

EAST PORTLAND

East Portland is home to about one-quarter of the city's population and nearly 40 percent of Portland youth. It is an engaged and hard-working community with strong schools, family-friendly neighborhoods, cultural diversity and a beautiful natural environment, but there are also several challenges that stand in the way of East Portland's long-term success and vibrancy.

Today, East Portland is a very different place than it was 20 or even 10 years ago. And, it is still changing. By 2035, the Bureau of Planning and Sustainability projects that the eastern neighborhoods will be home to as many as 80,000 households. This area was unincorporated until the mid-1980s and much of it evolved with land use patterns and levels of service typical of relatively rural and suburban communities. These patterns have not adapted well to the urban pressures now facing the eastern neighborhoods.

In many parts of East Portland, infrastructure and services have not kept pace with housing development and population growth. East Portlanders often do not have convenient access to walkable business districts, easy access to healthy food, transit and safe active transportation.

Although iconic Douglas Firs are prominent throughout East Portland and Powell Butte offers access to nature, there are few developed parks. While housing is still affordable for many, the design and quality of new housing, particularly multi-family housing, does not meet the mark.

East Portland's schools are a source of pride for the community. However, changing demographics — more students living in poverty, and nearly a hundred different languages spoken by the students at David Douglas, Reynolds, Parkrose, and Centennial school districts — strain school district resources and make it hard for school districts to provide the variety of services their diverse students deserve and demand.



THE COMMUNITY ENERGY AND DEDICATION THAT MADE THE EAST PORTLAND PLAN POSSIBLE AND THAT KEEPS IT VIBRANT MUST SERVE AS AN INSPIRATION AND MODEL FOR OTHER COMMUNITIES — COMMUNITIES ASSOCIATED WITH PLACE AND THOSE THAT ARE BOUND TOGETHER BY CULTURE, RACE, ETHNICITY AND EXPERIENCE.

East Portland Action Plan

The recent *East Portland Review* (2007) and *East Portland Action Plan* (EPAP, 2009) demonstrate that this area has an engaged and active population that is keenly interested in improving infrastructure (sidewalks and parks), creating a healthier environment and expanding commercial services so residents can meet their daily needs close to home. Many people in this area are also concerned about retaining the area's distinct character. For more information, click on the link provided above or go to eastportlandactionplan.org.

Some actions related to EPAP are already underway. One example is a project funded by the Kaiser Permanente Community Fund. In this project, community organizations and BPS staff are working together to produce a guide for property owners that will include recommendations for how to support healthier environments for residents. It will address numerous issues, from maintenance practices to material selection for renovations to mold removal. Other related projects include the 122nd Avenue Rezoning Project, East Portland in Motion and Portland Parks and Recreation's E205 initiative.

Actions from EPAP can be seen in the Portland Plan, which prioritizes projects that reduce disparities experienced by Portland's communities of color and in areas that show greater need and historically have not seen as much investment or attention. There are a number of actions and policies in the Framework for Equity and the Three Integrated Strategies that should result in positive change in East Portland, such as the Gateway Education Center and Portland Community College's planned transformation of its Southeast Campus on SE 82nd Avenue.

The East Portland Action Plan has become a touchstone to align the community and the city in action. The EPAP was charged with providing leadership and guidance to public agencies and other entities on how to strategically address community-identified issues and allocate resources to improve livability in East Portland. The EPAP holds monthly general meetings and has 13 active committees and 20 issue specific representatives putting the plan into action. More than 120 of the 268 actions are already underway. Check out the web-based Action Plan Updates for more information.

Ten East Portland-related actions

- Action 8:** Language and cultural interpretation
- Action 27:** Cultural equity
- Action 41:** Multi-functional facilities
- Action 48:** New East Portland Education Center
- Action 73:** Small business development
- Action 74:** Land use support for neighborhood business districts
- Action 98:** Neighbor to neighbor crime prevention capacity
- Action 105:** Neighborhood businesses and services
- Action 124:** Alternative right-of-way projects
- Action 126:** Pedestrian facilities



THE PORTLAND PLAN



IMPLEMENTATION

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

The purpose is:

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

Achieving the Portland Plan's integrated strategic goals and advancing equity will require Portlanders to think and act differently and with intention in the years to come. All Portland Plan actions will be implemented using the Framework for Equity elements as a guide.

Together, the Portland Plan partners, businesses, community organizations and individuals will build upon our assets to advance equity and improve opportunity for all Portlanders.

More than 20 agency partners, including Metro, TriMet, Multnomah County, the school districts, the Portland Development Commission and others will continue to commit resources to help implement the plan over the next 25 years. Improved alignment and coordination among the partner agencies, which collectively spend nearly \$8 billion annually on the issues addressed in the Portland Plan, will ensure that partner agencies use public resources in the smartest possible way. Portland Plan partners will also continue to work to develop strong partnerships with state and federal agencies.

The Portland Plan features actions that agency partners can align to meet stated community needs while reducing overlapping projects and spending limited public funds more efficiently. But, the Portland Plan goals cannot be achieved by government agencies working alone, or even with a small set of community partners. Portland Plan agency partners must work with Portland's businesses, nonprofits, community organizations and individuals to facilitate implementation of the Portland Plan goals.

LEAD AN ACTION

LEAD PARTNERS WILL:

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

Potential lead partners were identified during the plan development process. Lead partners for each action will be formalized as actions are selected for implementation and become part of an organization's approved budget. This is only a starting place. In most cases, lead partners will be government organizations. In some cases, a non-governmental organization could be a lead partner. Lead partners will be responsible for identifying funding for the action.

SUPPORT AN ACTION

SUPPORTING PARTNERS WILL:

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

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

TAKE YOUR OWN ACTION — MY PORTLAND PLAN

Portland's engaged residents, businesses and community organizations are among the city's greatest strengths. Volunteers and volunteer run organizations have driven major change in Portland for decades. They are the engines behind many of Portland's homegrown innovations and are integral to the high quality of life that many Portlanders enjoy. Portlanders continued support is essential to the Portland Plan's success. The Portland Plan goals of prosperity, education, health and equity can only be achieved if businesses and community organizations as well as individual Portlanders take complementary supporting actions that align with their missions, interests and capacities.

Ideas and recommendations for how to support the Portland Plan will be shared at www.pdxplan.com, on partner websites and via traditional and social media. Identifying pathways for businesses, individuals and groups to take independent action will be an early Portland Plan implementing action.

Learn what you can do today to make Portland better tomorrow at www.myportlandplan.com.

REPORTING AND ACTION PLAN UPDATES

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

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



GOAL-BASED BUDGETING

The Portland Plan will help provide the City of Portland with a coordinated and measurable approach for organizing and prioritizing annual budget requests and for prioritizing work with other agencies and organizations.

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

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

The actions in the plan will be adopted by resolution. Programs and projects formally approved by resolution are not binding. However, many of the actions lead toward implementing measures that are binding (e.g., intergovernmental agreements, ordinances, administrative practices and Comprehensive Plan policies). Each fiscal year, the partners will review the actions and determine which actions are the highest priorities.

A DIVERSE TOOLBOX

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

There are three primary ways that Portland Plan partners can fund plan implementation: (1) by changing the way we deliver services such as making targeted amendments to service standards, (2) through revenue generation and (3) by achieving strategic action alignment across local, state and federal budgets.

Partners do not intend to rely on increased revenue to support the Portland Plan actions. In some cases, it may be necessary to restructure revenue models that rely on outdated assumptions.

