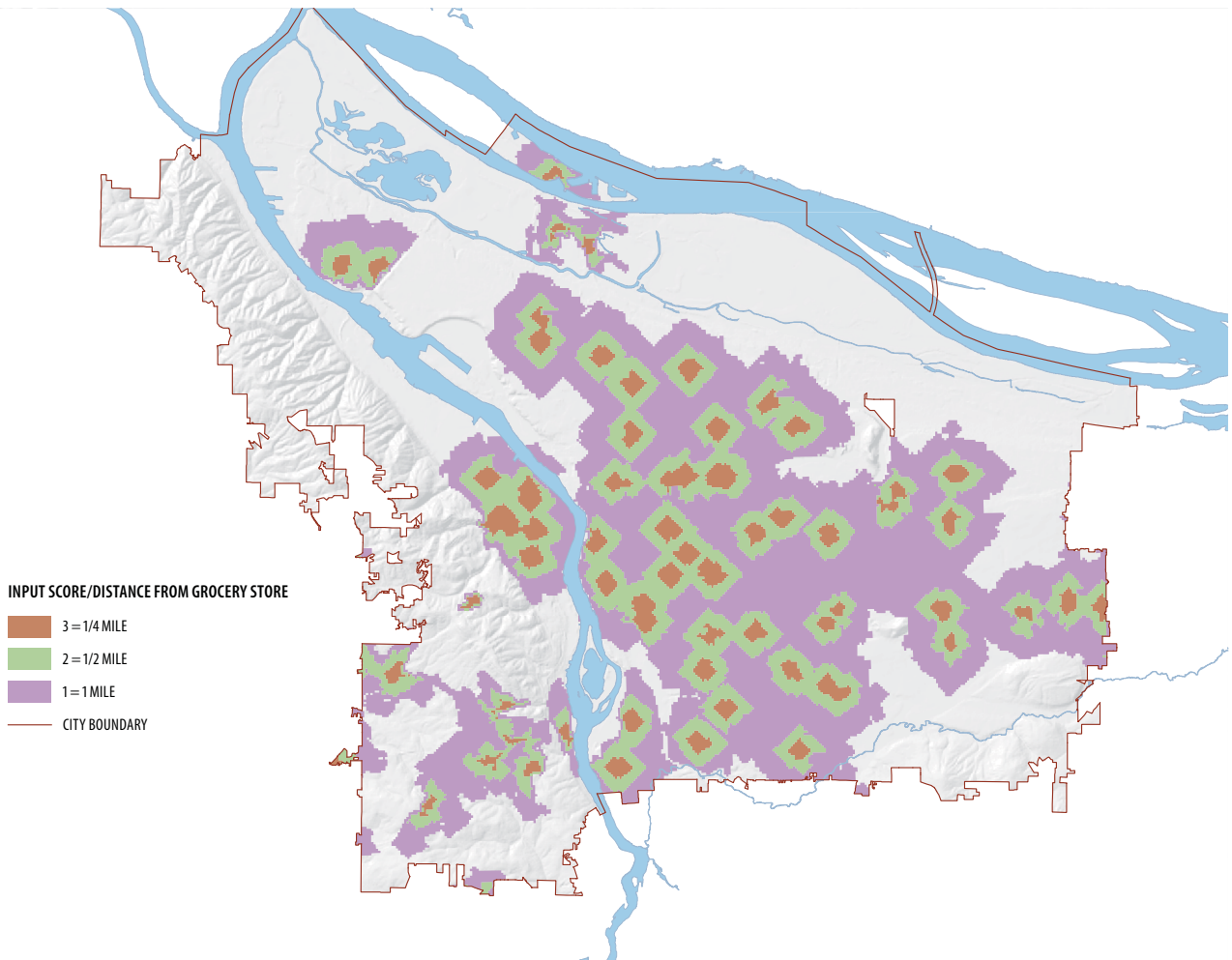
THE PORTLAND PLAN

Many things contribute to complete neighborhoods. Access to healthy food, parks and recreational activities and businesses that provide what households needs on a frequent basis are among the most critical. On the following pages, you will find additional information about these three important access issues.

Access to healthy food

On our way to meeting the complete neighborhoods objective, we need to ensure that 90 percent of Portlanders live within a half-mile of a location that sells healthy food and that the percent of people with access to healthy food does not significantly vary across different racial and ethnic groups.

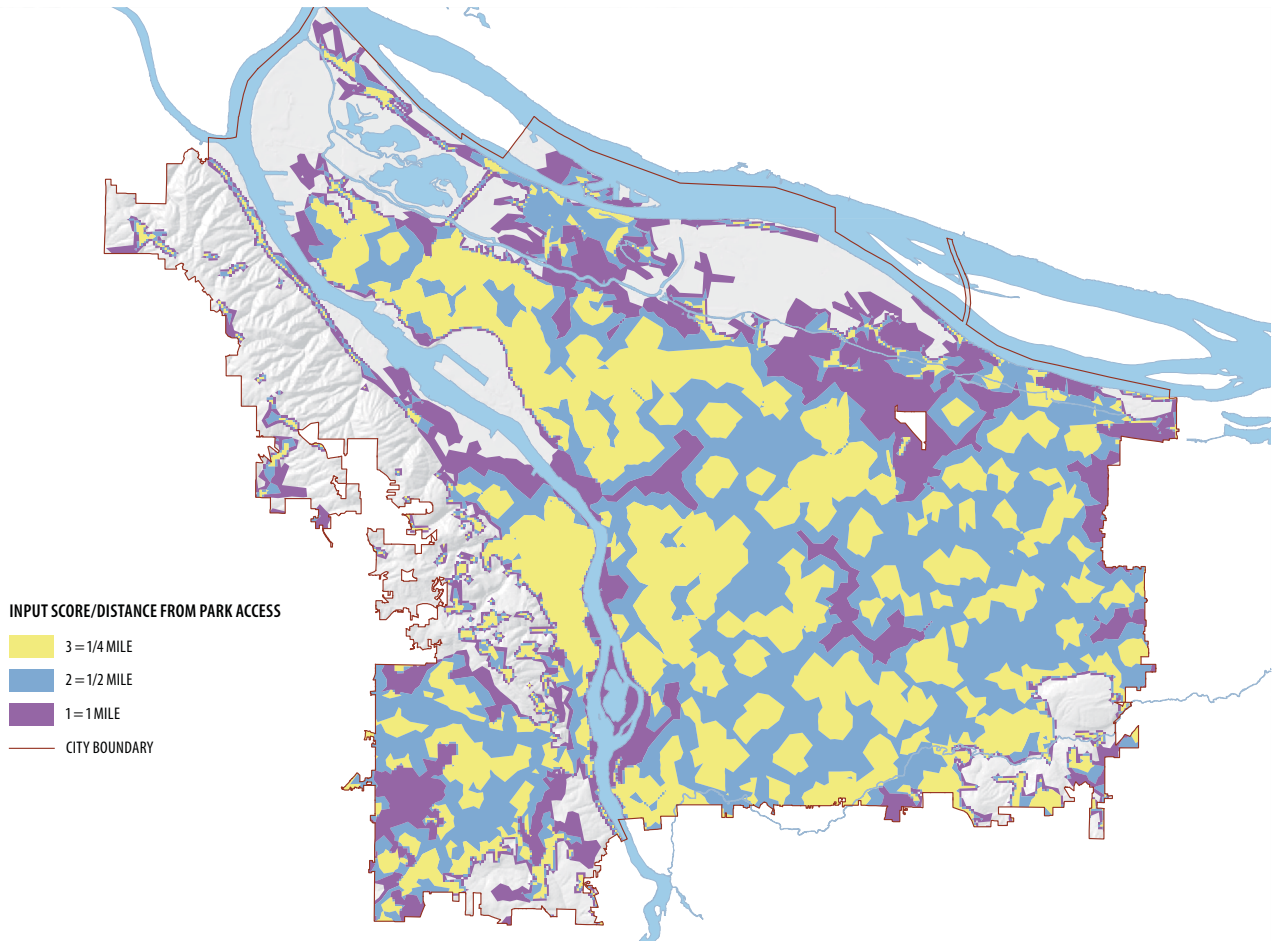
Today, access to grocery stores is better for some Portlanders than others. The residents in the central city have the best access—more than 70 percent of the residents are within a half-mile of a grocery store. On the other end of the spectrum, Pleasant Valley, Forest Park, and the Parkrose-Argay areas have no residents who live within ½-mile of a grocery store. Given the variation throughout the city, overall, about 30 percent of Portlanders are within half-mile of a grocery store. In some areas, it may be a good idea to encourage the development of alternatives to traditional grocery stores such as urban agriculture, co-ops and community supported agriculture.



Access to parks

Access to parks and open space is also a critical component of a healthy complete neighborhood, it is also an area in which Portland performs reasonably well. However, there is definitely more progress to be made. As Portland's population increases, it will be

necessary to improve and expand services at existing parks, develop undeveloped park spaces into more accessible and functional facilities, and find new ways of making it easier for Portlanders to find places of respite and places to recreate.

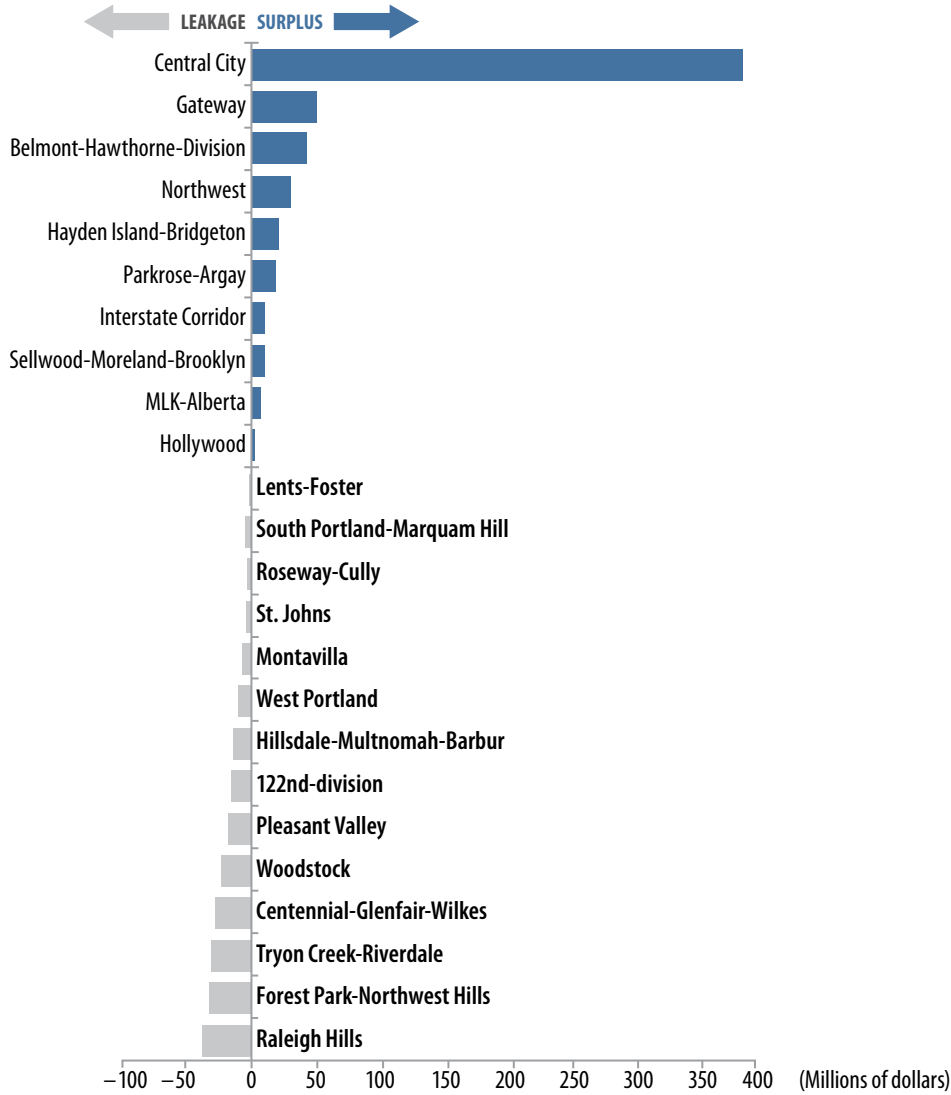


Access to businesses and services

Strong neighborhood business districts are a core component of a complete neighborhood. One good measure of business district vitality is business surplus and leakage. If a business district shows a surplus, it means that businesses sold more than expected, based on the market demand of the area. For example, central city has a huge surplus, because many people from outside the central city go there to purchase goods and services. If a business district shows leakage, it means that businesses sold less than the market demand for the area and local residents went elsewhere to find goods and services. This often happens when local businesses do not have the items or services that local residents or businesses need.

Our goal is to limit leakage from neighborhood business districts and support the development of commercial neighborhood businesses that offer the goods and services needed by their neighbors. Of course, there will always be some leakage and some surplus. For example, some business districts may have a specialty of concentration of shops that attract people from across the city. It isn't reasonable to expect that you will find everything to meet your needs in your closest neighborhood business district, but it is reasonable to expect that Portlanders should be able to find most of the common items and services they need on a daily basis nearby.

Neighborhood business vitality

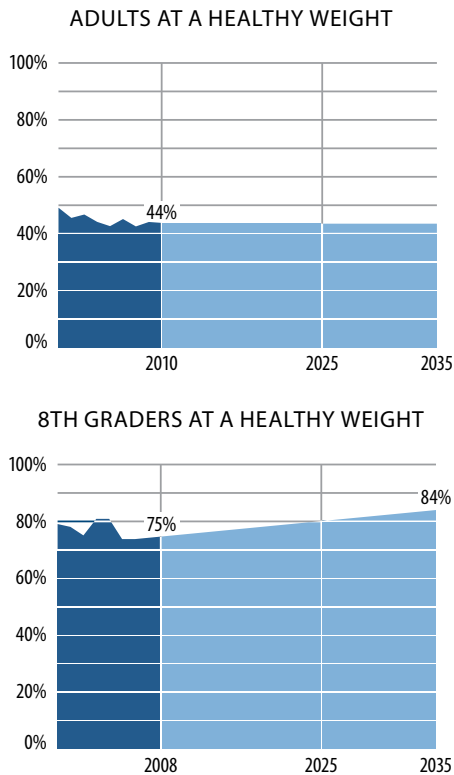


Source: Bureau of Planning and Sustainability analysis of various data. Data from U.S. Census Bureau, American Community Survey, 2005–09.

The Neighborhood Economic Development Strategy, prepared by the Portland Development Commission, includes a thorough approach to measuring neighborhood business vitality, including new business licenses, new business growth, positive job growth, resident income, transit access and retail needs satisfaction.

For detailed information on the neighborhood vitality index, please read the Neighborhood Economic Development strategy — www.pdc.us/bus_serv/med.asp

10. Healthier people



OBJECTIVE: BY 2035, THE PERCENTAGE OF MULTNOMAH COUNTY ADULTS AT A HEALTHY WEIGHT MEETS OR EXCEEDS THE CURRENT RATE, WHICH IS 44 PERCENT. BY 2035, THE PERCENTAGE OF 8TH GRADERS AT A HEALTHY WEIGHT HAS INCREASED AND MEETS OR EXCEEDS THE NATIONAL TARGET, WHICH IS 84 PERCENT.

Today, the percentage of Multnomah County adults at a healthy weight is declining. In 2010, only 44 percent of adults were at a healthy weight. In 2009, 47 percent of Multnomah County adults were at a healthy weight. Today, less than 75 percent of 8th graders are at a healthy rate. Overall, the percentage of both Multnomah County adults and youth who are at a healthy weight has been declining over the past decade.

How aggressive is this target?

Meeting this target will require stopping and reversing this trend. Physical activity and a nutritious and healthy diet are essential to maintaining healthy weight.

HIGH PERFORMER: *The best available worldwide health indicator is the Human Development Index (HDI). The HDI takes into account life expectancy at birth, average number of years of schooling, expected years of schooling, and gross national income per capita. Norway, Australia, New Zealand, the United States, and Ireland round out the top five countries in the world with HDI scores of 90 or higher. Portland's calculated score is 87.*

Physical activity

Today, only 55 percent of Multnomah County adults and 28 percent of 8th graders meet federal physical activity guidelines, as reported by the Centers for Disease Control in the Behavioral Risk Factor Surveillance System and in Oregon Healthy Teens report from the Oregon Health Authority. Between now and 2035, the percentage of Multnomah County adults and 8th graders that meet federal physical guidelines must continually increase.

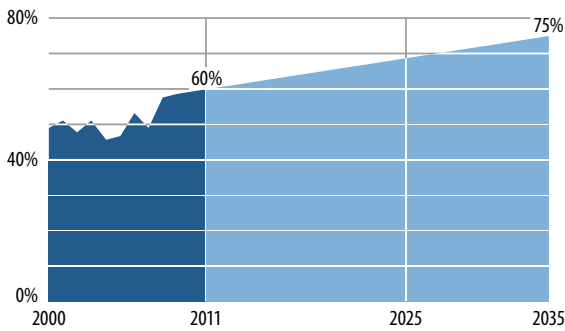
The U.S. Department of Health and Human Services recommends that adults participate in at least 150 minutes of physical activity weekly and that youth participate in at least 60 minutes of physical activity per day. The national target for 2020 is 48 percent of adults and 20 percent of youth meet these standards. Multnomah County currently exceeds these national targets for the percentage of adults and adolescents. Setting a specific local 2035 target for the percentage of adults and youth who meet federal physical activity standards is difficult, as the demographics and national targets may change over time.

Diet

Today, 30 percent of Multnomah County adults and 23 percent of eighth graders ate five servings of fruits and vegetables per day, the federal standard. It is important to increase the percentage of Multnomah County adults and eighth graders meeting federal fruit and vegetable consumption guidelines has increased. These statistics are also from the Centers for Disease Control and the Oregon Health Authority.

Setting a specific local target for the percentage of adults and youth who meet federal nutrition standards is difficult, as demographics and the standards themselves may change over time. Current national targets focus on the contribution of fruits and vegetables to overall calorie consumption. This data is not currently available for Multnomah County.

11. Safer city



OBJECTIVE: BY 2035, 75 PERCENT OF PORTLANDERS FEEL SAFE WALKING ALONE AT NIGHT IN THEIR NEIGHBORHOOD. PORTLAND'S COMMUNITIES OF COLOR REPORT FEELING COMFORTABLE CALLING EMERGENCY SERVICES.

Today, 60 percent of Portlanders report either feeling safe or very safe walking alone in their neighborhood at night.

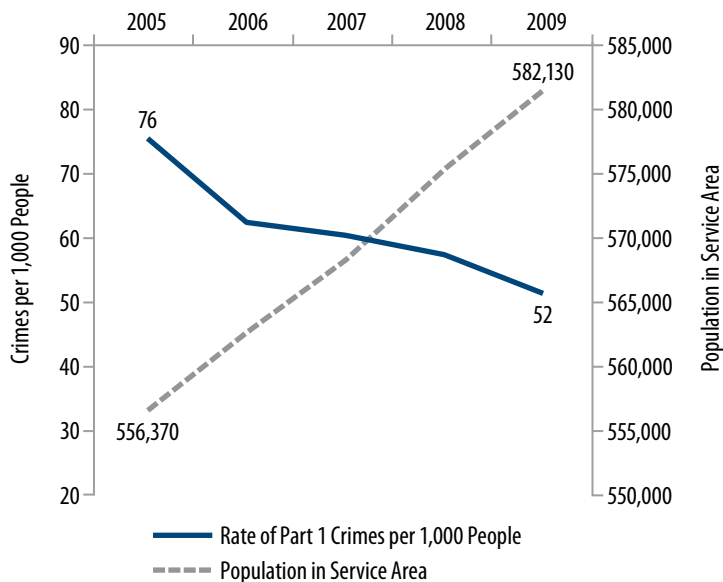
How aggressive is this target?

While most Portlanders report feeling safe in their neighborhoods, it has been reported that members of Portland's communities of color often do not feel safe calling emergency services. This is unacceptable. While we strive to maintain the high sense of safety

experienced by most Portlanders, we must work hard to ensure that all Portlanders both feel safe and have no hesitation calling emergency services for help when they need it.

"Part-one crimes" are the most heinous person crimes. In 2009, there were 52 crimes of this type for every 1,000 persons in people (a reported total of about 30,000 for the year). Since 2005, the rate of these crimes has steadily declined even as population has continued to climb.

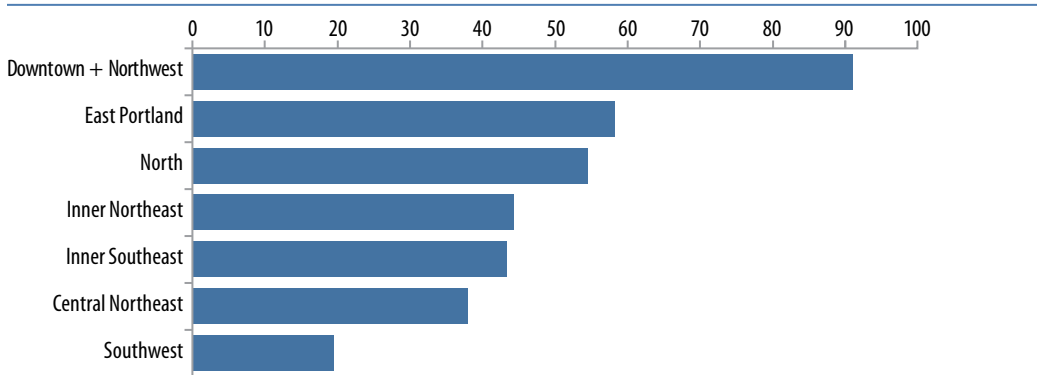
Heinous crimes (part 1 crimes) per 1,000 people, 2009



Source: Portland Police Bureau. Annual Statistical Report 2009

HIGH PERFORMERS: Best available data is based on the Quality of Living Survey conducted by Mercer Consulting. Among the safest cities in the world include Luxembourg, Bern, Geneva, Helsinki, and Zurich.

**Crime in different parts of the city —
Part 1 crimes per 1,000 residents and employees by sub-area, 2010.**



Portland Police Bureau. Crime Stats. 2010. ESRI, Business Analyst Online. Population data based on 2010 U.S. Census data, extracted using City of Portland, Neighborhood Coalition boundaries. July 2010. Oregon Employment Department. Quarterly Census of Employment and Wages data. 2008. Employee numbers are based on 20-minute neighborhood analysis areas best fit to Neighborhood Coalition boundaries.

In 2010, Downtown and Northwest Portland had the highest reporting rate of part one crimes. In these two areas of the city, 90 part one crimes were reported for every 1,000 residents. Downtown and Northwest Portland are among the most dense and urban parts of Portland. East Portland and North Portland both had over 50 part one crimes per 1000 people.

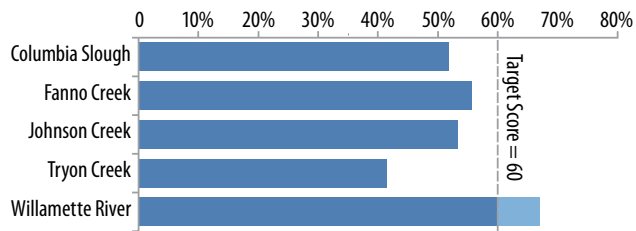
Northeast and Southeast areas had slightly lower levels of crime, around 40 part-one crimes per 1000 people. Southwest neighborhoods had the lowest rate, below 20 crimes per 1000 people in the area.

Crime rates are influenced by a number of factors, including national demographic and economic trends. For this reason, a relative measure - which tracks the City's progress against other comparable cities - is a better measure of police performance than per capita crime rates. Maintaining our high level of safety will require continued efforts to prevent violent crimes. Achieving the transportation safety part of this objective also requires continuing to make safety improvements on our streets and will require a per-capita drop in traffic-crash related injuries and fatalities of 2.8% per year.

For more crime data, please see:
City of Portland Neighborhood Crime Statistics — www.portlandonline.com/police/crimestats
Crimemapper — www.gis.ci.portland.or.us/maps/police



12. Healthier watersheds



OBJECTIVE: BY 2035, ALL OF PORTLAND’S WATERSHEDS HAVE A SCORE OF 60 OR HIGHER ON THE PORTLAND WATER QUALITY INDEX AND THE WILLAMETTE WATERSHED HAS A SCORE OF AT LEAST 75.

Healthy watersheds support clean air and water, help moderate temperatures, reduce the risks of flooding and landslides, preserve places to enjoy nature and reduce climate change impacts. Many factors affect the health of Portland’s major watersheds: how rainwater interacts with the land, how much impervious surface covers the land, chemicals and bacteria carried into groundwater and streams, tree canopy, the amount and quality of habitat and the presence of wildlife. In addition to the Portland Water Quality Index, the Portland Plan will also track effective impervious surface and tree canopy as sub-measures for healthier watersheds.

Portland Water Quality Score by Watershed Area within the City of Portland (2010–11)

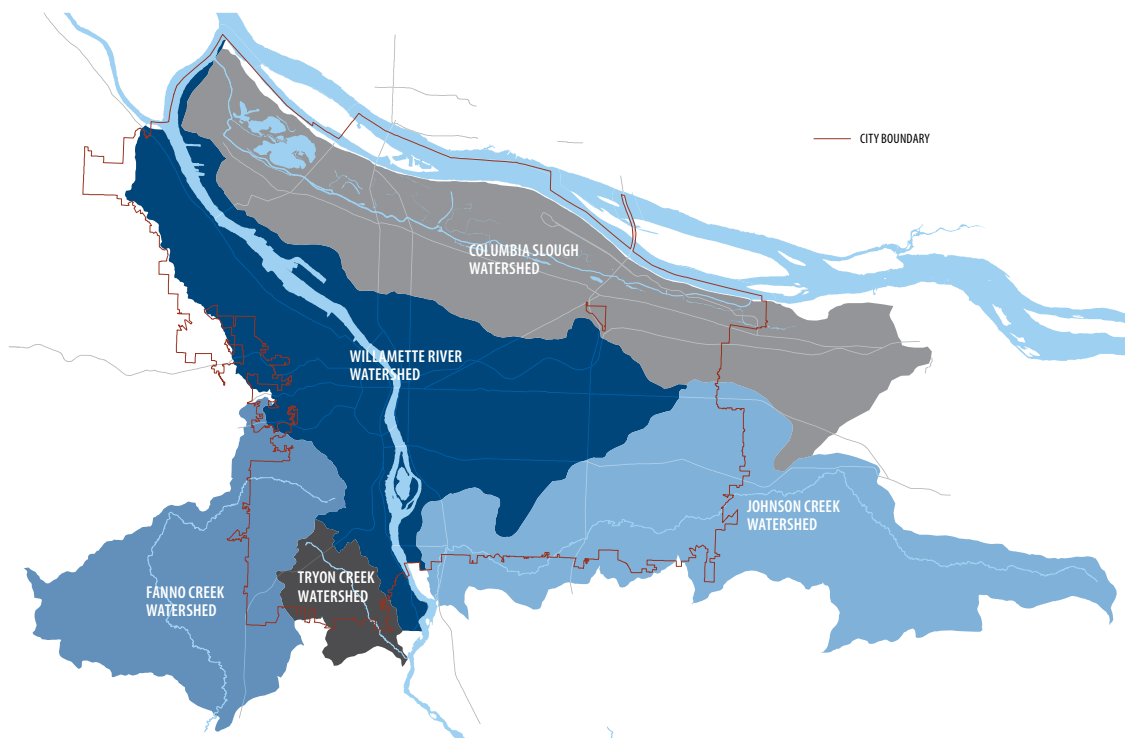
Columbia Slough	52
Johnson Creek	53
Fanno Creek	56
Tryon Creek	41
Willamette River	67

Source: Portland Bureau of Environmental Services

Portland Water Quality Index (PWQI)

Disturbance in a watershed affects a stream’s water quality influencing its safety for human contact (like swimming or fishing) and ability to support native fish, amphibians and insects. The PWQI combines eight water quality indicators to assess how close Portland streams and rivers are to meeting water quality standards (including those set by regulators such as Oregon DEQ). The index is tailored to the unique qualities of each water body, but shares a common scoring system with a target of 60 points at which the water body as whole meets water quality standards.

