

Economic Prosperity and Affordability **Element 6**

ACCESS TO HOUSING

Meet Portland’s need for quality, affordable homes for its growing and socio-economically diverse population, and ensure equitable access to housing.



Housing and transportation costs consume a significant portion of most household budgets. If those 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. Greater housing and transportation costs and less average income mean the housing cost burden is being felt not just by the homeless, low-income households and seniors on fixed-incomes, but also by moderate and middle-income households. Neither the private market nor public subsidy is sufficient alone to meet this demand. Raising income levels is also essential to improving equitable access to housing.






Increasing affordability and equitable access at the neighborhood level will require attention to meet the needs of low-income populations, communities of color, aging populations, populations with disabilities and fast-growing populations such as Hispanic residents. Neighborhood affordability also depends on access to essential services and lower-cost transportation options (walking, biking and transit). In east Portland, for example, where racial and ethnic diversity and poverty are increasing, frequent transit and some other essential services are not as uniformly available as in close-in neighborhoods.



GUIDING POLICIES

▶	Provide for a supply of quality housing that meets expected growth, is diverse in terms of unit types and price, and is located to take advantage of the long-term affordability benefits of the Healthy Connected City strategy's network of hubs and connections.
P-29	
▶	Maintain the health, safety and viability of existing housing stock.
P-30	
▶	Produce and preserve housing to meet the needs that remain unmet by the private market.
P-31	
▶	Provide for long-term housing affordability by considering the combined cost to residents of housing, utilities and transportation when making housing investment decisions.
P-32	
▶	Remove discriminatory barriers to Portlanders trying to secure housing.
P-33	
▶	Keep families in their homes by preventing avoidable, involuntary evictions and foreclosures.
P-34	
▶	Move people quickly from homelessness, into housing in a way that lasts, and maintain the safety nets that keep households from falling into homelessness and address emergency needs.
P-35	
▶	Increase the ability of low-income households to access home ownership opportunities.
P-36	

5-YEAR ACTION PLAN

	Number	Related Action Areas	Actions	Partners
EQUITY	76		Housing strategy: Develop and implement a Citywide Housing Strategy for all levels of housing. This should include an estimate of housing needs, strategies to create new rental and home ownership opportunities in “high opportunity” areas — those that already have infrastructure to support household success, such as quality active transportation, high-performing schools, commercial centers and recreation facilities. Address resource development, equity initiatives such as increased use of minority contractors, and alignment with other community services for low- and moderate-income residents.	PHB, BPS
EQUITY	77		Affordable housing supply: Retain affordable housing supply by preserving properties that receive federal and state housing subsidies. Increase the supply by building new affordable housing in high opportunity areas. Improve the physical accessibility and visit-ability of the affordable units to best meet the needs of all demographics.	PHB, BPS
EQUITY	78		Remove barriers to affordable housing: Remove barriers to affordable housing for low-wage workers, elders and people with disabilities, and other low-income households through implementation of the Fair Housing Action Plan, housing placement services, and programs to overcome housing discrimination and bring violators to justice.	PHB, Nonprofits
EQUITY	79		Equity in neighborhood change: Use neighborhood planning and development programs to help minority and low-income people stay in their homes and neighborhoods. Raise community awareness of existing programs to prevent eviction and foreclosure.	PHB, Nonprofits
EQUITY	80		Equity in home ownership: Support programs that move people of color into home ownership and develop clear strategies and targets. Utilize and strengthen the existing capacity of nonprofit partners to provide effective home ownership assistance to households of color.	PHB, Nonprofit Developers
EQUITY	81		Homelessness: Update the 10-Year Plan to End Homelessness for disabled veterans, families and chronically homeless people, and continue implementation of effective, long-term solutions and integration of housing programs with other essential support services. Work with Multnomah County to maintain a safety net for emergency housing needs.	PHB, Multnomah County

Economic Prosperity and Affordability **Element 6**

ACCESS TO HOUSING

A place to live is a basic human need. However, housing plays other roles too. Housing is an industry that provides living wage jobs: construction and maintenance, real estate, demolition and reuse of materials. Additionally, ownership opportunities in the housing market may open the doorway to economic prosperity for households.












To have equitable, quality and affordable housing options that meet the needs of all people, Portland needs a long-term housing strategy that considers current residents and neighborhood change. It requires a new approach that provides locations of new rental and home ownership housing in neighborhoods that already have good supports for the success of residents. It also requires collaboration among public, nonprofit and private partners.

GUIDING POLICIES

- ▶
P-37
 Provide for the growing housing needs of the disabled and elderly through designing housing units to be more physically accessible, and locating more of this housing near neighborhood hubs and frequent transit service.
- ▶
P-38
 Link housing to transportation at the local level by including housing strategies as part of planning major transit investments.
- ▶
P-39
 Continue to expand access to affordable transportation options, including sidewalks, frequent service transit, bicycle networks, car and bike sharing, and other alternatives that allow households to function without a car or with one car. Develop corridor-specific housing strategies as a component of major transit investments.
- ▶
P-40
 Link workforce training programs with subsidized housing to help people who are in stable environments access job skills training, increase their income, reduce their time spent in subsidized housing and free up units for those on the waiting list.

5-YEAR ACTION PLAN

	Number	Related Action Areas	Actions	Partners
EQUITY	82	  	Physically accessible housing: Develop policies and programs to increase the supply of housing accessible to disabled persons. Collect the information required to understand accessible housing needs including estimates of demand and information on the supply by amount, type and location. Identify policy initiatives that can increase the private market supply. Promote design of housing units that are accessible, versatile and able to meet the changing needs of people throughout their life.	PHB, BPS, PSU, Nonprofit and Private Developers
EQUITY	83	  	Moderate-income workforce housing: Identify opportunities, policies and programs that promote private development of moderate-income housing as part of the new Comprehensive Plan and future community development plans.	BPS
	84	  	Align housing and transportation investments: Promote housing development along existing and planned high-capacity transit lines and frequent transit routes. Identify housing opportunities as part of the SW Barbur Concept Plan and future transit corridor plans.	PHB, BPS, PBOT

Economic Prosperity and Affordability **Element 7**

EDUCATION AND JOB SKILLS 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. While Portland has notably attracted a growing share of workers with bachelors degrees or higher (42 percent of city residents over age 25 in 2010), much of the population also lacks skills to secure living-wage employment. 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.

For example, nearly 15,000 youth (ages 16–24) in Multnomah County were either among the working poor or idle poor (unemployed and not in school) in 2006–08. Many unemployed older workers have also been affected by the erosion of middle-income occupations, requiring new skills to find work at their previous income levels.

Additionally, many jobs that once were attainable with just a high school diploma now require some form of post-secondary education or training. Expanding markets and new occupations, such as those in health care and the clean tech industry, are also increasing demand for skills. In addition, the retiring baby boomer population poses looming skills shortages across all skill levels.

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

GUIDING POLICIES

- ▶

P-41 Expand access to training programs, including short-term skill-building programs, to build career pathways that allow individuals to secure a job or advance in a high-demand industry or occupation.
- ▶

P-42 Improve completion rates for post-secondary education, industry recognized certification and other career or technical credentials.
- ▶

P-43 Subsidize on-the-job training for new workers to develop required skills. Subsidize work experiences for youth with an emphasis on disconnected and disadvantaged youth.
- ▶

P-44 Move more education and training opportunities into the workplace, such as hands-on vocational training, English language proficiency classes and apprenticeships.