FIVE-YEAR ACTION PLAN

Number	Actions	Partners
131	Year-one action identification: Identify which actions will commence during the FY2012–13 budget, given partner organization's approved budgets.	OMF, BPS
132	Community action support (on going): Update the Portland Plan website, www.pdxplan.com, to include recommendations and ideas for how Portlanders can develop complementary Portland Plan actions. This action is implemented on an ongoing basis.	BPS
133	Action progress review (on going): Institute a process by which lead partners track and coordinate progress.	OMF, BPS
134	Partner budget alignment (on going): Convene Portland Plan partners to align future organizational budgets according to Portland Plan priorities.	OMF, BPS
135	Amend City of Portland budget instructions: Develop City budget instructions that clearly identify which Portland Plan measures or goals bureaus must track each year.	OMF, BPS
136	Join regional and city measures: Collaborate with Greater Portland Pulse to integrate the Portland Plan measures into the regional indicators effort.	BPS, PSU
137	Comprehensive plan update: Involve the community in the next phase of the Portland Plan by completing the Comprehensive Plan to meet State-mandated long-term planning for growth, land use, transportation, economic development and community involvement and amend the Zoning Code and maps to implement changes.	BPS
138	Annual action identification: By the end of 2012, partners identify which actions they recommend for funding in FY2013–14. Continue this annual process through FY2016–2017 and report recommendations to Council.	OMF, BPS
139	Action plan update (ongoing): Update the Portland Plan website, www.pdxplan.com, to include information on which actions are up for consideration in the upcoming budget year. This action happens yearly.	BPS
140	Action plan assessment: Complete a year-three assessment (FY2014–15) of action implementation and track progress against the Measures of Success.	OMF, BPS
141	Update action plan for FY2017–18 through FY2021–22: Develop and update the action plan for Fiscal Years 2017–18 through 2021–22 and present the updated action plan to the City Council by the end of 2016.	BPS and OMF
142	Federal and State of Oregon partnerships: Work with the Office of Government Relations to form Portland Plan-based partnerships with State of Oregon and Federal agencies.	OMF, BPS, OGR



MEASURES OF SUCCESS

You can't track what you don't measure, and what you don't measure rarely gets done. While there are hundreds of data points within the Portland Plan to track progress, it is simply not feasible to measure everything. Instead, The Portland Plan identifies 12 core measures — each serves as an indicator about the city.

12 CITYWIDE MEASURES

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

MEASURING SUCCESS

Many aspects of the city that are important to measure and manage — like equity, prosperity, resilience and happiness — are often extremely difficult to quantify. However, we can measure these abstract concepts indirectly by using related metrics.

The 12 Portland Plan indicators are like medical vital signs, like, heartbeat, temperature, and blood pressure. Each vital sign is an indicator of overall health. If one or more is not what it is expected to be, further diagnosis is needed. Each Portland Plan indicator can provide insight into Portland's overall health. For example, the educated youth indicator, tracking the on-time high school graduation rate, tells us how many youth are finishing high school on time, and it also indicates whether youth have strong support systems, if early childhood education is adequate and if Portland is likely to have the trained and skilled workforce it needs to be competitive.

This focused list of measures provides a snapshot of the current state of the city and an overview of the challenges that stand between where we are today and where we want to be by 2035. The purpose of these measures is to provide an overall sense of where the city is headed and of current conditions related to our past performance and future goals. These measures cannot and are not intended to tell us everything about each topic.

Most of the measures have an explicit goal. For example, by 2035 we want to see 90 percent of high school students graduate on time and have 70 percent of Portlanders take transit, walk, bike, carpool to work or work from home. At first glance, these goals may seem overly ambitious. They are intentionally set high to inspire creativity and hard work.

Some of the measures are descriptive and do not include explicit goals. For example, there is not a goal for the Diversity Index or Income Distribution measures. For these indicators, there is not a specific agreed upon standard the City and partners need to meet to be considered successful. These two measures give us a sense of the equity in Portland, but are not the whole story.

Looking more closely at disparities by race, income, gender, geographic location, age and ability, across many indicators will be necessary in order to understand whether we are achieving equitable outcomes.

In partnership with the City's newly created Office of Equity and Human Rights and Portland State University's Greater Portland Pulse project, a deeper dive into disparities will be part of future indicator projects. This may also include finding new metrics and even new ways to survey Portlanders.

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

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

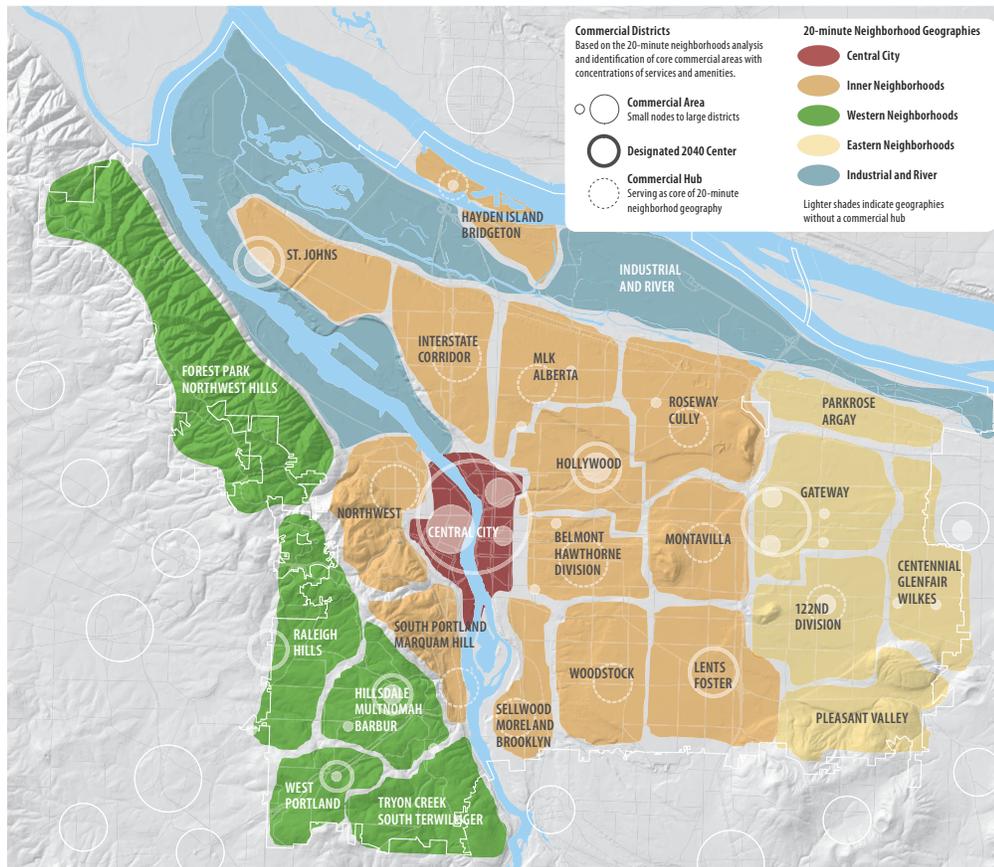
MEASURING FOR EQUITABLE OUTCOMES

Regional and local measures

Economic, social and environmental trends affect our city, region and community groups in different ways. Therefore, it is important to measure trends and issues at various geographic scales. The City of Portland is part of a regional measures project, Greater Portland Pulse. The City is also tracking outcomes at the neighborhood level. Information on both of these related projects is provided below.

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

Local measures. As part of the Portland Plan analysis, we looked at how different parts of the city were faring in terms of the citywide measures of success. The local analysis areas are shown on the map on this page. A summary of this research will be provided as a companion piece to the Portland Plan at www.pdxplan.com.



1 EQUITY AND INCLUSION

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

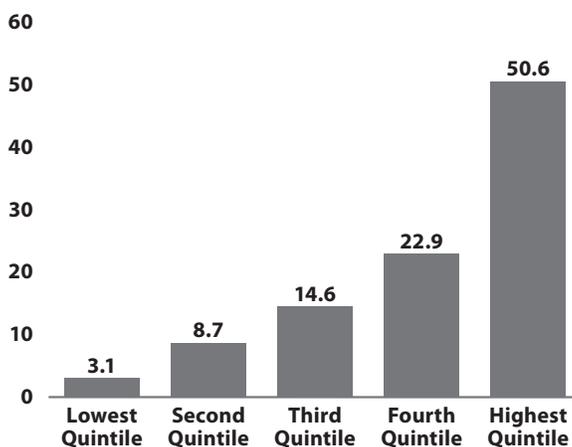
While equity is measured in many of the other 11 indicators, it is important to have a separate set of measures that show us how well integrated and inclusive the city's population is. Two measures, when looked at together, help us assess Portland's level of equity and inclusion:

- Income distribution
- Diversity index

INCOME DISTRIBUTION

Portland, like the rest of the country, continues to be unequal with regard to income distribution. The lowest twenty percent of income earners earned only three percent of total income in the city. The highest fifth earned just over 50 percent, more than 15 times that of the poorest fifth. Portland's income distribution is similar to the nation as a whole.

