

HOW TO READ A PORTLAND PLAN STRATEGY.

2035 Goals and Objectives

The plan's goals and objectives provide big picture statements about what the strategies are designed to achieve.

THRIVING EDUCATED YOUTH

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

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

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

Achieving this goal requires focus and collaboration among a broad spectrum of community partners, including educational institutions, businesses, public agencies and community-based organizations. The Cradle to Career Partnership in Multnomah County has committed to driving durable and systemic change through a new "civic infrastructure" of partners who share a common agenda and are ready to align resources around three strategic priorities:

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

Cradle to Career is the cornerstone of this Thriving Educated Youth strategy, and is embodied in the second of the four strategy elements. Additional guiding policies and five-year actions complement and support the collective efforts of the Cradle to Career partnership.

THRIVING EDUCATED YOUTH



2035 OBJECTIVES

- 1 Success at each stage of growth:** All youth enter school ready to learn and continue to succeed academically, emotionally and socially, so they graduate from high school and attain post-secondary degrees or certificates and achieve self-sufficiency by age 25.
- 2 High school graduation rate:** Disparities in graduation rates among youth of color, immigrants and refugees, youth with disabilities and youth in poverty are eliminated. All students are well-prepared for life after high school, and graduation rates are 90–100 percent for all students. See *Educated Youth in the Measures of Success* for more information.
- 3 Post-secondary participation and success:** Ninety to 100 percent of Portland high school graduates successfully complete post-secondary education, vocational training or workplace apprenticeships. Youth of color, immigrants and refugees, 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 all other students.
- 4 Healthy neighborhoods:** All youth live in safe and supportive neighborhoods with quality affordable housing. Comprehensive, coordinated support systems exist inside and outside of the classroom, including mentors, opportunities for physical activity and healthy eating, affordable transit, public safety, workforce training and employment opportunities.
- 5 Strong systems and partnerships:** Schools and colleges, public agencies, community-based organizations, and businesses align efforts and resources to support youth success through mutually beneficial partnerships (including but not limited to mentorships) within a coordinated system along the Cradle to Career continuum.
- 6 Wellness:** Youth of all ages live free from violence and have access to affordable, healthy food at home and in school. Safe and affordable transportation options, multiple opportunities for indoor and outdoor daily physical activity, and comprehensive health services that address their physical, mental, emotional and sexual health are readily available for all youth.
- 7 Youth voice:** Young people have multiple opportunities to meaningfully participate in decisions that affect their lives, and policymakers value and consider youth perspectives before decisions are made.
- 8 Learning environments:** All indoor and outdoor learning environments are designed to stimulate creativity, meet safety and accessibility regulations, and offer 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 programs:** The Oregon State tax system is structured to provide stable, adequate funding for excellence in curriculum and teaching quality for all of Portland's school districts. Innovative local funding is welcomed as needed to help fill the gaps in educational objectives.
- 10 Lifelong learning:** Portlanders, regardless of age or ability, have opportunities to continue their education and thrive as lifelong learners and valued resources to the community.

Strategy Elements

The policies and actions in each strategy are grouped into strategy elements. Actions and policies in each strategy element each share common themes.

Guiding Policies

The purpose of the Guiding Policies is to help the City of Portland and partners make 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 other local plans.

Each policy has a unique identifier (T-1). The letter refers to the strategy and the number refers to the location of the policy within the strategy. The policy identifiers and Five-Year Action numbers do not correspond with each other.


5-Year Action Plan

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

THE PORTLAND PLAN

Thriving Educated Youth **Element 1**

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, youth of color, immigrant and refugees and youth with disabilities.

To be successful throughout life, young people need to grow up in a culture of high expectations expressed and reinforced by family, teachers, counselors, mentors and community members. Starting with prenatal care and affordable, quality early childhood learning experiences, youth need support at each phase of their life to reach self-sufficiency by age 25 and to be prepared and inspired to actively engage in community life.

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 among 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 career 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 or ethnicity, ability or income. The City is in a unique position to leverage its relationships with the business community to support students as they prepare for and enter the workforce.

Growing up in a family without a tradition of college attendance should not dictate a young person's path; support and encouragement from educational institutions and the community as a whole are critical to raise and maintain high expectations of achievement for all students. 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 and mentors, English language training, college-level cohorts with coaches, and many others.

This section of the strategy includes actions and policies that provide students with the support and tools they need to successfully complete high school, and to be well-prepared to continue beyond high school into college or career training.

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THRIVING EDUCATED YOUTH

GUIDING POLICIES

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

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5-YEAR ACTION PLAN

Number	Related Action Areas	Actions	Partners
EQUITY 21	Education and Skill Development	High school completion and beyond: Develop and expand initiatives that support 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
22	Education and Skill Development	High school and beyond: Expand participation in college access and dual enrollment programs in which high school students take college credit-bearing classes through partnerships between K-12 and post-secondary institutions. Examples include ASPIRE, TRIO and Middle College programs.	School Districts, PCC, MHCC, PSU
EQUITY 23	Education and Skill Development	Tuition equity: As part of the City's legislative agenda, oppose cuts to federal college tuition assistance and advocate for access to higher education for all those who wish to pursue it. Further, advocate for federal policies and regulations that ease the burden of student loan debt and provide for the ability of graduates to pay back their loans, without crippling their credit, and find work.	Office of Government Relations
EQUITY 24	Education and Skill Development	Tuition Equity: Continue to advocate for federal programs such as the Development, Relief and Education for Alien Minors Act (DREAM ACT) that allow qualified immigrant students access to conditional permanent resident status upon meeting educational or military service requirements with the opportunity to pursue legal permanent resident status.	Office of Government Relations
25	Education and Skill Development	College completion: Continue to champion the regional consortium dedicated to the Talent Dividend, an effort designed to increase the number of youth and adults completing college by one percent.	City, PDC, Greater Portland Inc.
EQUITY 26	Education and Skill Development	Cultural competency: Increase the cultural competency of teachers, counselors, case workers and school administrators so they are well-prepared to educate and work with Oregon's increasingly diverse population and to address disparities in discipline rates and practices.	School Districts, PCC, PSU, MHCC, Nonprofits
EQUITY 27	Education and Skill Development	Cultural equity: Build a culturally diverse education workforce and promote curricula that reflect the experiences, histories and cultures of Oregon's communities of color, immigrants and refugees to boost student investment and performance.	School Districts, Nonprofits

ACTION AREAS

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

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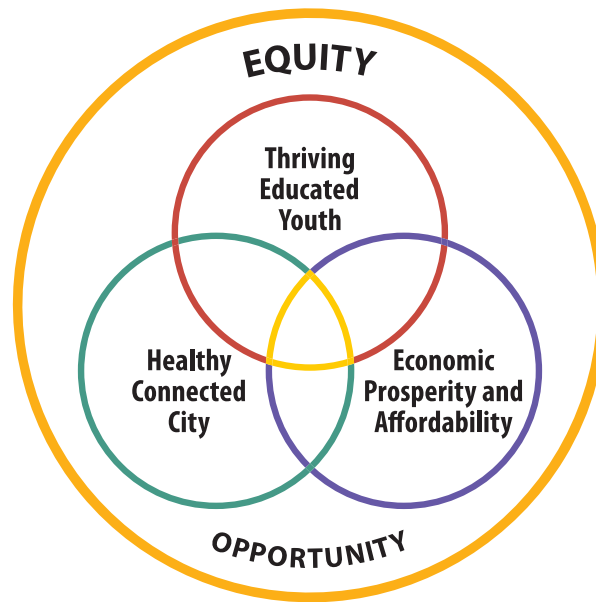


Action Areas

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

Partners

Partners are the agencies or organizations that will lead or support implementation of the action.