5-YEAR ACTION PLAN

	Number	Related Action Areas	Actions	Partners
EQUITY	85	  	Coordinated training efforts: Support and expand workforce training programs and higher education degree programs to prepare job seekers for long-term employment at a self-sufficient wage. Continue periodic review of programs and policies to match forecast demand for job skills and the skills of available workers. Enhance coordination between educational institutions and workforce development partners align of high school and post-secondary curricula to match industry skill needs.	WSI, PPS, PCC, OUS
EQUITY	86	 	Youth employment: Support and expand partnerships between schools, government and businesses to provide opportunities for youth employment such as tax incentives for private businesses, programs developed as part of the Cradle to Career initiative, and the City’s Summer Youth Connect program. Focus on providing services to disconnected and disadvantaged youth.	WSI, City, State, All Hands Raised
EQUITY	87	 	Hiring agreements: As part of public assistance to business, use agreements such as “first source hiring” agreements to promote hiring of qualified local residents who have completed skills training or become unemployed.	PDC, City



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 households have been predominantly middle-class in terms of income (2000). Nationally, households in core cities typically are low- or moderate-income, while suburban households are middle and upper-income. Nationally, the type of jobs that pay middle income wages have declined from 55 percent in 1986 to 48 percent in 2006.

Despite Portland’s large, diverse employment base and large middle-class, much of our population continues to be left out of economic prosperity. An estimated 23 percent of Multnomah County households are classified as working poor as measured by the Self Sufficiency Index. This tracks households by family type with adequate income to cover local costs of basic needs (e.g., housing, health care, childcare and transportation). Among measures of economic need, the Self Sufficiency Index has been used in a few states and has advantages in considering key factors that result in wide variation in the household costs of making ends meet, including family composition, age of children and local costs of living. The Self Sufficiency Index is also addressed in Measures of Success.









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. These best practices also reveal opportunities for intergovernmental and private sector alignment that achieve more with existing resources.

GUIDING POLICIES

P-45 Work toward more effective poverty reduction through aligning major public systems responsible for housing, social services, community development and workforce development.

P-46 Reduce racial, ethnic and disability-related disparities in economic self-sufficiency.

5-YEAR ACTION PLAN

	Number	Related Action Areas	Actions	Partners
EQUITY	88	 	Self-sufficiency metrics: Adopt the Self Sufficiency Index as the official measure of poverty and require its use in policy discussions and decisions.	City, Multnomah County, Metro
EQUITY	89	  	Reduce barriers to employment: Support programs to increase employability of residents who face multiple barriers to economic self-sufficiency such as English language competency, mental illness, criminal background, and chemical dependency issues.	WSI, Home Forward, DHS, Multnomah County, SUN, School Districts
EQUITY	90	 	Race and ethnicity: Support programs and policies to increase employment opportunities for low-income residents who face barriers related to race and ethnicity. These approaches include targeted contracting, community workforce agreements, job training and culturally specific services.	City, PDC, WSI, Multnomah County
EQUITY	91	 	Coordinated approach to anti-poverty programs: Join with Multnomah County to review local programs and potentially develop a joint strategy to increase economic self-sufficiency. Include consideration of issues such as the need for affordable, accessible and quality childcare, assistance to individuals facing multiple barriers to employment, and actions to reduce racial and ethnic disparities.	Multnomah County, City, PHB, PDC, Home Forward, Nonprofits

WHAT IS GENTRIFICATION AND DISPLACEMENT?

As cities grow and develop, they often experience a rise in property values and a change in demographic and economic conditions in neighborhoods. The term gentrification applies when these changes are part of a shift from lower-income to higher-income households and often when there is a change in racial and ethnic make up of a neighborhood's residents and businesses.

Gentrification can be spurred by public or private investments that increase a neighborhood's attractiveness. At the same time, improving neighborhoods is often a public goal held by current residents.

Gentrification often means that the change has resulted in involuntary displacement of residents and businesses. It can occur as the result of rising property values, redevelopment or land clearance. Most often, lower income populations, renters and the businesses that serve them are displaced and/or separated from community and social support systems.

Gentrification is often preceded by a pattern of segregation and/or disinvestment. The latter drives down property values and affects the wealth and assets of community members. It can also create disparities in livability and opportunities for prosperity and healthy living for residents and businesses. This disinvestment can be the result of public policy or past lending practices such as redlining.

The harm of gentrification is tangible and measurable. This includes loss of access to desirable locations; displacement of individuals and businesses to less desirable locations; a loss of wealth when homeowners leave without realizing the increased property values; and, more generally, the loss of the ability for current residents to enjoy the benefits of revitalization. It is difficult to calculate the real costs and benefits to current residents from gentrification, but clearly, there are losses.

Portland's experience?

Portland's experience of gentrification and displacement has racial dimensions. In the past, in Northeast Portland, African-Americans were segregated and the neighborhood was redlined, or denied access to housing loans. Large public investments, such as the construction of the I-5 freeway and Legacy Emanuel Hospital, including demolition of housing and commercial buildings, caused displacement and physically split predominantly African-American communities.

More recently, public policies were adopted to improve inner North and Northeast Portland. As these areas became more desirable to higher income buyers and property values increased, many African-American residents and businesses were displaced. While some community institutions remain in North and Northeast Portland, many long time residents or people who grew up in the neighborhood can no longer afford to live there.

The critique of our past policies indicates that actions for neighborhood improvement were not paired with actions to address the likelihood of economic and racial displacement.

Gentrification and displacement, whether the result of large infrastructure investments or the cumulative effect of smaller investments, have disrupted communities and resulted in serious questions about the motivations behind government investments in Portland.

Today's challenge is to figure out how to provide all Portlanders with quality of life and other improvements and programs without the negative consequences of gentrification and displacement, all while improving trust and confidence in local government.

How is gentrification addressed in the Portland Plan?

The Portland Plan strives to make government explicitly consider how projects and spending reduce disparities and improve equity. The Portland Plan takes a three-part approach to understanding and minimizing the effects of gentrification:

1. Housing

Affordable housing actions are the heart of effective displacement mitigation strategies. The Portland Plan includes the following guiding policies and actions:

- Help keep families in their homes by preventing avoidable, involuntary evictions and foreclosures.
- Increase the ability of low-income, minority households to access home ownership opportunities.
- Remove discriminatory barriers to Portlanders trying to access housing.
- Develop policies and actions to address the impacts of gentrification. Existing approaches include the Neighborhood Economic Development Strategy and affordable housing set-aside and community-benefit agreements.

2. Business Development Tool Kit

- Build on the City's Neighborhood Prosperity Initiative to develop approaches to assist neighborhood businesses facing gentrification.
- Continue support for development of minority entrepreneurs and local hiring through community workforce agreements.

3. Tracking and Program Evaluation

- Develop approaches to track neighborhood change including race, ethnicity, age, disability, ownership and other factors.
- Develop analysis methods to help anticipate potential gentrification impacts of new policies and programs.
- Evaluate City investments and actions using the Framework for Equity.

Over time, Portland Plan partners and the community will refine these tools and work to reduce community disparities and displacement.