Income Distribution (City of Portland, 2005–09)



DIVERSITY INDEX

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

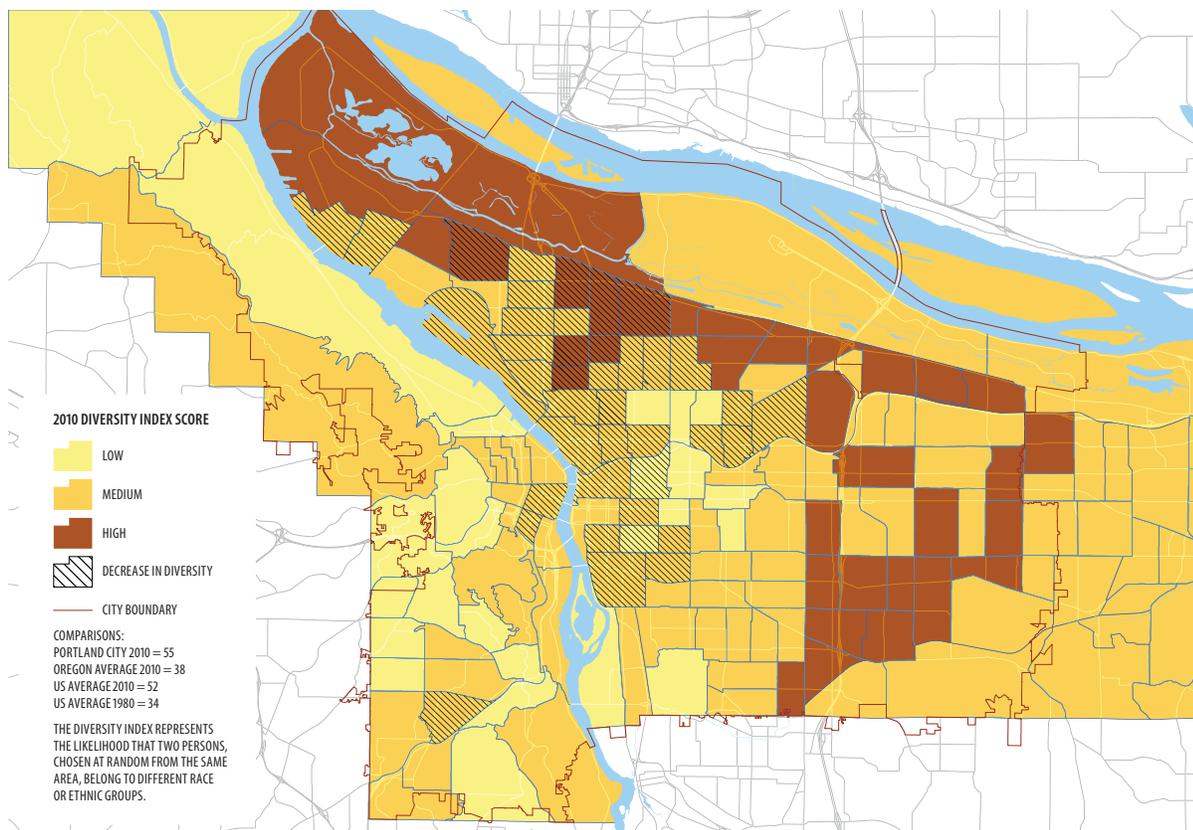
Portland, as a whole, has a diversity index of 55 (2010), which is just above the national average of 52. Oregon's diversity index is 38.

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

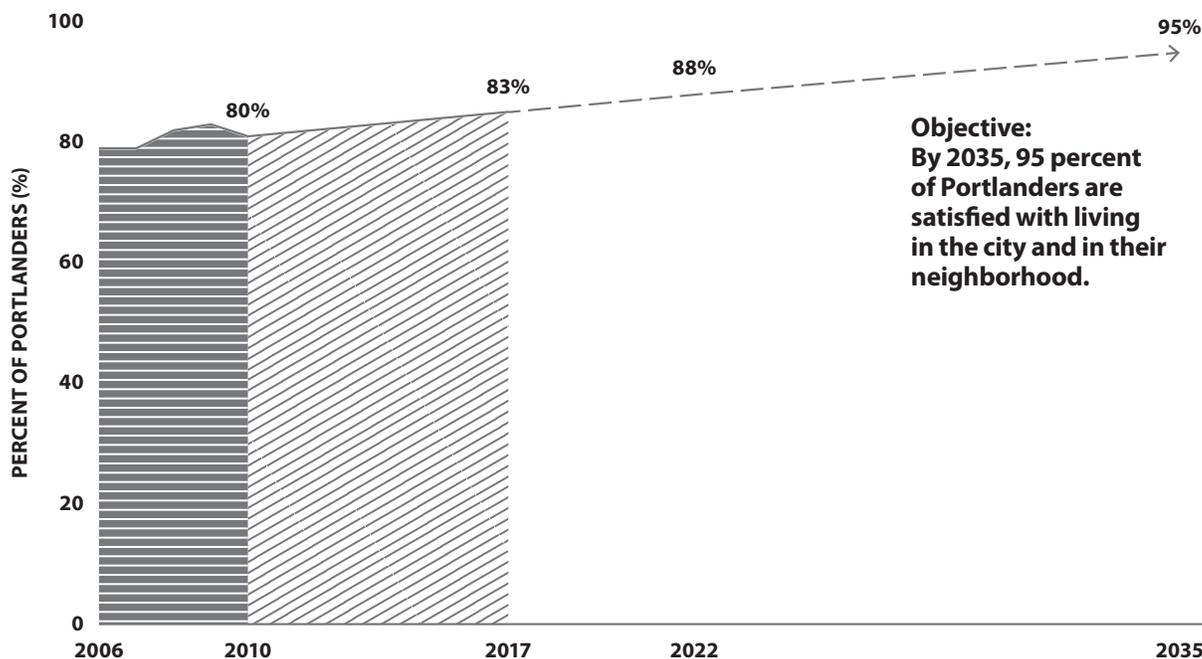
The distribution and change in diversity suggests that non-white residents are increasingly being pushed to the outer edges of the city, where housing

is more affordable, but transit service is less frequent, many streets are unimproved and there are fewer pedestrian-accessible commercial services.

Increasingly, the eastern edge of the city is becoming more and more diverse. Not only are more and more people of color locating there, but also white residents, many of whom are recent immigrants from Eastern Europe and the Middle East. Given that these groups disproportionately earn less income, East Portland shoulders a larger proportion of diverse and lower income residents than the rest of the city. Thus, emphasis on priority investments in East Portland can help increase overall equity in the city.



2 RESIDENT SATISFACTION



PERCENT OF PORTLANDERS SATISFIED LIVING IN THE CITY

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

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

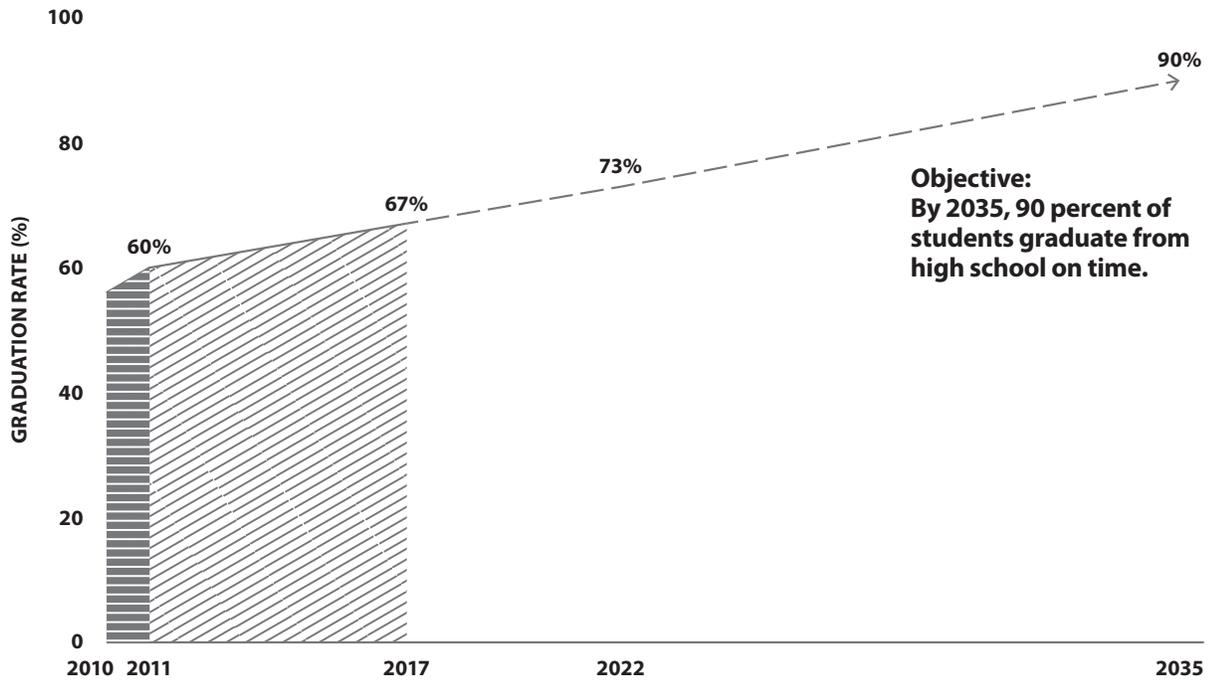
Portlanders' responses to this question say a lot about how services are distributed and how smoothly the city is running. If your streets are clean, your neighborhoods feel safe, you have a job and getting to work isn't that difficult, you are more likely to be fairly satisfied with living in the city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