The PWQI compiles data for eight indicators taken at several locations along each stream so individual datum may show poorer or better conditions than indicated by the overall results. Because watershed and weather conditions vary considerably year to year, this measure is most useful when analyzed over several years.



How aggressive are these targets?

With continued work and dedication, the targets are likely achievable for the Johnson Creek, Fanno Creek and Columbia Slough watersheds. However, achieving the targets in the Tryon Creek and Willamette River watersheds will require considerable work. Although the Willamette River is close to the target, its watershed comprises 11,478 square miles and such large systems take time to improve. Portland has significant impacts on the Willamette, but it occupies just 69 square miles of the watershed. Progress toward meeting water quality targets will also depend on the actions of other jurisdictions actions that share these watersheds.

Effective impervious area

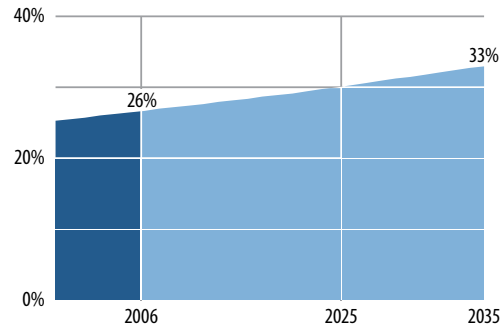
The effective impervious area in a watershed, which is the amount of land that is unable to soak up rainwater is an important sub-indicator to measure when assessing watershed health. Surfaces like pavement and rooftops prevent rainwater from soaking into the ground or being soaked up by plants. Trees, landscaping, ecoroofs and green streets reduce the effect of impervious area, so their benefits are considered when calculating effective impervious area. High amounts of impervious area require more extensive stormwater management and watersheds with effective impervious areas as low as 10% can experience problems with water quality, flooding, and habitat quality.

Percent Effective Impervious Area by Watershed Area within the City of Portland (2010–11)

Columbia Slough	36%
Johnson Creek	28%
Fanno Creek	25%
Tryon Creek	21%
Willamette River	35%

Source: Portland Bureau of Environmental Services

Tree canopy

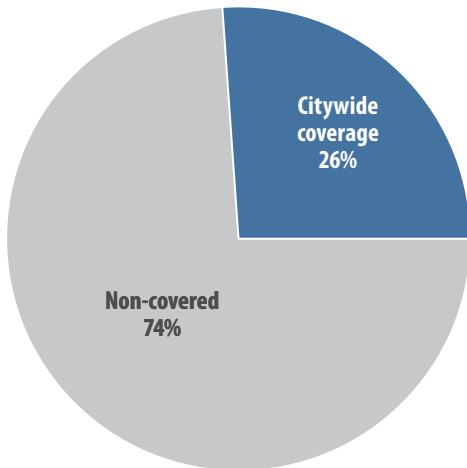


Today, approximately 26 percent of the city is under tree canopy. By 2035, tree canopy must cover 33 percent of the city and no residential neighborhood should have less than 25 percent tree canopy. This is an ambitious goal, but one that is well worth striving for.

Urban trees have many benefits. They help manage stormwater, reduce pollution and carbon dioxide gases, recharge groundwater, decrease flooding and erosion, provide wildlife habitat, improve neighborhood appearance and provide a pleasant and relaxing environment, to name a few.

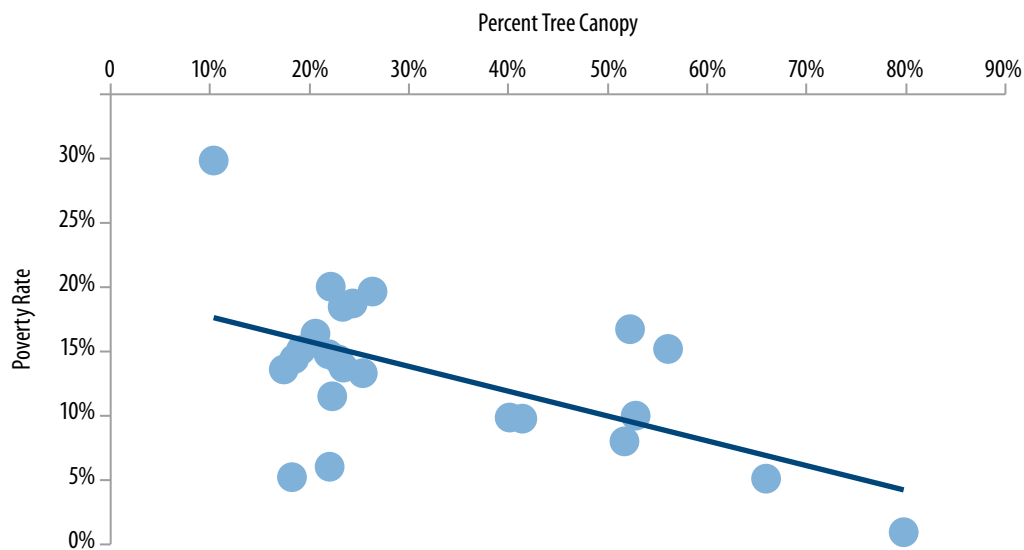
- A recent report produced by the Bureau of Environmental Services notes that each tree intercepts 572 gallons of rainfall, will remove 0.2 pounds of air particulates and sequesters carbon.
- Surfaces like pavement and rooftops prevent rainwater from soaking into the ground or being soaked up by plants. Trees, landscaping, ecoroofs and green streets reduce the effect of impervious area. High amounts of impervious area require more extensive stormwater management and watersheds with effective impervious areas as low as 10% can experience problems with water quality, flooding, and habitat quality.
- Urban trees reduce heating and cooling costs for buildings by providing shade and wind breaks.
- They also increase property values and reduce landslide and flood damage. A local study found that the presence of street trees increased east-side home values by almost \$9,000 on average (Donovan and Butry, 2010).

Percent of Portland under the tree canopy



Although Portland has a robust tree canopy, that canopy is not equitably distributed across the city. Analysis shows that areas with higher poverty rates tend to have less tree canopy coverage. Given the benefits provided by urban trees, it is important to improve tree canopy in all of Portland’s residential areas.

Tree canopy percentage relative to poverty rate in the last 12 months



Source: BPS Geographic Information Systems (GIS) analysis of tree canopy by 20-minute neighborhood cells. Poverty Rate, American Community Survey 2005–09.

For more information on closely related issues, see Measure 12, Healthier Watersheds 

Local measures

While much of the Portland Plan has focused on citywide concerns and strategies, Portlanders also want to know what's happening in their own neighborhoods. This required identifying related measures for which we have data at the neighborhood scale.

These local measures were compiled for 24 geographic sub-areas that combine traditional neighborhoods and districts.

The sub-areas typically share commercial centers, parks, schools and often shared interests. They are equivalent to the scale of a small town, with an average size of 24,000 people. A local analysis area needs to be large enough to make policy and investment decisions, but small enough to highlight local variations.

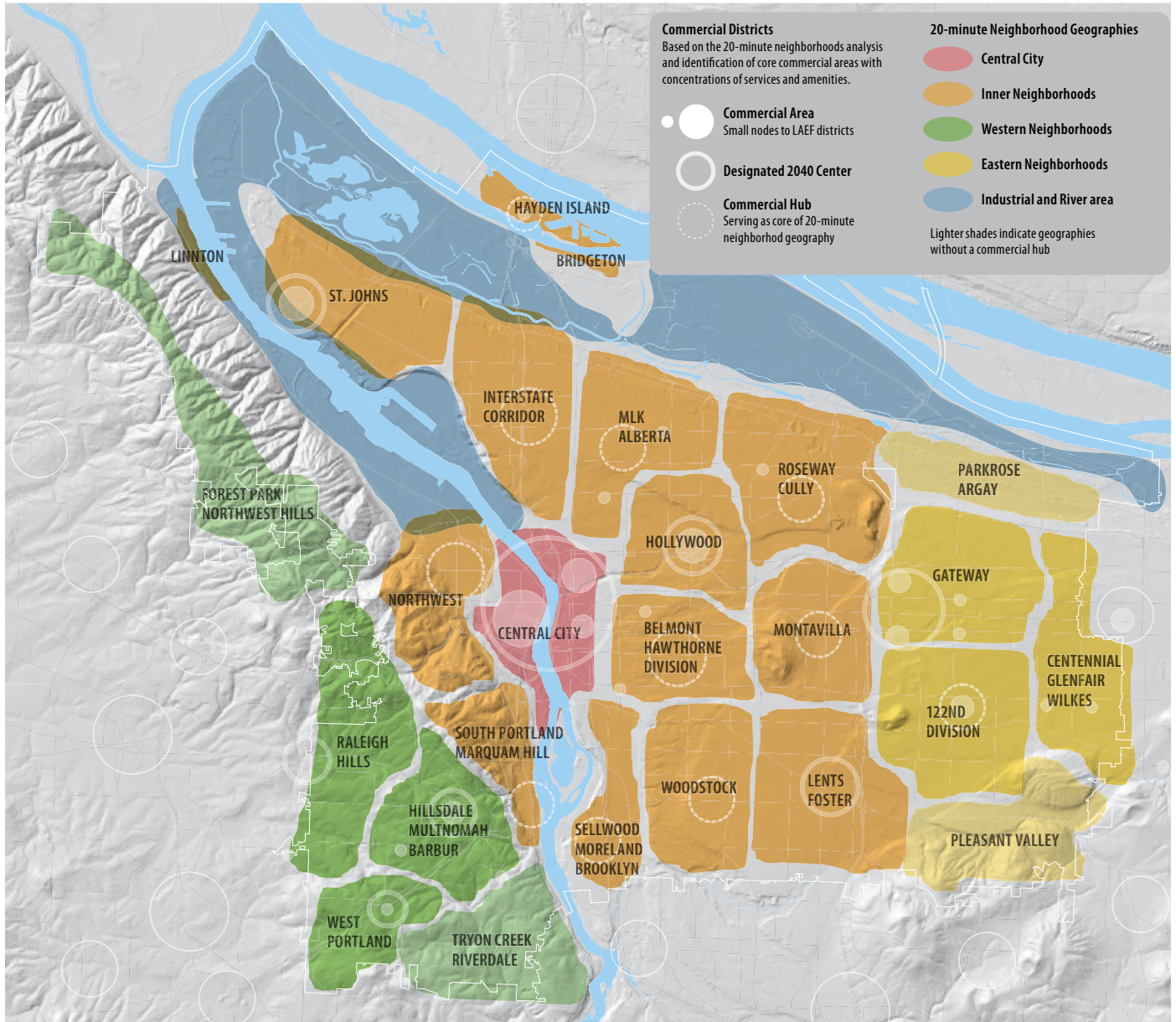
12 Citywide Measures of Success

1. Equity and inclusion
2. Resident satisfaction
3. Educated youth
4. Prosperous households
5. Growing businesses
6. Creating jobs
7. Transit and active transportation
8. Reduced carbon emissions
9. Complete neighborhoods
10. Healthier people
11. Safer city
12. Healthier watersheds

14 Local Measures

1. 3rd grade reading
2. 3rd grade math
3. On-time graduation rate
4. Associate's degree attainment
5. Poverty
6. Unemployment
7. Employment growth
8. No more than 30% cost-burdened households
9. Walkability and access rating
10. Most workers commute less than 30 minutes
11. Transit and active transportation
12. Tree canopy
13. Crime rate
14. Household energy use estimate

24 Geographic Sub-areas



Sub-area Scorecard

- 10 Meets or exceeds standard
- 8-9 Near target
- 0-7 Far from target

This table offers an at-a-glance view of how different areas of the city perform relative to the city as a whole and our strategy goals. The purpose of this table is to begin identifying which aspects of the Portland Plan may be most relevant to Portlanders in the different places where they live and work.



SCORECARD SUMMARY AND SELECTED SUB-AREA DATA

		Thriving Educated Youth	Economic Prosperity and Affordability	Healthy Connected City	Current population (households)	2035 Population projection (households)	Foreign born population (%)	Diversity index	Area (sq. mi.)
1	Central City	9	9	7	21,726	50,948	13%	35	3.9
2	Interstate	7	9	8	15,152	26,448	10%	48	5.2
3	Hayden Island-Bridgeton	6	8	5	2,501	4,406	9%	38	2
4	St. Johns	6	6	7	13,042	16,562	13%	50	6.7
5	Roseway-Cully	7	6	7	14,583	17,473	13%	48	7.1
6	MLK-Alberta	8	10	8	16,468	20,663	7%	47	5.2
7	Belmont-Hawthorne-Division	9	7	9	18,579	21,962	7%	21	3.7
8	Hollywood	9	10	8	14,732	19,027	7%	20	3.9
9	Montavilla	7	8	7	14,003	18,523	13%	42	4.4
10	Woodstock	8	8	8	13,802	15,719	9%	28	4.6
11	Lents-Foster	7	8	7	17,796	24,145	19%	47	6.3
12	Sellwood-Moreland-Brooklyn	8	6	7	7,851	9,296	6%	21	2.9
13	Parkrose-Argay	6	10	6	5,750	7,729	18%	60	3.7
14	Gateway	7	8	6	11,813	27,407	19%	46	5.1
15	122nd and Division	6	9	6	14,543	21,786	23%	51	5.6
16	Centennial-Glenfair-Wilkes	6	8	6	12,135	17,767	25%	46	4.5
17	Pleasant Valley	6	9	6	3,945	5,272	19%	42	5.2
18	Forest Park-Northwest Hills	9	9	6	3,472	4,944	16%	29	15.9
19	Raleigh Hills	9	7	6	6,849	10,922	8%	19	5.2
20	Northwest	9	6	8	14,026	18,194	10%	21	4
21	South Portland-Marquam	9	10	7	5,119	9,099	8%	24	2.5
22	Hillsdale-Multnomah	9	7	7	9,471	15,834	8%	20	4.3
23	West Portland	9	10	7	4,868	7,421	14%	29	2.6
24	Tryon Creek-Riverdale	9	9	6	3,609	4,721	5%	19	5.1

The raw scores and sources for each of the local measures were converted to a scale of one to ten. To view the raw scores and sources, please see Appendix C. A consistent scale makes it easier to compare outcomes both within and among the 24 sub-areas.

THRIVING EDUCATED YOUTH				ECONOMIC PROSPERITY AND AFFORDABILITY				HEALTHY CONNECTED CITY						
3rd grade reading (2010–11)	3rd grade math (2009–11)	On-time graduation rate (class of 2010)	Associate's degree attainment	Poverty (in last 12 months of 2005–09 sample)	Unemployment (through May 2011)	Employment growth (2000–08)	No more than 30% cost-burdened households (2005–09)	Walkability and accessibility rating	Most workers commute less than 30 minutes	Active transportation (walk, bike or ride transit to work)	Tree canopy (based on analysis of 2007 aerial photos)	Crime rate (person crimes per 1,000 residents)	Household energy use estimate	
10	10	8	8	8	9	6	6	9	9	10	3	2	10	
8	7	6	6	9	9	10	7	7	10	6	7	8	9	
8	7	5	5	10	10	0	8	0	9	4	5	7	6	
8	7	4	4	9	9	0	6	2	9	5	7	8	9	
9	8	6	6	9	9	0	7	2	9	5	6	9	9	
8	7	7	7	10	9	10	7	7	10	6	5	9	8	
9	9	8	9	10	9	0	8	10	10	7	7	10	9	
9	9	8	9	10	10	5	10	8	10	5	7	10	8	
8	9	6	6	9	9	0	7	5	9	5	7	9	9	
9	8	7	7	10	9	0	7	5	9	5	8	10	9	
9	9	6	4	9	9	0	6	3	8	5	6	8	9	
9	9	7	8	10	10	0	7	3	9	5	7	10	9	
7	7	7	4	10	9	10	7	0	9	4	5	8	8	
9	9	7	4	10	9	0	6	0	9	3	7	8	9	
8	8	6	3	9	9	1	6	1	9	4	8	8	9	
7	7	7	3	9	9	0	6	0	8	4	7	8	9	
7	7	7	5	10	10	0	7	0	8	3	10	9	6	
10	9	8	10	10	10	0	10	0	10	3	10	10	1	
9	9	8	10	10	10	0	10	0	10	3	10	10	6	
10	10	8	10	9	9	0	7	3	10	7	10	10	9	
10	10	8	10	9	10	10	9	0	10	5	10	10	9	
9	9	8	10	10	10	0	9	0	10	4	10	10	8	
9	9	8	8	10	10	10	7	0	10	4	10	10	7	
10	10	8	10	10	10	0	10	0	10	4	10	10	4	

IMPLEMENTATION

Implementation

The Portland Plan will be implemented through:

- Collaborative Partnerships.
- Goal-based Budgeting.
- Citywide and Local Actions.

Collaborative Partnerships

The City cannot tackle this ambitious agenda alone. 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, which collectively spend nearly \$4 billion annually on the issues addressed in the Portland Plan, will ensure that partner agencies use public resources in the smartest possible way.

Partnership Types

There are two basic levels of Portland Plan partners: lead partners and supporting partners. Lead and supporting partners will be a combination of local government agencies and community organizations.

Lead partners will:

- Adopt, schedule and coordinate implementation of specific sections of the Portland Plan actions that match their organization's mission. They may support their actions through grants, donations, in-kind, or other sources of support.
- Recruit, coordinate and recognize and support additional partners that can help implement action(s).
- Complete a brief, annual status report 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.

Supporting partners will:

- Provide direct assistance to lead partners where support matches the partner organization'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.

Although the Portland Plan implementation will begin with partnerships among local government agencies and a small set of community organizations, the success of the plan will depend on continued collaboration with state and federal partners and the future involvement of a greater number of businesses and community organizations.

A Diverse Toolbox

The plan relies upon the City and its partners to be innovative with new market-based tools, intergovernmental agreements, education and technical assistance, advocacy, capacity building and leading through model behavior.

Reporting and Action Plan Updates

Every year, the Office of Management and Finance with the Bureau of Planning and Sustainability will work with the lead partners to produce a Portland Plan progress report that lists actions that are underway or complete, identifies recommended high priority actions for the upcoming year and updates data on the measures of success. The report will be available for public review and presented to the City Council. The duration of the five-year action plan is 2012 to 2017. An updated action plan will need to be completed for 2017 to 2023 and for future years.

Achieving our integrated strategic goals and advancing equity will require Portlanders to think and act differently and with intention in the years to come. Together, the Portland Plan partners, businesses, community organizations and individuals will build upon our assets to advance equity and improve opportunity for all Portlanders.

Goal-based Budgeting

The Portland Plan will help provide the City of Portland with a coordinated and measurable approach for organizing and prioritizing annual budget requests. By both working collaboratively with other organizations and purposefully prioritizing actions that will help meet the Portland Plan goals and measures of success, in the City's budget process, we will be able to do more with less.

When fully implemented, in the new budget approach, City of Portland bureaus and offices will:

- Identify how programs and projects support the Portland Plan.
- 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.
- Assess the equity and social impacts of budget requests to ensure programs, projects and other investments to help reduce disparities and promote service level equity, improve participation and support leadership development.
- Identify whether requests advance equity, are a strategic change that will improve efficiency and service levels and/or are needed to provide for basic public welfare, health and and/or to meet all applicable national and state regulatory standards.



Citywide and Local Actions

A central intention of the Portland Plan is to bring some of Portland's most influential plans and projects together under a shared title and action plan. The purpose of doing this is to:

- Make sure the most important parts of the City's and various Portland Plan partners' plans are aligned and implementation is coordinated.
- Establish a shared set of priorities and measures of success for partners.
- Coordinate data collection and data analysis processes, so that bureaus, agencies, businesses, community organizations and Portlanders can base decisions on accurate and shared information.

For the purpose of implementation, the policies and actions in the equity framework and the three integrated strategies, which will be implemented by the lead Portland Plan partners, can be grouped into two distinct, but equally important categories: citywide actions and local actions.

Citywide Actions

Citywide actions and policies address how partners coordinate tasks, share information and plan for entire city systems, (e.g., watersheds and transportation networks). Citywide actions and policies also address the needs of non-geographic communities, (communities connected by shared history, experience and culture) and individuals across the entire city.

The Portland Plan is a citywide plan for all Portlanders. The integrated strategies and equity framework are intended to address our shared goals of a prosperous, healthy and equitable city. Most citywide actions are found in the equity framework and the following strategy elements:

Thriving and Educated Youth

- Shared ownership of student success

Economic Prosperity and Affordability

- Education and job training
- Household economic security

Healthy Connected City

- Public decisions that benefit human and environmental health
- Coordinated inter-agency approach
- Citywide action implementation

The top priority citywide actions will be developed during upcoming budget processes and will be refined in coordination with the Office of Equity and Human Rights. The 12 citywide measures of success will influence the prioritization of the citywide actions.

Local Actions

Many of the actions in the Portland Plan will be seen most directly in changes at the local level. In designing the specifics of these local actions, projects and programs will need to be tailored for the conditions and issues in specific parts of the city. Please see Appendix B for information on how this could play out across the different neighborhoods and areas that make up our city.

The actions identified in Appendix B are examples of the actions that may be appropriate for each of the sub-areas. The Portland Plan actions that will be implemented each year will be determined through the annual budget process.

**PORTLAND
PLAN
PROCESS**



How did we get here? The Portland Plan Process

The Portland Plan is the result of the work and commitment of thousands of Portlanders, numerous community organizations, businesses, government agencies and many staff who devoted their interest, intellect and passion to the creation of a strategic plan for all of Portland.

Process

The Portland Plan has roots in visionPDX, a process that involved more than 17,000 Portlanders who identified a vision for Portland's future. Together, we determined what values we want our city to embody:

- Equity and access
- Environmental, economic and social sustainability
- Distinctive neighborhoods and community connections

Beginning in 2009, staff developed a series of more than 20 background reports on numerous topics, including human health and safety, energy, economic development, watershed health and historic resources. The purpose of the background reports was to develop a well-researched and thorough understanding of Portland's existing conditions.

During phase one of the Portland Plan process (fall-winter 2009-10), Portlanders reviewed this research, helped refine the facts, submitted hundreds of detailed comments and ranked their top priorities.

Nearly 2,500 people participated in the phase one workshops, community presentations and other outreach events. An additional 13,000 youth and adults completed surveys. Jobs, education, equity, public health and sustainability came out as the top five priority objectives. Based on public input, staff developed a set of goals for 2035, organized into nine action areas, for public review in phase two.

In phase two (spring 2010), nearly 1,500 people attended events to help evaluate and prioritize the draft goals and objectives for the plan. An additional 6,500 people responded to the phase two survey by mail or online. Portlanders identified the following value statements and goals as being especially important:

- We can't move forward without addressing equity.
- The economy will drive broader success.
- Education is key to prosperity.
- Portlanders want healthy streams and watersheds.
- Sustainability and prosperity are not polar opposites.
- We want safe, accessible and walkable neighborhoods.
- Maintaining the existing infrastructure should be a priority.

THE PORTLAND PLAN

Phase three (summer–winter 2010–11) focused on developing smart, integrated strategies to move Portland forward in the areas where we need it most. Over the summer at more than 35 community fairs, festivals and meetings, Portlanders built strategies around these “big ideas”:

- Build a stronger economy
- Raise the bar for quality education
- Create 20-minute complete neighborhoods
- Green the built environment
- Strengthen schools as community centers

In the winter of 2010, hundreds of Portlanders attended the Portland Plan Inspiring Communities series, where experts in the fields of economic development, environmental justice, education, community health and sustainable systems shared fresh perspectives on what strategies have worked elsewhere.

Based on the priorities and ideas Portlanders identified and national and international research and evidence, staff created three draft strategies and an Equity Initiative to achieve Portlanders’ top goals. These were presented for public review, consideration and comment during March 2011, at four Portland Plan Fairs attended by hundreds of Portlanders.

Advisory Groups

Throughout the process of creating the Portland Plan, community and advisory groups — including many community leaders and subject area experts from the Mayor’s Portland Plan Advisory Committee to the Community Involvement Committee to the nine different Technical Action Groups — recollected evidence and identified best practices being used in other cities and reviewed drafts.

Planning and Sustainability Commission

The Planning and Sustainability Commission (PSC) played a critical role in the development of the Portland Plan. The PSC reviewed and recommended background reports and provided direction during the development of the three integrated strategies and the nine action areas. In addition, members of the PSC were on the Community Involvement Committee and on the Mayor’s Portland Plan Advisory Group.

Community Involvement Committee

The Portland City Council appointed the Community Involvement Committee (CIC) on July 8, 2009. The CIC is comprised of community volunteers, including two Planning and Sustainability Commissioners, who met regularly to review the public participation process and ensure that as many voices as possible were heard and incorporated into the plan. The Council charged the CIC with oversight for all public outreach elements of the Portland Plan. The CIC will continue its work through the development and adoption of the Comprehensive Plan. A complete list of the CIC roster is included in the Acknowledgements section. For more information on community involvement, please read the Public Involvement Report.

Mayor’s Portland Plan Advisory Group

The Portland City Council appointed the Mayor’s Portland Plan Advisory Group on October 23, 2009. The primary charge of the Mayor’s Portland Plan Advisory Group was to pose provocative questions, challenge assumptions, and prompt each other and staff to tackle difficult ideas to support the development of a smart and strategic plan and provide advice to the Mayor and Director of the Bureau of Planning and Sustainability, and by extension, the Planning and Sustainability Commission.