Ten actions that respond to the challenges posed by gentrification and displacement

Action 1: Enforce Title VI

Action 3: Evaluate equity impacts

Action 4: Improve evaluation methods

Action 12: Community dialogue

Action 34: Housing stability

Action 72: Neighborhood business development

Action 76: Housing strategy

Action 79: Equity in neighborhood change

Action 87: Hiring agreements

Action 97: Mitigate negative social impacts



HEALTHY CONNECTED CITY

GOAL: Improve human and environmental health by creating safe and complete neighborhood centers linked by a network of city greenways that connect Portlanders with each other.

Encourage active transportation, integrate nature into neighborhoods, enhance watershed health and provide access to services and destinations, locally and across the city.

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

- **Prioritize human and environmental health and safety.** Our future decisions must consider impacts on human health, public safety and overall environmental health and prioritize actions to reduce disparities and inequities.
- **Promote complete and vibrant neighborhood centers.** Our neighborhoods must provide: 1) businesses and services, 2) housing that is easily accessible by foot, wheelchair, bike and transit, 3) healthy food and 4) parks and other gathering places 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, resilient neighborhoods, watersheds and Portlanders.

The Healthy Connected City strategy provides a framework to achieve this goal and expands Portland's civic capacity to coordinate the work of public, private and community partners. A first step is achieving greater alignment on planning, capital investment and service provision among public agencies. It will also be important to harness community initiatives and build capacity at the neighborhood scale.

THE PORTLAND PLAN



The Healthy Connected City strategy is not starting from scratch. The foundation for this effort can be found in a number of existing collaborative projects.

- Portland's centers and connections are part of our regional land use, transportation, growth management and open space system, which is coordinated by Metro. Metro also plays a role in facilitating a regional strategy to make reinvesting in existing communities a first priority.
- Neighborhood and business associations provide organizational capacity to develop local action plans, as evidenced by the recent East Portland Action Plan.
- The Intertwine Alliance is a group of local agencies and groups that work together to ensure the region's network of parks trails and natural areas are completed and maintained. The group also helps residents connect with nature through land acquisition and encouraging active transportation, conservation education, and more.

Portland will be a healthier city when:

- We can safely and conveniently walk, bike or take transit to get to places we need to go every day and to destinations throughout the city.
- Parks and greenspaces are never far away.
- Communities are resilient and prepared to respond to emergencies.
- Air, water and land are clean.

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

PORTLAND TODAY

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.

Incomplete neighborhoods: Only 45 percent of Portlanders live in health-supporting, complete neighborhoods with businesses, frequent transit service, schools, parks or greenspaces 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 streets may lack sidewalks, bikeways or other safe connections providing local access.

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.

Active transportation: Active forms of transportation, such as walking, biking and taking transit, can help reduce the risk of developing chronic diseases and can reduce transportation costs. Currently, only 27 percent of commuters walk, bike or take transit to work, and Portlanders travel 16 miles per day by car on average.

Carbon emissions and climate change: Portland's carbon emissions are six percent below 1990 levels, while the U.S. average is up about 15 percent. However, climate scientists have determined that reductions of 50 to 85 percent by 2050 are needed to avoid, reduce and adapt to anticipated impacts from climate change. Significant changes may affect weather patterns, increased flooding, wildfire, drought, disease and invasive plant and animal species. The City is developing a Climate Change Adaptation Plan to help guide future policy decisions and investments in areas of public health, infrastructure and natural systems.

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 live 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.

Watershed health: Neighborhoods with generous tree canopy and less pavement have cleaner, cooler air. Trees and other vegetation also help reduce risks of flooding and landslides. Rivers, streams and upland habitats support diverse, native resident and migratory fish and wildlife. About 33 percent of the city is covered with pavement or buildings. Most waterways do not meet quality standards. Tree canopy, on average, covers 26 percent of the city, but some neighborhoods have fewer trees. Many beneficial wildlife species are declining or at risk.

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 to 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.

Quality public infrastructure: Quality public infrastructure provides 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, there are streets without sidewalks and 12,000 properties are at risk of basement sewer backups during heavy storms. Revenue to maintain infrastructure, including green infrastructure components (e.g., median trees, natural areas) is increasingly limited.

Emergency preparedness: When the next major earthquake occurs, Portlanders and their neighbors will become first responders. Government has adopted plans to help reduce the impacts of natural hazards. However, more household, block and neighborhood scale emergency preparedness — including a system of gathering places, shelters and information and food and water distribution centers — is needed to prepare for catastrophic events.

WHAT IS A COMPLETE NEIGHBORHOOD?

The term “complete neighborhood” refers to a neighborhood where one has safe and convenient access to the goods and services needed in daily life. This includes a variety of housing options, grocery stores and other commercial services, quality public schools, public open spaces and recreational facilities, affordable active transportation options and civic amenities. An important element of a complete neighborhood is that it is built at a walkable and bikeable human scale, and meets the needs of people of all ages and abilities.



2035 OBJECTIVES

21

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 the current federal standards.

22

Complete neighborhoods: Eighty percent of Portlanders live in a complete neighborhood with safe and convenient access to the goods and services needed in daily life.

23

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.

24

Access to healthy food: Ninety percent of Portlanders live within a half-mile of a store or market that sells healthy, affordable food.

25

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, take transit, carpool or telecommute to work.

26

Carbon emissions and climate change: Portland's transportation-related carbon emissions are 50 percent below 1990 levels, and effective strategies to adapt to climate change are in place and being implemented.

27

Parks and nature in the city: All Portlanders can conveniently get to and enjoy the Willamette and Columbia Rivers. All Portlanders live within a half-mile safe walking distance of a park or greenspace. The regional trail system is substantially complete and is an integrated component of a Healthy Connected City network.

28

Watershed health: Watershed health is improved, and 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. High quality trees are routinely preserved and planted on development sites.

29

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.

30

Quality public infrastructure: By 2035, all Portlanders have safe and reliable transportation choices and water, stormwater and sewer services at levels that 1) benefit human and watershed health and safety, 2) meet or exceed customer and regulatory standards, and 3) are resilient to hazards or other disruptions. Sufficient resources are dedicated to maintain these assets, including green infrastructure.

31

Emergency preparedness: Portland is prepared for emergencies and neighbors are prepared to work collaboratively before, during and after emergencies and catastrophic events such as a major earthquake. A robust system of neighborhood gathering places, information centers, shelters, and food and water distribution centers is established and facilities are strategically retrofitted.