HOW IS EQUITY ADDRESSED IN THE INTEGRATED STRATEGIES?

Thriving Educated Youth

The Thriving Educated Youth strategy recognizes that African American, Native American and Latino students and students in poverty often experience less success than Asian or white students in the current educational system.

This strategy includes actions and policies that will give more community and individual support to students to improve social and educational outcomes.

The purpose is to give youth the greatest chance to succeed from early childhood to early adulthood, improving their emotional and physical health and ability to participate in community life and earn a stable living.

Economic Prosperity and Affordability

The Economic Prosperity and Affordability strategy recognizes that the strengths of Portland's economy have not reached everyone and that, sometimes, positive change for some can translate to displacement for others.

This strategy includes policies and actions that will reduce household costs, support local hiring and improve job training options for Portlanders so that more people and future generations can share in and contribute to the city's success.

The Economic Prosperity and Affordability Strategy includes actions to support business retention as neighborhoods change.

Healthy Connected City

The Healthy Connected City strategy focuses on providing all Portlanders with an environment that supports a healthy life. To be healthy, Portlanders of all ages, incomes and abilities should have access to some basic things — safe and accessible housing, nutritious and affordable food, transportation options, recreation opportunities, a healthy natural environment and well-designed places to gather and connect with neighbors.

Currently, some of the city's neighborhoods lack these basic elements. These often are the same neighborhoods with the most affordable housing and young residents.

The Healthy Connected City strategy proposes actions, policies and investments to bring more of these qualities of connected communities to more parts of Portland and to make the city more resilient, connected and healthy.





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- **Create complete neighborhoods and communities that support youth success.** Youth need safe homes, access to physical and social resources, and caring adults outside of as well as inside the classroom.
- **Support facilities, systems and programs that meet 21st century opportunities and challenges.** Buildings, technology and programs must be accessible, durable and adaptable to meet emerging needs.

Achieving this goal requires focus and collaboration among a broad spectrum of community partners, including educational institutions, businesses, public agencies and community-based organizations. The Cradle to Career Partnership in Multnomah County has committed to driving durable and systemic change through a new “civic infrastructure” of partners who share a common agenda and are ready to align resources around three strategic priorities:

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PORTLAND TODAY

School readiness: Research shows that early learning experiences, starting at birth, are the most significant contributions to a young person's success through adulthood. Yet, many children in Multnomah County lack access to quality and affordable early childhood education.

At-risk youth: Many of Portland's youth do not have positive adult role models or mentors, stable housing or adequate financial and social support systems to increase their likelihood of success. Many institutions and systems that identify and help at-risk youth are insufficient, siloed and hard to access. Lower-income households often move frequently, and this instability comes at a cost to school districts as enrollment fluctuates — and at a cost to students who lose continuity in their studies and social fabric.

Graduation rate: Only 60 percent of high school students in Portland's five largest school districts graduate in four years. Four-year graduation rates for many youth of color, youth in poverty, English Language Learners (ELL) and youth with disabilities are even lower. The public reaps a significant benefit from investing in educational interventions: national data shows that the typical high school graduate will realize a 50–100 percent increase in lifetime income and will be less likely to be involved in the criminal justice system. *See Educated Youth in the Measures of Success for more information.*

Post-secondary challenges: Only one-third of local high school graduates continue their education after high school. Many students are not exposed to post-secondary opportunities until late in their senior year — or at all. Participation in post-secondary education, vocational training and workplace apprenticeships is disproportionately low for students of color, immigrants and refugees, youth in poverty, English Language Learning (ELL) students and youth with disabilities. Degree completion rates in local community colleges and universities are in the range of 35–60 percent, with students of color, immigrants and refugees, and those with disabilities less likely to graduate. Those students who start but don't complete their post-secondary education are often at a compounded disadvantage: they have lost earning potential while in school and also bear the costs of student loans without the benefit of a degree or certificate.

Lack of supportive youth-adult partnerships: Volunteering and mentoring resources and business partnerships to support youth are neither adequate in number nor effectively distributed among schools and communities. Many immigrant and refugee youth and youth of color would benefit from partnerships, including those with adults of their own culture, but such partnership opportunities are significantly limited.

Health concerns: Youth living in poverty, youth of color, immigrants and refugees, and youth with disabilities experience disproportionate barriers to receiving resources to meet their physical, mental, social and sexual health needs. Poverty and food insecurity play a significant role in consistent attendance and youth achievement. 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.

Limited youth voice: Youth (ages 0–25) comprise nearly 33 percent of Multnomah County's population but have limited opportunities to participate in decisions that directly affect their lives, including education, public health and safety, transportation, and neighborhood economic development, to name just a few.

Ageing learning environments: Ageing buildings and years of deferred maintenance are a concern for school districts and for the public. For example, Portland Public Schools needs at least \$1.6 billion 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.

Unstable funding: Changes to Oregon's tax structure in recent decades have created a volatile and unstable funding situation for our K–12 system. The results have produced school budgets that are in a near perpetual state of crisis.



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Growing up in a family without a tradition of college attendance should not dictate a young person’s path; support and encouragement from educational institutions and the community as a whole are critical to raise and maintain high expectations of achievement for all students. 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 and mentors, English language training, college-level cohorts with coaches, and many others.

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GUIDING POLICIES

▶	Build strategic and effective partnerships among public agencies, formal and informal educators, community-based partners, businesses and youth to:
T-1	<ul style="list-style-type: none"> a. Express and reinforce high expectations for young people to prepare them for high achievement and graduation. b. Expose youth to college opportunities at early stages of high school. c. Sustain and expand internships, apprenticeships and other work-based experiential learning opportunities for high school youth. d. Increase enrollment of high school graduates in the higher education system. e. Increase the number of degrees awarded locally. f. Align educational programs with targeted workforce development.
▶	Provide ongoing support and training to teachers, advisors, administrators, parents, other adults and students to ensure that programs and practices inside and outside the classroom are responsive to Portland’s diverse cultures.
T-2	
▶	Target resources and support services to reduce barriers to attaining post-secondary degrees and certificates for non-traditional students (e.g., those balancing work and school, and students with young children).
T-3	