Technical Action Groups

The nine Technical Action Groups, which were organized according to the nine action areas, include the individuals that researched, wrote and/or reviewed the background reports, the directions and objectives, the measures and the integrated strategies for inclusion in the Portland Plan.

Thank you Portlanders for your enthusiasm, insights and commitment!

Appendices

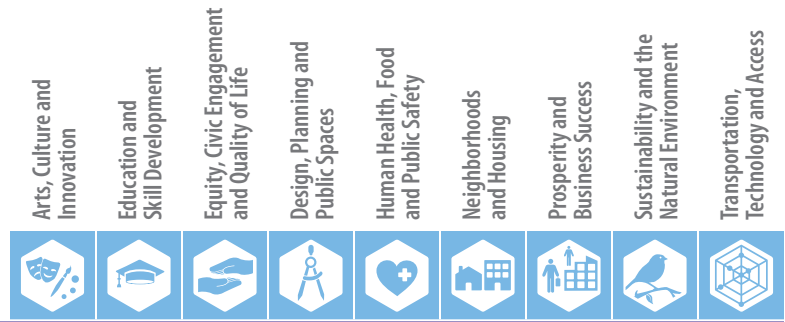
- A. Actions by Topic**
- B. Local Actions**
- C. Local Measures**
- D. Portland Plan Elements Crosswalk**
- E. Abbreviations**
- F. Key Related Plans**
- G. Acknowledgements**

A. Actions by Topic

The following tables show the complete list of five year Portland Plan actions by strategy and the nine action areas.

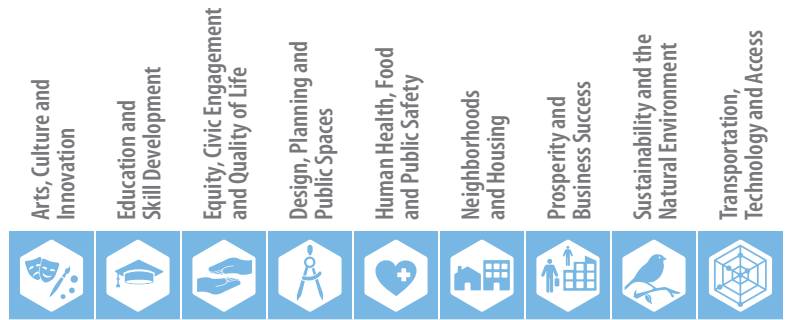


Thriving Educated Youth Actions		Arts, Culture and Innovation	Education and Skill Development	Equity, Civic Engagement and Quality of Life	Design, Planning and Public Spaces	Human Health, Food and Public Safety	Neighborhoods and Housing	Prosperity and Business Success	Sustainability and the Natural Environment	Transportation, Technology and Access
1	College and career exposure		●	●				●		
2	College access		●	●				●		
3	College access		●	●				●		
4	College completion		●					●		
5	Career readiness		●					●		
6	Campus investment		●	●	●		●			
7	Public-private partnership		●					●		
8	Teacher excellence		●							
9	Cultural competency		●	●						
10	Track progress		●	●				●		
11	Inventory resources		●	●	●					
12	Partnerships and investments		●							
13	Youth empowerment		●	●						
14	Place-based strategies		●	●	●		●			
15	Place-based strategies		●	●	●		●			
16	Place-based strategies		●	●				●		
17	Safe routes to school		●		●					●
18	Housing stability		●	●			●			
19	Family support		●	●						
20	Early childhood education		●	●						
21	Healthy eating and active living		●			●				
22	Volunteerism		●							
23	Volunteerism		●							
24	Co-location		●		●					
25	Joint use agreements		●		●	●				
26	Shared resources		●		●		●			
27	Multi-functional facilities		●		●		●			
28	Mutual consultation		●							
29	Arts programing	●	●							



Economic Prosperity and Affordability Actions

	Arts, Culture and Innovation	Education and Skill Development	Equity, Civic Engagement and Quality of Life	Design, Planning and Public Spaces	Human Health, Food and Public Safety	Neighborhoods and Housing	Prosperity and Business Success	Sustainability and the Natural Environment	Transportation, Technology and Access
1	Business development						●		
2	International business						●		
3	International business		●				●		
4	Workforce alignment		●	●			●		
5	Workforce alignment		●	●			●		
6	Next generation built environment			●			●	●	
7	Arts support	●		●			●		
8	Economic development	●					●		
9	Green recruitment						●	●	
10	Broadband access			●			●		●
11	Broadband service			●			●	●	
12	Broadband equity			●			●	●	
13	Workforce agreements			●			●		
14	Energy efficiency					●	●	●	
15	Freight rail						●		●
16	Strategic investments						●		●
17	International service						●		●
18	Sustainable freight						●		●
19	Contracting best practices			●			●		●
20	Brownfield investments						●	●	
21	Industrial site readiness						●	●	
22	Growth capacity				●	●	●		
23	Campus institutions				●	●	●		
24	Central city office development				●		●		
25	Portland main streets				●		●		
26	Focus area grants			●	●	●	●		
27	Training and networking			●	●	●	●		
28	Entrepreneurship and training			●	●	●	●		
29	Business resources					●	●		●



Economic Prosperity and Affordability Actions		Arts, Culture and Innovation	Education and Skill Development	Equity, Civic Engagement and Quality of Life	Design, Planning and Public Spaces	Human Health, Food and Public Safety	Neighborhoods and Housing	Prosperity and Business Success	Sustainability and the Natural Environment	Transportation, Technology and Access
30	Fill gaps in underserved neighborhoods				●			●	●	
31	Brownfields							●	●	
32	Financial tools				●			●		
33	Sustainability at work							●	●	
34	Housing supply			●			●	●		
35	Housing security			●			●	●		
36	Homelessness			●			●	●		
37	Moderate-income workforce housing			●			●	●		
38	Housing strategy			●			●	●		
39	Fair housing			●			●	●		
40	Align housing and transportation investments						●	●		●
41	Training			●				●		
42	Youth employment			●				●		
43	Hiring agreements		●	●				●		
44	Higher education system		●	●				●		
45	Post-secondary		●	●				●		
46	Youth employment		●	●				●		
47	Self-sufficiency metrics			●				●		
48	Childcare		●	●			●	●		
49	Disadvantaged workers			●		●		●		
50	Race and ethnicity			●				●		
51	Anti-poverty strategy			●				●		
52	Federal and state tools			●				●		
53	School-based service delivery		●	●			●			



Healthy Connected City Actions

		Arts, Culture and Innovation	Education and Skill Development	Equity, Civic Engagement and Quality of Life	Design, Planning and Public Spaces	Human Health, Food and Public Safety	Neighborhoods and Housing	Prosperity and Business Success	Sustainability and the Natural Environment	Transportation, Technology and Access
1	Partnerships and collaboration			●		●				
2	Partnerships and collaboration			●	●	●				
3	Partnerships and collaboration				●	●				●
4	Public decisions and investments			●	●	●			●	
5	Quality public infrastructure				●	●				
6	Disparity reduction			●	●	●				
7	Neighborhood businesses and services				●		●	●		
8	Broadband in neighborhoods							●		●
9	Quality, affordable housing			●	●	●	●	●		●
10	Transit and active transportation				●	●	●			●
11	Healthy and affordable food				●	●				
12	Healthy and affordable food				●	●				
13	Healthy and affordable food				●	●				
14	Gathering places				●	●			●	
15	Gathering places				●	●				●
16	Gathering places	●		●	●					
17	Resource conservation				●	●				
18	Resource conservation				●	●				
19	Habitat connections					●			●	●
20	Habitat connections					●			●	
21	Habitat connections					●			●	
22	Habitat connections					●	●		●	
23	Habitat connections					●			●	
24	Habitat connections								●	
25	Habitat connections							●	●	
26	Neighborhood greenways			●	●	●			●	●
27	Neighborhood greenways				●	●			●	●
28	Neighborhood greenways				●				●	●
29	Neighborhood greenways				●	●			●	●

								
Arts, Culture and Innovation	Education and Skill Development	Equity, Civic Engagement and Quality of Life	Design, Planning and Public Spaces	Human Health, Food and Public Safety	Neighborhoods and Housing	Prosperity and Business Success	Sustainability and the Natural Environment	Transportation, Technology and Access

Healthy Connected City Actions										
30	Neighborhood greenways				●	●			●	●
31	Civic corridors				●	●			●	●
32	Civic corridors				●	●			●	●
33	Civic corridors		●		●	●			●	●
34	Civic corridors				●	●			●	●
35	Planning and investment				●	●			●	●
36	Planning and investment				●	●			●	●
37	Planning and investment				●	●			●	●
38	Planning and investment				●	●			●	●
39	Planning and investment			●	●	●	●		●	●
40	Planning and investment				●	●			●	●
41	Social impacts and mitigation			●	●	●	●			
42	Community capacity and local initiatives			●	●		●			●
43	Community capacity and local initiatives				●	●	●			●
44	Community capacity and local initiatives			●	●	●	●			●
45	Education and promotion				●	●			●	●
46	Education and promotion				●	●			●	●

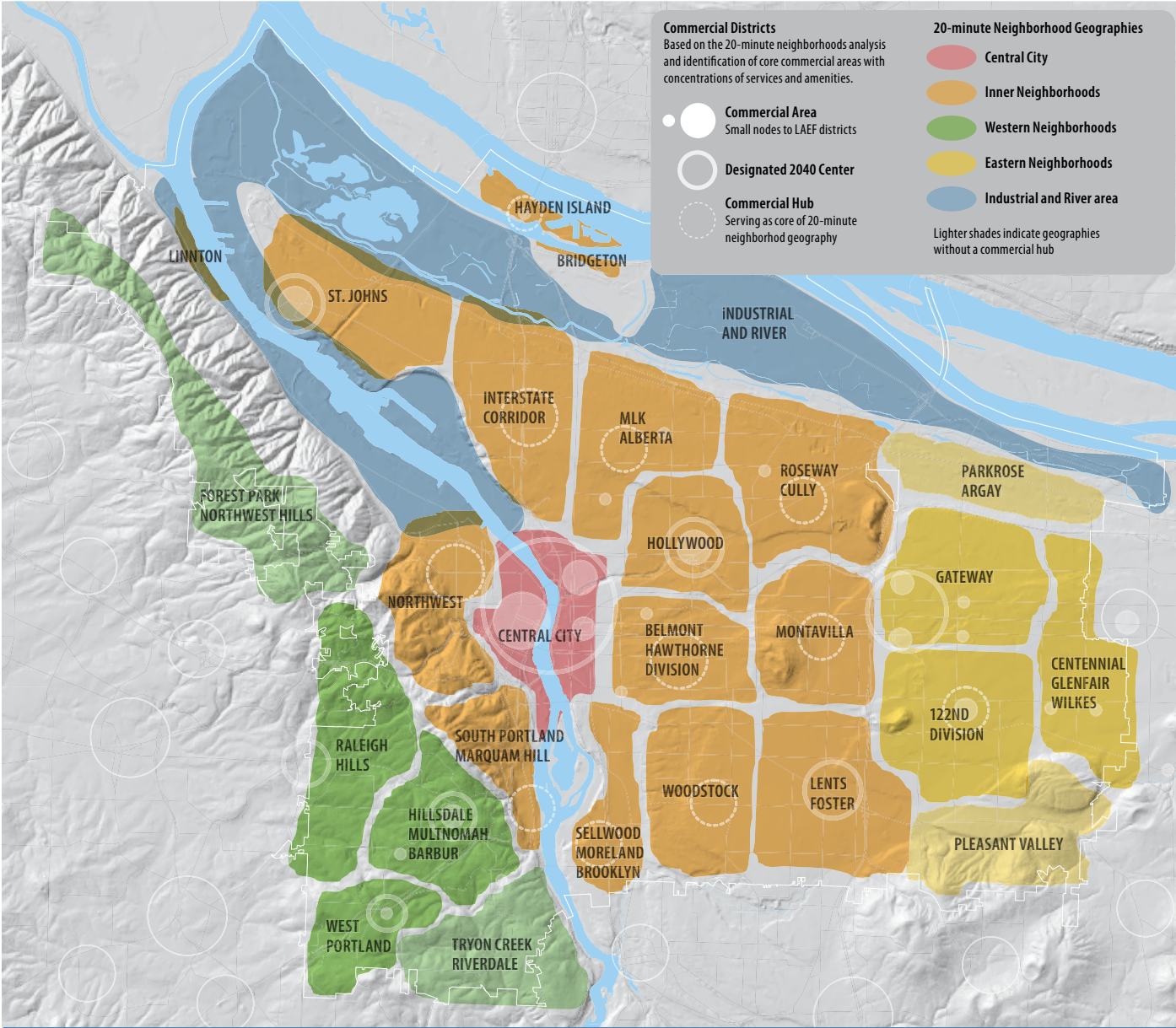
B. Local Actions

Many of the actions in the Portland Plan will be seen most directly in changes at the local level. In designing the specifics of these local actions, projects and programs will need to be tailored for the conditions and issues in specific parts of the city. The following shows how this could play out across the different neighborhoods and districts that make up our city.

The information provided on the following pages is based on the local measures analysis (Appendix C), public comment and knowledge of the area.

For the purposes of reporting, we grouped these 24 sub-areas into five groups defined by their shared history, development pattern and physical characteristics. The five groups are Central City, Eastern neighborhoods, Western neighborhoods, Inner neighborhoods and the Industrial and river area.

24 Geographic Sub-areas



Central Portland



The Central City includes the downtown retail and office core, South Waterfront, portions of the east and west banks of the Willamette River, the Central Eastside Industrial District, the Lloyd District and Rose Quarter, and Old Town/Chinatown and the Pearl District. It is a state, regional and local hub of commercial, residential and recreational activity.

Through its mixed-use areas and connections to the regional multimodal transportation network, both of which make it easy for Portlanders to walk, take transit or bike to work and to meet their daily needs, the Central City supports a healthier environment and healthier Portlanders. It also offers a vibrant and livable environment that is attractive to employers and residents.

The Central City is the state's business and commercial center; it contains the largest supply of land zoned for high-density office uses and offers an array of professional services. The Central City also houses major institutions and universities that are developing tomorrow's workforce and helping commercialize local intellectual capital and industry.

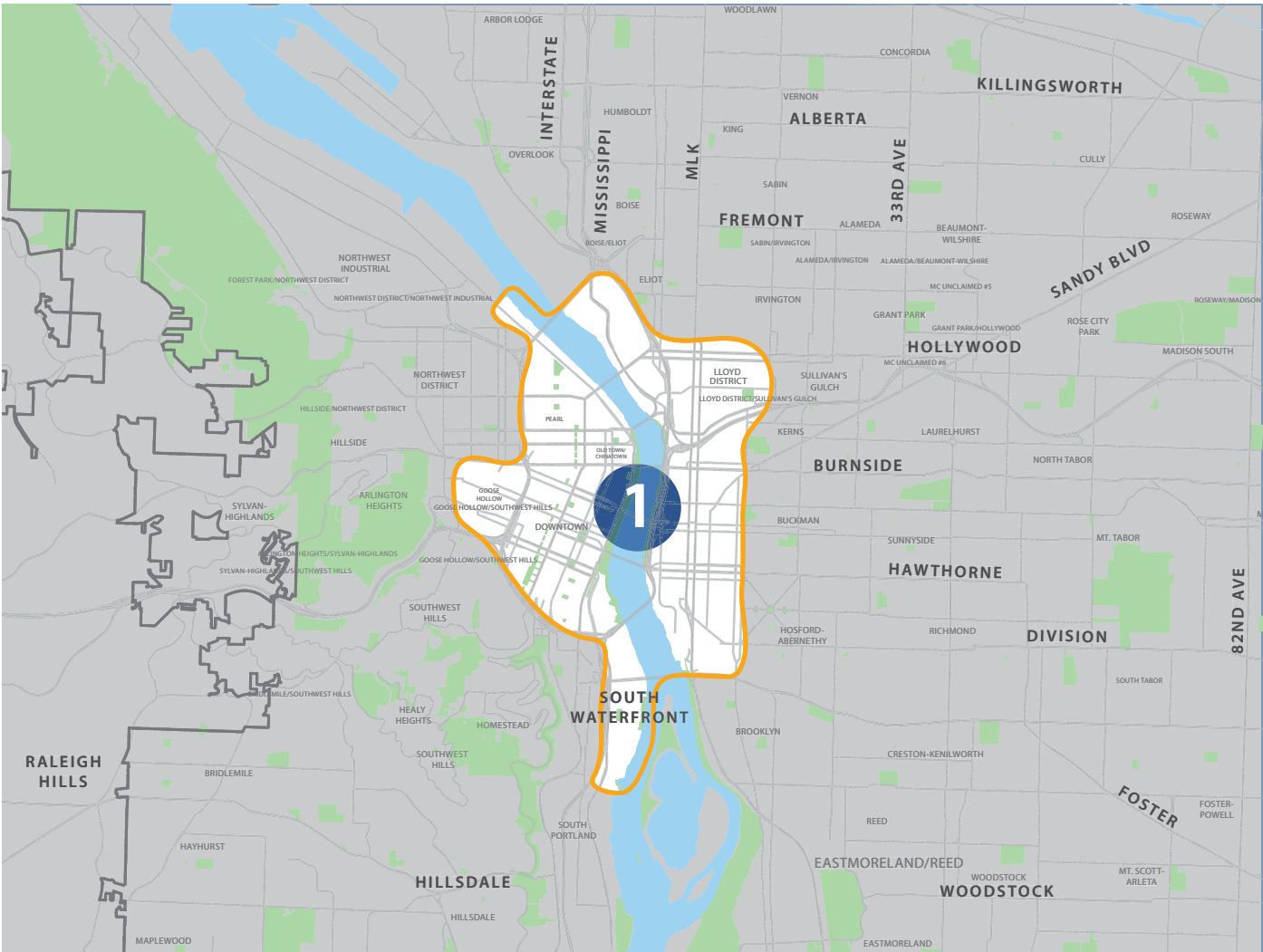
The Central City is a regional cultural hub; it is home to numerous concert halls and performance venues that support local arts organizations, as well as visiting artists and performers from a wide array of artistic disciplines.

Today, more than 34,400 Portlanders call Central City home. Over the last two decades, the Central City has once again become a place where people want to live. Although many Portlanders have moved to the Central City in recent years, the majority of the area's workforce cannot afford to live in the Central City. Nearly all current housing in the Central City consists of either low-income subsidized housing or high-end market rate housing; there is little workforce housing available in this amenity-rich part of town. To ensure Central City neighborhoods are socially sustainable we must develop diverse housing options to support the growing number of students, workers, families with children, and seniors that live in or would like to move to the district.

There is also a growing need to develop new and upgrade existing public school and other community facilities for the Central City's evolving population. Facilities can generate financial and neighborhood support if they are also designed to accommodate multiple community needs, such as after school care, continuing education, recreation, civic meeting space, and other uses that make them the center of community.

The success of the Central City is essential to the success of the entire city, and it will play a major role in the implementation of each of the Portland Plan strategies.

Based on the local level data, public comment and knowledge of the area, actions in the following sections of the Portland Plan may be relevant to the Central City. In some cases, the actions may be abbreviated. For a complete list of the actions, see the Integrated Strategies section of the plan.



SUB-AREA 1: CENTRAL CITY

KEY STRATEGY ELEMENTS	PROPOSED ACTIONS — EXAMPLES
<p>Economic Prosperity and Affordability</p> <ul style="list-style-type: none"> ■ Business cluster growth ■ Growing employment districts ■ Access to housing ■ Urban innovation 	<p>Action 1 — Business development: Focus business development resources on enhancing the competitiveness of businesses in five target industry clusters: advanced manufacturing, athletic and outdoor, clean tech, software and research and commercialization.</p> <p>Action 3 — University connections: Pursue connections between higher education and firms in the target industries, whereby universities help solve technical challenges facing commercial firms by turning university-based innovations into commercially viable products..</p> <p>Action 6 — Next generation built environment: Advance the next generation built environment through the creation of the Oregon Sustainability Center and eco-districts. Also, establish at least one new or major expansion of a district energy system.</p> <p>Action 37 — Moderate-income workforce housing: Facilitate private investment in moderate-income housing to expand affordable housing options for both renters and homeowners.</p>

Inner neighborhoods



This area generally includes those neighborhoods which were developed in a historical “streetcar-era” pattern, from Lents to St. Johns, including South Portland and Northwest. They generally have interconnected street grids, most of which are improved with sidewalks and street trees. Residential areas are characterized by homes on small lots, with buildings oriented to the street. The inner neighborhoods have an extensive system of commercial “main streets” and other neighborhood business districts, providing relatively good local access to commercial services. There are also pockets of industrial services and large institutions.

With more than 140,000 households, more than half of Portland’s population lives in Inner Portland. Since there are few vacant lots, growth over the next twenty five years is expected to occur through infill development and redevelopment.

Although many of the inner neighborhoods share similar physical and historical characteristics, there are still big differences among them. A few neighborhoods, including Cully, Brentwood Darlington and Woodstock, have many unimproved streets and lack sidewalks. Other sub-areas, such as MLK/Alberta, Interstate and Belmont-Hawthorne-Division experienced a lot of change recently, while housing patterns and commercial districts of other neighborhoods have remained generally unchanged.

Inner North and Northeast Portland have been the long-time centers of Portland’s African American community. St. Johns and Cully are have growing Latino populations. In general, over the past decade, the innermost neighborhoods of Portland have become more like the citywide average, while the eastern and northern portions of this area have become more diverse.

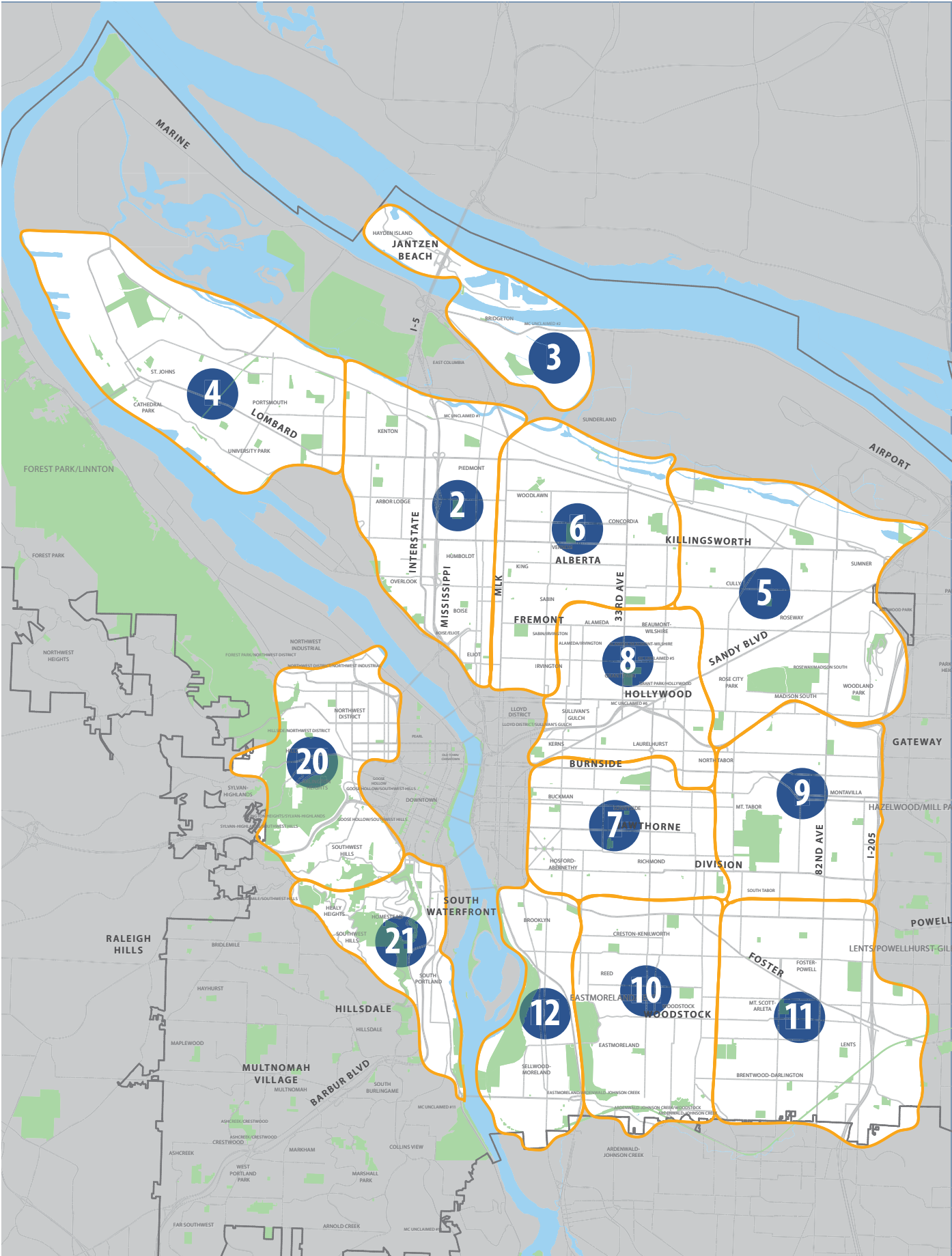
West of the river, there are higher levels of on-time graduation and academic attainment. The Hollywood area (which includes Irvington and parts of Laurelhurst) is notable for having much lower levels of poverty and unemployment. While not large job centers overall, Inner North and Northeast Portland have experienced relatively strong job growth in the most recent economic cycle. Northwest Portland has the largest concentration of multifamily housing outside of the Central City.

Residents of the inner-most neighborhoods are much more likely to walk, ride their bike, or take transit to work. In a few neighborhoods, the bike commuting rate is approaching 25 percent, considerably higher than the citywide average. Many of the inner neighborhoods are highly walkable,

While physically separate and distinctive in its location and development pattern, Hayden Island is also included in this grouping for data analysis purposes. Please see the Hayden Island specific data in the full-length plan for more information.

Based on the local level data, public comment and knowledge of the area, actions in the following sections of the Portland Plan may be relevant in the inner neighborhoods.

Based on the local level data, public comment and knowledge of the area, actions in the following sections of the Portland Plan may be relevant in the inner neighborhoods. In some cases, the actions may be abbreviated. For a complete list of the actions, please see the Integrated Strategies section of the plan.