THE HEALTHY CONNECTED CITY NETWORK

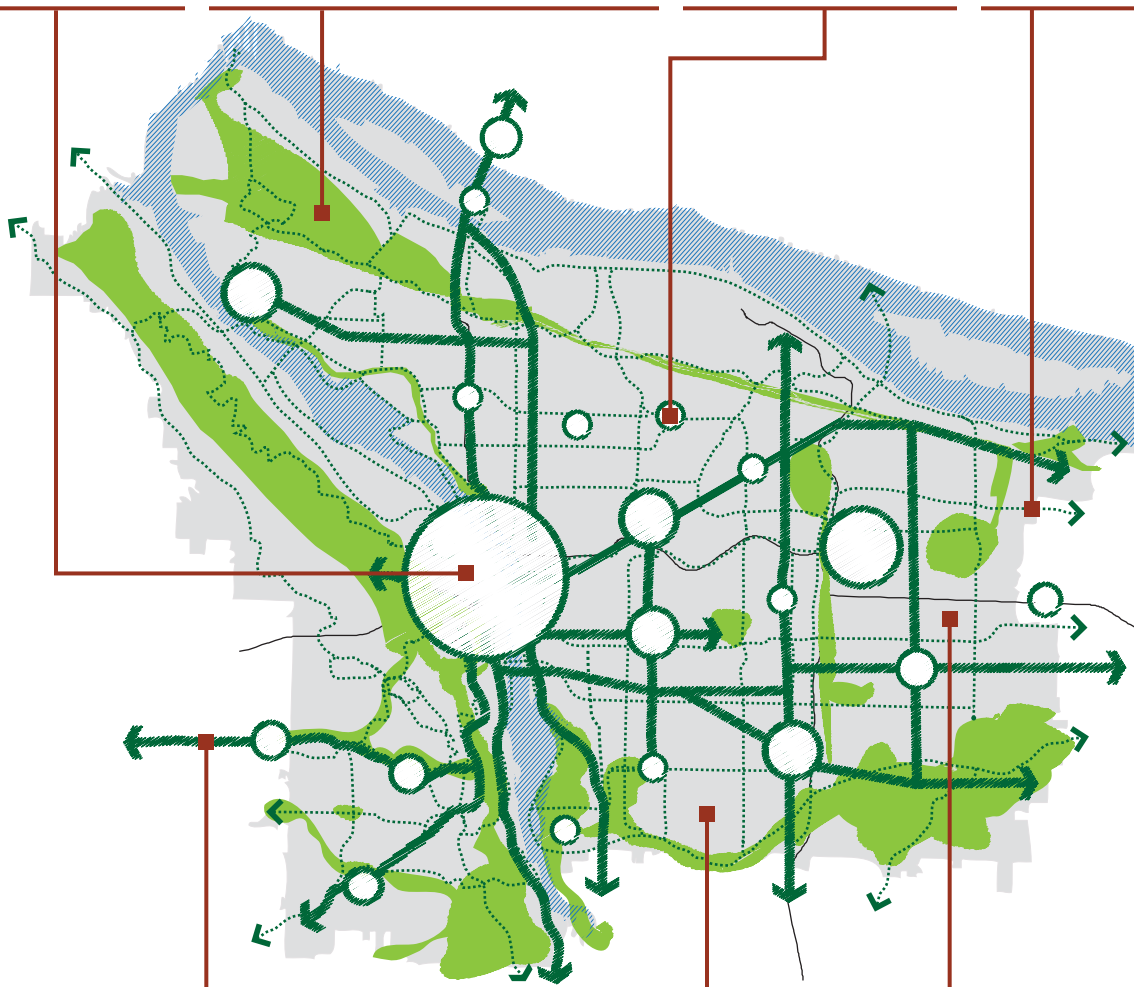
This diagram illustrates the concept of the Healthy Connected City network of neighborhood centers and city connections.

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

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

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

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



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

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

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



How was this diagram created?

It is based on elements from several different existing plans and studies. Each of these plans, taken individually, addresses some aspect of how the city grows or how we manage public spaces and street networks. The diagram illustrates how these different plans might interrelate to create a single multi-objective framework to guide the city's physical development. The following plans and initiatives informed the development of the diagram:

- Metro 2040 Framework
- Parks 2020 Vision
- The Interwine
- Streetcar System Concept
- Bicycle Plan for 2030
- Portland Watershed Management Plan

How will this diagram be used?

This is a conceptual diagram. This concept will be used to inform an update to the City's Comprehensive Plan. The specific locations of centers, neighborhood greenways, civic corridors and habitat connections will be refined with community input before specific alignments and locations are embedded into the Comprehensive Plan.

The Comprehensive Plan is implemented by more specific plans and maps that will guide how individual systems are developed and managed (parks, streets, natural areas, etc.). For example, the Transportation System Plan includes specific street classification maps which designate street functions. For each mode of travel, streets are generally designated local-, district- or neighborhood-serving. Some streets have a major citywide or regional service function. As the City's Comprehensive Plan is updated and refined in the future, the plans listed to the left, in combination with this diagram, should be used to inform how those classifications might change.



DECISIONS THAT BENEFIT HEALTH AND SAFETY



To create a healthy connected city, we must consider the potential impacts of our decisions on the health, safety and welfare of Portland’s residents and on our city’s watersheds 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 and

infrastructure systems; the development and use of neighborhoods; our ability to prepare for and respond to emergencies; and the protection and management of watersheds and natural areas. We must be aware of the potential impacts of projects, programs and capital investments on health to make smarter decisions and to improve long-range outcomes in human and environmental health and safety.

Human health and the health of urban ecosystems and watersheds are interrelated. Protection, restoration and management of urban natural resources provide many positive benefits to human physical and mental health while simultaneously protecting the intrinsic value of natural ecosystems and biodiversity. Protection of floodplains, steep slopes and fire-prone areas also prevents catastrophic events that threaten human health and safety.

Today, lower-income residents, communities of color, older adults 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, environmental hazards and insufficient access to nature — all of which affect physical and mental health. 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, abilities and incomes. We must take actions to reduce disparities in access to the conditions that support healthy living.

Guiding Policies

▶	Incorporate the principles of the Healthy Connected City into the City’s Comprehensive Plan and use this to coordinate policy, land use, and investment decisions.
H-1	
▶	Develop the Healthy Connected City network. For an illustration of the Healthy Connected City network see the concept diagram provided earlier in this section.
H-2	
▶	Continue to manage and invest in quality basic public services. These services include public safety, emergency services, transportation and transit, drinking water, sewer, stormwater and green infrastructure, parks and natural areas and civic buildings.
H-3	
▶	Consider community health impacts, equity outcomes and ecological and watershed health risks when making decisions about growth, implementing programs and designing capital improvements.
H-4	
▶	Reduce the risk of social, economic and environmental losses from hazards and ensure effective emergency and disaster response. Do this through investments in environmental protection, asset management, and community preparedness and maintenance of critical infrastructure, including emergency routes and water supply.
H-5	
▶	Encourage design and development that improves public health and safety. This includes design that supports active living and healthy housing, better fire safety and prevention, crime prevention through environmental design, and hazard mitigation and adaptation.
H-6	

5-Year Action Plan

Number	Related Action Areas	Actions	Partners
92		Healthy Connected City refinement: Through a multi-agency effort, refine the Healthy, Connected City network; identify neighborhood centers, city greenways, habitat connections and civic corridors; and use the network to coordinate policy across elements of the Comprehensive Plan.	BPS, PP&R, PBOT, BES, PF&R, OHWR, OEHR, Metro, The Intertwine Alliance, Neighborhood Associations
93		Collaboration with health partners: Establish protocols for regular information sharing and consultation between the City of Portland and health partners including dialogues, joint projects and trainings. Include health partners in advisory committees and project teams to examine potential health impacts and help develop health-promoting projects. 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, BPS, OEHR, PSU, OHSU, Nonprofits
		Human health impacts: Establish criteria and methods to assess the human health impacts of public policy and investment, including which types of decisions require assessment and which impacts to consider. As initial efforts, integrate human health criteria in the analysis of alternative growth and land use scenarios in the Comprehensive Plan and 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, PBOT, OMF
94		High risk infrastructure: Identify infrastructure facilities that have a high risk of failure due to limited or deferred maintenance, age, or impacts of climate change or natural hazards, and the largest community impact if failure occurs. Prioritize these assets for monitoring, planning, investment and emergency management strategies.	BPS, OMF, BES, PWB, PBOT, PP&R, PBEM, PF&R
95		Transportation mode policy: Establish a policy that prioritizes transportation systems that support active transportation modes — walking, use of mobility devices, biking and transit. Develop and promote telework resources and incentives.	PBOT, BPS, PP&R, The Intertwine Alliance, Nonprofits
96			

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

Healthy Connected City **Element 1**

DECISIONS THAT BENEFIT HEALTH AND SAFETY



Implementing the Healthy Connected City network of neighborhood centers and city connections requires public agencies and communities to coordinate the evaluation and alignment of our land use, urban design and investment plans and actions so they achieve multiple community objectives and reduce disparities.