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

How aggressive is this target?

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

3 EDUCATED YOUTH



Objective:
By 2035, 90 percent of students graduate from high school on time.

4-YEAR GRADUATION RATE

On a yearly basis, the disparity in on-time graduation rates between white and Asian students and African American, Native American and Latino students is reduced and the achievement gap closes. The drop-out rate is reduced by half in five years.

Today, the on-time high school graduation rate, which measures the percentage of students who complete high school in four years, is well below an acceptable level in most Portland area school districts. The weighted on-time graduation rate for all school districts in Portland is 60 percent. With the exception of the Riverdale School District, the 2007–2008 to 2010–2011 cohort graduation rates

for the city of Portland’s three main public school districts were below 70 percent and two others were below 60 percent.

The four year graduation rate follows students from the fall of their ninth grade year to the end of their fourth year in high school in order to determine the percent of students graduating with a regular diploma with four years. To clarify the change in data over the last decade, Oregon began using the four-year cohort graduation rate for accountability reporting in 2008–09. Previous to 2008–09, the graduation rate was based on the number of graduates with a regular diploma in a given year regardless how long the student has been in school. This rate tended to be somewhat higher than the cohort graduation rate.



HIGH PERFORMER: OUR GOAL IS IN LINE WITH GERMANY, JAPAN, NORWAY, AMONG A FEW OTHER COUNTRIES, WHICH GRADUATE OVER 90% OF THEIR SECONDARY STUDENTS AT THE TYPICAL AGE OF GRADUATION.

THE PORTLAND PLAN

It is critically important to note that African American, Hispanic and Native American students graduated from high school at lower rates than their Asian and white classmates. In 2010–11, in all district schools, 50 percent of African-American students, 45 percent of Hispanic students and 41 percent of Native American students graduated in four years. Closing the achievement gap and working to ensure that more African American, Native American and Hispanic students graduate on time is critical to ensuring a more equitable and prosperous city.

Why measure the graduation rate?

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

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

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

How aggressive is this target?

The David Douglas, Parkrose, Reynolds and Portland Public Schools all saw slight increases in graduation rate between the 2009–2010 and 2010–2011 school years. Raising the graduation rate to 90 percent for all school districts is an aggressive target, but the economic and social benefits are huge.

Four-year high school graduation rates in Portland area school districts (2007–2011 Cohort)

Class of 2011

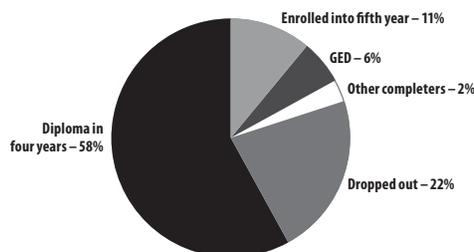
District Name	2008–09	2009–10	2010–11
Centennial	62%	58%	62%
David Douglas	57%	61%	68%
Parkrose	55%	58%	62%
Portland	53%	54%	59%
Reynolds	53%	58%	52%
Riverdale	98%	100%	88%

Source: Oregon Education Department. January 25, 2012.

Results after four years of high school in Portland area school districts, class of 2011.

Results after four years of high school (2007–2011 Cohort)

Class of 2011



Diploma in four years	58%
Enrolled into fifth year	11%
GED	6%
Other completers	2%
Dropped out	22%

Source: Oregon Education Department. January 25, 2012.

When weighted for student population, the on-time graduation rate for all schools is 60 percent.

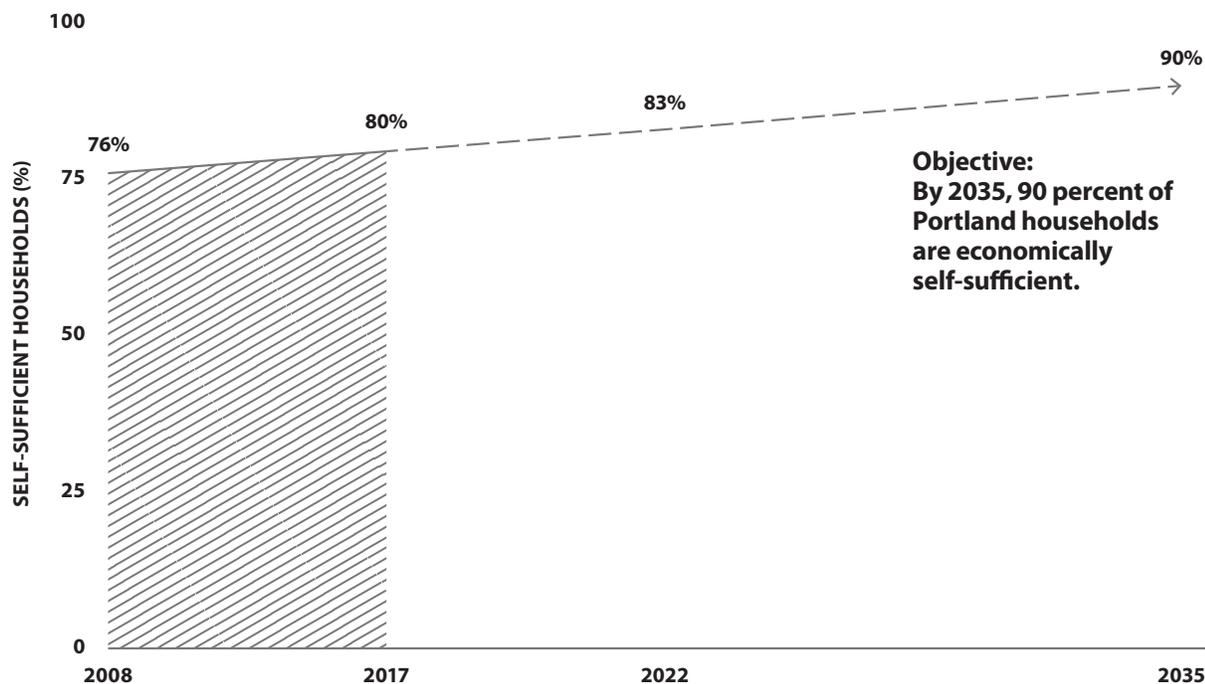
Four-year high school graduation rate in Portland area school districts by race or ethnicity

Class of 2011

Race or Ethnicity	Number of Students	Graduates	Graduation Rate
Asian	633	435	69%
White	3,073	1,929	63%
Black	770	385	50%
Hispanic	998	447	45%
Native American	95	39	41%
Multi-ethnic	233	135	58%

Source: Oregon Education Department. January 25, 2012. Cohort media file 2010–2011

4 PROSPEROUS HOUSEHOLDS



SELF-SUFFICIENT HOUSEHOLDS

Today, approximately 77 percent of Portland households earn enough income to be considered economically self-sufficient. This means more than 20 percent of Portlanders do not make enough money to cover their basic household needs. The Self-Sufficiency Index measures whether an income is sufficient to meet the basic needs of most adults, including the cost of housing, childcare, food, health care and transportation. Unlike the federal poverty measure, this standard looks at “real world” household costs, not just the cost of food. The index reflects the variation in the cost of these items by geography and the effects of taxes and tax credits on household income.