5-YEAR ACTION PLAN

	Number	Related Action Areas	Actions	Partners
EQUITY	21		High school completion and beyond: Develop and expand initiatives that support 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
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EQUITY	23		Tuition equity: As part of the City's legislative agenda, oppose cuts to federal college tuition assistance and advocate for access to higher education for all those who wish to pursue it. Further, advocate for federal policies and regulations that ease the burden of student loan debt and provide for the ability of graduates to pay back their loans, without crippling their credit, and find work.	Office of Government Relations
EQUITY	24		Tuition equity: Continue to advocate for federal programs such as the Development, Relief and Education for Alien Minors Act (DREAM ACT) that allow qualified immigrant students access to conditional permanent resident status upon meeting education or military service requirements with the opportunity to pursue legal permanent resident status.	Office of Government Relations
	25		College completion: Continue to champion the regional consortium dedicated to the Talent Dividend, an effort designed to increase the number of youth and adults completing college by one percent.	City, PDC, Greater Portland Inc.
EQUITY	26		Cultural competency: Increase the cultural competency of teachers, counselors, case workers and school administrators so they are well-prepared to educate and work with Oregon's increasingly diverse population and to address disparities in discipline rates and practices.	School Districts, PCC, PSU, MHCC, Nonprofits
EQUITY	27		Cultural equity: Build a culturally diverse education workforce and promote curricula that reflect the experiences, histories and cultures of Oregon's communities of color, immigrants and refugees to boost student investment and performance.	School Districts, Nonprofits

ACTION AREAS

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

SHARED OWNERSHIP FOR YOUTH SUCCESS

Government, private sector 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, Ohio and Northern Kentucky, and managed by All Hands Raised.

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 post-secondary education or training.
- Graduate and begin a career.

The Cradle to Career initiative is based on the premise that the community at large — parks and recreation providers, service organizations, public safety partners, businesses and neighbors, among many others — not just educational institutions, are responsible for youth success.

Through Cradle to Career partner agencies and organizations work collectively toward a shared set of goals deemed to create 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 shaping and implementing 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 decisions and actions.



The Cradle to Career strategic priorities are:

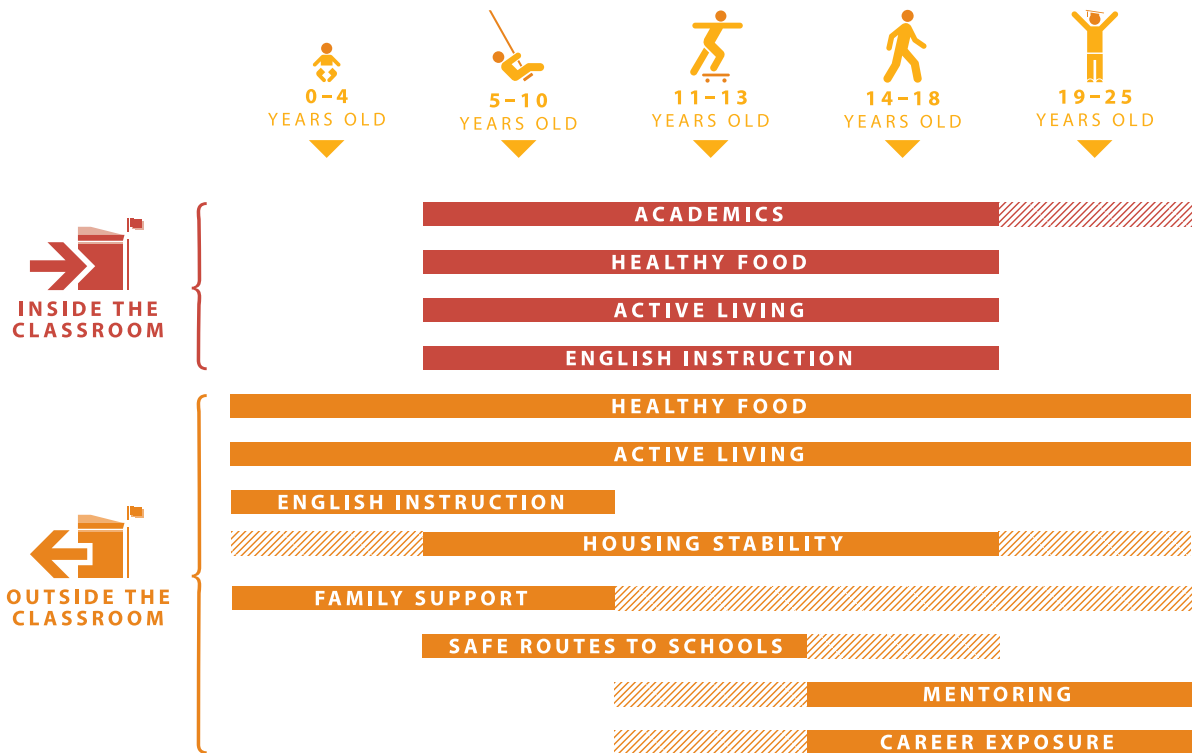
- Eliminate disparities in children and youth success.
- Link community and family supports to children and youth success.
- Ensure that every child enters school ready to learn.

GUIDING POLICIES

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

5-YEAR ACTION PLAN

Number	Related Action Areas	Actions	Partners
28	 	Collaborative action: Build public, nonprofit and private sector collaboration and alignment on community-identified educational priorities with a focus on continuous improvement and measurable results.	All Hands Raised, SUN Service System, Nonprofits, School Districts
EQUITY 29	  	Track progress for continuous improvement: Track youth outcomes using educational, social and community indicators developed through the Cradle to Career initiative. Through this action, help ensure that Portland youth are making progress towards educational success and self-sufficiency. Utilize data that is disaggregated by race/ethnicity, levels/types of disabilities and socioeconomic levels.	All Hands Raised, Nonprofits
EQUITY 30	 	Early childhood investments: Support programs designed to improve the quality and availability of child care for families in poverty including preschool programs and home visits. Advocate for sustainable funding for the Children's Levy.	Portland Children's Levy, Nonprofits
31	  	Inventory resources: Work with young people to inventory and map youth-serving programs and resources along the Cradle to Career continuum and make results available on the web.	BPS; 211 Info
EQUITY 32	 	Youth empowerment: Refresh and reaffirm the Youth Bill of Rights.	City, Multnomah Youth Commission, Multnomah County



NEIGHBORHOODS AND COMMUNITIES THAT SUPPORT YOUTH



Strong, positive relationships with caring and supportive adults are critical to youth success. Enriching after-school and summer activities and safe schools and neighborhoods free of bullying and gang activity are also important. Neighborhoods and communities that support intergenerational activities include the optimal blend of ingredients to improve the likelihood of positive outcomes for youth.