Creating this network will require:

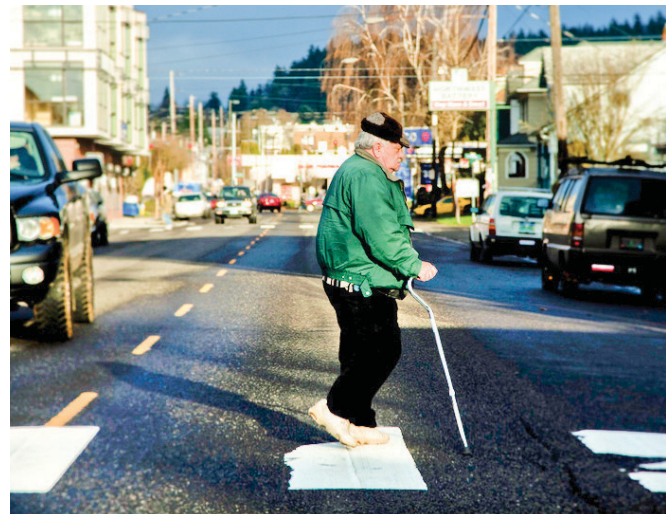
- Coordinated planning and investment in a variety of areas:
 - a. Community development
 - b. Green infrastructure
 - c. Public safety and emergency services
 - d. Parks and trails
 - e. Natural areas
 - f. Bicycle, pedestrian and transit facilities
 - g. Stormwater systems
 - h. Hazard and emergency preparedness
- Design that protects and improves the quality of life and safety of neighborhood centers and city greenways while reflecting the character and needs of different parts of the city.
- Maintaining and preserving existing transportation, stormwater infrastructure, parks and natural areas.
- Supporting programs and community initiatives that encourage healthy living, recreation, environmental stewardship and active transportation.
- Attention to the unintended social consequences of investment, such as the displacement of communities.

Guiding Policies

▶ H-7	Preserve the distinctive characteristics and history of Portland’s neighborhoods and districts when making decisions regarding growth, urban design and the design of improvements.
▶ H-8	Engage all residents in planning for changes that may affect their communities and neighborhoods.
▶ H-9	Use investments, incentives and other policy tools to minimize or mitigate involuntary displacement resulting from new development and economic change in established communities.
▶ H-10	Support and enhance programs that encourage recreation and physical activity, healthy eating, active transportation, conservation, and community safety and resiliency.
▶ H-11	Strengthen collaboration among public agencies and health partners.

5-Year Action Plan

Number	Related Action Areas	Actions	Partners
97		Mitigate negative social impacts: Develop policy and strategies that anticipate and address the displacement impacts of gentrification, focusing on approaches that address housing, business development and program evaluation.	PDC, PHB, BPS, OEHR
EQUITY 98		Neighbor to neighbor crime prevention capacity: Support and expand community-based crime prevention efforts and work to improve communication and understanding between police and the community.	PPB, ONI
EQUITY 99		Community safety centers: Coordinate and co-locate public safety and other services in neighborhood centers to ensure a safe, resilient and peaceful community.	PPB, ONI
100		Resiliency planning: Complete and implement key hazard and resiliency plans, including the Portland Natural Hazard Mitigation Plan, Local Energy Assurance Plan and the Climate Adaptation Plan to sustain and improve resiliency in infrastructure, public health and natural systems. Identify priorities for next steps, and initiate implementation and monitoring.	PBEM, BES, BPS, PP&R, PWB, PBOT, Multnomah County, Metro, Intertwine Alliance, ODOT
101		Disaster planning and management: Support seismic retrofits in older homes and underserved neighborhoods and identify potential financing tools.	BPS, PBEM, PBOT, BDS, Metro
102		Neighborhood preparedness: Support and expand public safety and emergency education, preparedness and response programs, including Neighborhood Emergency Teams and Neighborhood Watch programs. Identify a network of multi-purpose community gathering places and shelters (e.g., schools, community centers, parks).	PPB, PBEM, PF&R
103		Age-friendly city: Develop and implement an action plan on aging to address the growing needs of Portland's aging population and identify innovative ways for Portland to become a more age-friendly city.	PSU, BPS, OEHR, Nonprofits



VIBRANT NEIGHBORHOOD CENTERS



Neighborhood centers are places with concentrations of businesses and services, housing, gathering places and greenspaces that provide residents with options to live a healthy, active lifestyle. In neighborhood centers, getting around by walking, biking or wheelchair is safe, attractive and convenient; and access to high-quality transit and protected bikeways make 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’s existing mixed-use centers include such places as Hollywood, Hillsdale and Lents.

The strategy will identify additional locations on Portland’s 157 miles of main streets and more than 30-light rail station areas that have potential to become successful centers. The strategy will guide the growth of the city over the next 25 years to strengthen these existing and emerging centers in ways that provide equitable access to services, reflect the distinct character and history of the neighborhoods where they are located, and support community cohesiveness and resiliency.

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 centers include:

- Neighborhood businesses and services
- Quality, affordable housing
- Healthy and affordable food
- Active transportation — walking, biking and transit

Guiding Policies

▶ H-12	Support strong, vibrant and complete neighborhood centers through land use, community economic development, and housing, infrastructure and technology investments.
▶ H-13	Prioritize the placement of community services in neighborhood centers — such as health clinics, day care centers, senior centers, libraries and educational facilities.
▶ H-14	Design and program schools as community gathering places that have additional community services such as health clinics, recreational facilities, civic spaces, day care and libraries.
▶ H-15	Expand access to healthy, affordable food by supporting the viability of grocery stores, local markets and community gardens in neighborhood centers.
▶ H-16	Encourage development of high-quality, well designed housing in and around neighborhood centers and near transit — at a variety of sizes and cost ranges.
▶ H-17	Promote and provide affordable housing options accessible to older adults and mobility-limited individuals in places where close proximity to services and transit makes it easier to live independently.
▶ H-18	Link neighborhood centers to each other, employment areas, the Central City and the broader region through a multi-modal transit system. Prioritize safe and attractive frequent transit service, bikeways and accessible pedestrian connections, including sidewalks.