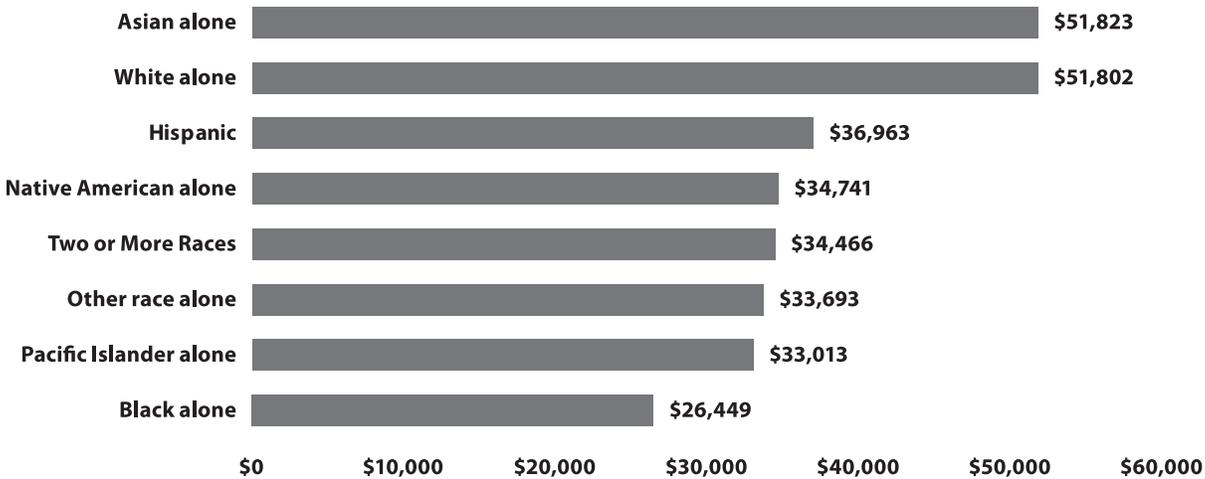
Why measure household self-sufficiency?

For example, using the federal poverty level as a threshold, the annual income threshold of the federal poverty level for a household with an adult and infant was \$14,840 (2008). In comparison, the Self-Sufficiency Index posits that an annual income of \$35,711 is needed to meet the basic needs of the same family. Unfortunately, this income substantially exceeds the average 2008 earnings in Multnomah County. In 2008, annual income (2008) for workers in various employment sectors was:

- Retail worker — \$27,300
- Food and drink service — \$16,600
- Personal service workers — \$25,360

Low-income residents have generally lost ground during the economic growth of recent decades. From 1979 to 2005, Oregon households in the bottom fifth of the income distribution have seen a 14 percent decline in their inflation-adjusted average income. In particular, disproportionate income disparities persist for communities of color, residents with disabilities, young female householders and other groups.

Median household income by race/ethnicity, 2010, Portland, OR



Source: 2006–2010 American Community Survey 5-Year Estimates.

How aggressive is this target?

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

Portland’s Economic Opportunity Initiative, launched in 2004, refocused local poverty-reduction efforts, and it has been replicated as a national model. The program goal is to increase the income and assets of low-income participants by 25 percent within three

years, primarily through job training and placement. In 2008–09, the program served about 2,600 participants, and three-year graduates achieved success with 90 percent of the program’s workforce goals.

Currently, the standard is calculated at the county level, but not at the city level. Eighty percent of Multnomah County’s population lives in the City of Portland. This information shows that many households in Multnomah County — more than double the households than the federal poverty level captures — struggle to meet their everyday needs.

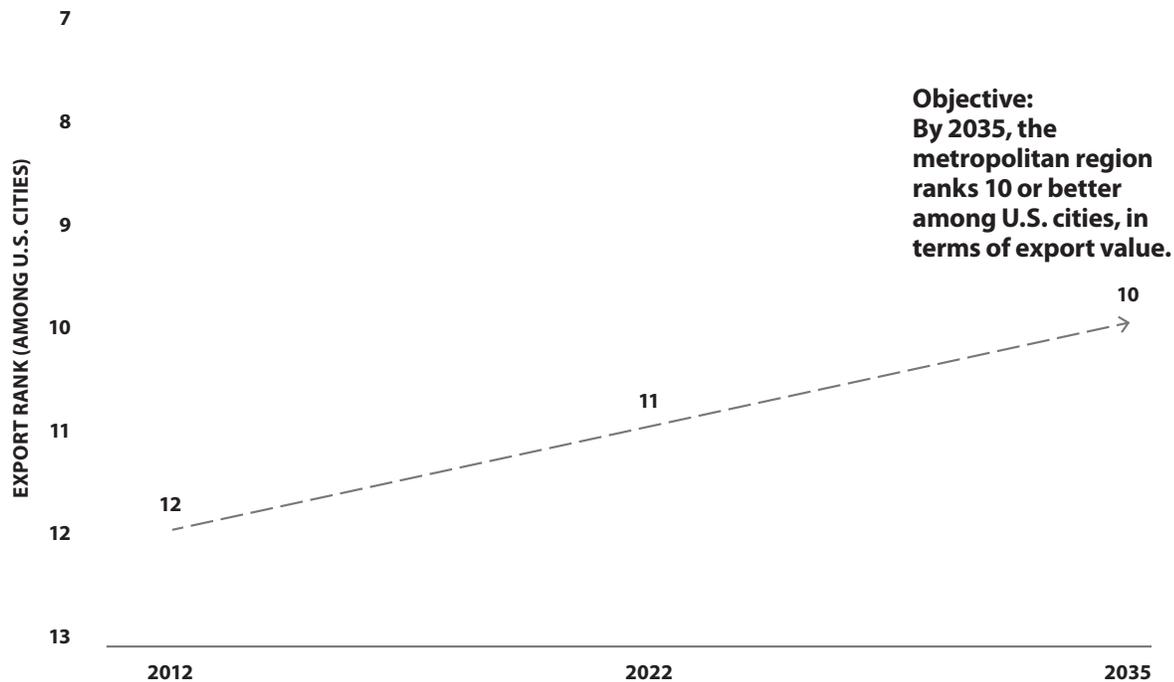
Percent of Portlanders who are economically self sufficient (2008)

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

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

5

GROWING BUSINESS



EXPORT PRODUCTION RANK

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

Why measure export production?

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

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

decreased (in terms of Portland's percent of the total from all West Coast ports) from 4.5 percent in 2003 to 4.0 percent in 2010.

Examples of recent success

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

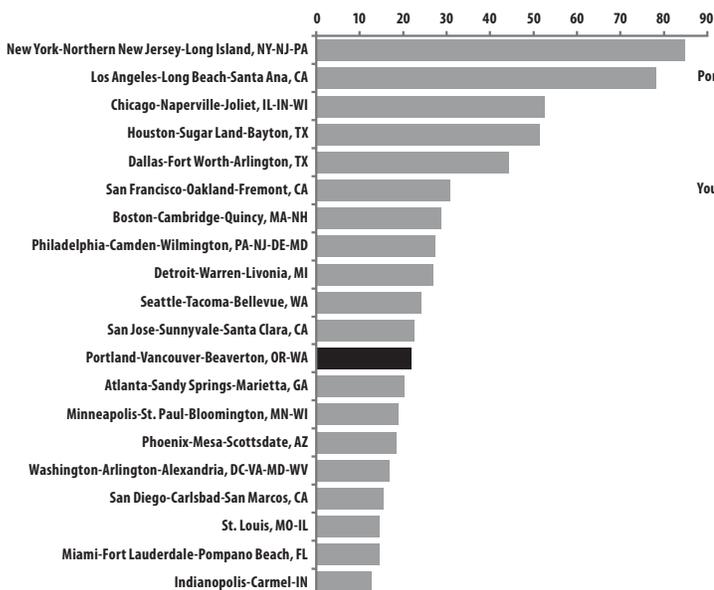
How aggressive is this target?

Meeting the target will require aggressive responses. Freight mobility is challenged by the forecast doubling of regional freight tonnage by 2035, tightening transportation budgets, and increasing urban congestion. The region must fully implement the Metropolitan Export Initiative (MEI), increase the number of businesses exporting to international markets, and have enough industrial land supply to meet job growth demand.