Equally critical are the physical environments in which youth are raised. Youth must have safe homes and neighborhoods; affordable transit; safe bicycling and walking routes to school and other destinations; access to recreation and nature to improve their mental and physical health, with a corresponding benefit to their academic and social outcomes; and safe, welcoming places for positive social interaction with peers and mentors. 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 Multnomah County, Portland Parks and Recreation and several local nonprofit 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 and 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 nonprofit 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

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

5-YEAR ACTION PLAN

	Number	Related Action Areas	Actions	Partners
EQUITY	33	 	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 Service System, Nonprofits
EQUITY	34	  	Housing stability: Target rental assistance programs to low-income households with students, particularly where schools are experiencing high student mobility rates.	PHB, Home Forward, Multnomah County, SUN Service System, Nonprofits
	35	 	Healthy eating and active living: Maintain programs such as the Healthy Portland Initiative that increase childrens indoor and outdoor physical activity and healthy food choices in schools.	Multnomah County, School Districts
	36	 	Youth action: Maintain the Youth Action Grants Program to provide seed funds to young people to design, develop and implement small, local community-building projects.	City, Multnomah County, Nonprofits, Businesses
	37	 	Teen programs: Revive teen-oriented after-school, weekend and summer recreation programs in locations throughout the city. Consult with teens to align program design and locations with youth needs and preferences.	PP&R, SUN Service System, Nonprofits
EQUITY	38	  	Safe routes to schools: Maintain and expand the Safe Routes to Schools program, which currently serves K–8 students, to reach all middle and high school students in Portland. Continue programs that improve youth health through walking and biking. Give priority to schools that serve large numbers of students in poverty, students of color and students with language barriers.	PBOT, School Districts, SUN Service System, Multnomah County Health Department, Metro, Nonprofits
	39	  	Transit access: Maintain the Youth Pass program that provides TriMet passes to high school students at Portland Public Schools during the school year. Explore expanding this program beyond Portland Public Schools.	TriMet, PPS, David Douglas, Centennial, Parkrose and Reynolds School Districts
	40	  	School attendance: Increase attendance by strengthening relationships among families, youth and teachers to determine why a child is not in school. Address issues that affect student attendance and success such as bullying or lack of child care, food, transportation, clothing, and dental/health care, etc.	Portland Police Bureau Youth Services Division, Nonprofits, School Districts

COMMUNITY CENTER.
ESL CLASSROOM.
PLAYGROUND.
MY SCHOOL IS ALSO MY GARDEN.
HEALTH CLINIC.
FOOD PANTRY.
WORKOUT SPACE.

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 to excel in core subjects. Evidence points to the importance of access to arts, music, physical and environmental education, training and professional development as well as options that 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.

Rehabilitation of the city's historic school buildings needs to be accomplished in ways that respect these buildings as beloved, integral parts of the character and identity of Portland's neighborhoods. Innovative and adaptive reuse can help maintain these treasured buildings as anchors in the community and as models of sustainability and resource stewardship for generations of students — and community members — to come.









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 may be 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, state law could be changed 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

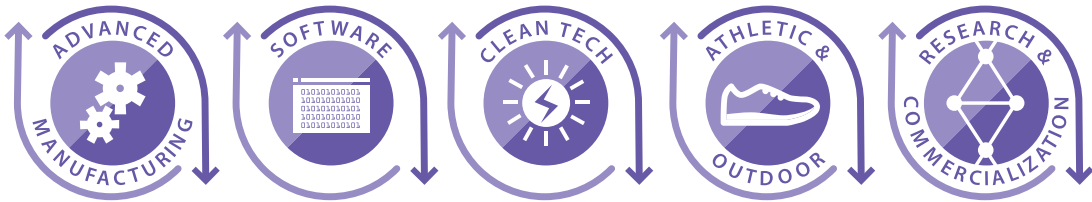
<p>▶</p> <p>T-16</p>	<p>Enable educational and community facilities to serve multiple purposes and generations, coordinate and leverage public capital funds, and build a sense of community ownership.</p>
<p>▶</p> <p>T-17</p>	<p>Operate more efficiently, predictably and in a more cost-effective manner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

5-YEAR ACTION PLAN

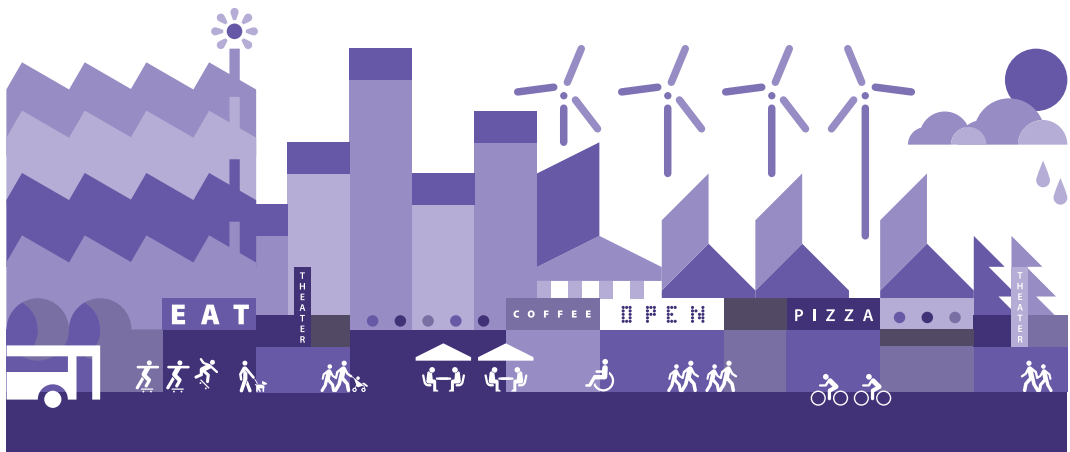
Number	Related Action Areas	Actions	Partners
41		Multi-functional facilities: Create new Comprehensive Plan policies and zoning for schools, colleges and universities to flexibly accommodate multiple functions that serve community members of all ages, while maintaining accountability to neighborhood concerns regarding impacts.	BPS, SUN Service System, School Districts
42		Joint use agreements: Develop or update joint-use agreements between Portland Parks and Recreation and all local school districts. Explore coordinated operations, grounds management and shared facilities, particularly in areas underserved by community centers.	PP&R, School Districts
43		Regular consultation: Develop agreements between the City of Portland and each school district to outline protocols for consultation related to issues and decisions of mutual interest and concern.	BPS, School Districts
44		Support different learning needs: Inventory local facilities and programs to assess their ability to accommodate differing abilities and learning styles.	OEHR, School Districts
45		Safety and physical accessibility: Fund seismic and accessibility upgrades at public schools. Develop a specific revenue stream for seismic and ADA improvements in school facilities.	School Districts, City, PBEM
46		Arts and culture programming: Advocate for full funding for the National Endowment for the Arts and increased funding for arts education to prevent diminished service to Portlanders.	Office of Government Relations, Nonprofits, RACC
47		Conservation education: Support the Outdoor School, year-round conservation education and nature play/study to ensure every student is exposed to his or her natural environment and learns what individuals can do to ensure the ecological health of their neighborhood and the city. Use curriculum materials developed by the national No Child Left Inside movement.	Intertwine Alliance, SUN Service System, Multnomah Educational Service District, BES
48		New East Portland education center: 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
EQUITY 49		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