SUB-AREA 2: INTERSTATE

KEY STRATEGY ELEMENTS	PROPOSED ACTIONS — EXAMPLES
<p>Thriving Educated Youth</p> <ul style="list-style-type: none"> ■ A culture of high expectations and achievement for all Portland youth ■ Neighborhoods and communities that support youth 	<p>Action 6 — Campus investment: Support Portland Community College’s planned expansion of its Cascade Campus.</p> <p>Action 7 — Public-private partnerships: Increase private sector partnerships with schools, and in doing so, the number of career-related learning options and dual-enrollment high school students taking college credit-bearing classes.</p> <p>Action 14 — Place-based strategies: In neighborhoods where youth are at risk of not graduating due to low achievement levels and/or other factors, conduct one or more pilot projects in which neighborhood services are inventoried. Support a pilot project to inventory neighborhood youth services.</p>
<p>Economic Prosperity and Affordability</p> <ul style="list-style-type: none"> ■ Access to housing 	<p>Action 37 — Moderate-income workforce housing: Facilitate private investment in moderate-income housing to expand affordable housing options for both renters and homeowners.</p>

SUB-AREA 3: HAYDEN ISLAND / BRIDGETON

KEY STRATEGY ELEMENTS	PROPOSED ACTIONS — EXAMPLES
<p>Economic Prosperity and Affordability</p> <ul style="list-style-type: none"> ■ Trade gateway and freight mobility ■ Growing employment districts 	<p>Action 22 — Growth capacity: Plan for adequate growth capacity to meet projected employment land shortfalls in the Comprehensive Plan, including industrial districts and multimodal freight facilities.</p>
<p>Healthy Connected City</p> <ul style="list-style-type: none"> ■ Connections for people, places, water and wildlife: habitat connections and neighborhood greenways 	<p>Action 21 — Habitat connections: Continue to acquire high priority natural areas identified for potential parks or natural resource restoration.</p>

SUB-AREA 4: ST. JOHNS

KEY STRATEGY ELEMENTS	PROPOSED ACTIONS — EXAMPLES
<p>Thriving Educated Youth</p> <ul style="list-style-type: none"> ■ A culture of high expectations and achievement for all Portland youth ■ Neighborhoods and communities that support youth 	<p>Action 1 — College and career exposure: Support summer jobs, training and career and college exposure through strategies such as Summer Youth Connect.</p> <p>Action 2 — College access: Develop and expand initiatives that support access to and completion of a minimum of two years post-secondary education or training leading to a career or technical credential, industry certification and/or associate’s degree.</p> <p>Action 20 — Early childhood investments: Invest in preschool programs and other efforts to improve availability of childcare for families in poverty.</p>
<p>Economic Prosperity and Affordability</p> <ul style="list-style-type: none"> ■ Neighborhood business vitality 	<p>Action 29 — Business resources: Increase knowledge of resources available for small business development.</p>
<p>Healthy Connected City</p> <ul style="list-style-type: none"> ■ Connections for people, places, water and wildlife: neighborhood greenways 	<p>Action 26 — Neighborhood greenways: Initiate implementation of the neighborhood greenways network by completing 75 miles of new neighborhood greenways, including the North Portland Neighborhood Greenway from Pier Park to Interstate Avenue.</p> <p>Action 27 — Neighborhood greenways: Implement key trail projects to support neighborhood greenway connectivity, including completing the North Willamette Greenway Feasibility Study.</p>

SUB-AREA 5: ROSEWAY / CULLY

KEY STRATEGY ELEMENTS	PROPOSED ACTIONS — EXAMPLES
<p>Thriving Educated Youth</p> <ul style="list-style-type: none"> ■ A culture of high expectations and achievement for all Portland youth 	<p>Action 1 — College and career exposure: Support summer jobs, training and career and college exposure through strategies such as Summer Youth Connect.</p> <p>Action 19 — Family support: Increase the availability of family skills classes such as English as Second Language classes, financial literacy, parenting and other related subjects for families and neighbors in high poverty neighborhoods.</p> <p>Action 20 — Early childhood investments: Invest in preschool programs and other efforts designed to improve the quality and availability of childcare for families in poverty.</p>
<p>Economic Prosperity and Affordability</p> <ul style="list-style-type: none"> ■ Neighborhood business vitality 	<p>Action 25 — Portland main streets: Maintain and expand the Portland Main Streets program for commercial areas interested in and ready to take on the comprehensive main street business district management approach to commercial district revitalization.</p> <p>Action 28 — Entrepreneurship and micro-enterprise: Focus city resources for micro-enterprise development, entrepreneurship skill development, and supporting the growth and development of neighborhood based businesses.</p>
<p>Healthy Connected City</p> <ul style="list-style-type: none"> ■ Vibrant Neighborhood Hubs ■ Connections for people, places, water and wildlife: neighborhood greenways 	<p>Action 7 — Neighborhood Businesses and services: Use the Portland Development Commission Main Street and Neighborhood Economic Development strategies to strengthen neighborhood hubs. Undertake business development activities in the Cully Main Street Plan area as a pilot project.</p> <p>Action 13 — Healthy affordable food: Create community garden plots.</p> <p>Action 28 — Neighborhood greenways: Implement pilot projects for alternative right-of-way improvements and funding approaches for unimproved streets, to provide additional options where traditional approaches are not feasible and to foster street design that is more responsive to community characteristics.</p> <p>Action 29 — Neighborhood greenways: Develop new options for temporary or permanent repurposing of unimproved rights-of-way for public uses such as pedestrian and bikeways, community gardens, park spaces, or neighborhood habitat corridors.</p>

SUB-AREA 6: MLK / ALBERTA

KEY STRATEGY ELEMENTS	PROPOSED ACTIONS — EXAMPLES
<p>Thriving Educated Youth</p> <ul style="list-style-type: none"> ■ A culture of high expectations and achievement for all Portland youth ■ Neighborhoods and communities that support youth 	<p>Action 3 — College access: Expand access and participation in college access and dual enrollment programs through partnerships between K–12 and higher education.</p> <p>Action 14 — Place-based strategies: In neighborhoods where youth are at risk of not graduating due to low achievement levels and/or other factors, conduct one or more pilot projects in which neighborhood services are inventoried. Support a pilot project to inventory neighborhood youth services.</p> <p>Action 20 — Early childhood investments: Invest in preschool programs and other efforts designed to improve the quality and availability of child care for families in poverty.</p>
<p>Economic Prosperity and Affordability</p> <ul style="list-style-type: none"> ■ Access to housing 	<p>Action 37 — Moderate-income workforce housing: Facilitate private investment in moderate-income housing to expand affordable housing options for both renters and homeowners.</p>

SUB-AREA 7: BELMONT / HAWTHORNE / DIVISION

KEY STRATEGY ELEMENTS	PROPOSED ACTIONS — EXAMPLES
<p>Economic Prosperity and Affordability</p> <ul style="list-style-type: none"> ■ Access to housing 	<p>Action 37 — Moderate-income workforce housing: Facilitate private investment in moderate-income housing to expand affordable housing options for both renters and homeowners.</p>
<p>Healthy Connected City</p> <ul style="list-style-type: none"> ■ Connections for people, places, water and wildlife: neighborhood greenways 	<p>Action 26 — Neighborhood greenways: Initiate implementation of the neighborhood greenways network, including the SE Clay Green Street project connecting to the Willamette River.</p>

SUB-AREA 8: HOLLYWOOD

KEY STRATEGY ELEMENTS	PROPOSED ACTIONS — EXAMPLES
<p>Economic Prosperity and Affordability</p> <ul style="list-style-type: none"> ■ Growing employment districts ■ Access to housing 	<p>Action 23 — Campus institutions: Develop new land use and investment approaches to support the growth and neighborhood compatibility of college and hospital campuses.</p> <p>Action 37 — Moderate-income workforce housing: Facilitate private investment in moderate-income housing to expand affordable housing options for both renters and homeowners.</p>
<p>Healthy Connected City</p> <ul style="list-style-type: none"> ■ Connections for people, places, water and wildlife: Neighborhood greenways 	<p>Action 27 — Neighborhood greenways: Implement key trail projects to support neighborhood Greenway connectivity by completing the Sullivan’s Gulch Trail Concept Plan.</p>

SUB-AREA 9: MONTAVILLA

KEY STRATEGY ELEMENTS	PROPOSED ACTIONS — EXAMPLES
<p>Thriving Educated Youth</p> <ul style="list-style-type: none"> ■ A culture of high expectations and achievement for all Portland youth 	<p>Action 6 — Campus investment: Support Portland Community College’s planned transformation of its Southeast Center.</p>
<p>Economic Prosperity and Affordability</p> <ul style="list-style-type: none"> ■ Neighborhood business vitality 	<p>Action 28 — Entrepreneurship and micro-enterprise: Focus city resources for micro-enterprise development, entrepreneurship skill development, and supporting the growth and development of neighborhood based businesses.</p>
<p>Healthy Connected City</p> <ul style="list-style-type: none"> ■ Connections for people, places, water and wildlife: neighborhood greenways and civic corridors 	<p>Action 28 — Neighborhood greenways: Implement pilot projects for alternative right-of-way improvements and funding approaches for unimproved streets, to provide additional options where traditional approaches are not feasible and to foster street design that is more responsive to community characteristics.</p> <p>Action 31 — Civic corridors: Identify and develop new right-of-way designs for key transit streets that integrate frequent transit and bike facilities, pedestrian crossings, landscaped stormwater management, large canopy trees and place-making amenities (e.g. benches, lighting and signage).</p>

SUB-AREA 10: WOODSTOCK

KEY STRATEGY ELEMENTS	PROPOSED ACTIONS — EXAMPLES
<p>Thriving Educated Youth</p> <ul style="list-style-type: none"> ■ Neighborhoods and communities that support youth 	<p>Action 1 — Safe routes to schools: Expand the Safe Routes to Schools programs, which currently serves K–8 students to reach all middle and high school students in Portland.</p>
<p>Healthy Connected City</p> <ul style="list-style-type: none"> ■ Connections for people, places, water and wildlife: neighborhood greenways 	<p>Action 28 — Neighborhood greenways: Implement pilot projects for alternative right-of-way improvements and funding approaches for unimproved streets, to provide additional options where traditional approaches are not feasible and to foster street design that is more responsive to community characteristics.</p>

SUB-AREA 11: LENTS / FOSTER

KEY STRATEGY ELEMENTS

PROPOSED ACTIONS — EXAMPLES

Thriving Educated Youth

- A culture of high expectations and achievement for all Portland youth
- Neighborhoods and communities that support youth

Action 1 — College and career exposure: Support summer jobs, training and career and college exposure through strategies such as Summer Youth Connect.

Action 19 — Family support: Increase the availability of family skills classes such as English as Second Language classes, financial literacy, parenting and other related subjects for families and neighbors in high poverty neighborhoods.

Action 20 — Early childhood investments: Invest in preschool programs, home visits and other efforts designed to improve the quality and availability of childcare for families in poverty.

Economic Prosperity and Affordability

- Neighborhood business vitality

Action 28 — Entrepreneurship and micro-enterprise: Focus city resources for micro-enterprise development, entrepreneurship skill development, and supporting the growth and development of neighborhood based businesses.

Action 29 — Business resources: Increase knowledge of resources available for small business development.

Healthy Connected City

- Vibrant neighborhood hubs
- Connections for people, places, water and wildlife: neighborhood greenways and civic corridors

Action 7 — Neighborhood Businesses and services: Use the Portland Development Commission Main Street and Neighborhood Economic Development strategies to strengthen neighborhood hubs.

Action 9 — Quality, affordable housing: Complete the citywide housing strategy and use it as a basis for regulations, location policies, incentives, and public-private partnerships that help locate new well-designed, affordable housing in and around neighborhood hubs and near transit. Explore opportunities to create housing for elders and mobility-impaired residents in service-rich, accessible locations; and ensure that workforce housing is part of the mix of housing in neighborhood hubs.

Action 11 — Healthy and affordable food: Retain and recruit grocery stores and other sources of healthy food as key components of neighborhood hubs.

Action 32 — Civic corridors: Incorporate civic corridors concepts, including green infrastructure investment, active transportation improvements, transit service, environmental stewardship and strategic redevelopment in the Foster Lents Integration Partnership.

SUB-AREA 12: SELLWOOD / MORELAND / BROOKLYN

KEY STRATEGY ELEMENTS	PROPOSED ACTIONS — EXAMPLES
<p>Economic Prosperity and Affordability</p> <ul style="list-style-type: none"> ■ Access to housing 	<p>Action 37 — Moderate-income workforce housing: Facilitate private investment in moderate-income housing to expand affordable housing options for both renters and homeowners.</p>
<p>Healthy Connected City</p> <ul style="list-style-type: none"> ■ Connections for people, places, water and wildlife: habitat connections and civic corridors 	<p>Action 20 — Habitat connections: Restore Crystal Springs to a free-flowing salmon bearing stream with enhanced stream bank and in-stream habitat.</p> <p>Action 32 — Civic corridors: Incorporate civic corridors concepts, including green infrastructure investment, active transportation improvements, transit service, environmental stewardship and strategic redevelopment at the Tacoma Street Station along the Portland-Milwaukie Light Rail. Restore the adjacent section of Johnson creek and provide connections to the Springwater Corridor.</p>

SUB-AREA 20: NORTHWEST

KEY STRATEGY ELEMENTS	PROPOSED ACTIONS — EXAMPLES
<p>Economic Prosperity and Affordability</p> <ul style="list-style-type: none"> ■ Access to housing 	<p>Action 35 — Housing security: Remove barriers to affordable housing for low-wage workers and other low income households, through the Fair Housing Action Plan and housing placement services.</p> <p>Action 36 — Homelessness: Continue investing to finish the job on the 10-Year Plan to End Homelessness for veterans, families, and chronically homeless people, including housing placement, eviction prevention, and coordinated support services.</p>
<p>Healthy Connected City</p> <ul style="list-style-type: none"> ■ Connections for people, places, water and wildlife: habitat connections and neighborhood greenways 	<p>Action 24 — Habitat connections: Remove invasive species and re-vegetate natural areas.</p> <p>Action 26 — Neighborhood greenways: Initiate implementation of a neighborhood greenways network, including a connection to the Willamette River via Pettygrove Street.</p>

SUB-AREA 21: SOUTH PORTLAND / MARQUAM

KEY STRATEGY ELEMENTS	PROPOSED ACTIONS — EXAMPLES
<p>Economic Prosperity and Affordability</p> <ul style="list-style-type: none"> ■ Business cluster growth ■ Growing employment districts ■ Access to housing 	<p>Action 1 — Business development: Focus business development resources on enhancing the competitiveness of business in five industry concentrations: advanced manufacturing, athletic and outdoor, clean tech, software and research and commercialization.</p> <p>Action 3 — University connections: Pursue connections between higher education and firms in the target industries, whereby universities help solve technical challenges facing commercial firms by turning university-based innovations into commercially viable products.</p> <p>Action 22 — Growth capacity: Plan for adequate growth capacity to meet projected employment land shortfalls in the Comprehensive plan, including campus institutions.</p> <p>Action 35 — Housing security: Remove barriers to affordable housing for low-wage workers and other low income households, through the Fair Housing Action Plan and housing placement services.</p>
<p>Healthy Connected City</p> <ul style="list-style-type: none"> ■ Connections for people, places, water and wildlife: habitat connections 	<p>Action 24 — Habitat connections: Remove invasive species and re-vegetate natural areas.</p>

**AREAS 13 THROUGH 17 ARE IN THE EASTERN NEIGHBORHOODS SECTION.
AREAS 18 AND 19 ARE IN THE WESTERN NEIGHBORHOODS SECTION.**

Eastern neighborhoods



This area includes neighborhoods east of Interstate 205 and spans from the Columbia Corridor to Portland's southern and eastern boundaries. It includes a diverse range of development patterns. Large and deep lots with many trees are interspersed with multi-family housing. Streets range from wide thoroughfares like 122nd Avenue to gravel streets in neighborhoods.

This area was unincorporated until the mid-1980s. Much of this area evolved with land use patterns and levels of service typical of relatively rural and suburban communities. These patterns have not adapted well to the urban pressures now facing East Portland.

During more recent decades, eastern neighborhoods experienced rapid growth and now includes almost a quarter of the City's total population (about 50,000 households) and more than 40 percent of Portland's households with children. By 2035, the Bureau of Planning and Sustainability projects East Portland will be home to as many as 80,000 households. This rapid growth has strained area schools and highlighted many infrastructure and service deficiencies in the area.

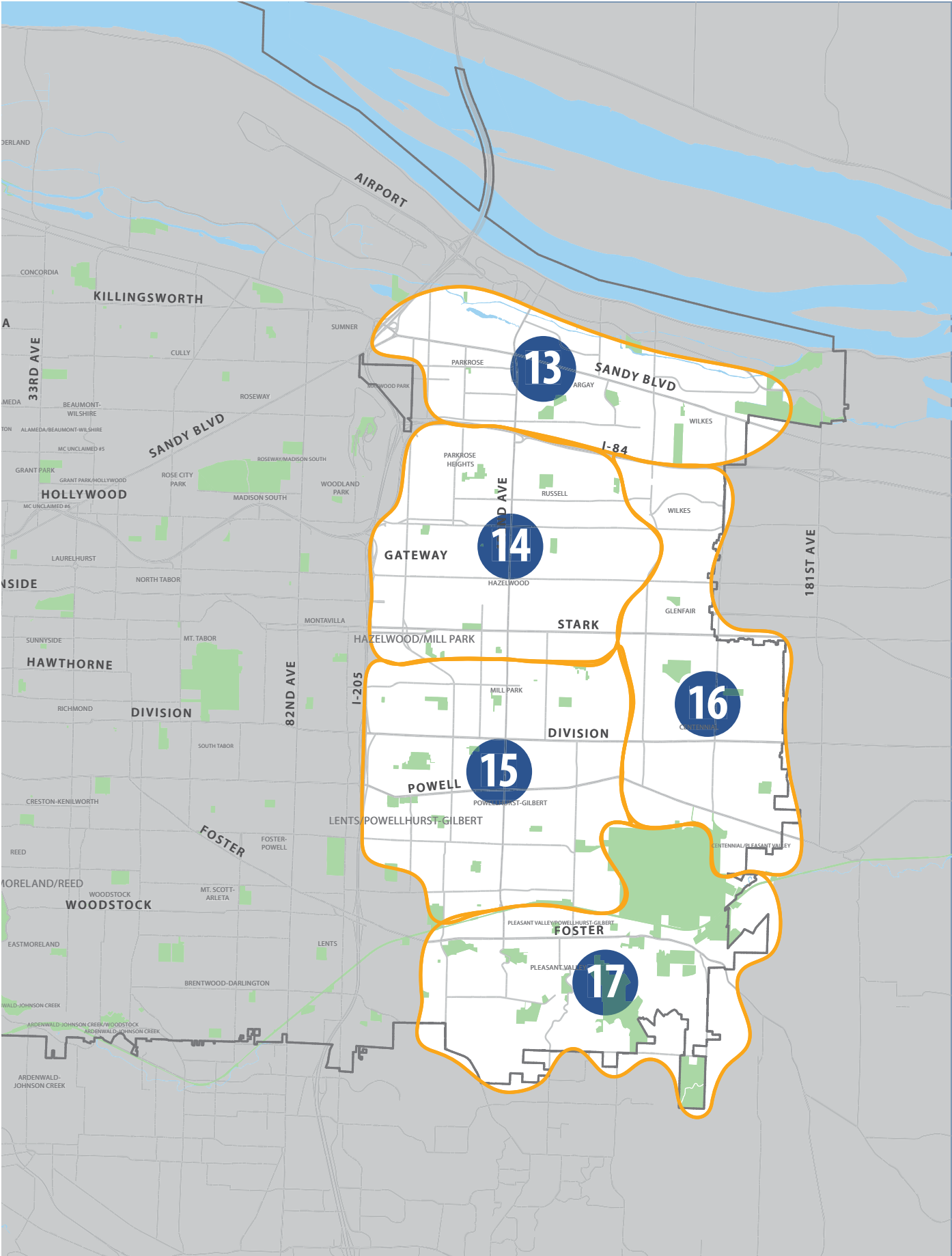
East Portlanders do not have convenient access to many of the features for which Portland is renowned, such walkable business districts, robust transportation options and easy access to healthy food. There is poor street connectivity in many areas of East Portland, with vehicles dependent on a small number of major streets for through connections. Services and amenities are congregated in automobile-oriented strip commercial areas located on wide multi-lane streets. Most residential streets, and some major streets, lack sidewalks.

David Douglas, Reynolds, Parkrose, and Centennial school districts all serve East Portland residents. They face distinct challenges related to growth and changing demographics. For example, between 1998 and 2008, enrollment in the David Douglas school district grew by 34 percent and the percentage of students eligible for free or reduced price lunches increased from 49 to 78 percent. The influx of school-aged children with different needs inside and outside the classroom is driving the need to expand and upgrade facilities and adjust services to meet the needs of its growing and changing student population.

The recent East Portland Review (2007) and the East Portland Action Plan (2009) demonstrates that this area has an engaged and active population that is keenly interested in improving infrastructure (sidewalks and parks) creating a healthier environment and expanding commercial services so residents can meet their daily needs close to home. Many people in this area are also concerned about retaining the area's distinct character.

While the eastern neighborhood sub-areas have a lot in common, they differ in significant ways. For example, the area around SE 122nd Avenue and Division is rapidly being developed with multi-family residential buildings and many young residents are moving in, while Pleasant Valley is a hilly semi-rural area with features and issues similar to some Western Portland Neighborhoods.

Based on the local level data, public comment and knowledge of the area, actions in the following sections of the Portland Plan may be especially relevant in the eastern neighborhoods. In some cases, the actions listed below are abbreviated. For a complete list of the actions, please see the Integrated Strategies section of the plan.



SUB-AREA 13: PARKROSE / ARGAY

KEY STRATEGY ELEMENTS	PROPOSED ACTIONS — EXAMPLES
<p>Thriving Educated Youth</p> <ul style="list-style-type: none"> ■ A culture of high expectations and achievement for all Portland youth ■ Neighborhoods and communities that support youth 	<p>Action 2 — College access: Develop and expand initiatives that support access to and completion of a minimum of two years post-secondary education or training leading to a career or technical credential, industry certification and/or associate’s degree.</p> <p>Action 20 — Early childhood investments: Invest in preschool programs and other efforts to improve availability of childcare for families in poverty.</p>
<p>Economic Prosperity and Affordability</p> <ul style="list-style-type: none"> ■ Neighborhood business vitality 	<p>Action 28 — Entrepreneurship and micro-enterprise: Focus city resources for micro-enterprise development, entrepreneurship skill development, and supporting the growth and development of neighborhood based businesses.</p>

SUB-AREA 14: GATEWAY

KEY STRATEGY ELEMENTS	PROPOSED ACTIONS — EXAMPLES
<p>Thriving Educated Youth</p> <ul style="list-style-type: none"> ■ A culture of high expectations and achievement for all Portland youth ■ Facilities and programs that meet 21st century opportunities and challenges. 	<p>Action 24 — Co-location: Develop a funding strategy for the Gateway Education Center as a partnership of Parkrose and David Douglas school districts, Mount Hood Community College, Portland State University and the City of Portland.</p>
<p>Economic Prosperity and Affordability</p> <ul style="list-style-type: none"> ■ Business cluster growth 	<p>Action 1 — Business development: Focus business development resources on enhancing the competitiveness of businesses in five industry concentrations, advanced manufacturing, athletic and outdoor, clean tech, software and research and commercialization.</p>
<p>Healthy Connected City</p> <ul style="list-style-type: none"> ■ Vibrant neighborhood hubs 	<p>Action 9 — Quality affordable housing: Complete the citywide housing strategy and use it as a basis for regulations, location policies, incentives and public-private partnerships that help locate new well-designed, affordable housing in and around neighborhood hubs near transit. As an initial project, construct and include workforce and senior housing Gateway-Glisan mixed-use/mixed-income housing development.</p> <p>Action 10 — Transit and active transportation: Identify pedestrian barriers within and to neighborhood hubs, develop priorities for investment and implement policy changes to ensure hubs have safe and convenient pedestrian connections.</p>

SUB-AREA 15: 122ND AND DIVISION

KEY STRATEGY ELEMENTS	PROPOSED ACTIONS — EXAMPLES
<p>Thriving Educated Youth</p> <ul style="list-style-type: none"> ■ Neighborhoods and communities that support youth ■ Facilities and programs that meet 21st century opportunities and challenges. 	<p>Action 3 — College access: Expand access and participation in college access and dual enrollment programs through partnerships between K–12 and higher education.</p> <p>Action 15 — Place-based strategies: Support pilot place-based projects like the Dreamer School at Alder Elementary in Reynolds School District, the Wee Initiative in David Douglas School District and the Promise Neighborhood in the Jefferson cluster of Portland Public Schools.</p>
<p>Economic Prosperity and Affordability</p> <ul style="list-style-type: none"> ■ Neighborhood business vitality ■ Business cluster growth 	<p>Action 28 — Entrepreneurship and micro-enterprise: Focus city resources for micro-enterprise development, entrepreneurship skill development, and supporting the growth and development of neighborhood based businesses.</p>
<p>Healthy Connected City</p> <ul style="list-style-type: none"> ■ Vibrant neighborhood hubs ■ Connections for people, places, water and wildlife: neighborhood greenways 	<p>Action 28 — Neighborhood greenways: Implement pilot projects for alternative right-of-way improvements and funding approaches for unimproved streets, to provide additional options where traditional approaches are not feasible and to foster street design that is more responsive to community characteristics.</p>

SUB-AREA 16: CENTENNIAL / WILKES / GLENFAIR

KEY STRATEGY ELEMENTS	PROPOSED ACTIONS — EXAMPLES
<p>Thriving Educated Youth</p> <ul style="list-style-type: none"> ■ A culture of high expectations and achievement for all Portland youth ■ Neighborhoods and communities that support youth 	<p>Action 1 — College and career exposure: Support summer jobs, job training and career and college exposure through strategies such as Summer Youth Connect.</p> <p>Action 14 — Place-based strategies: In neighborhoods where youth are at risk of not graduating due to low achievement levels and/or other factors, conduct one or more pilot projects in which neighborhood services are inventoried. Support a pilot project to inventory neighborhood youth services.</p>
<p>Healthy Connected City</p> <ul style="list-style-type: none"> ■ Connections for people, places, water and wildlife: neighborhood greenways 	<p>Action 28 — Neighborhood greenways: Implement pilot projects for alternative right-of-way improvements and funding approaches for unimproved streets, to provide additional options where traditional approaches are not feasible and to foster street design that is more responsive to community characteristics.</p>

SUB-AREA 17: PLEASANT VALLEY

KEY STRATEGY ELEMENTS	PROPOSED ACTIONS — EXAMPLES
<p>Thriving Educated Youth</p> <ul style="list-style-type: none"> ■ A culture of high expectations and achievement for all Portland youth 	<p>Action 1 — College and career exposure: Support summer jobs, job training and career and college exposure through strategies such as Summer Youth Connect.</p>
<p>Healthy Connected City</p> <ul style="list-style-type: none"> ■ Connections for people, places, water and wildlife: Habitat connections 	<p>Action 21 — Habitat connections: Continue to acquire high-priority natural areas identified for potential parks or natural resource restoration sites.</p>

Western neighborhoods



This area includes neighborhoods west of Central City, extending along the crest of the Portland Hills and into the Fanno Creek basin. The western neighborhoods represent 11 percent of the City's population, and 12 percent of its households. The western neighborhoods have some of the lowest levels of racial and ethnic diversity in the city.