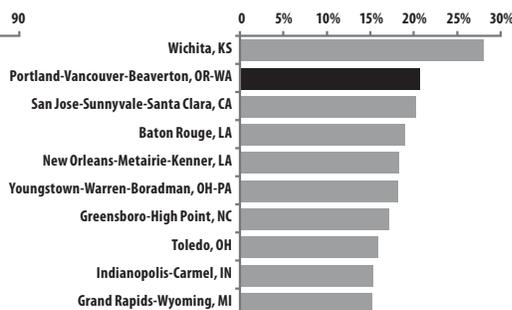
What is the traded sector?

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

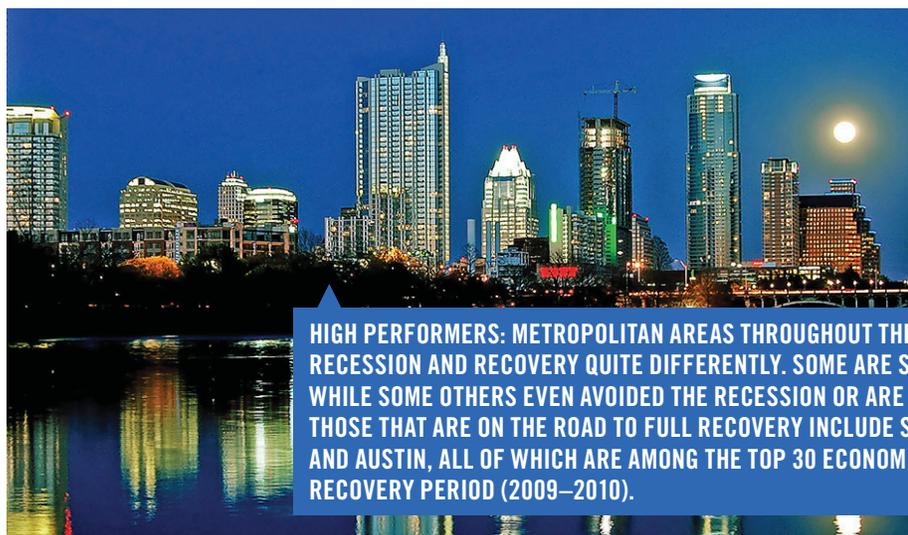
Top 20 Metropolitan Areas by Total Exports Produced, 2008 (in billions of dollars)



Metro Areas Ranked by Exports as Share of Gross Metropolitan Product

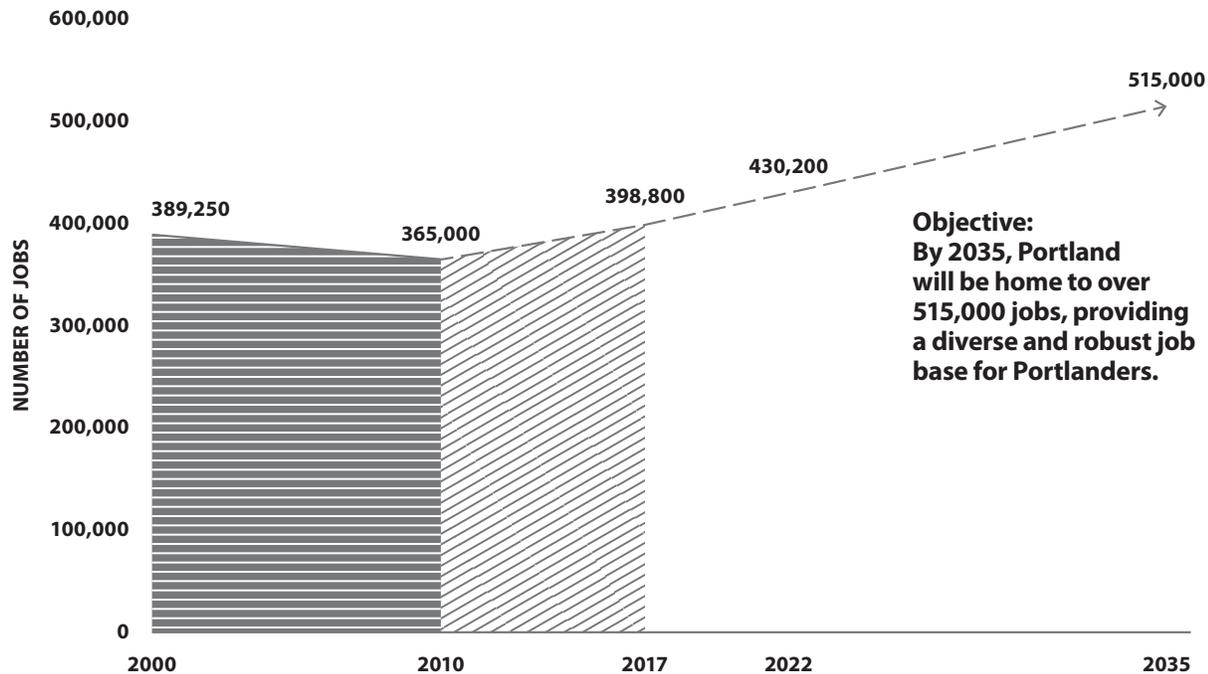


Source: Emilia Istrate, Jonathon Rothwell and Bruce Katz, *Export Nation: How U.S. Metros Lead National Export Growth and Boost Competitiveness* (Washington, D.C., Brookings Institute, July 2010). Brookings analysis of Moody's Economy.com, USITC, BEA, IRS and IIE data.



HIGH PERFORMERS: METROPOLITAN AREAS THROUGHOUT THE WORLD EXPERIENCED THE IMPACT OF THE RECESSION AND RECOVERY QUITE DIFFERENTLY. SOME ARE STILL EXPERIENCING LINGERING EFFECTS, WHILE SOME OTHERS EVEN AVOIDED THE RECESSION OR ARE ON A PATH TO FULL RECOVERY. AMONG THOSE THAT ARE ON THE ROAD TO FULL RECOVERY INCLUDE SINGAPORE, RIO DE JANIERO, MELBOURNE AND AUSTIN, ALL OF WHICH ARE AMONG THE TOP 30 ECONOMIC PERFORMING CITIES DURING THE RECOVERY PERIOD (2009–2010).

6 JOB GROWTH



TOTAL JOBS

In 2010, there were about 365,000 jobs in Portland. This objective calls for increasing the number of jobs in Portland by 150,000.

How aggressive is this target?

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

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

Why measure job growth?

Portland experienced notable job losses in the recent recession, and in prior years more new jobs were growing in suburban areas than in Portland. It is important for Portland to grow more jobs in our industrial areas and freight hub and to continue to grow the downtown, which is the regional office hub. If we meet our goal, these jobs will provide a diverse and robust job base for Portlanders, with regional per capita income at least 10 percent above the national average.

In December 2011, the unemployment rate in Multnomah County was 8.3 percent, which was slightly better than the national rate (8.5 percent) and the Oregon rate (9 percent) at that time.

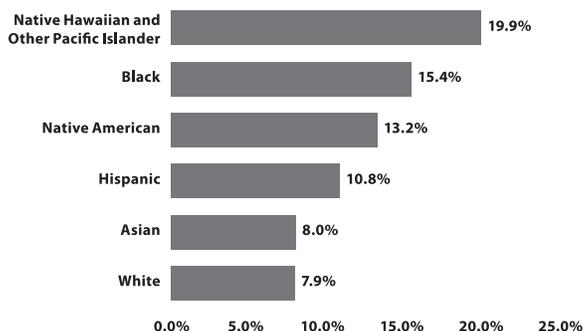
Unemployment Rates, December 2011

		Year change
Multnomah County	8.3%	-1.3
Portland-Vancouver-Hillsboro, OR-WA MSA	8.6%	-1.8
Oregon	9.0%	-1.7
United States	8.5%	-0.9

Source: Oregon Employment Department, Oregon Labor Market Information System, December 2011.

While employment is increasing across the board, given past trends, it is likely that some of Portland’s communities of color are still experiencing disproportionately higher unemployment rates. As Portland works to bring more jobs to the city, it will be crucial to support practices that significantly reduce unemployment rates for many of Portland’s communities of color.