5-Year Action Plan

Number	Related Action Areas	Actions	Partners
104		Central City planning: 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, PDC, OHWR, PWB, PHB
105		Broadband in neighborhoods: Identify and create several high-capacity broadband access points in neighborhood centers. Improve and expand free Wi-Fi access at publicly-owned and accessible buildings, such as schools and libraries.	OCT, School Districts
106		<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, energy efficient, affordable housing in service-rich, transit-accessible locations in and around neighborhood hubs.</p> <ul style="list-style-type: none"> ■ Explore opportunities to create housing for older adults and mobility-impaired residents in service-rich, accessible locations; and ensure that workforce housing is part of the mix of housing in neighborhood hubs. ■ As an initial project, construct and include workforce and senior housing in the Gateway-Glisan mixed-use/mixed-income housing development. 	PHB, BPS
107		Transit and active transportation: Identify barriers to pedestrian and bicycle access to and within neighborhood centers, develop priorities for investment, and implement policy changes and funding to ensure hubs have safe and convenient pedestrian and bicycle connections.	PBOT

DOES YOUR NEIGHBORHOOD INCLUDE WALKABLE ACCESS TO A PARK 🏞️, SCHOOL 🏫, TRANSIT 🚌 & HEALTHY FOOD 🍏?



See *Neighborhood Business Vitality in the Economic Prosperity and Affordability Strategy* for related and complementary actions.

Healthy Connected City **Element 2**

VIBRANT NEIGHBORHOOD CENTERS

What neighborhood centers will look like, how they will function, and their sense of place will vary across the city. For example, a neighborhood center in Southwest might feature compact development along a restored stream, while an urban edge of buildings might enliven an Inner Eastside main street. They will contribute to the distinct identity of different parts of Portland by serving as places for community interaction and providing new opportunities for public gatherings and public art. Development in centers will enhance built and natural local landmarks and will be as varied as Portland’s neighborhoods.



Portlanders who live in neighborhoods with active transportation options, like safe pedestrian and bicycle routes and with transit that connects them to work, school, shops and services, can make walking and biking a part of their daily lives. This can make it easier to get the recommended levels of exercise and reduce the risk of developing chronic diseases like obesity, heart disease and diabetes. More people using active transportation can also reduce vehicle emissions and lead to better air quality, reducing Portlanders’ exposure to pollution and helping respiratory problems like asthma. Using active transportation modes can also help reduce household costs.

What is active transportation?

Active transportation refers to transportation that involves physical activity, including walking, biking and using transit (because usually one must walk or roll to the bus or train).

A recent study of residents in Charlotte, NC, found that users of the city’s new transit system were 81 percent less likely to become obese. “The Effect of Light Rail Transit on Body Mass Index and Physical Activity” American Journal of Preventive Medicine. Volume 39, Issue 2 , Pages 105–112, August 2010.

Automobile trips that can be safely replaced by walking or bicycling offer the first target for increased physical activity in communities. Changes in the community environment to promote physical activity may offer the most practical approach to prevent obesity or reduce its co-morbidities. Restoration of physical activity as part of the daily routine represents a critical goal.

— US Center for Disease Control

Guiding Policies

- H-19** Integrate parks, plazas or other gathering places into neighborhood centers to provide places for community activity and social connections.
- H-20** Protect and enhance defining places and features of neighborhood centers, including historic resources, with special attention to redevelopment areas.
- H-21** Design civic spaces to include public art and to highlight the culture of neighborhoods and diverse communities.
- H-22** Promote energy and resource conservation at a district scale in neighborhood hubs through compact development, rehabilitation of existing buildings and energy efficiencies.
- H-23** Invest in underserved areas with disadvantaged populations, incorporating tools to reduce displacement.



5-Year Action Plan

Number	Related Action Areas	Actions	Partners
108		Healthy and affordable food: Retain and recruit grocery stores and other sources of healthy food (e.g., farmers markets and small market farms) as key components of neighborhood centers. Expand the Healthy Retail Initiative 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
109		Community gardens: 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, SUN
110		Designs for community use of streets: Develop new design options that allow more community uses on neighborhood streets, especially in neighborhood centers. Build one demonstration project.	PBOT, BPS, Neighborhood Associations, Nonprofits
111		Programs for community use of streets: Expand programs that promote periodic community use of streets, such as Sunday Parkways, block parties, festivals and farmers markets.	PBOT, BPS, PP&R, The Intertwine Alliance, Nonprofits, Neighborhood Associations
EQUITY 112		Historic resource preservation: In coordination with neighborhoods, begin a phased inventory of historic and culturally significant resources and develop a strategy to preserve key resources. Give priority to areas in the Central City, in centers and corridors, or other areas likely to experience redevelopment pressure.	BPS, Neighborhood Associations, Nonprofits
EQUITY 113		Arts and cultural facilities: Explore ways to support arts and cultural facilities as incubators in underserved areas, through tools such as public-private partnerships, incentives and school and community-based programs.	BPS, Neighborhood Associations, Nonprofits
114		Gathering places for resiliency: Identify a network of multi-purpose community gathering places and shelters (e.g., schools, community centers, parks) as mainstays of local resiliency. Develop a plan to prepare identified locations to serve as shelters and centers for information dissemination, community organizing and distribution of food and water during emergencies.	PBEM, BPS, PP&R, School Districts
115		District-scale environmental performance: Pursue ecodistrict partnerships and other approaches to achieve district-scale natural resource conservation, including water and energy efficiency, stormwater management, renewable power, active transportation, urban forest and natural resource enhancement.	BES, BPS, PWB, OHWR, Nonprofits

CONNECTIONS FOR PEOPLE, PLACES, WATER AND WILDLIFE

An interconnected network of habitat connections, neighborhood greenways and civic corridors will encourage walking and biking and weave nature into neighborhoods and support healthy ecosystems. Whether along a busy transitway, on a quiet neighborhood street or near a stream, habitat connections, neighborhood greenways and civic corridors link people, water and wildlife.

- **Habitat connections** are large natural areas, habitat corridors and neighborhood tree canopy that weave nature into the city.
- **Neighborhood greenways** are trails and pedestrian and bike-friendly green streets that link neighborhood hubs, parks, schools, natural areas and other key community destinations, making it easier to get around by walking, biking or wheelchair.
- **Civic corridors** are major streets and transit corridors that link neighborhood hubs to each other and to 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.



The network will expand on Portland’s existing network of greenspaces, regional trails, bikeways, green streets and high-capacity transit by identifying and prioritizing a special set of corridors for integrated multi-objective design. This approach depends on and supports continued implementation of the city’s existing system plans for multi-modal transportation and watershed health. It will also provide more Portlanders with access to nature every day. By aligning resources, it gives us a framework for maximizing the benefit of each dollar. 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, trails, natural areas, urban forestry, sustainable stormwater systems, and bicycle, pedestrian and transit facilities. Priority needs to be given to neighborhoods that lack adequate accessible sidewalks, stormwater management, parks or tree canopy. By doing this, Portland will make efficient use of investments to achieve greater benefits for mobility, public health, watershed health, the economy, safety, quality of life and equity.










Green infrastructure includes natural systems, such as trees and natural areas, and engineered features like green streets and ecoroofs. Green infrastructure can manage stormwater, improve water quality, reduce flooding risk and provide wildlife and pollinator habitat and areas for human recreation and respite while mitigating and improving resiliency.