The western neighborhoods are shaped by the area's hilly terrain and other natural features. Streets are often curvilinear, following hill contours. Trees and lush vegetation are often more prominent than buildings in residential areas, and large areas have a relatively low density of development and population. The area has a relatively small number of commercial areas, located beyond walking distance for most residents. It includes a large amount of natural area parkland and an extensive system of trail connections, sometimes using unimproved street rights-of-way. Parks, streams, ravines and forested hillsides provide a network of green coursing through the area.

Due to the hilly terrain and lack of a consistent street grid and sidewalks, this area is generally less walkable than other areas of the city. Bike riding and transit usage are lower in these neighborhoods.

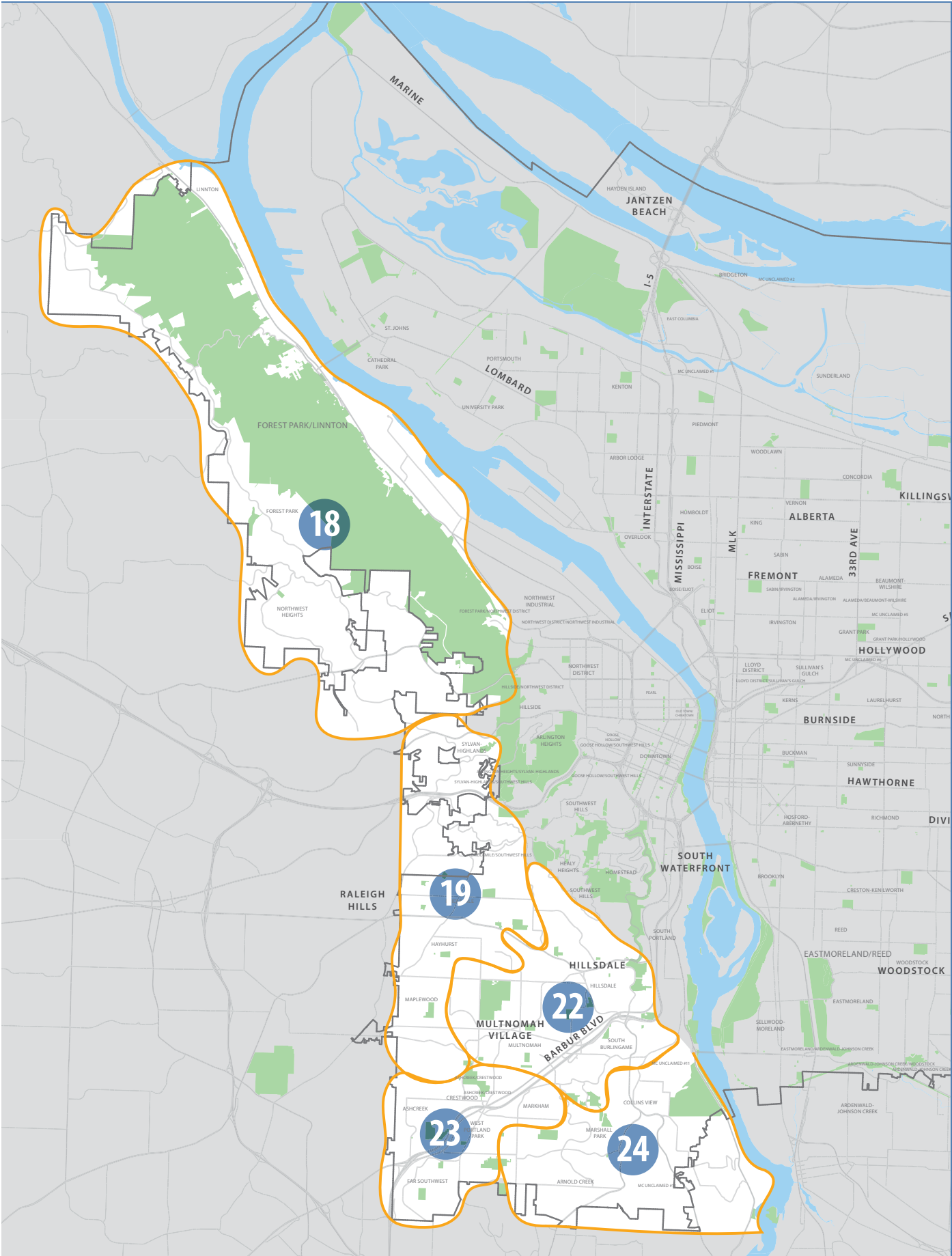
The western neighborhoods have higher educational attainment and achievement rates the City as a whole. Household incomes are about 30 percent higher than the citywide median and poverty and unemployment rates are low. Crime rates are also lower than the city as a whole.

Household energy consumption is likely to be higher than other areas of the city, primarily due to the large average home size.

Although western neighborhoods share many characteristics, there are notable differences. Tryon Creek-Riverdale and Forest Park-Northwest Hills are distinguished by their semi-rural character, and a general absence of multifamily housing and commercial development. In contrast, the Hillsdale-Multnomah-Barbur area is more densely populated. West Portland and Forest-Park-Northwest Hills are notable for having a higher percentage of foreign born people relative to other western neighborhoods. Linnton, which is also included in Western Portland has a distinct and different character, due to its location between Forest Park, the Willamette River and industrial areas.

Based on the local level data, public comment and knowledge of the area, actions in the following sections of the Portland Plan may be especially relevant in the Western Neighborhoods.

Note: The older neighborhoods on the flatlands and the hilly neighborhoods with interconnected streets systems immediately abutting the Central City have been included in the inner neighborhoods.



SUB-AREA 18: FOREST PARK / NW HILLS

KEY STRATEGY ELEMENTS

Healthy Connected City

- Connections for people, places, water and wildlife: Habitat connections

PROPOSED ACTIONS — EXAMPLES

Action 21 — Habitat connections: Continue to acquire high-priority natural areas identified for potential parks or natural resource restorations sites.

Action 24 — Habitat connections: Remove invasive species and re-vegetate natural areas.

SUB-AREA 19: RALEIGH HILLS

KEY STRATEGY ELEMENTS

Healthy Connected City

- Connections for people, places, water and wildlife: habitat connections

PROPOSED ACTIONS — EXAMPLES

Action 21 — Habitat connections: Continue to acquire high-priority natural areas identified for potential parks or natural resource restorations sites.

Action 24 — Habitat connections: Remove invasive species and re-vegetate natural areas.

Action 27 — Neighborhood greenways: Implement key trail projects to support Neighborhood greenway connectivity, including additional sections of the Red Electric Trail.

Action 28 — Neighborhood greenways: Implement pilot projects for alternative right-of-way improvements and funding approaches for unimproved streets, to provide additional options where traditional approaches are not feasible and to foster street design that is more responsive to community characteristics.

Action 30 — Neighborhood greenways: Resolve issues related to pedestrian facilities that do not meet city standards but provide safe pedestrian connections.

AREAS 20 AND 21 ARE IN THE INNER NEIGHBORHOODS SECTION.

SUB-AREA 22: HILLSDALE / MULTNOMAH / BARBUR

KEY STRATEGY ELEMENTS	PROPOSED ACTIONS — EXAMPLES
<p>Economic Prosperity and Affordability</p> <ul style="list-style-type: none"> ■ Access to Housing 	<p>Action 40 — Align housing and transportation investments: Identify housing needs and opportunities in conjunction with the Barbur Corridor Study.</p>
<p>Healthy Connected City</p> <ul style="list-style-type: none"> ■ Vibrant neighborhood hubs ■ Connections for people, places, water and wildlife: neighborhood greenways and civic corridors 	<p>Action 9 — Quality, affordable housing: Complete the citywide housing strategy and use it as a basis for regulations, location policies, incentives, and public-private partnerships that help locate new well-designed, affordable housing in and around neighborhood hubs and near transit. Explore opportunities to create housing for elders and mobility-impaired residents in service-rich, accessible locations; and ensure that workforce housing is part of the mix of housing in neighborhood hubs.</p> <p>Action 10 — Transit and active transportation: Identify pedestrian barriers within and to neighborhood hubs, develop priorities for investment, and implement policy changes to ensure hubs have safe and convenient pedestrian connections.</p> <p>Action 27 — Neighborhood greenways: Implement key trail projects to support neighborhood greenway connectivity, including additional sections of the Red Electric Trail.</p> <p>Action 32 — Civic corridors: Incorporate civic corridors concepts, including green infrastructure investment, active transportation improvements, transit service, environmental stewardship and strategic redevelopment in the Barbur Concept Plan.</p>

SUB-AREA 23: WEST PORTLAND

KEY STRATEGY ELEMENTS	PROPOSED ACTIONS — EXAMPLES
<p>Economic Prosperity and Affordability</p> <ul style="list-style-type: none"> ■ Neighborhood business vitality 	<p>Action 28 — Entrepreneurship and micro-enterprise: Focus city resources for micro-enterprise development, entrepreneurship skill development, and supporting the growth and development of neighborhood based businesses.</p>
<p>Healthy Connected City</p> <ul style="list-style-type: none"> ■ Connections for people, places, water and wildlife: neighborhood greenways and civic corridors 	<p>Action 30 — Neighborhood greenways: Resolve issues related to pedestrian facilities that do not meet city standards but provide safe pedestrian connections.</p> <p>Action 32 — Civic corridors: Incorporate civic corridors concepts, including green infrastructure investment, active transportation improvements, transit service, environmental stewardship and strategic redevelopment in the Barbur Concept Plan.</p>

SUB-AREA 24: TRYON CREEK / RIVERDALE

KEY STRATEGY ELEMENTS	PROPOSED ACTIONS — EXAMPLES
<p>Healthy Connected City</p> <ul style="list-style-type: none"> ■ Connections for people, places, water and wildlife: Habitat connections 	<p>Action 21 — Habitat connections: Continue to acquire high-priority natural areas identified for potential parks or natural resource restorations sites.</p> <p>Action 24 — Habitat connections: Remove invasive species and re-vegetate natural areas.</p>

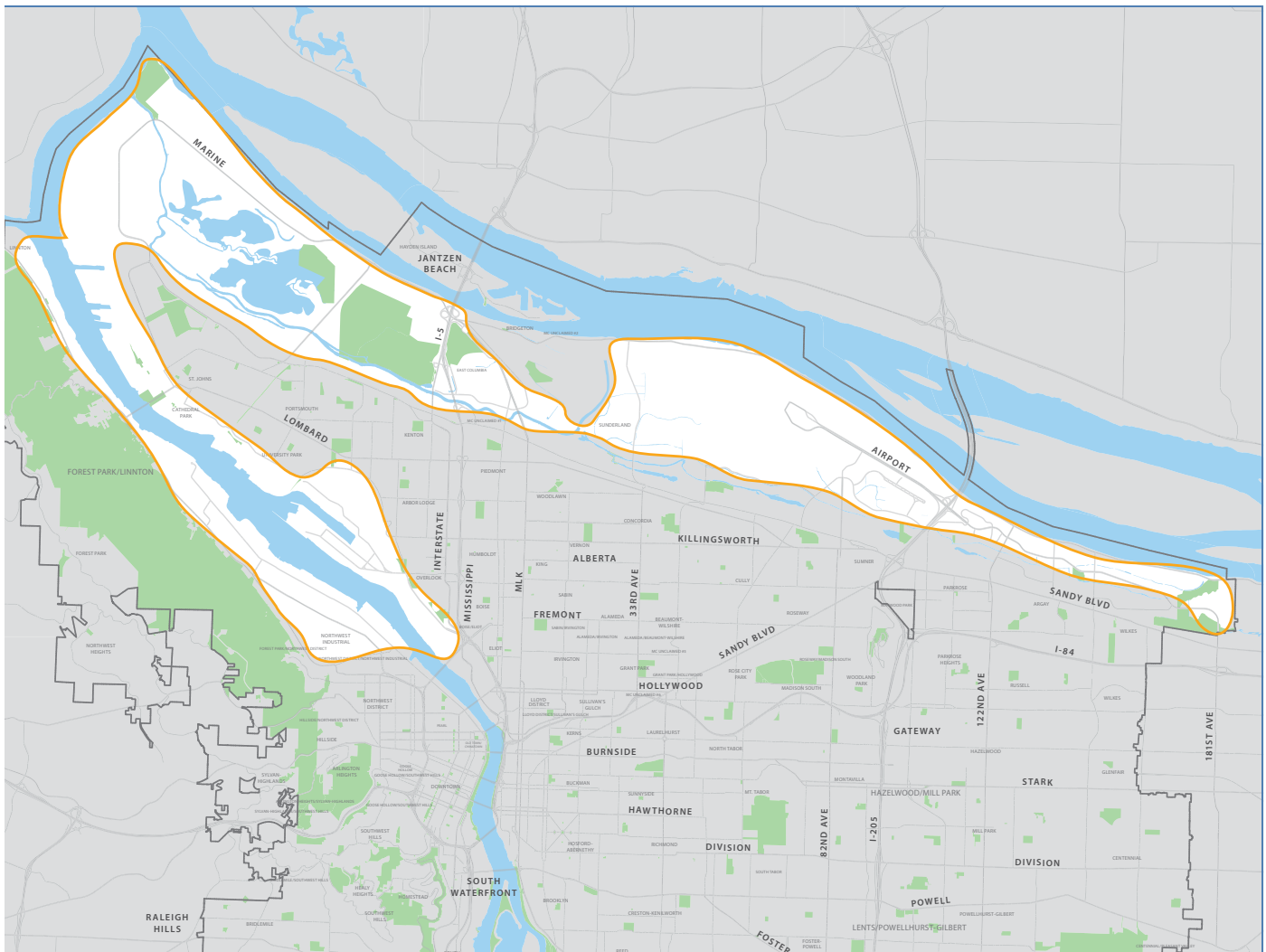
Industrial and river area



The industrial and river area is Oregon's international trade gateway and freight infrastructure hub. Much of the activity in this area revolves around the Portland Harbor, interstate highways, two trans-continental railroads, the Portland International Airport and major pipeline infrastructure. This part of the city is home to numerous jobs and businesses that fuel Portland's economy and provide stable, living wage jobs throughout the region.

Because the transportation infrastructure of Portland's industrial and river area cannot easily be replicated elsewhere in the region, land in this area will inevitably be in short supply. With that in mind, Portland's land use policies discourage conversion of industrial land to other uses. We must also continue investing in key transportation infrastructure improvements and brownfield cleanup to make this area more productive in terms of business activity and jobs.

With the confluence of the Columbia and Willamette Rivers, it is also arguably one of the city's most critical habitat areas, providing home to migrating birds, fish and many other species. The complex relationship between the river-dependent industrial uses and natural habitat areas is another pressing issue to address in this area. Portlanders will need to figure out how to build smarter and manage properties for multiple uses, including marine industrial, habitat and recreational uses.



RIVER AND INDUSTRIAL DISTRICT

KEY STRATEGY ELEMENTS	PROPOSED ACTIONS — EXAMPLES
<p>Economic Prosperity and Affordability</p> <ul style="list-style-type: none"> ■ Growing employment districts ■ Trade gateway and freight mobility ■ Business cluster growth 	<p>Action 1 — Business development: Focus business development resources on enhancing the competitiveness of businesses in five industry concentrations: advanced manufacturing, athletic and outdoor, clean tech, software and research and commercialization.</p> <p>Action 17 — International service: Implement strategic investments to maintain competitive international market access and service at Portland’s marine terminals and PDX.</p> <p>Action 20 — Brownfield investment: Pursue legislative changes and funding sources to accelerate clean up of brownfields. Develop a strategy to address the impediments to redevelopment of brownfields</p>
<p>Healthy Connected City</p> <ul style="list-style-type: none"> ■ Connections for people, places, water and wildlife: habitat connections 	<p>Action 21 — Habitat connections: Continue to acquire high-priority natural areas identified for potential parks or natural resource restoration sites.</p> <p>Action 25 — Habitat connections: Assemble at least one new shovel-ready, 25-acre or larger site for environmentally-sensitive industrial site development as a pilot project for advancing both economic and natural resource goals in industrial areas.</p>

C. Local Measures

While much of the Portland Plan has focused on citywide concerns and strategies, Portlanders also want to know what's happening in their own neighborhoods. As part of the Portland Plan analysis, we looked at how different parts of the city were faring in terms of citywide measures

This required identifying related measures for which data is available at the neighborhood scale. The data available at the citywide scale is different from that available at the neighborhood level. As a result, it was necessary to develop proxy local measures.

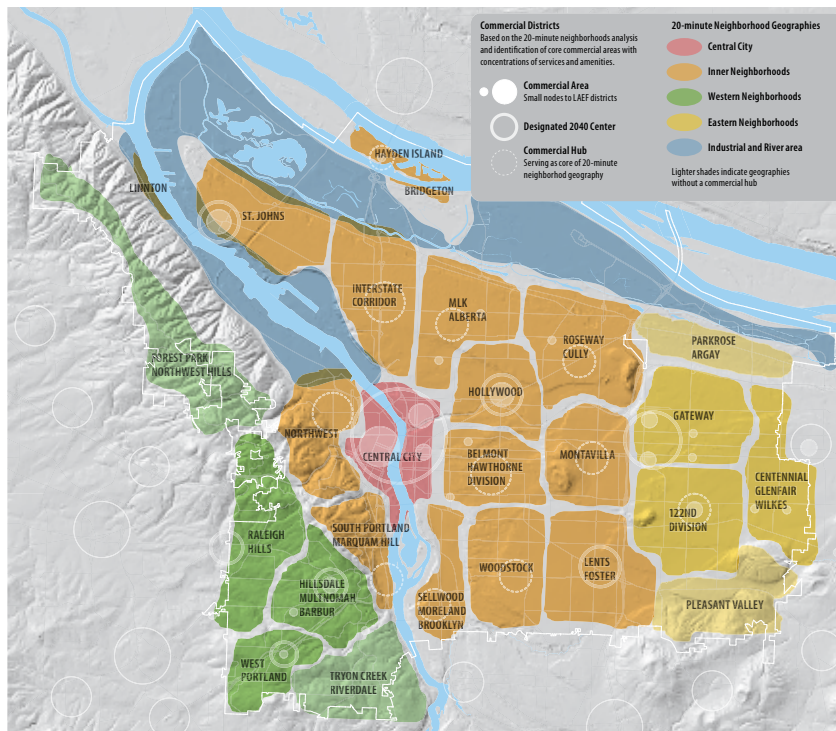
12 Citywide Measures of Success

1. Equity and inclusion
2. Resident satisfaction
3. Educated youth
4. Prosperous households
5. Growing businesses
6. Creating jobs
7. Transit and active transportation
8. Reduced carbon emissions
9. Complete neighborhoods
10. Healthier people
11. Safer city
12. Healthier watersheds

14 Local Measures

1. 3rd grade reading
2. 3rd grade math
3. On-time graduation rate
4. Associate's degree attainment
5. Poverty
6. Unemployment
7. Employment growth
8. No more than 30% cost-burdened households
9. Walkability and access rating
10. Most workers commute less than 30 minutes
11. Transit and active transportation
12. Tree canopy
13. Crime rate
14. Household energy use estimate

These local measures were compiled for 24 geographic sub-areas that combine traditional neighborhoods and districts.

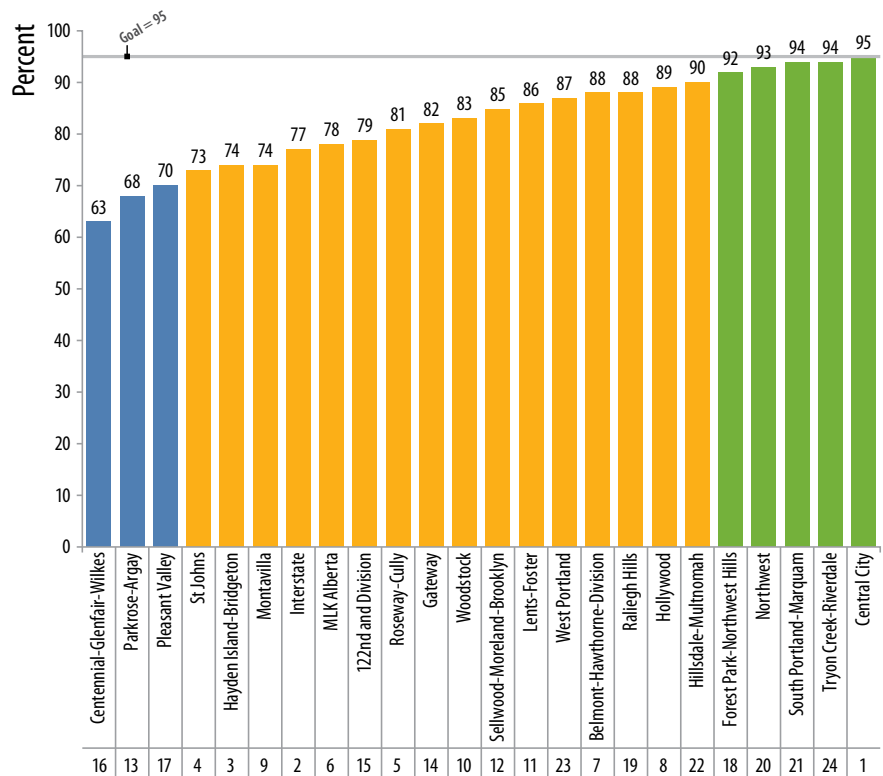
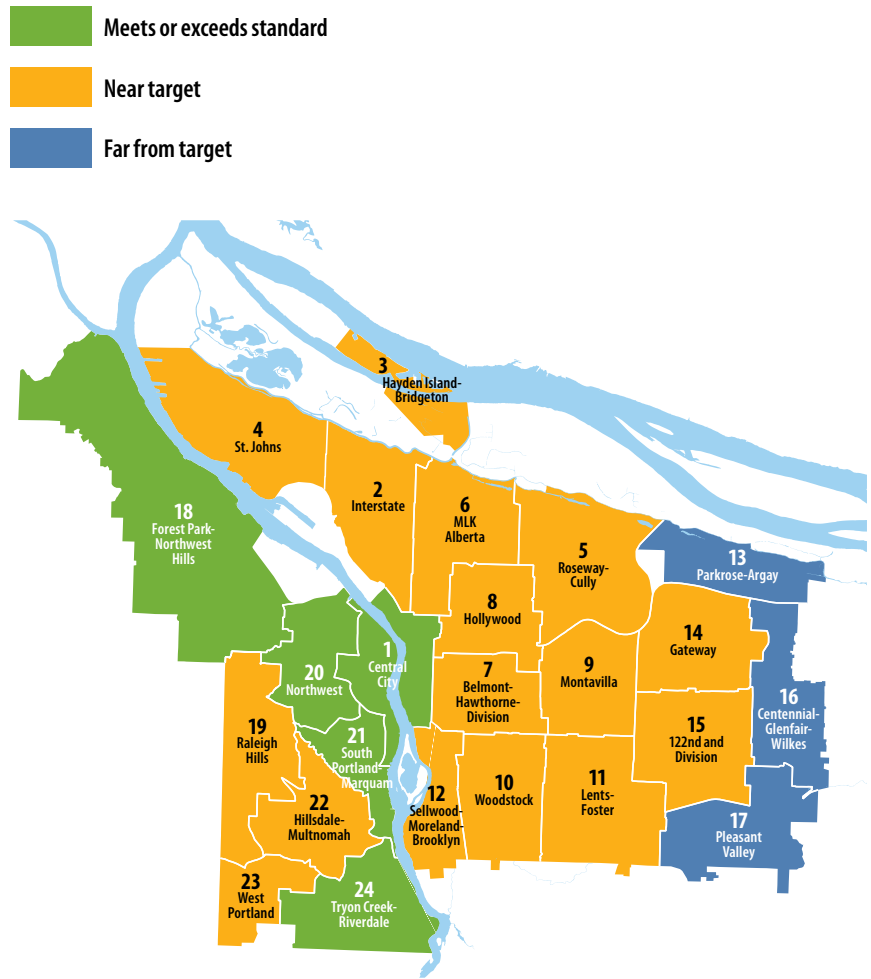


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3rd grade reading (2010–11)

Part of the 2010-2011 student performance assessment administered by State of Oregon Education Department. These measures reflect the reading and math proficiency levels of third-graders.