Employment Status by Race/Ethnicity, 2010 Portland, Oregon



Source: American Community Survey 2006–2010, 5-year estimates.

Target sector business development, innovation, and international trade

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

Infrastructure

In coming decades, the City government and partner agencies must do the following to help support job growth across all industries:

- Invest in freight mobility improvements and transportation demand management to reduce auto travel by increased use of transit, telecommuting, bicycling and walking.
- Implement our broadband strategic plan to support high tech industry clusters as well as improve our transportation network to provide better access to employment across the city.
- Continue to maintain and upgrade the transportation and other service systems we already have.

The city, and the region, will need to develop new ways to fund infrastructure if we want to provide a competitive and innovative business environment.

Land supply

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

- Increase productivity from existing employment land and facilities through reinvestment and modernization.
- Redevelop the most promising brownfields and Superfund sites.
- Remove obstacles from redevelopment while maintaining a high level of protection for the community and environment.
- Address difficult issues related to protecting environmentally sensitive land while accommodating the demand for redevelopment, especially in the industrial areas along the riverfront.

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

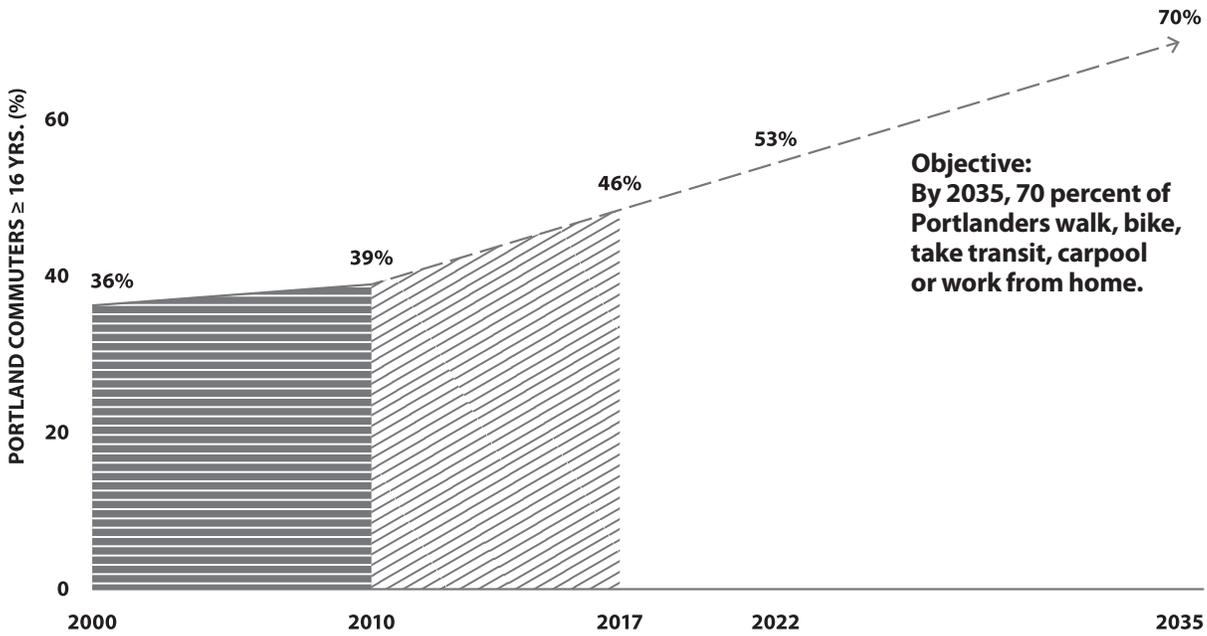
- Portland has an estimated 1,050 acres of potential brownfields, which represent nearly one-third of the developable employment land supply. Due to the cost of clean up, market studies tell us that the private sector is likely to only clean up and redevelop about one-third of these brownfields by 2035,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

To reach our job target, the city will need to make strategic and coordinated investments to overcome these barriers to redevelopment.

Education and job training

The city has a relatively well-educated workforce (39 percent of Portlanders have a bachelors degree), but many of these college-educated people have moved here from other places. In addition, many local young people and adults do not have the education or skills they need to succeed in today's job market. We need to make sure that all Portlanders receive the education and training they need to succeed. Building a qualified workforce that meets the employment needs of Portland businesses should be a collaborative effort on the part of all service providers including higher education institutions, community colleges, public schools, job training organizations and local businesses.

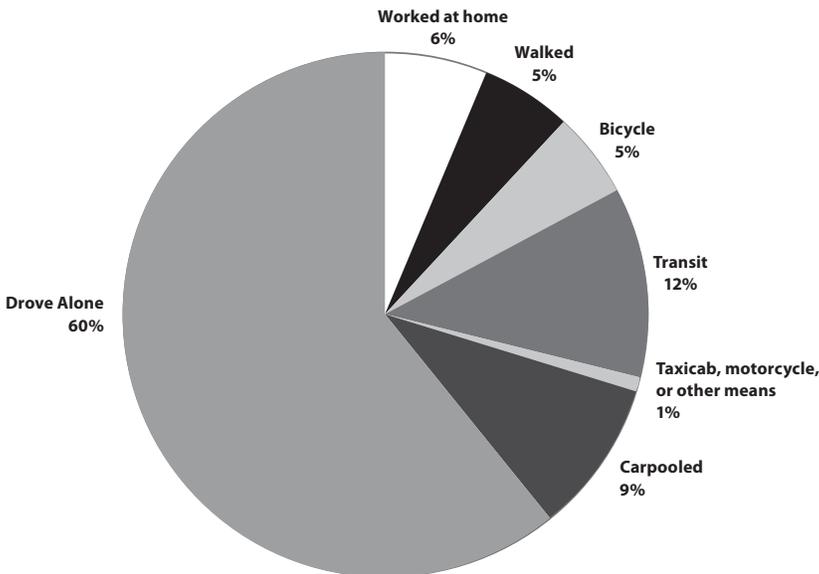
7 TRANSIT AND ACTIVE TRANSPORTATION



PERCENT OF PORTLANDERS THAT WALK, BIKE, TAKE TRANSIT OR CARPOOL TO WORK OR WORK FROM HOME.

Approximately 23 percent of the nearly 300,000 workers in Portland that are 16 years and older walk, bike or take transit to work (2009). An additional six percent work from home. This is a high number when compared to the national average and when compared to many other cities. However, if Portland is going to achieve both the health and carbon reduction goals set forth in this plan and others, like the Climate Action Plan, more Portlanders will need to choose alternatives to driving a car to work.

Work Commute Transportation Modes



Source: U.S. Census, 2006–2010 American Community Survey 5-year estimates.

Why measure transit and active transportation to work?

- 1. Human health benefits** — Walking, biking, and walking to and from transit are easy ways to add physical activity to your daily routine. As noted in the Healthy Portlanders measure, adding exercise to your routine has many positive personal health benefits.
- 2. Reduced carbon emissions** — Taking transit, carpooling, walking and biking reduce local carbon emissions. For more information on why reducing carbon emissions is important, see Portland’s Climate Action Plan (www.portlandonline.com/bps/climate) and the reduced carbon emissions measure in this plan.
- 3. Freight mobility** — Increased use of active transportation can help relieve traffic congestion on major transportation routes, which can improve intercity freight mobility. The City, in partnership with Metro and other regional and local agencies, will work to continually improve freight reliability — measured by reduction in vehicle hours of delay per truck trip. The City will defer to the goals set by Metro: by 2035, reduce vehicle hours of delay per truck trip by 10 percent compared to year 2005 levels of delay.

How aggressive is this target?