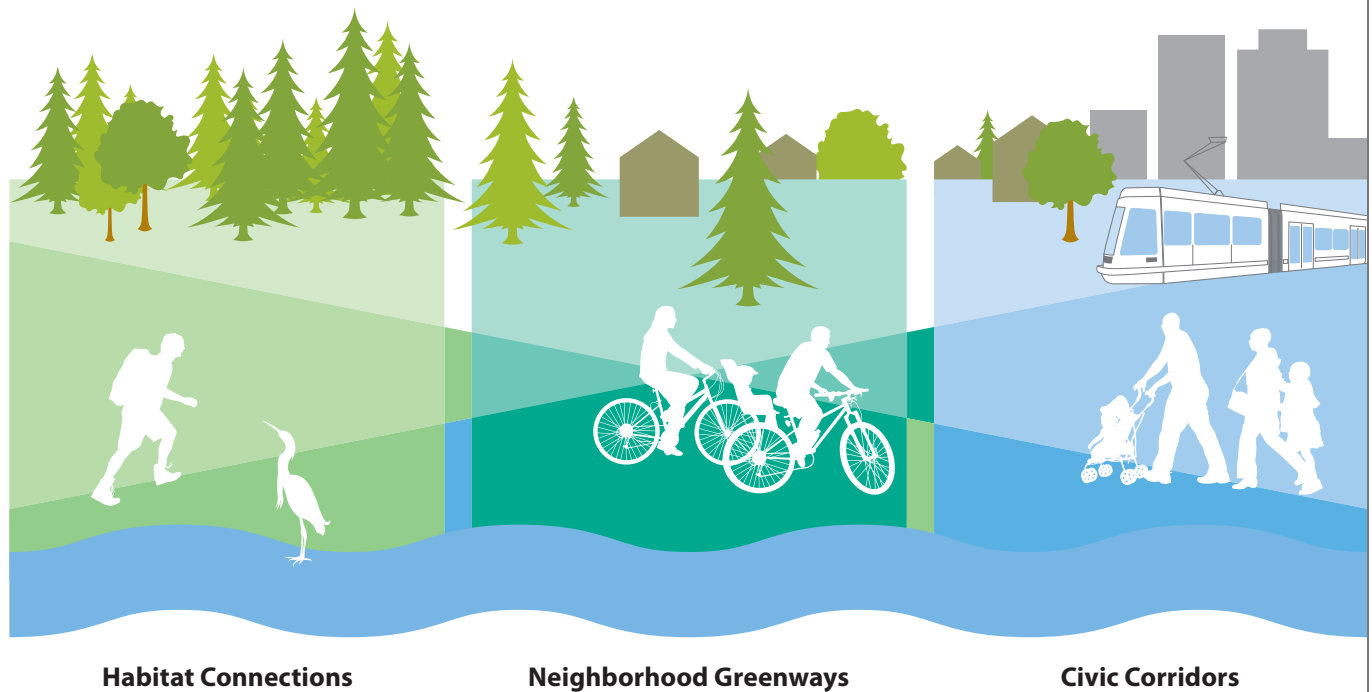
Greenspaces are outdoor areas or spaces, primarily vegetated, and on a continuum from wilderness to urban settings. Greenspaces are found under public, private or non-profit management. Examples include forests, riparian zones and wetlands, greenways and trails that have associated landscaping, city parks and gardens. A greenspace provides a broad range of ecological and social benefits (such as tree canopy, carbon sequestration, habitat values, community health, serenity, community engagement, etc). Green infrastructure such as urban forest canopy, stormwater features (e.g. bioswales), rain gardens, and eco-roofs can be components of a broader greenspace system.

Guiding Policies

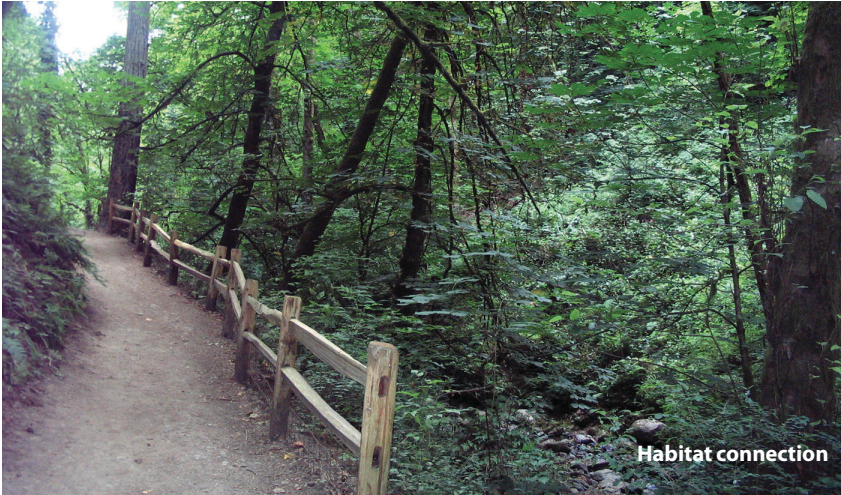
 H-24	<p>Develop the network of habitat connections, neighborhood greenways and plan for civic corridors as a spine of Portland’s civic, transportation and green infrastructure systems. Enhance safety, livability and watershed health and catalyze private investment and support livability.</p>
 H-25	<p>Preserve and restore habitat connections and tree canopy to link stream and river corridors, landslide-prone areas, floodplains, wetlands and critical habitat sites into a system of habitat corridors. This provides connections for wildlife, supports biodiversity, improves water quality, reduces risks due to flooding and landslides, and supports Portland’s adaptation to climate change.</p>

5-Year Action Plan

Number	Related Action Areas	Actions	Partners
116	 	Natural resource inventory: Adopt an updated citywide natural resource inventory as a basis for updating the City's Comprehensive Plan, including new integrated policies to address watershed health and job goals. Integrate watershed health criteria into the analysis of alternative growth and land use scenarios. Establish criteria and methods to assess the watershed impacts of public policy and investment. Develop policies addressing ecosystem services and the value of natural resources, green infrastructure and related investments	BPS, PP&R, BES, OHWR
EQUITY 117	  	Natural resources: Continue efforts to build a system of high quality parks and greenspaces. a. Acquire and develop high-quality parks and recreation facilities in currently underserved areas, such as in East Portland, where residents must travel more than half mile to a park or natural area. Projects that are already identified include the Washington-Monroe Community Center and Thomas Cully Park and unimproved parkland in East Portland. b. Preserve, enhance and restore high-priority natural resource areas through tools like willing-seller acquisition, restoration projects, regulations, agreements and partnerships.	BPS, PP&R, BES, OHWR, Metro
118	 	Fish passage: 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, PBOT, PP&R
119	 	Tree canopy: Revisit and refine tree canopy targets, while continuing investments in planting trees and implementing new tree codes.	PP&R, BDS, BES, PBOT, BPS, Nonprofits



CONNECTIONS FOR PEOPLE, PLACES, WATER AND WILDLIFE



Habitat connection



Neighborhood greenways








Guiding Policies

H-26 Plan, fund and manage green infrastructure as part of the City's capital systems.

H-27 Build on Portland's green street, sidewalk and bikeway efforts to create a citywide greenway network of trails and pedestrian and bike-friendly green streets. Locate neighborhood greenways to serve currently underserved communities, improve accessibility, and make connections to the central city, neighborhood hubs, major employment and cultural centers, schools and universities, community centers, parks, natural areas and the Willamette and Columbia Rivers.

H-28 Design neighborhood greenways and civic corridors to integrate safe and accessible facilities for pedestrians and cyclists, sustainable stormwater facilities, tree planting and community amenities.