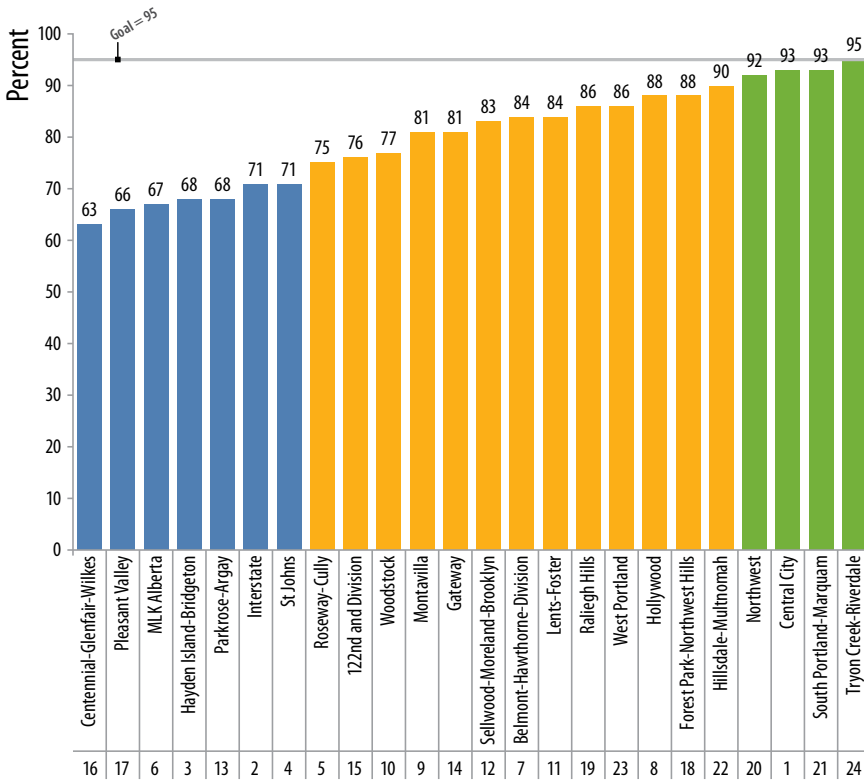
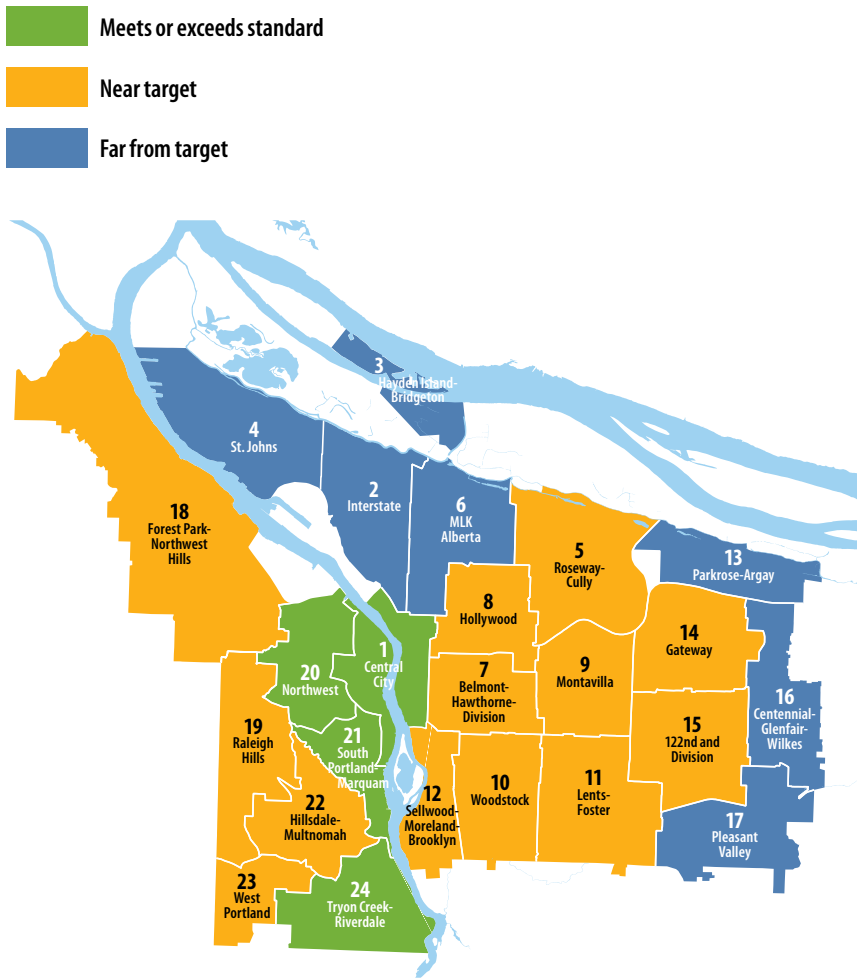
Source: Oregon Department of Education.



3rd grade math (2009–11)

Part of the 2010-2011 student performance assessment administered by State of Oregon Education Department. These measures reflect the reading and math proficiency levels of third-graders.

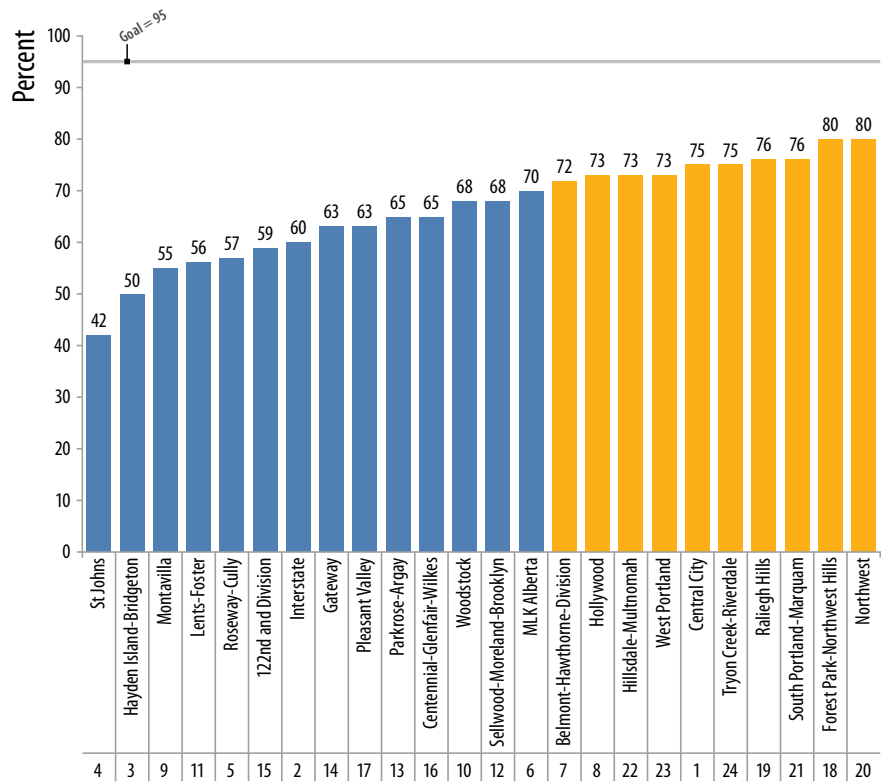
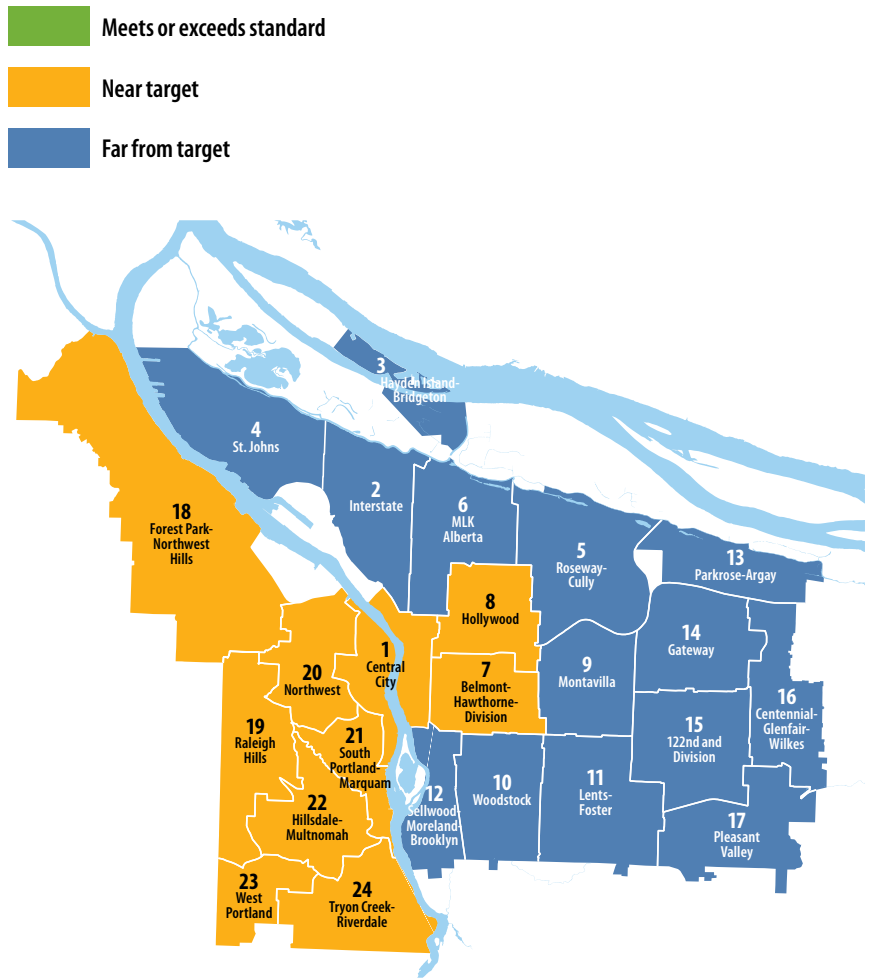
Source: Oregon Department of Education.



On-time graduation rate (Class of 2010)

This measures the number of students who complete—graduate from—high school within four years. (Also called the cohort graduation rate.)

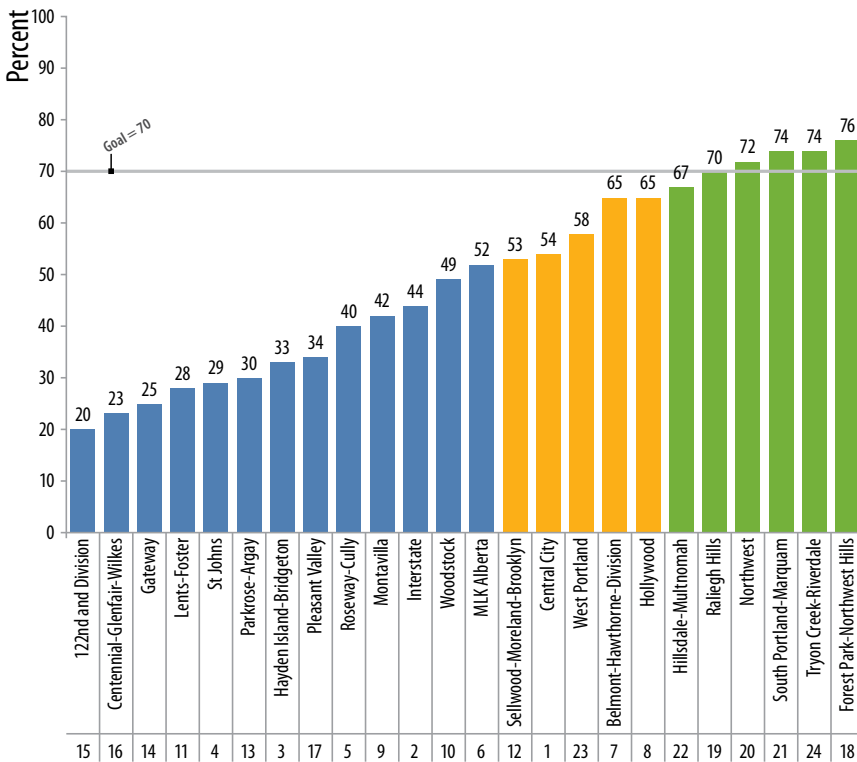
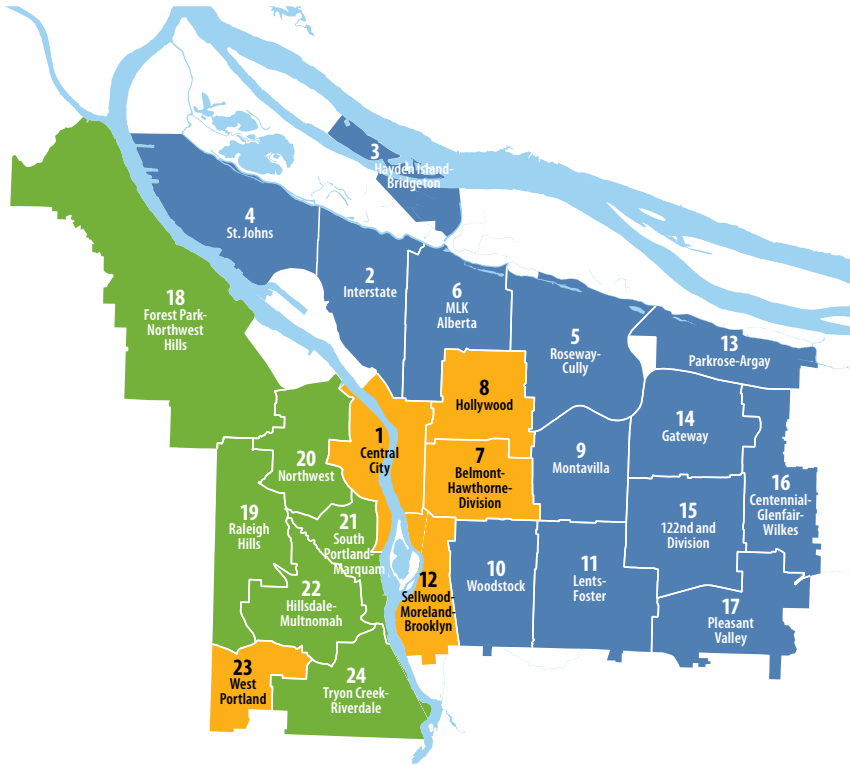
Source: Oregon Education Department.



Associate's degree attainment

This measure shows the proportion of adults age 25-years or older who have earned a post high school, 2-year college degree.

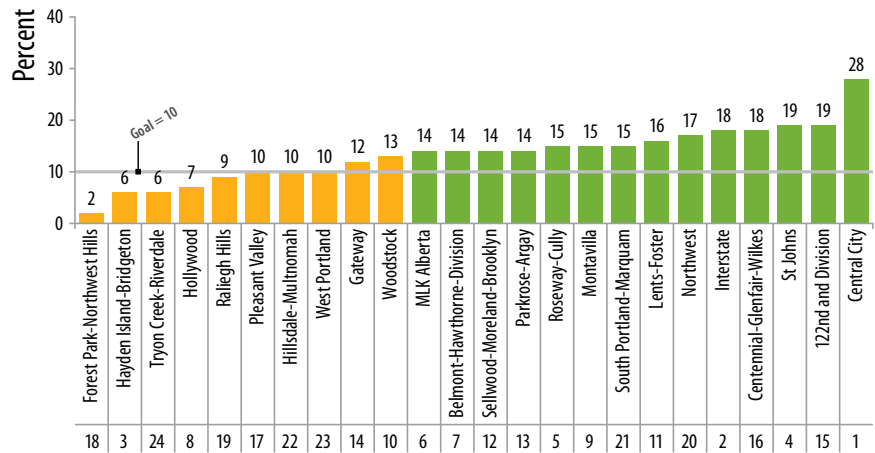
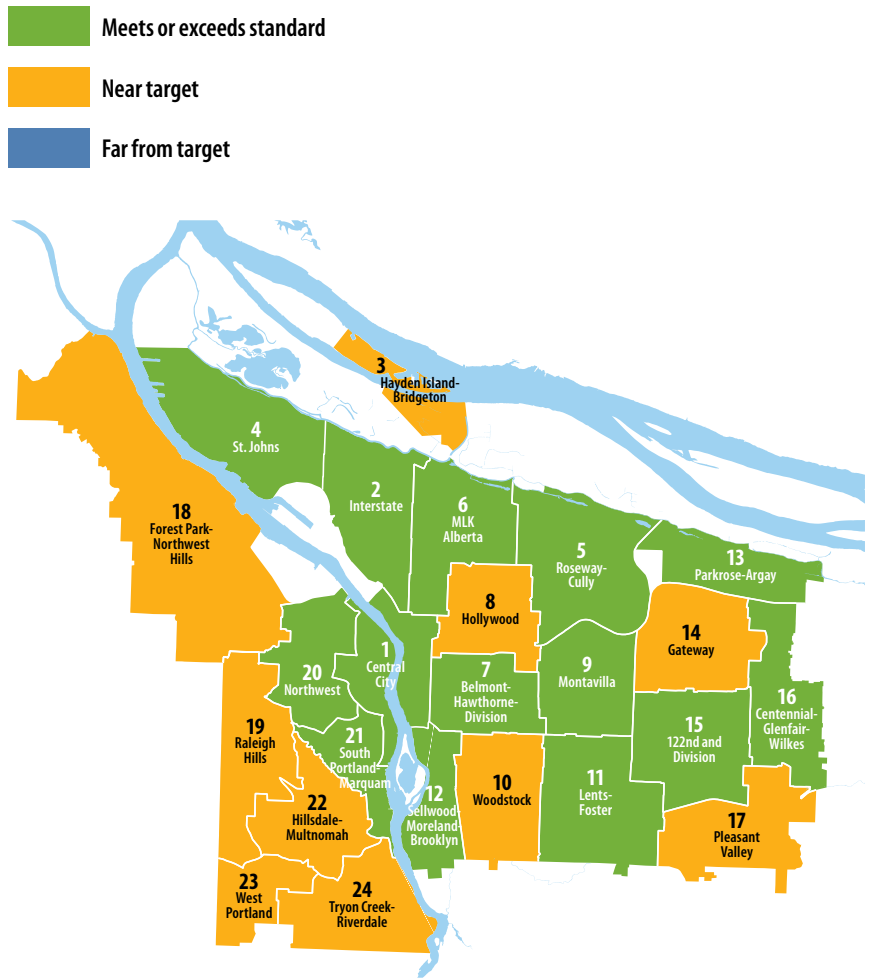
Source: U.S. Census Bureau.



Poverty (in last 12 months of 2005–09)

Households below poverty in last 12 months measures the number of families whose income falls below the poverty threshold. Poverty status is determined by comparing annual income to a set of dollar values called thresholds that vary by family size, number of children, and age of householder. If a family's before tax money income is less than the dollar value of their threshold, then that family and every individual in it are considered to be in poverty. For people not living in families, poverty status is determined by comparing the individual's income to his or her threshold.

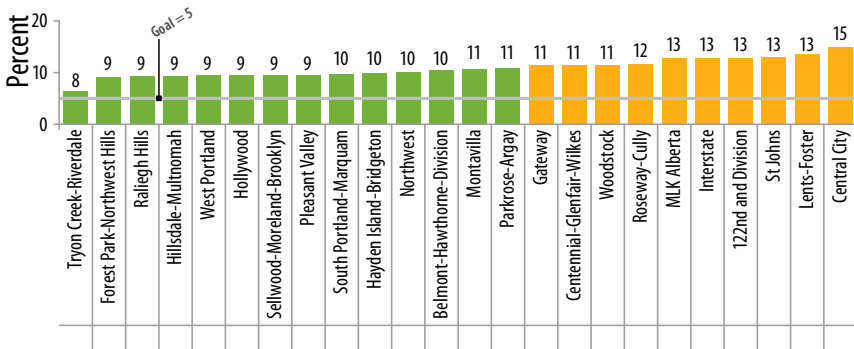
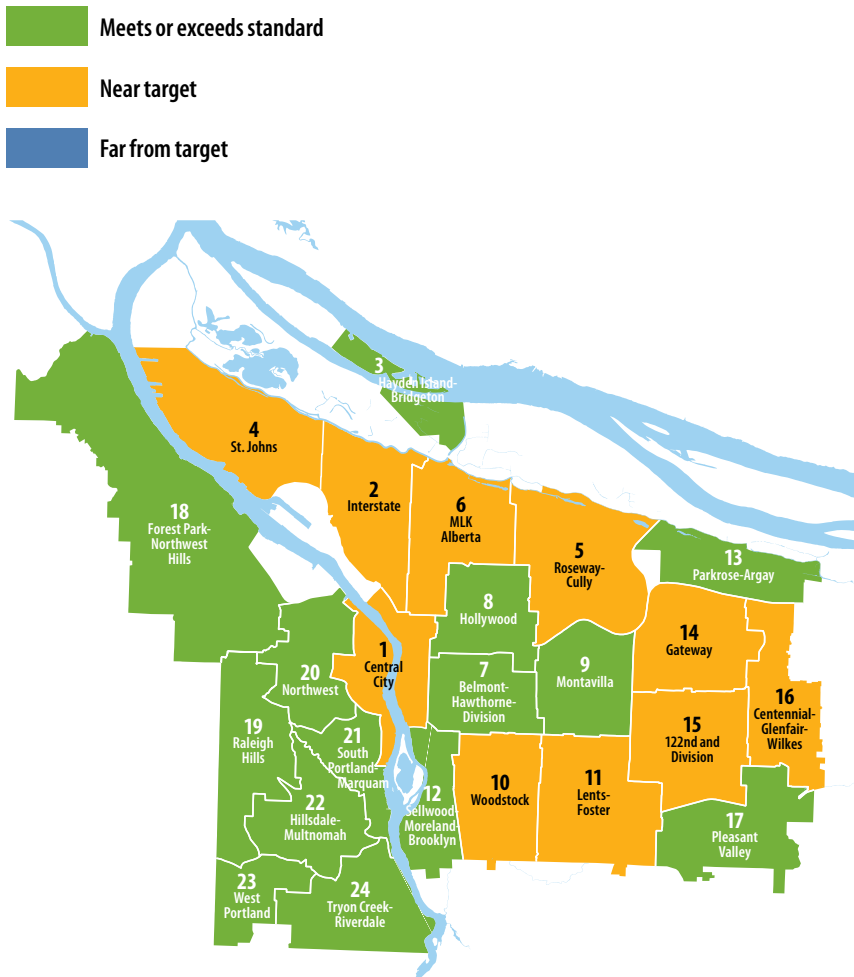
Source: American Community Survey, 2005-2009.



Unemployment (through May 2011)

The unemployment rate represents the number unemployed as a percent of the labor force. Persons are classified as unemployed if they do not have a job, have actively looked for work in the prior 4 weeks, and are currently available for work. Persons who were not working and were waiting to be recalled to a job from which they had been temporarily laid off are also included as unemployed. Receiving benefits from the Unemployment Insurance (UI) program has no bearing on whether a person is classified as unemployed.

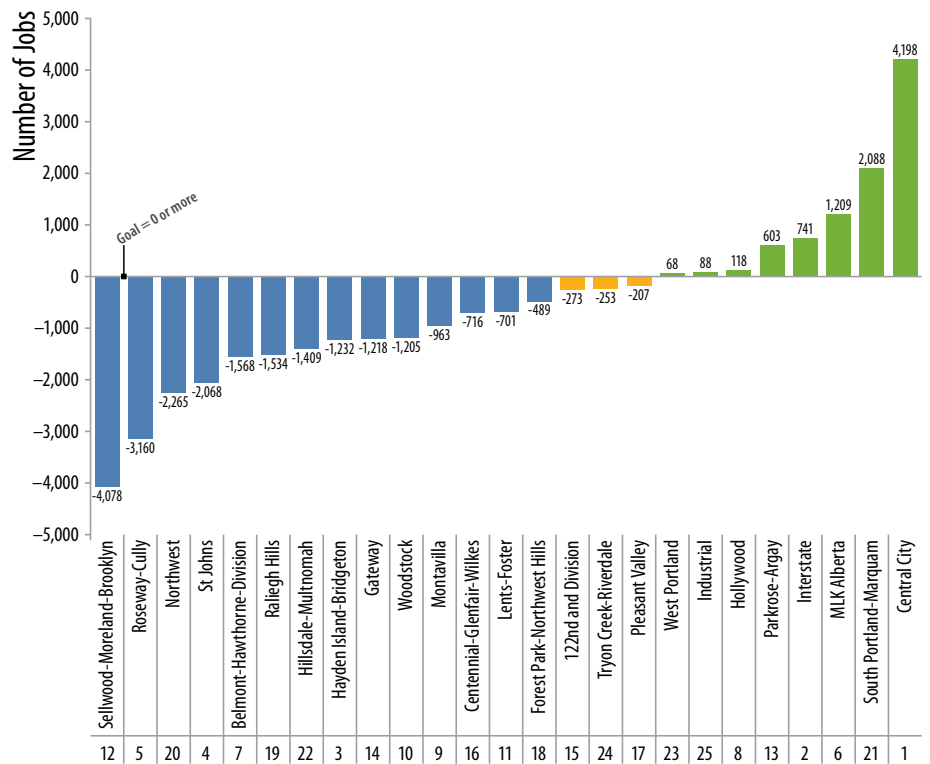
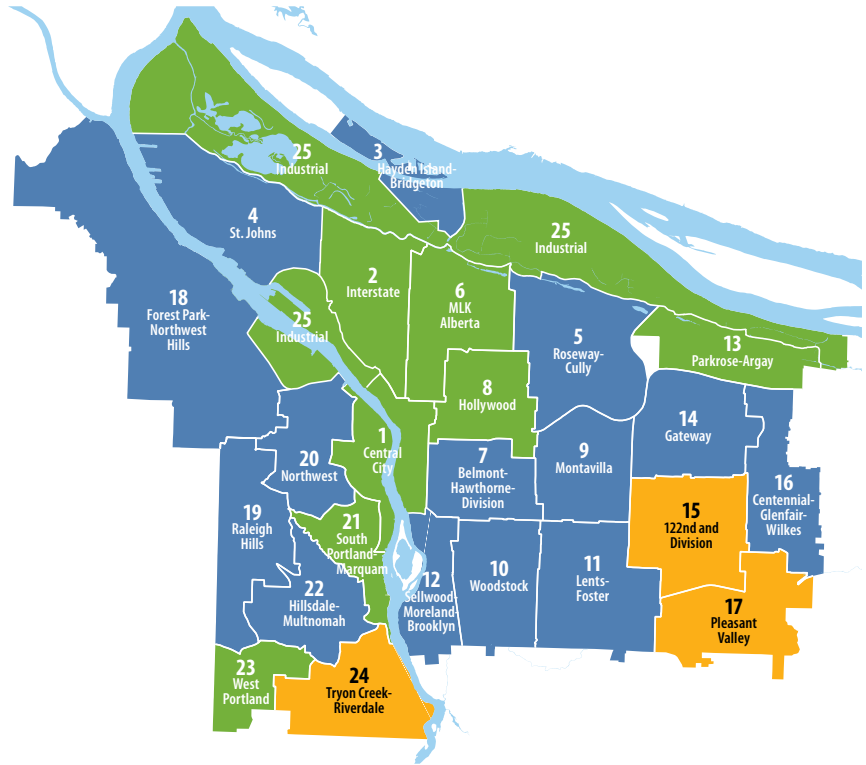
Source: Bureau of Labor Statistics.



Employment growth (2000–08)

Measures job growth based on monthly employment data reported by firms to OED.