A F F O R D A B I L I T Y



P R O S P E R I T Y



ECONOMIC PROSPERITY AND AFFORDABILITY

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

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

- **Foster regional traded sector business and job growth.** Traded sector businesses have a central role in driving and expanding the region's and Portland's economy across the board. Staying competitive in the changing global marketplace is essential to business survival and growth.
- **Support public and private urban innovation.** Portland has expertise and businesses that have capitalized on research, technology and sustainability practices developed and used in Portland. In particular, green technology businesses are growing and this sector can thrive as an export industry.
- **Support Portland's advantages as a trade and freight hub.** Portland's industrial freight districts, like the port and airport, continue to be a core part of the city's living-wage job base. Strategic investments are warranted to maintain and grow our competitive position.
- **Elevate the growth and vitality of the city's employment districts.** The Central City, industrial districts, harbor, hospitals and universities, and other commercial centers are the places where business and job growth happen. Policies, programs and investments will continue to be needed to maintain and grow Portland's share of regional job growth and ensure these districts prosper.
- **Support the vitality of Portland's neighborhood based businesses.** Neighborhood-serving business districts are predominantly comprised of small businesses and can be a source of job growth, minority entrepreneurship and neighborhood health. While many neighborhoods are thriving, prosperity is uneven across the city.
- **Meet Portland's needs for quality, affordable homes for current and future residents.** Housing development will play a significant role in the future of the city. It is key to meeting the economic and social needs of households, shaping neighborhoods and meeting Portland Plan equity objectives.
- **Ensure access to education and job skills needed by Portlanders and industry.** The economy has become more skill-dependent. Portland's systems for education and workforce training and development must be high-quality and effective to help meet household economic needs, reduce disparities and maintain a competitive local economy.
- **Provide for the economic security of low-income households.** Portland cannot succeed as a prosperous, sustainable and resilient city without pathways for upward mobility for the working poor and unemployed, and a safety net for basic needs.

These actions are mutually reinforcing — each has a role in expanding both economic opportunity and economic equity. At its core, this inclusive economic growth strategy aims toward a city where every Portlander who wants a stable, well-paying job has one and can afford to meet their basic needs.



PORTLAND TODAY

Trade and growth opportunities: In 2008, Portland ranked 12th among U.S. metropolitan areas for total exports, which is a high ranking for Portland's size and relatively small regional consumer base. Among the export and other traded sector industries, Portland's four "target business clusters" provided 52,000 jobs in the city in 2008.

Urban innovation to grow local firms: Portland's land use, transportation and green development innovations and the local businesses that design, manufacture and implement them have attracted national recognition. Portland is consistently recognized as an innovative urban laboratory. This has strategically positioned the city for key growth opportunities in the expanding green economy and technology industries.

Trade hub and freight mobility: 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.

Lagging job growth: Regional and local job growth has 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 between 2000–2008.

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.

Lack of neighborhood business vitality: In recent years, many 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. Many neighborhood business districts have the potential to capture more local sales.

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

Cost-burdened households: Nearly a quarter of renter households in Portland are cost burdened, spending 50 percent or more of their income on housing and transportation expenses. There are also many cost burdened homeowners. Metro 2030 forecasts predict a steep increase in the number of cost burdened households (renters and owners) for the region.

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

Energy and resource resilience: Climate change, rising and uncertain gasoline prices and supplies, earthquakes and other environmental and future risks affect the costs of living and doing business. Recent examples of rising costs due to mitigating environmental and other risks include the Big Pipe stormwater project, water system risks, energy infrastructure vulnerabilities, and the Portland Harbor Superfund Site.





2035 OBJECTIVES

-
- 11** **Grow exports:** 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.
-
- 12** **Public and private urban innovation:** Portland grows as a national leader in sustainable business and new technologies that foster innovation and adaptation to change, spur invention, and attract and develop talent. Portland produces the "next generation" high-performance urban places and systems that foster creativity and invention.
-
- 13** **Trade and freight hub:** Portland retains its competitive market access as a West Coast trade gateway, as reflected by growth in the value of international trade.
-
- 14** **Grow number of jobs:** Portland has 27 percent of the region's new jobs, more of which provide a living wage, and continues to serve as the largest job center in Oregon. Portland is home to more than 515,000 jobs, providing a robust job base for Portlanders.
-
- 15** **Neighborhood business vitality:** At least 80 percent of Portland's neighborhood market areas are economically healthy. They promote the economic self-sufficiency of resident households through the strength and performance of local retail markets, job and business growth, and access to transit and nearby services that lower household costs.
-
- 16** **Affordable community:** 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.
-
- 17** **Access to affordable 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 incomes and persons with disabilities.
-
- 18** **Job training:** Align training and education to meet workforce and industry skill needs at all levels. At least 95 percent of job seekers who need it receive training for job readiness, skill enhancement and/or job search placement services.
-
- 19** **Household economic security:** Expand upward mobility pathways so that at least 90 percent of households are economically self-sufficient.
-
- 20** **Energy and infrastructure resilience:** Portland has strategically upgraded energy, infrastructure, and emergency-response and recovery systems to reduce long-term vulnerabilities and liability costs to Portland households and businesses.



TRADED SECTOR JOB GROWTH


\$1 BILLION EXPORTS = 5,400 JOBS


COMPUTER & ELECTRONIC PRODUCT MANUFACTURING



ROYALTIES



BUSINESS, PROFESSIONAL & TECHNICAL SERVICES

OTHER



PRIMARY METAL MANF.



MACHINERY MANUF.

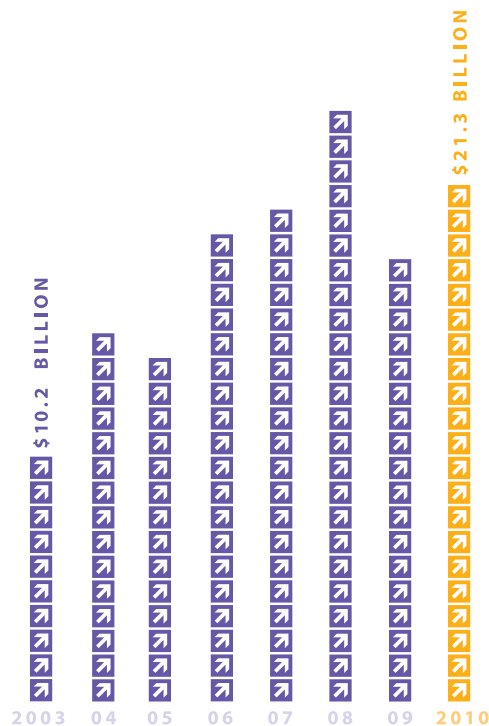
EXPORT INDUSTRIES

Traded sector businesses are companies that sell many of their products and services to people and businesses outside the Portland region, nationally and globally. Examples include most manufacturing and many professional and business service companies as well as smaller craft businesses with local and global customers. Traded sector businesses may be locally owned and can be small, medium or large in size.

How do traded sector businesses improve the local economy?

- **They bring more money into the region.** By selling to people and businesses outside Portland, locally-based traded sector businesses bring new money into the local economy.
- **They help keep local money at home.** Through import substitution, which is when Portland residents and businesses purchase locally produced products instead of importing goods and services, they help keep the money Portlanders earn in the local economy.
- **They help improve economic equity.** Their productivity and market size tends to lead them to offer higher wage levels. Jobs at traded sector companies help anchor the city's middle class employment base by providing stable, living wage jobs for residents.