5-Year Action Plan

Number	Related Action Areas	Actions	Partners
120		Invasive plant removal: Remove invasive plant species and revegetate 700 acres of natural areas within the city with native plants.	PP&R, BES
121		Regional and local trails: Work with Metro and The Intertwine Alliance to connect, expand and maintain Portland trails and habitat corridors as part of the regional network of trails and habitats. Implement key trail projects to accomplish local and regional connectivity. <ul style="list-style-type: none"> ■ 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 is completed in a timely manner. ■ Construct the Hillsdale section of the Red Electric Trail. ■ Complete the Sullivan's Gulch Trail Concept Plan and the North Willamette Greenway Feasibility Study. 	PP&R, PBOT, BPS, The Intertwine Alliance, Nonprofits, Neighborhood Associations
EQUITY 122		Neighborhood greenways: Initiate implementation of the neighborhood greenways network by completing 75 miles of new facilities, including: <ul style="list-style-type: none"> ■ Clay, Montgomery, Pettygrove and Holladay Green Street projects to connect every quadrant of the city to the Willamette River. ■ Bike and sidewalk connections to Multnomah Village and the Hillsdale Town Center. ■ Bike and sidewalk connections between SE Foster to the I-84 path using a route along NE/SE 128th and 132nd Avenues. ■ North Portland Neighborhood Greenway from Pier Park to Interstate Avenue. 	PBOT, BES, PP&R, BPS
123		Stable transportation funding: By 2016, Portland must adopt a stable source of transportation revenue to more predictably advance sustainable community outcomes. Create a committee comprised of diverse stakeholders to consider a range of potential, broad-based revenue options. In 2012 the Portland Bureau of Transportation's largest single source of revenue remains the state gas tax. State gas tax revenue is increasingly volatile and unsustainable due to economic fluctuations and increasing use of electric vehicles. In addition, the goals of this plan to encourage more resilient, human-scale travel choices (walking, use of mobility devices, biking and the use of transit) will put additional pressure on this revenue source.	PBOT, BES, TriMet, Metro
EQUITY 124		Alternative right-of-way projects: Implement pilot program for alternative right-of-way improvements and funding approaches for underimproved streets, to provide additional multi-modal transportation and stormwater management options where traditional approaches are not feasible, and to foster street design that is more responsive to community characteristics.	PBOT, BES, PF&R

Healthy Connected City Element 3

CONNECTIONS FOR PEOPLE, PLACES, WATER AND WILDLIFE









Guiding Policies

H-29 Transform prominent transit streets, streetcar and light rail corridors into distinctive civic places of community pride that serve Portland's future multi-modal mobility needs and are models of ecological design.

H-30 Preserve older and historic buildings, public places and parks along corridors, where appropriate, to enhance the pedestrian realm and create a unique sense of place and neighborhood identity.

5-Year Action Plan

Number	Related Action Areas	Actions	Partners
125		Unimproved right-of-way alternatives: 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.	PBOT, BES, PP&R, Neighborhood Associations
EQUITY 126		Pedestrian facilities: To help accelerate the creation of safe pedestrian connections where they are lacking, identify acceptable conditions and implementation strategies for the interim or permanent use of alternative treatments that do not meet current City standards but can benefit pedestrians.	PBOT, BDS
127		Civic corridor designs: Identify and develop new right-of-way designs for key transit streets that better integrate frequent transit, sidewalks, protected bike facilities, pedestrian crossings, freight access, landscaped stormwater management, large-canopy trees and place-making amenities (e.g. benches, lighting and signage).	PBOT, BES, PF&R, TriMet, ODOT, The Intertwine Alliance, Nonprofits
128		Civic corridors integration: Incorporate civic corridors concepts, including green infrastructure investment, active transportation improvements, transit service, sidewalks, environmental stewardship and strategic redevelopment in the following efforts to provide a model for future projects. <ul style="list-style-type: none"> ■ 122nd Avenue planning — to enhance transit service and connections to east Portland and citywide destinations. ■ Portland-Milwaukie Light Rail Tacoma Street Station — to restore the adjacent section of Johnson Creek and provide connections to the Springwater Corridor. ■ Foster Lents Integration Partnership — to coordinate transportation investments, stormwater management improvements, open space, flood plain restoration and private development and investment. ■ 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 of future high capacity transit in the Southwest Corridor. 	PBOT, TriMet, BES, Metro, ODOT, The Intertwine Alliance
EQUITY 129		Sidewalk infill and pedestrian facilities: Through the existing Sidewalk Infill on Arterials Program, build pedestrian facilities on all arterials that are 'streets of citywide significance,' focusing first on those in east and southwest Portland to address high priority gaps in the sidewalk network. Develop new strategies and funding sources to support this work.	PBOT, PP&R, BPS, TriMet, ODOT, Metro
130		Streetcar planning: Begin planning for two corridors identified in the Streetcar System Concept, with at least one of those corridors serving neighborhoods outside the Central City. Integrate protected bikeway recommendations from the Portland Bicycle Plan for 2030. Develop risk assessments for involuntary displacement in these corridors.	PBOT, BPS, TriMet, ODOT

HOW WILL THE HEALTHY CONNECTED CITY ADAPT TO PORTLAND'S DISTINCT AREAS?

Portland's Five Major 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.



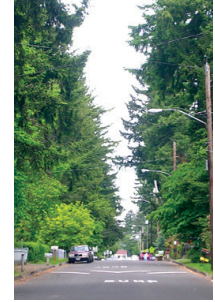
Central City

The Central City includes the downtown 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, Old Town Chinatown and the Pearl District.

It is the state's business and commercial center, home to major institutions and universities and is a regional cultural hub. Its mixed-use areas and connections to the regional multimodal transportation network, make it easier for

downtown workers and its more than 34,000 downtown residents to walk, take transit or bike to work and to meet their daily needs.

The area needs to continue supporting business, education and arts functions. The Central City's growing population needs more diverse housing options and new and upgraded public school and community facilities.



Western Neighborhoods

This area includes neighborhoods west of Central City, the Portland Hills and into the Fanno and Tryon Creek basins. The western neighborhoods include 12 percent of Portland's households. Household incomes are about 30 percent higher than the citywide median, poverty and unemployment rates are low and residents typically have higher than average educational attainment levels.

Parks, streams, ravines and forested hillsides provide a network of green coursing through the area; and there is an extensive trail system. Neighborhoods typically have relatively low densities, and poor sidewalk and street connectivity. There are a small number of commercial 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.

Eastern Neighborhoods

This area includes neighborhoods east of Interstate 205 and spans from the Columbia Corridor to Portland's southern and eastern boundaries.

Eastern Neighborhoods have a mix of urban and more rural development, towering Douglas Firs 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. For more information on East Portland, please turn the page.

Inner Neighborhoods

From Lents to St. Johns to Northwest Portland, this area generally includes neighborhoods that were developed in an historical "streetcar era" pattern. With more than 140,000 households, more than half of Portland's population lives in Inner Portland.

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.

Industrial and River Areas

The industrial and river areas serve a key role as the location for port facilities, industry and other employment, and river habitat. Hayden Island, Bridgeton and scattered riverfront and houseboat communities have a strong river orientation, unique among Portland's neighborhood areas.

With the confluence of the Columbia and Willamette Rivers, it is also arguably one 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 a pressing issue to address in this area.