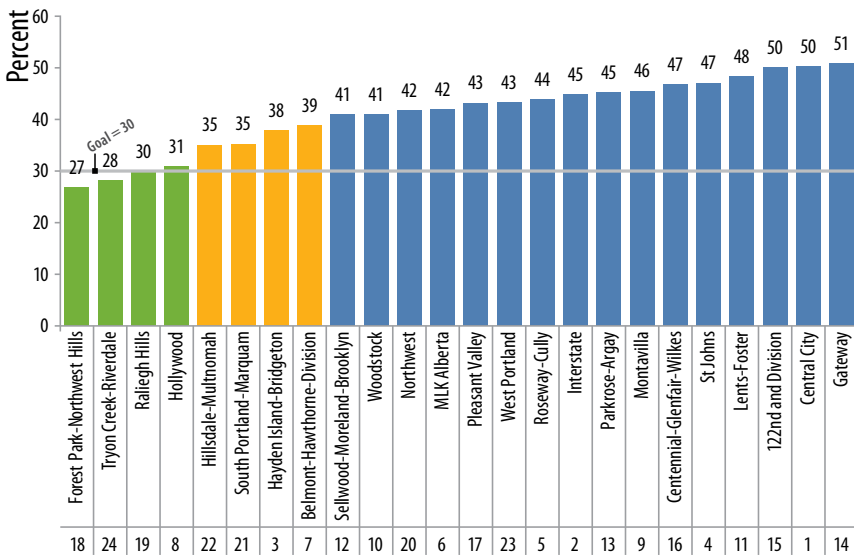
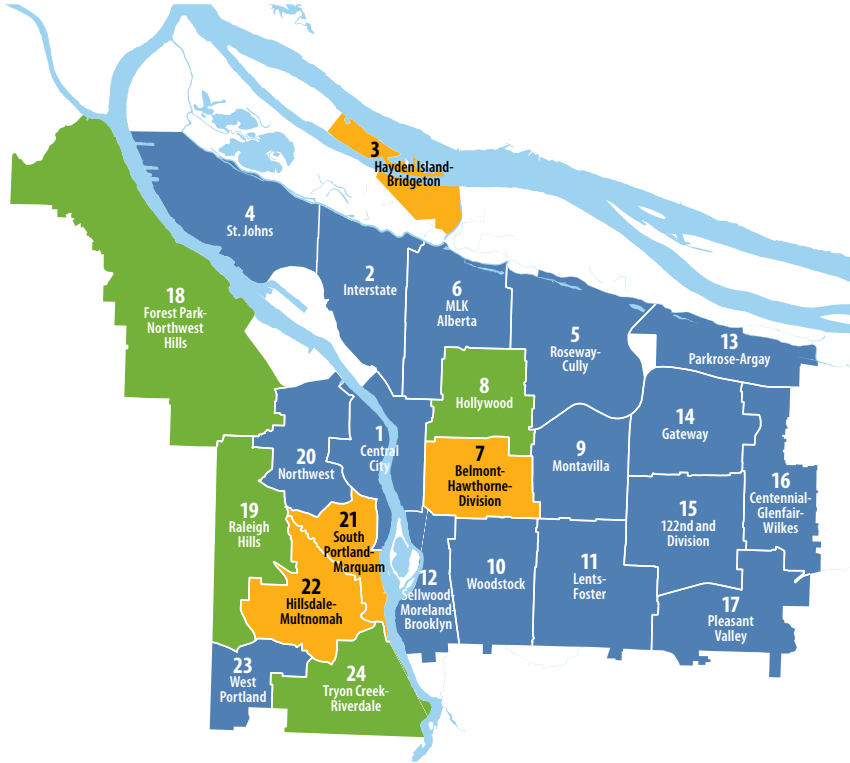
Source: Oregon Employment Department.



No more than 30%
cost-burdened households
(2005–09)

This measures the percent of households—renters and owners combined—paying more than 30% of their income on housing costs.

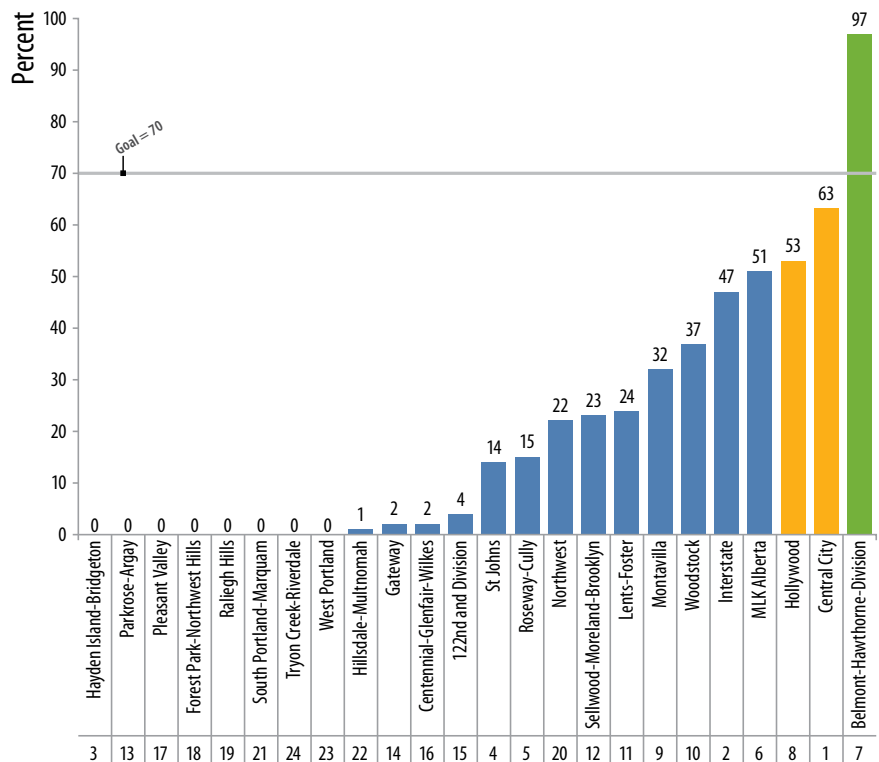
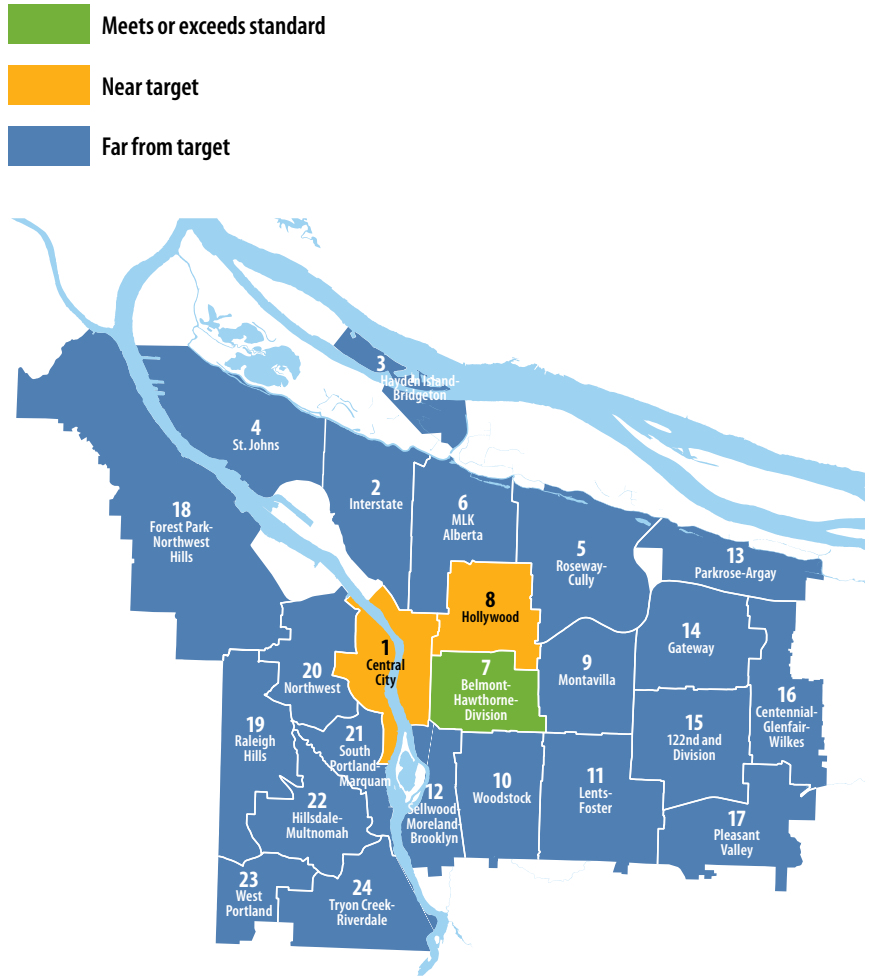
Source: American Community Survey, 2005-2009.



Walkability and accessibility rating

This measure describes the proportion of sub-areas that are considered “accessible”. It is based on the 20-minute neighborhood analysis that assesses a sub-area’s mix of daily activities and destinations (amenities) and residents’ opportunity to safely reach them by walking in no more than 20-minutes. An area with a high percentage of its area rating of 70 or higher suggests a walking-friendly environment.

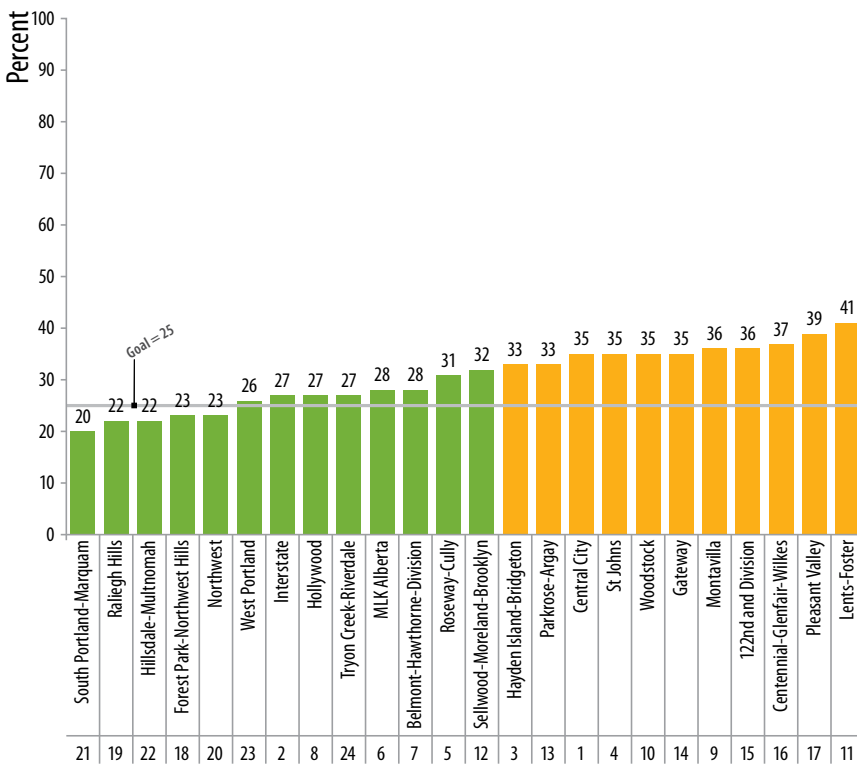
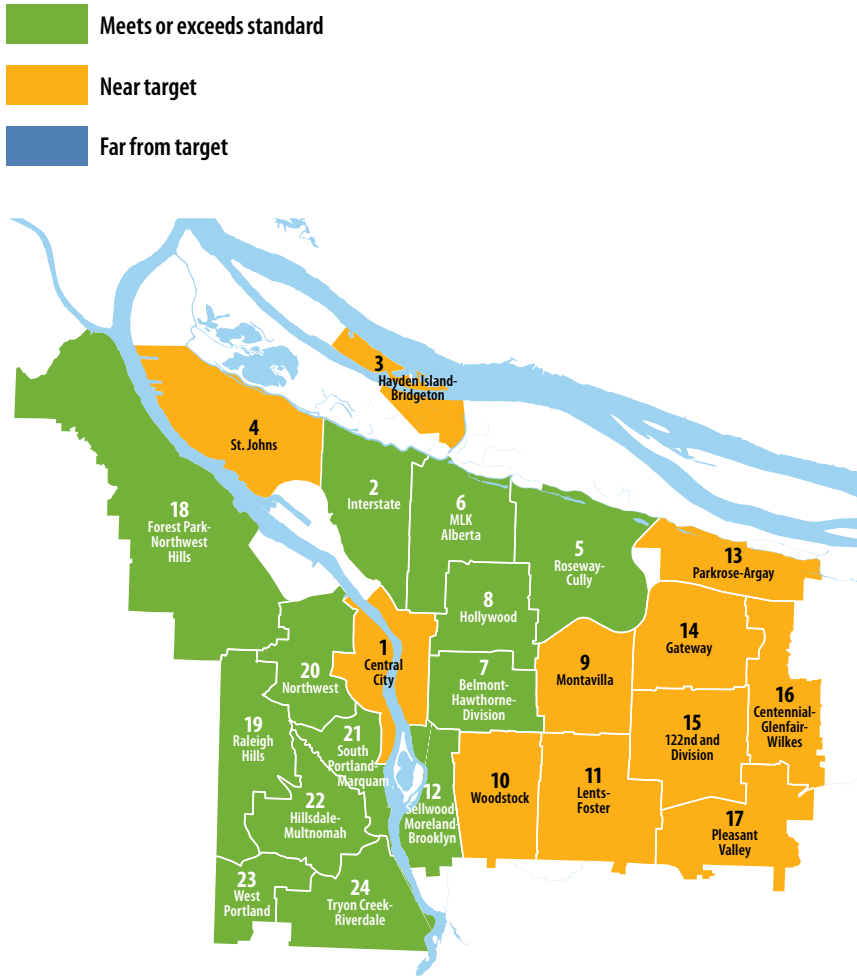
Source: Analysis conducted in-house by BPS GIS staff.



Most workers commute less than 30 minutes

This measure shows the proportion of workers 16 years and over, who did not work at home, who have a commute that is more than 30 minutes.

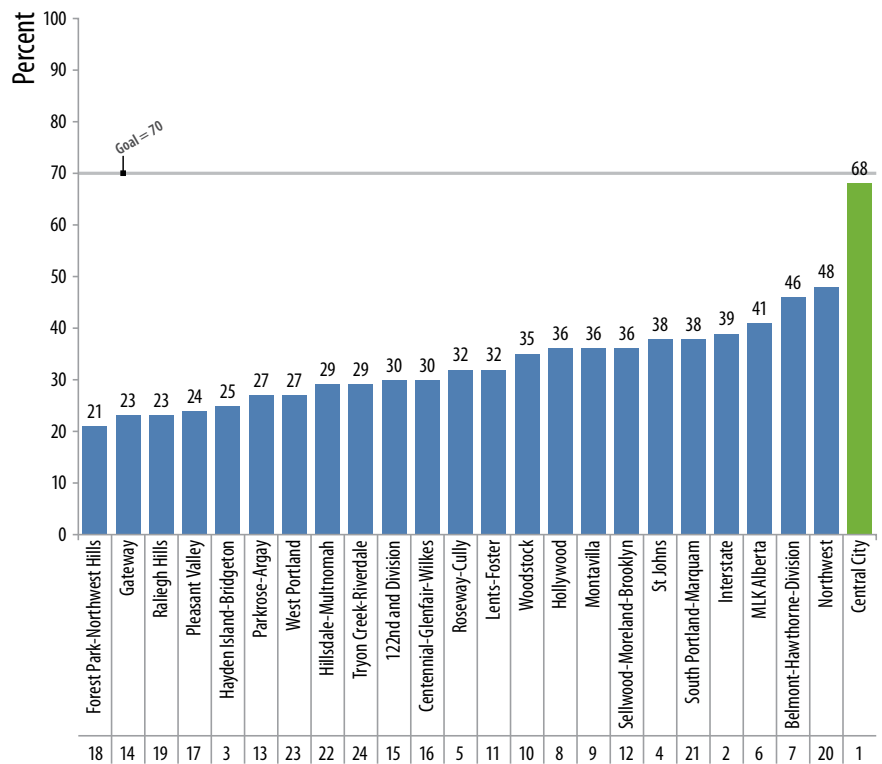
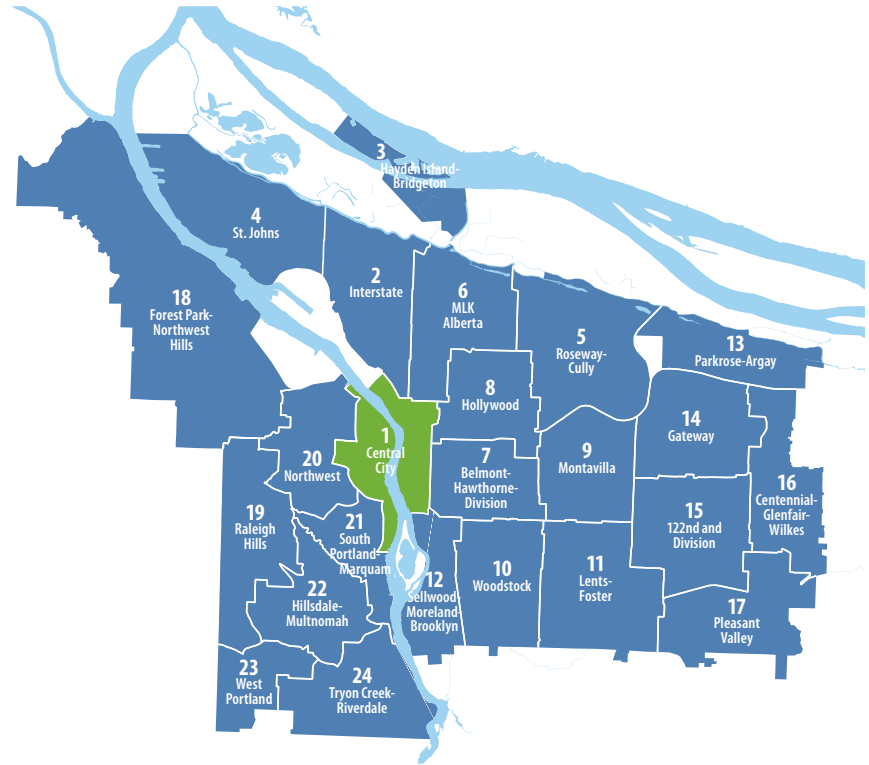
Source: U.S. Census Bureau.



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Transit and active transportation (walk, bike or ride transit to work)

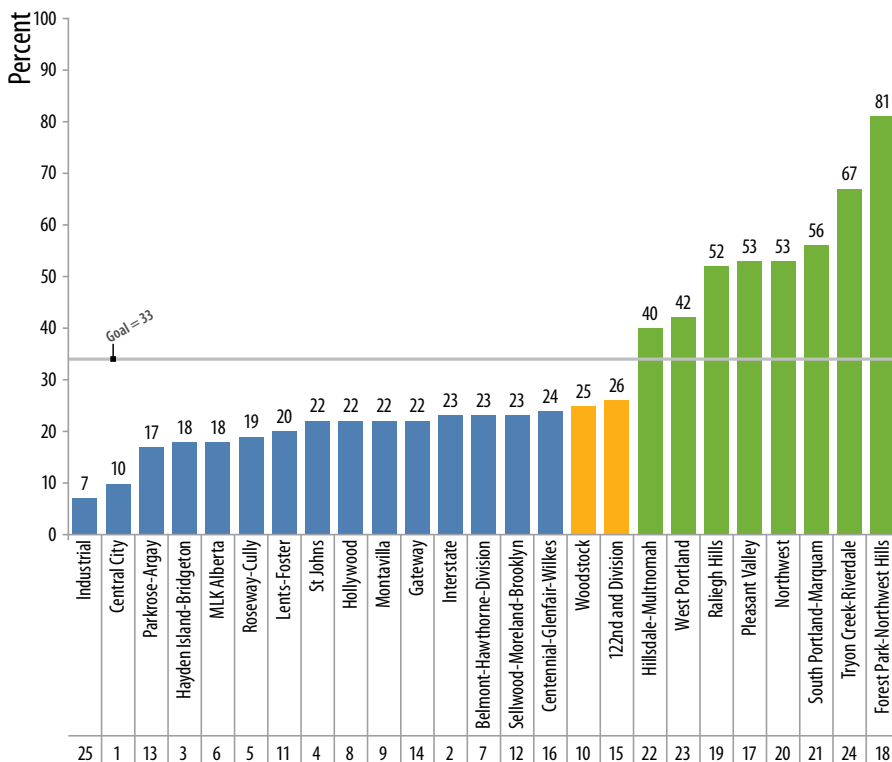
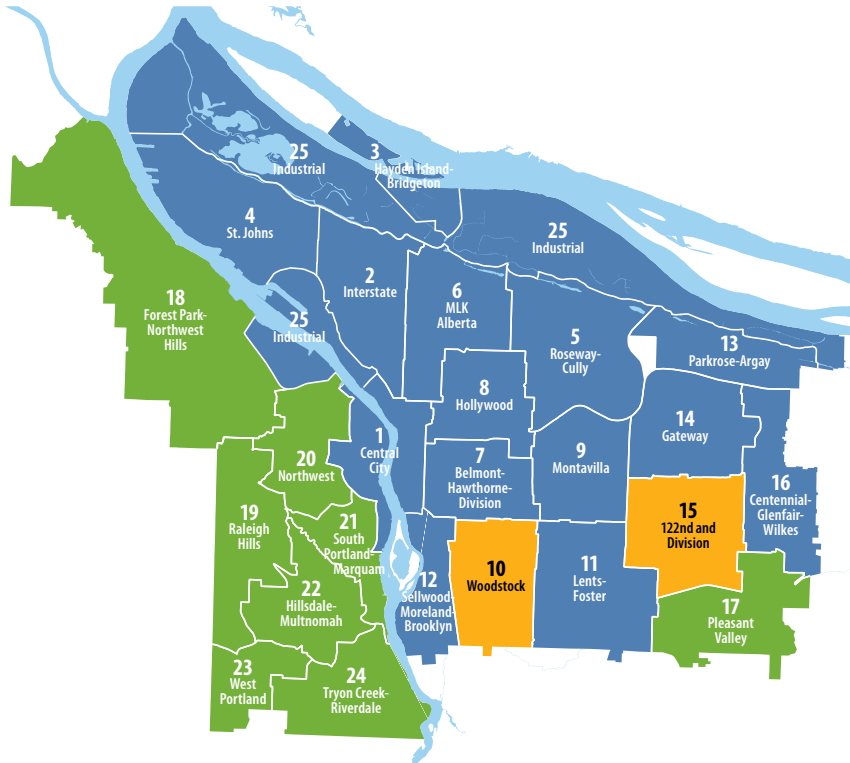
These scores also include people who carpool to work or telecommute.



Tree canopy (based on analysis of 2007 aerial photos)

This measures the proportion of the city area that is covered by fully-leafed trees.

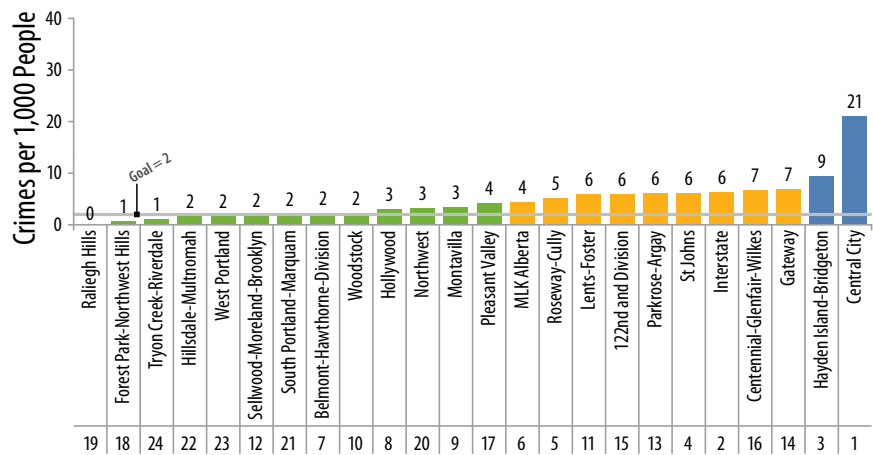
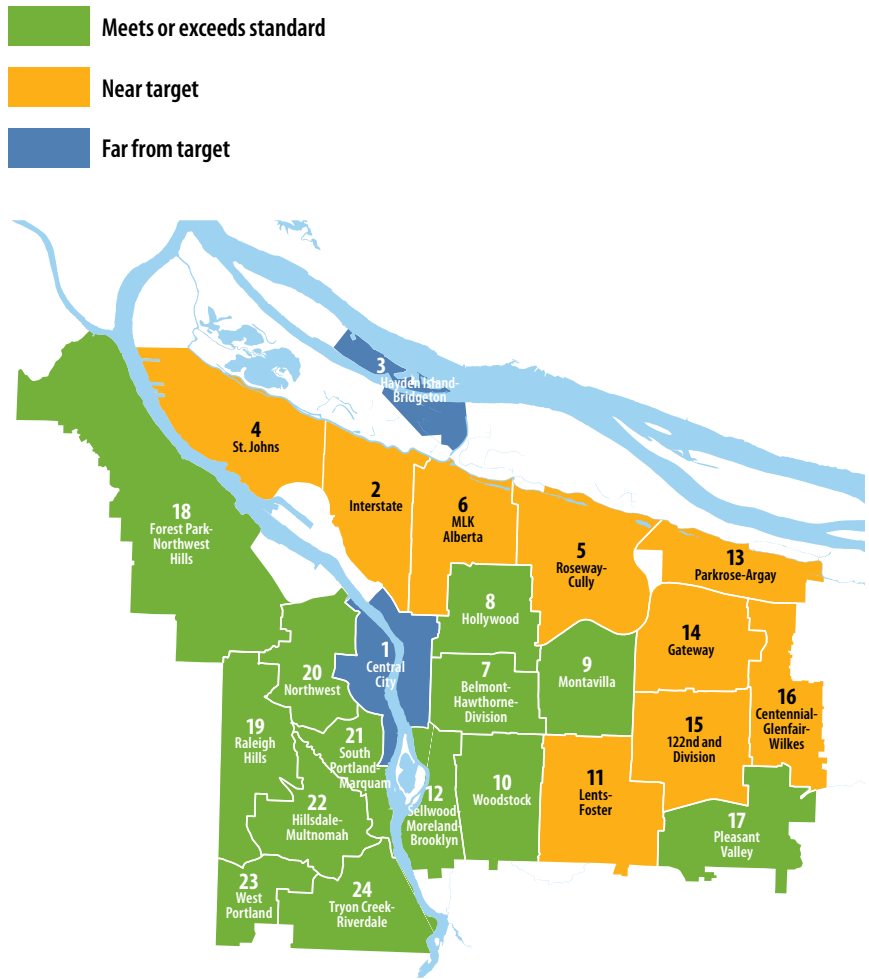
Source: Portland's Urban Forest Canopy: Assessment and Public Tree Evaluation.



Crime rate (Person crimes per 1000 people)

This measure reports only the most heinous of crimes that include murder, rape, robbery, aggravated assault.

Source: City of Portland Police Bureau.