For these reasons, Portland's traded sector businesses have the power to drive and expand Portland's economy.



GROWTH IN EXPORTS DOUBLED
 2003-2010

How strong is Portland's 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).
- 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.

Even so, the traded sector job base can be and must be stronger. A more competitive and supportive environment for traded sector businesses is needed to help strengthen the overall economy and to ensure that more Portlanders have the opportunity to secure stable living wage jobs.

What about other local businesses?

Working to strengthen Portland's traded sector businesses will increase the durability of our local economy and will make Portland a more fertile ground for non-traded sector local businesses by raising wages and bringing more money into the region.

Local businesses that are outside the traded sector, such as restaurants, shops and other neighborhood commercial businesses, also play an important role in import substitution. They help define community character, can reduce the need to travel for goods and services, and contribute extensively to Portland's overall attractiveness and resilience.





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. It has become increasingly clear that we cannot assume that a rising tide lifts all boats. Disproportionate upward mobility barriers persist for communities of color, residents with disabilities, female-headed households 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.

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.

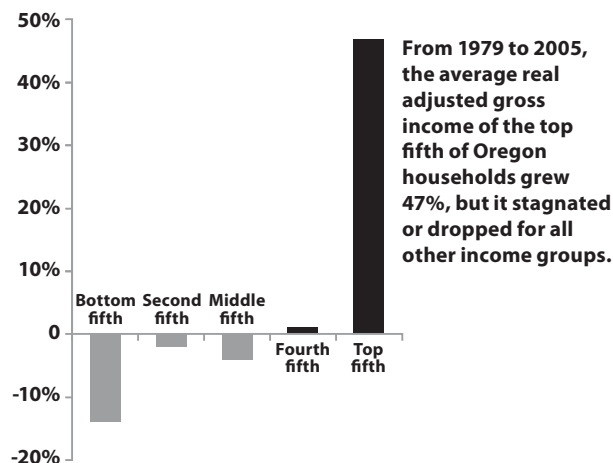
Declining affordability in the housing market and steadily increasing transportation costs make the economic challenges facing Portland households even worse. As stated in the Portland Housing Bureau’s strategic plan, “too many Portlanders cannot find an affordable home for their family. They cannot afford to rent or buy a home near their work, school or transit. Others live in substandard housing and pay more than they can afford for housing, putting them at risk of eviction or foreclosure while depriving them of the basic necessities. Thousands of Portlanders sleep on the streets or in crowded shelters.”

In their search for more affordable housing, which is often located far from the city center, many working households may have unintentionally increased their combined housing and transportation cost burden.

To address the growing mismatch between stagnant wages and increasing household costs, this section of the strategy proposes actions related to housing, education and training. The desired result is to expand upward-mobility pathways for the working poor, thereby empowering individuals and households to better meet their own needs.

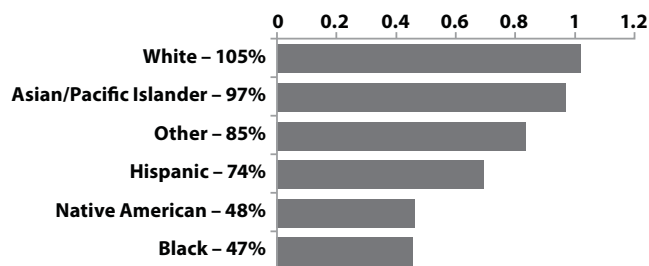
This section of the strategy includes policies and actions that will make opportunities for prosperity and affordability more broadly accessible.

An Oregon economy for the few . . .

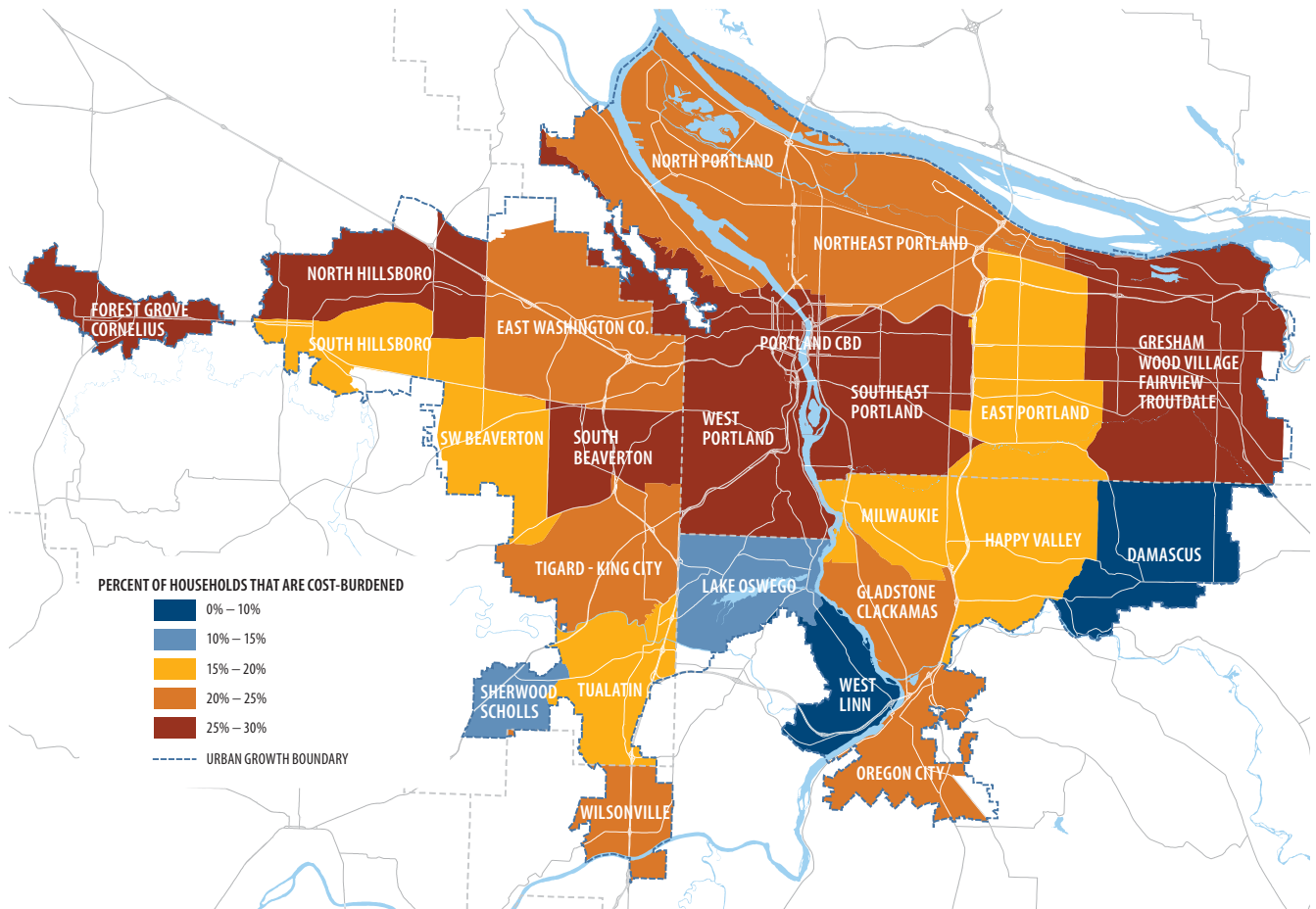


Note: “Households” refers to tax filers with positive adjusted gross incomes. Excludes negative returns for bottom fifth. Adjusted for inflation using 2005 dollars with CPI-U. Source: OCPP analysis of Oregon Department of Revenue data.