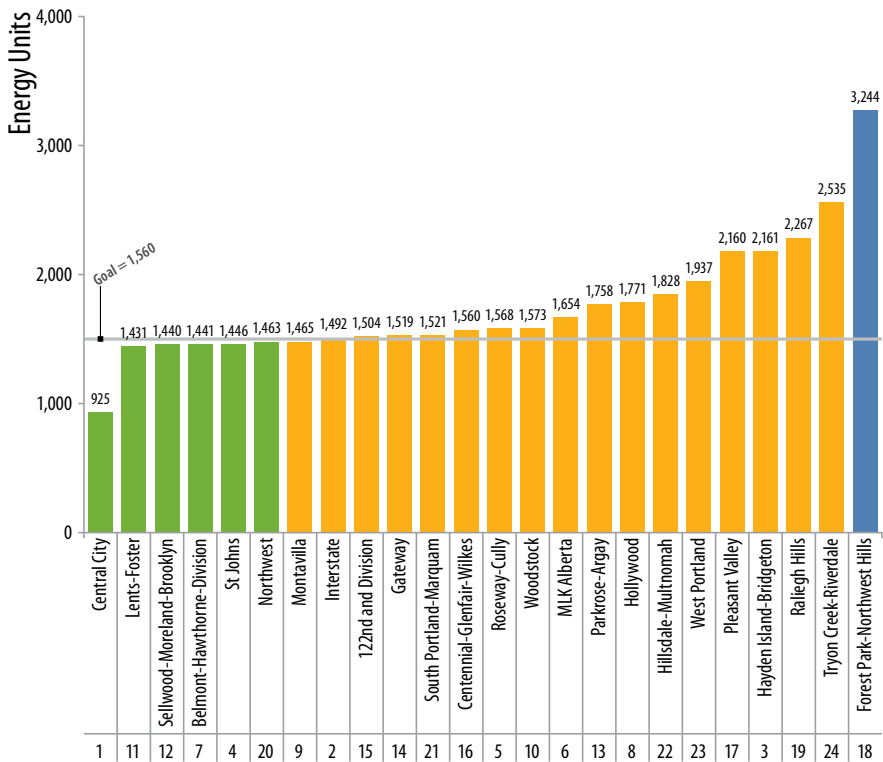
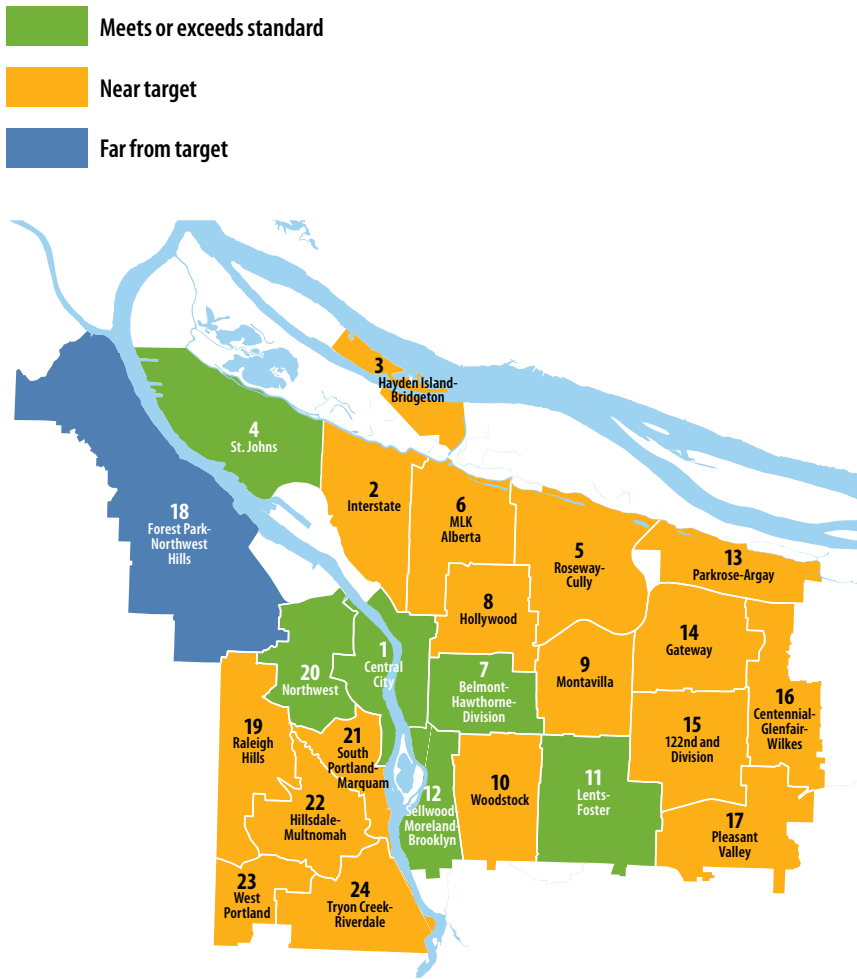


Household energy use estimate

This measure reports relative energy consumption by specific geography. It takes into account a combination of data: energy consumption data of single-family homes (data provided by Energy Trust), average home size, and form of housing (multifamily or single family).

Source: Calculated in-house by BPS staff.

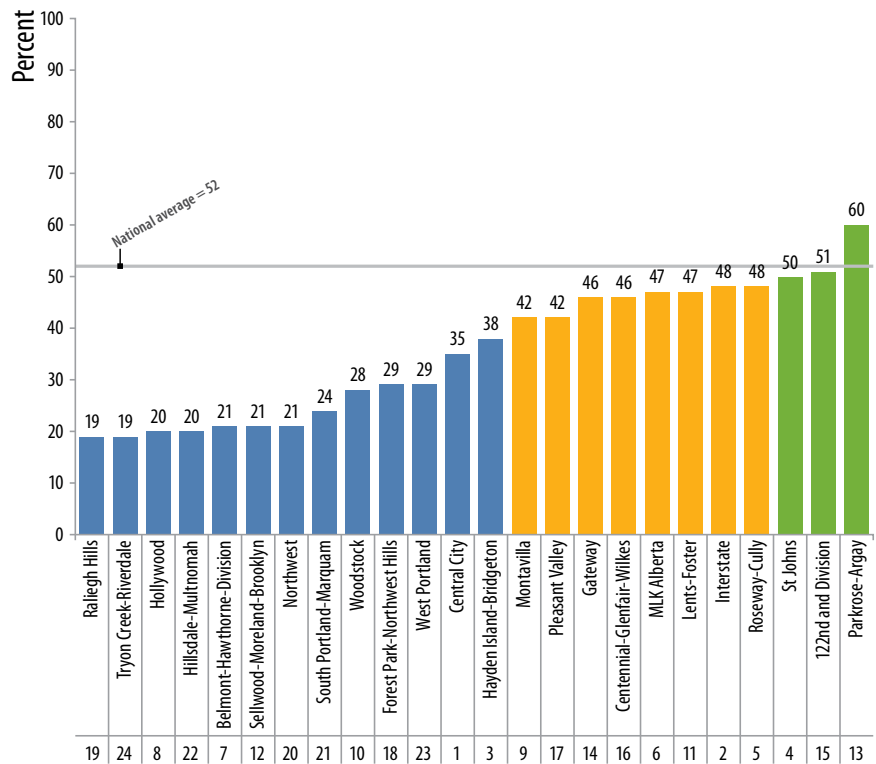
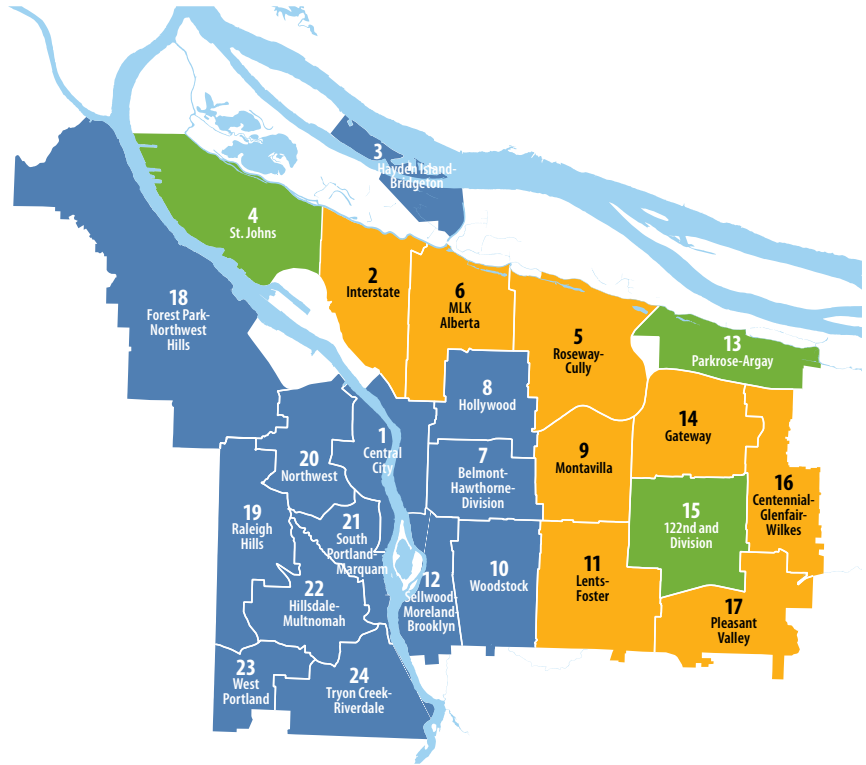
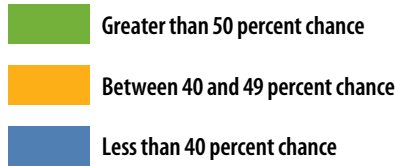
Underlying data from various sources: Energy Trust and City of Portland.



Diversity

Reports the likelihood—the probability—that two randomly selected persons in a specified geography are from different racial or ethnic groups.

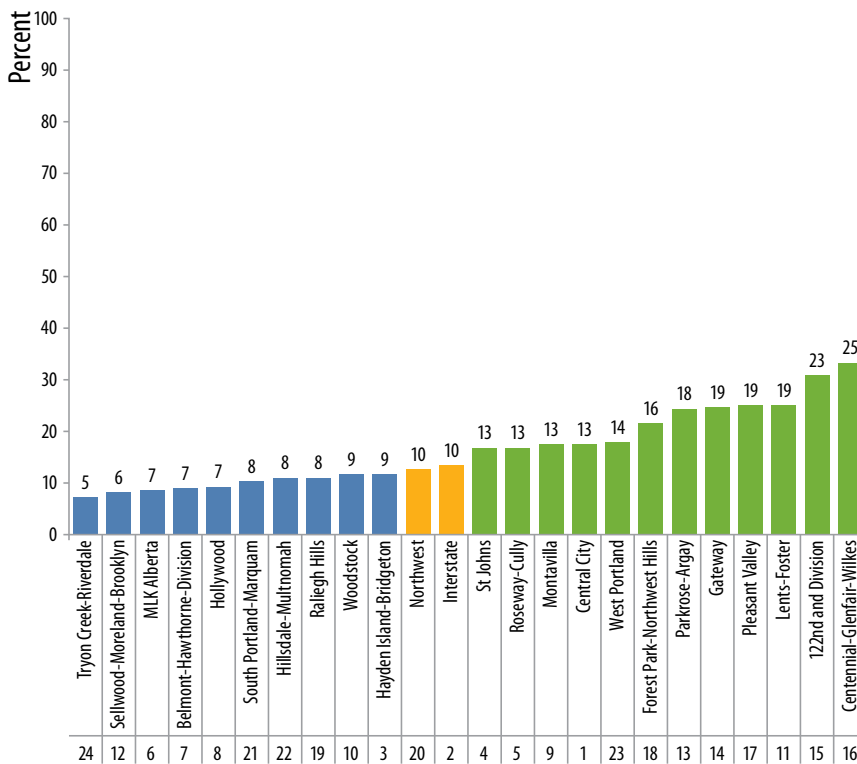
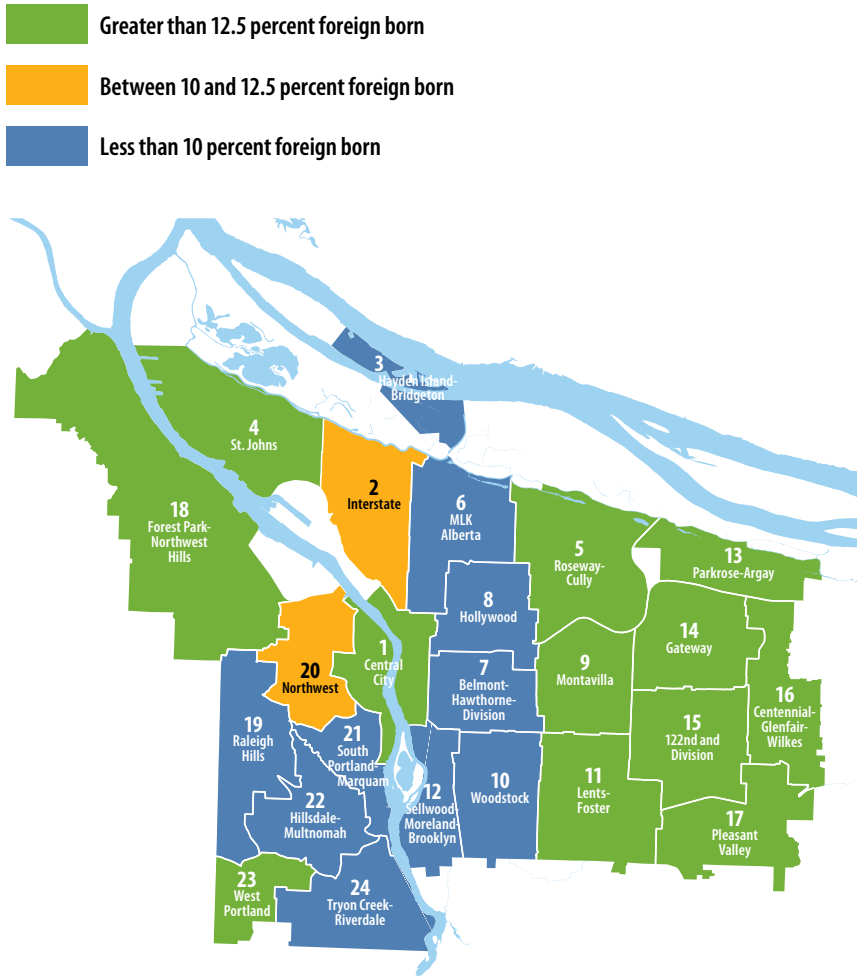
Source: Census Bureau.





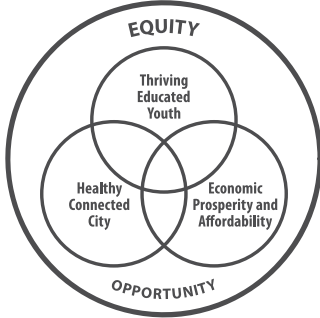










Foreign born population

Measures the percentage of the population born outside of the United States.

Source: American Community Survey.



D. Portland Plan Elements Crosswalk

Action Areas →	Strategies →	Equity Framework →
 Equity, Civic Engagement and Quality of Life	 <p>Thriving Educated Youth</p>	 <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;">Close the gaps</div> <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;">Deliver equitable outcomes</div> <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;">Engage the community</div> <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;">Build partnerships</div> <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;">Launch a racial and ethnic justice initiative</div> <div style="border: 1px solid black; padding: 5px;">Increase internal accountability</div>
 Education and Skill Development	 <p>Economic Prosperity and Affordability</p>	
 Arts, Culture and Innovation	 <p>Healthy Connected City</p>	
 Prosperity and Business Success		
 Neighborhoods and Housing		
 Transportation, Technology and Access		
 Design, Planning and Public Spaces		
 Human Health, Food and Public Safety		
 Sustainability and the Natural Environment		

The nine Portland Plan action areas were the starting point for completing background research and for setting our goals and measures for 2035.

The integrated strategies include actions and policies to address the most critical issues identified during the public outreach and research phases of the Portland Plan. These multi-objective strategies take an holistic approach to solving our most pressing concerns. Next to each action in the strategies, you'll see icons that represent the nine action areas. The strategies and action areas are closely tied.

The Equity Framework provides a guide for implementing the Portland Plan strategies. It sets forth a new way of working that puts achieving equity front and center and identifies some of the specific actions needed to ensure that the Portland Plan's equity foundation is strong and supportive.

Citywide Measures →

Local Measures

Equity and inclusion Index of dissimilarity + income distribution
Resident satisfaction Satisfaction with living in the city (SEA)
Educated youth High school graduation rate
Prosperous households Economic self-sufficiency index
Growing businesses Export growth
Creating jobs Job growth
Transit and active transportation Walking, biking, transit commuting to work
Reduced carbon emissions Carbon emissions
Complete neighborhoods 20-minute neighborhoods index
Healthier people Weight
Safer city Sense of safety
Healthier watersheds Water quality index and tree canopy

3rd grade reading
3rd grade math
On-time graduation rate
Associate's degree attainment
Poverty
Unemployment
Employment growth
No more than 30% cost-burdened households
Walkability and accessibility rating
Commute less than 30 minutes
Transit and active transportation
Tree canopy
Crime rate
Household energy use

The measures are a tool to track our progress toward our goals. The measures are like medical vital signs, (e.g., heartbeat and temperature). Each of your vital signs is an indicator of overall health. Similarly, the measures tell us about the health of our city.

For each measure we will track how the whole city is doing. For many of the indicators, we will also look at differences across all racial and ethnic groups and income and geography.

To provide a bridge to local initiatives and actions, twenty-four smaller analysis areas were developed. These areas are larger than single neighborhoods, but smaller than a city quadrant. They include several neighborhoods that share a common commercial center. They are a scale equivalent to a small town, with populations ranging from 5,000 to 40,000 people.

The data available at the citywide scale is different from that available at the local level. As a result, it was necessary to develop proxy local measures, for those measures based on data not available at a small scale.

E. List of Abbreviations

ADA	Americans with Disabilities Act
BES	Bureau of Environmental Services
BPS	Bureau of Planning and Sustainability
C2C	Cradle to Career
CCC	Coalition of Communities of Color
CIC	Community Involvement Committee
City	City of Portland
CLF	Coalition for a Livable Future
CRA	Civil Rights Act
MCCFC	Multnomah County Commission on Children, Families and Communities
MCHD	Multnomah County Health Department
MWESB	Minority and Women-owned Emerging Small Businesses
OCT	Office of Community Technology
OHR	Office of Human Relations
OHWR	Office of Healthy Working Rivers
OMAS	Open Meadow Alternative School
OMF	Office of Management and Finance
PBOT	Portland Bureau of Transportation
PDC	Portland Development Commission
PIAC	Public Involvement Advisory Committee
PPAG	Portland Plan Advisory Group
PoP	Port of Portland
PPR	Portland Parks and Recreation
PWB	Portland Water Bureau
SUN	Schools Uniting Neighborhoods Service System
TAG	Technical Advisory Group
WSI	WorkSystems, Inc.

F. Key Related Plans

During the development of the Portland Plan, staff reviewed numerous city and partner agency plans and programs to help set priorities and objectives and identify actions. Many of the actions in the Portland Plan are top priority actions from the city and partner agencies flagship plans, such as the Climate Action Plan and the Economic Development Strategy and from partner agency programs, such as Schools Uniting Neighborhoods (SUN). Some of the most closely related plans are listed below, but there are many more that provided useful and necessary guidance.

Cradle to Career	Cradle to Career Partnership
Neighborhood Economic Development Strategy	Portland Development Commission
Economic Development Strategy	Portland Development Commission
Climate Action Plan	Portland, Bureau of Planning and Sustainability and Multnomah County
Watershed Management Plan	Portland, Bureau of Environmental Services
Bicycle Plan for 2030	Portland, Bureau of Transportation
Streetcar System Concept Plan	Portland, Bureau of Transportation
Freight Master Plan	Portland, Bureau of Transportation
The Interwine	Metro
Parks 2020 Vision	Portland, Parks and Recreation
East Portland Action Plan	Portland, Bureau of Planning and Sustainability
Health Impacts of Housing in Multnomah County	Multnomah County Health
Voices from the Community: The visionPDX Input Report	Portland, Office of Mayor Tom Potter
Greater Portland Pulse (formerly Greater Portland-Vancouver Regional Indicators Project)	Metro and PSU
Schools Uniting Neighborhoods Service System	Multiple agencies

G. Acknowledgements

The City of Portland would like to thank the following community members for participating in the development of the Portland Plan.

Planning and Sustainability Commission		Mayor's Portland Plan Advisory Group	
André Baugh, <i>Chair</i>	Michelle Rudd	Jules Bailey	Ethan Seltzer
Karen Gray	Howard Shapiro	Bonnie McKnight	Karen Gray
Don Hanson, <i>Past Chair</i>	Jill Sherman	Jessie Beason	Sam Seskin
Mike Houck	Chris Smith	Jeff Miller	Joyce Hendstrand
Lai-Lani Ovalles	Irma Valdez	Nik Blosser	Howard Shapiro
Gary Oxman		John Mohlis	Felisa Hagins
		John Branam	Tom Skaar
		Marcus Mundy	Mike Houck
		John Bradley	Carole Smith
		Linda Nettekoven	Jarrod Hogue
		John Carroll	Chris Smith
		Veronica Rinard	Sandy Johnson
		Gale Castillo	Bryan Steelman
		Margaret Neal	Deborah Kafoury
		Kendall Clawson	Jeff Stuhr
		Brian Newman	Alan Lehto
		Theresa Davis	John Sygieslski
		Tom Puttman	Paul Loney
		Jeanne DeMaster	Cam Turner
		Carly Riter	Kayse Jama
		Art DeMuro	Veronica Valenzuela
		Joseph Robertson	Nicole Maher
		Alan Delatorre	Bruce Warner
		Shelli Romero	Katie Mangle
		Jillian Detweiler	Kristin Watkins
		Barbara Rommel	Scott Marshall
		Noelle Dobson	Charles Wilhoite
		Carmen Rubio	Carol Mayer-Reed
		Elisa Dozono	Justin Wood
		Steve Rudman	Andrew McGough
		Marianne Fitzgerald	Justin Yuen
		Bob Sallinger	Robin McArthur
		John Gibbon	

Community Involvement Committee	
Paula Amato	Linda Nettekoven
Jason Barnstead-Long	Lai-Lani Ovalles
Judy BlueHorse Skelton	Stanley Penkin
Lois Cohen	Kevin Pozzi
Elizabeth Gatti	Rahul Rastogi (<i>past member</i>)
Judith Gonzalez Plascencia	Ryan Schera
Anyeley Hallova	Howard Shapiro, <i>Chair</i>
Brian L. Heron	Peter Stark
Shirley Nacoste	Allison Stoll

Sam Adams, *Mayor*

Lisa Libby, *Office of Mayor Sam Adams*

Susan Anderson, *Bureau of Planning and Sustainability, Director*

Joe Zehnder, *Bureau of Planning and Sustainability, Chief Planner*

Eric Engstrom, *Bureau of Planning and Sustainability, Principal Planner and Project Manager*

Alexandra Howard, *Bureau of Planning and Sustainability, Project Coordinator*

Gil Kelley, *Bureau of Planning (former director)*

Portland Plan Project Teams

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Lead: Mark Walhood, *BPS*

Communications

Leads: Julia Thompson and Eden Dabbs, *BPS*

Design, Planning and Public Spaces

Lead: Bill Cunningham, *BPS*

Education and Skill Development

Leads: Mark Walhood and Deborah Stein, *BPS*

Equity, Quality of Life and Civic Engagement

Leads: Amalia Alarcon de Morris, *ONI*, Lisa K. Bates, *PSU* and Bob Glascock, *BPS*

Human Health, Food and Public Safety

Leads: Noelle Dobson, *ORPHI*, Michelle Kunec, *BPS* and Jennifer Moore, *MCHD*

Measures

Lead: Radcliffe Dacanay, *BPS*

Neighborhoods and Housing

Lead: Uma Krishnan, *BPS*

Policy Development

Lead: Steve Dotterer, *BPS*

Prosperity and Business Success

Lead: Steve Kountz, *BPS*

Public Involvement and Outreach

Leads: Deborah Stein and Marty Stockton, *BPS*

Sustainability and the Natural Environment

Lead: Marie Johnson, *BES*

Technical Services

Ralph Sanders, Carment Piekarski and Julie Hernandez, *BPS*

Transportation, Technology and Access

Leads: Courtney Duke and Rodney Jennings, *PBOT*

City of Portland Offices and Bureaus

Thank you for your assistance in developing the Portland Plan and for future implementation.

9-1-1 Emergency Communications

Lisa Turley, Director

Bureau of Development Services

Paul Scarlett, Director

Bureau of Environmental Services

Dean Marriott, Director

Bureau of Fire and Police Disability and Retirement

Linda Jefferson, Director

Bureau of Human Resources

Yvonne L. Deckard, Director

Bureau of Internal Business Affairs

Jeff Baer, Director

Bureau of Purchases

Christine Moody, Chief Procurement Officer

Bureau of Technology Services

Mark Greinke, Chief Technology Officer

Office of the City Attorney

Linda Meng, City Attorney

Office of Emergency Management

Carmen Merlo, Director

Office of Government Relations

Martha Pellegrino, Director

Office of Healthy Working Rivers

Ann Beier, Director

Office of Human Relations

Muna Idow, Manager, Community Education and Peace Building Programs

Office of Neighborhood Involvement

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Office of Management and Finance

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Office for Community Technology

David Olson, Director

Portland Bureau of Transportation

Tom Miller, Director
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Portland Development Commission

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Portland Fire and Rescue

John Klum, Chief

Portland Housing Bureau

Traci Manning, Director
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Zari Santner, Director (former)

Portland Police Bureau

Mike Reese, Chief

Portland Water Bureau

David Shaff, Director

Revenue Bureau

Thomas W. Lannom, Director

Have your say.

Share your thoughts about the Portland Plan with the Planning and Sustainability Commission.

By mail:

Bureau of Planning and Sustainability
The Portland Plan — Proposed Draft
1900 SW 4th Ave, Suite 7100
Portland OR 97201

By email:

psc@portlandoregon.gov

By fax:

503-823-7800

Testify in person at a public hearing:

November 8, 2011

Jefferson High School, Cafeteria
5210 N Kerby Avenue, Portland, OR 97217
5:30 p.m.

November 15, 2011

Parkrose High School, Student Center
12003 NE Shaver Street
Portland, OR 97220
5:30 p.m.

November 29, 2011

1900 SW 4th Avenue, 2nd floor
Portland, OR 97201
5:30 p.m.

Call TriMet at 503-238-7433 or go to www.trimet.org for routes and times of buses that serve the three areas.

All written testimony must be received by Wednesday, November 30, 2011 at 4 p.m. and must include your name and street address to be included in the public record.

Have a question?

Please call Marty Stockton at 503-823-1303

www.pdxplan.com



The Bureau of Planning and Sustainability is committed to providing equal access to information. If you need special accommodation, please call 503-823-7700 (TTY 503-823-6868).