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



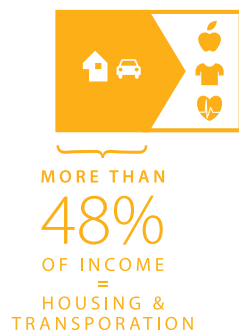
Share of households that are cost-burdened, HIGH growth scenario (2030)



Source: MetroScope scenarios 911, 2009

Cost-burdened households are households that spend approximately 50 percent or more of the household's income on housing and transportation.

1 IN 4 HOUSEHOLDS = COST BURDENED



LESS THAN 48% OF INCOME = HOUSING & TRANSPORTATION

Economic Prosperity and Affordability **Element 1**

REGIONAL TRADED SECTOR BUSINESS GROWTH

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



Traded sector companies in related industries tend to collect in regions where they have competitive advantages, a phenomenon called industry clusters. This supports greater access to specialized services and suppliers, a strong industry knowledge base, and skilled, experienced 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 traded sector growth. The strategy 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.

The target industry program focuses the limited public resources for business assistance on growing the traded sector prospects with the promise of increasing overall regional prosperity. Portland’s specializations will evolve as markets, industries and technologies shift. The specific cluster may change in the future, but the focus on traded sector clusters and competitiveness will remain. The focus on target industries complements other economic development tools that support the overall business environment and growth, such as the education and training system, developable land supply, business district infrastructure, and neighborhood economic development capacity.

GUIDING POLICIES

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

5-YEAR ACTION PLAN

Number	Related Action Areas	Actions	Partners
50		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.	PDC, Business Oregon, Port
51		International business: Implement an international business development, export and investment strategy that emphasizes job creation with coordinated promotion of both the region and local firms, and supports the Regional Export Initiative.	PDC, Greater Portland Inc., Port
52		Coordinated regional economic development efforts: Support Greater Portland Inc. as a regional economic development corporation that will be responsible for a regional brand strategy, recruitment and retention, marketing and regional strategy coordination.	Greater Portland, Inc., PDC, Port, WSI
53		Growing the university role in economic development: Pursue world-class research facilities and programs. Strengthen connections between higher education and firms in the target industries, whereby universities help solve technical challenges facing commercial firms and help turn research innovations into commercially viable products.	PSU, OHSU
EQUITY 54		Worker productivity: Use workforce development programs to help meet the skill needs of targeted industries. Use community workforce agreements to bring the benefits of industry growth to the whole community.	WSI, PDC



PUBLIC AND PRIVATE 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.



Portland’s focus on sustainability is an economic asset and an advantage over peer cities. To stay competitive, the volume and speed of the results in resource conservation and green innovation must increase. The export of knowledge, expertise and production related to urban economic productivity through sustainable practices, technology and greater equity must also increase.

Portland enjoys the position of being one of the most fully functional urban laboratories for innovation in sustainability. The city has valuable experience built on rethinking infrastructure investments; examples include:

1. Active transportation including our transit, streetcar and bicycle systems
2. Green stormwater system
3. The trail-linked open space system

Portland universities and businesses are active in research and development and the commercialization of new technologies. Policies and programs, such as Clean Energy Works Oregon and Solarize Portland have contributed to growing the market for green building technologies and practices and have demonstrated how job creation can be part of reducing energy use and resource consumption.




















Portland has a solid record of business growth related to urban innovation, including startups and niche product development. Examples include bicycle manufacturing, green building and stormwater products and services, local food businesses, planning and design, and international tourism.

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

GUIDING POLICIES

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

5-YEAR ACTION PLAN

Number	Related Action Areas	Actions	Partners
55	  	Clean tech and green building innovation: Support existing companies and recruit new firms that design, apply or manufacture high-performance products that support resource conservation and green buildings. Invest in projects that demonstrate Portland’s capacity in this sector including the Oregon Sustainability Center, district energy systems, and programs such as Solarize Portland.	City, PDC, PHB, BPS, PSU, POSI
56	  	Growing green development/ecosystem expertise: Capitalize on the expertise being built by PSU’s Ecosystem Services for Urbanizing Regions (ESUR) PhD program. Connect this expertise with the global marketplace.	PSU, PDC, Greater Portland, Inc.
57	 	Building markets for energy efficiency: Help build the commercial, industrial and residential markets for cost-saving energy efficiency improvements through incentives, technical assistance, policy and education.	ETO, BPS, PHB, PDC
58	 	Arts support: Expand public and private support for Portland’s arts and creative sectors.	RACC
EQUITY 59	  	Broadband service: Work with citizens and telecommunications and utility representatives to develop recommendations for improving wireless service in Portland. Review and update the City’s comprehensive approach to wireless facilities including database mapping.	OCT
EQUITY 60	  	Community benefits of urban innovation: Use a collaborative process to bring historically underrepresented communities into the workforce through community workforce agreements (as done in the Clean Energy Works program) to bring the benefits of urban innovation initiatives to the whole community.	Nonprofits, OMF
EQUITY 61	  	Broadband equity: Establish a fund for broadband equity and work with nonprofits to increase access to broadband for underserved communities.	OCT

ACTION AREAS

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

Economic Prosperity and Affordability **Element 3**

TRADE AND FREIGHT HUB

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



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.

Portland’s 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.







Strategic freight investments are needed to hold or grow Portland’s competitive position in the rapidly growing and changing international marketplace. 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 (i.e., 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.

Given geographic and competitive challenges, Portland’s celebrated role as a leading exporter is fragile. Portland’s success could be undermined if we do not give adequate attention to strengthening our freight transportation network, which connects us to global markets. The transportation system is burdened with many obsolete, end-of-life assets (the functional condition of many roadways and bridges, for example), and maintaining in a cutting-edge built environment is a critical aspect of sustaining the region’s freight and trade dependent economy.



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.

Portland’s freight infrastructure is also increasingly valued as a sustainability asset. Multimodal freight hub infrastructure and freight mobility in a dense urban setting contribute to local energy efficiency and carbon reduction. Flexible street corridor design for truck access and active transportation can help increase urban density, lower transportation costs and use limited infrastructure capacity more efficiently. As cities urbanize, the transportation system focuses less on single-occupancy vehicles and more on freight, transit and active transportation.

GUIDING POLICIES

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

5-YEAR ACTION PLAN

Number	Related Action Areas	Actions	Partners
62	 	Regional freight rail strategy: Develop a regional freight rail strategy focused on enhancing rail access, travel time, and the efficiency of rail operations for competitive access to markets.	Metro, PBOT, Port, ODOT, railroads
63	 	Strategic freight mobility investments: Begin implementation of the next five-year increment of the City's Freight Master Plan and Working Harbor Reinvestment Strategy. Update the list of the Tier 1 and Tier 2 projects. Evaluate revenue options to support accelerated implementation.	PBOT, ODOT, Metro, Port
64	 	International service: Implement strategic investments to maintain competitive international market access and service at Portland's marine terminals and Portland International Airport.	Port



Economic Prosperity and Affordability **Element 4**

GROWING EMPLOYMENT DISTRICTS

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

Portland’s specialized, urban-scale business districts are a statewide economic engine, a source of local economic resilience and a job base for our diverse population. Portland’s central city, freight-oriented industrial areas (such as the harbor and airport districts), large hospital and college campuses, and other commercial centers and corridors make up a varied urban economy.

Portland’s central city is the region’s center for high-density office businesses, universities and urban industry and has outperformed the national norm. When compared to peer cities such as Denver, Austin and Charlotte, our central city excels. Nationally, central cities lost out to suburbs or to other regions. Portland’s central city, on the other hand, has benefited from an emphasis on access, especially transit, and livability for residents, workers and visitors. In particular, the River District and the Central Eastside have generated high rates of job growth and innovative, small business growth.

- 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 job growth rate of 0.7 percent exceeded the national average of 0.5 percent.

Industry has grown in the Portland region over recent decades in contrast to national trends. Portland remains a preferred industrial location in the region, in part due to the multimodal freight infrastructure of Portland Harbor, the Columbia Corridor and industrial sanctuary zoning. However, continued industrial growth in Portland faces challenges similar to other U.S. cities.

Portland’s land supply is largely fixed. Other than West Hayden Island, Portland has virtually no opportunity to add land through annexation. Shortfalls have been identified in the 25-year development capacity to meet forecast job growth in Portland’s industrial districts and institutional campuses. The land we do have often faces development constraints. These sites, called brownfields, can be costly to redevelop due to higher cleanup costs and perceived risks compared to undeveloped suburban sites. The Portland Harbor Superfund Site is one of the city’s and region’s largest brownfield problems. The large potential cleanup liability poses a threat to harbor businesses and creates a barrier to reuse of vacant harbor sites. (Site contamination is a major constraint.) There are important tradeoffs that have to be addressed where industrial sites are located in areas that are also critical to watershed health.

















We must find ways to keep urban sites competitive for redevelopment. Given the unique assets like the harbor and airport and role of Portland’s industrial lands, increasing the support for development of these sites should be a regional priority. There is promise in innovative approaches to site design that improve development potential, environmental health and neighborhood livability and increase the number of jobs realized per acre. Renovation and reuse of older buildings, especially in the Central City, also can play a role.

GUIDING POLICIES

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



5-YEAR ACTION PLAN

Number	Related Action Areas	Actions	Partners
65	 	Brownfield investment: Develop a strategy to address the impediments to the redevelopment of brownfields and include brownfield redevelopment assistance in the regional investment strategy. Pursue legislative changes, innovative remediation options and funding sources to accelerate clean up of brownfields to a level appropriate to the future use. Continue pollution prevention and other efforts to prevent the creation of future brownfields.	Metro, PDC, BPS, BES, Port, OHWR
66	 	Harbor Superfund: Take a leadership role in prompt resolution and cleanup of the Portland Harbor Superfund site.	City, Port
67	 	Industrial site readiness: Assemble one 25-acre or larger site that is ready for industrial development as a model project for environmentally-sensitive industrial development.	PDC, Port, OHWR
68	  	Industrial growth capacity: As part of the development of a new Comprehensive Plan, ensure there is adequate development capacity for forecasted job growth. Consider the specific forecasted needs for different types of employment land including industrial, harbor-access, multi-modal freight facilities, Central City office, campus institutions and commercial corridors in underserved neighborhoods.	BPS
69	  	Campus institutions: Develop, as part of the new Comprehensive Plan, new land use and investment approaches to support the growth and neighborhood compatibility of college and hospital campuses.	BPS
70	 	Office development: Develop approaches to grow Portland's share of regional office development and to maintain the Central City's role as the region's office and employment core. Reduce barriers for office development to meet the needs of businesses seeking flexible and low-cost space.	PDC, BPS, BDS, City
71	  	Impact of fees on business growth: Evaluate the cumulative impact of City fees, including Systems Development Charges, on location and growth decisions of businesses, especially for businesses seeking flexible and lower-cost Central City space. Develop approaches to mitigate those impacts while meeting fiscal needs of City programs.	OMF, City

Economic Prosperity and Affordability Element 5

NEIGHBORHOOD BUSINESS VITALITY

Improve economic opportunity and neighborhood vitality throughout Portland through greater organizational capacity and partnerships for economic development.



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, support community self-sufficiency and import substitution, and add to the city’s economic resiliency.

The economic vitality of neighborhood employment districts varies across the city. The differences are largely related to the buying power of residents, the competitive strength of the district and its businesses and the quality of access, especially frequent transit. The districts also vary in terms of racial and ethnic diversity, poverty levels and the experience of gentrification. Improving the vitality of neighborhood businesses and districts has great potential to help address racial, ethnic, income and other disparities.

Portland has a solid base of business districts with supportive land use, transportation, and community organization and small business resources. Recent initiatives in the East Portland Action Plan (EPA) and City’s Neighborhood Economic Development Strategy are already focused on strengthening these districts though partnerships and community directed actions.

GUIDING POLICIES

P-24 Apply commercial revitalization and business development tools to drive business growth in neighborhoods and help neighborhoods, local business and residents better connect to and compete in the regional economy.

P-25 Use a community-driven neighborhood economic development approach to build local capacity to achieve economic development outcomes, minimize involuntary displacement and spur commercial activity in underserved neighborhoods.

P-26 Support microenterprise and entrepreneurship.

P-27 Improve access to jobs in priority neighborhoods through frequent transit, active transportation, workforce development training and employment growth in neighborhoods.

P-28 Expand partnerships with community-based organizations, foundations, community development financial institutions, business improvement districts and the private sector (generally), to leverage more public investments in neighborhood economic development.

5-YEAR ACTION PLAN

	Number	Related Action Areas	Actions	Partners
EQUITY	72		Neighborhood business development: Strengthen business activity in neighborhood centers by implementing the City's Neighborhood Economic Development Strategy including its main street and the Neighborhood Prosperity Initiative.	PDC, City, Nonprofits
EQUITY	73		Small business development: Evaluate and identify ways to increase the effectiveness, use of and access to small business development programs, especially for neighborhood-based businesses.	PDC, Venture Portland, Nonprofits
EQUITY	74		Land use support for neighborhood business districts: As part of the new Comprehensive Plan, identify zoning and regulatory changes that promote new or appropriate growth of neighborhood commercial centers in underserved neighborhoods.	BPS, BDS, City
	75		Sustainability at Work: Expand City assistance for businesses to increase energy, water and transportation efficiency, waste and toxics reduction, telecommuting, and sustainable purchasing to reduce business costs and improve overall practices.	BPS