The goal of having 70 percent of commuters use active transportation, carpool to work or commute from home was established in the Climate Action Plan and is based on related science that indicates will be necessary to achieve the City’s adopted carbon emissions reduction goal. An annual increase of 1.6 percent is needed to achieve a 70 percent transit and active transportation mode split. To meet this target, the following commute mode split will need to be met by 2035:

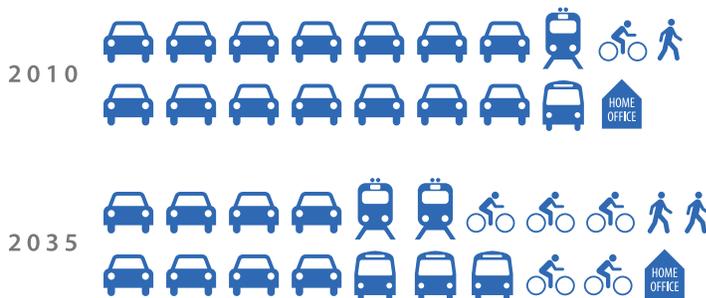
■ Transit	25%
■ Bike	25%
■ Walk	7.5%
■ Carpool	10%

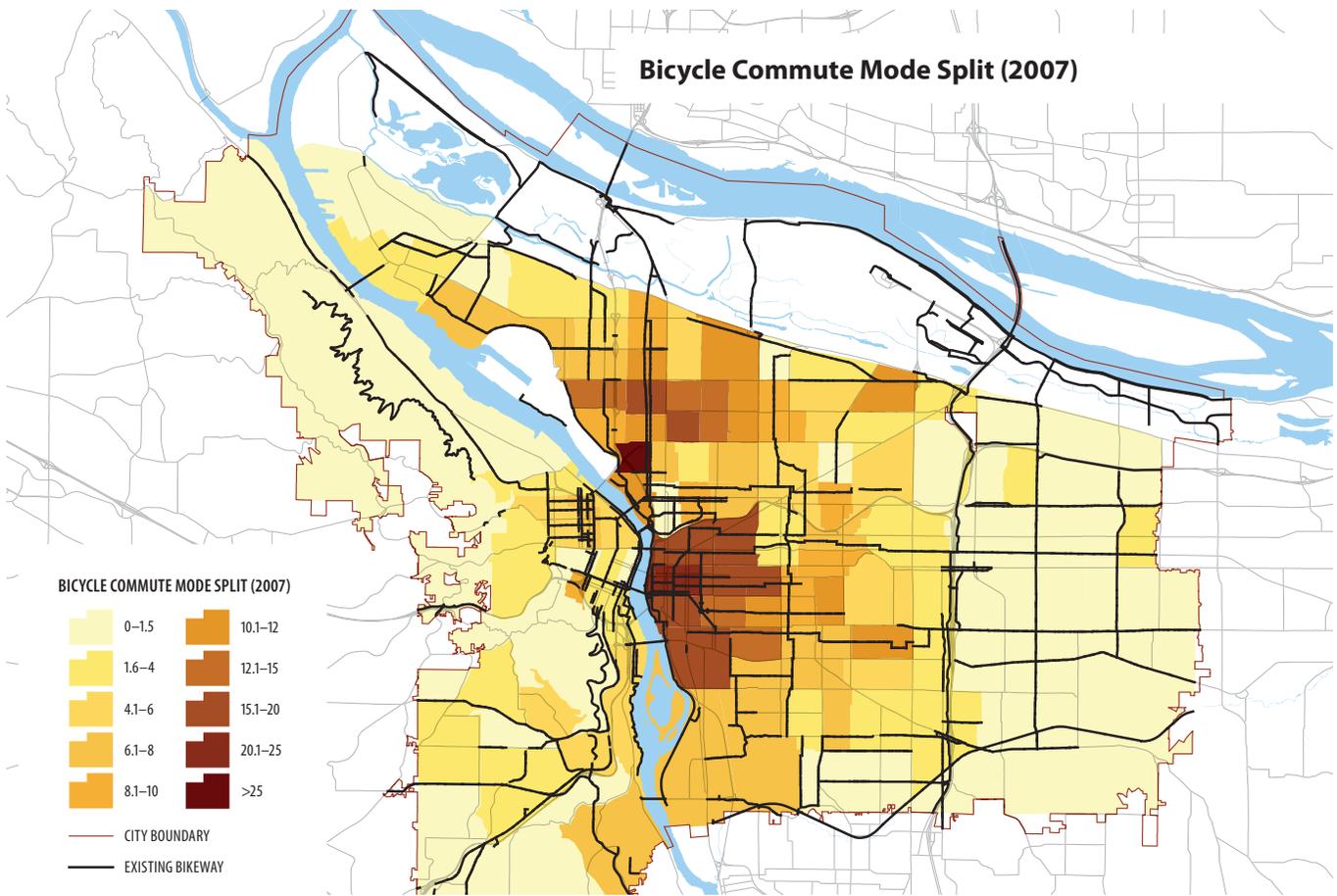
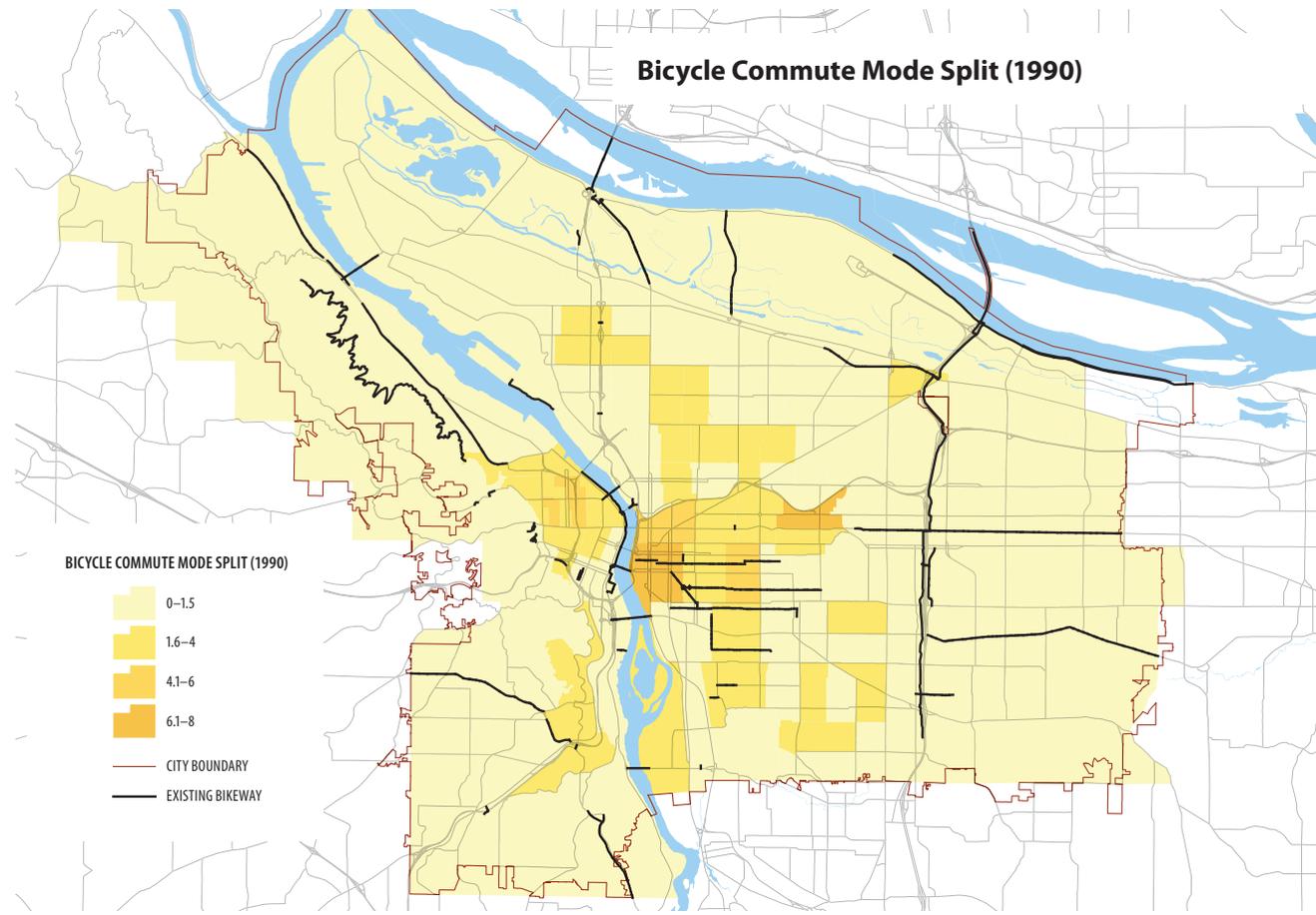
2.5% more Portlanders will need to telecommute or work from home.

The biggest change from today’s commute more split is in the bike commute rate. There has been positive movement on this objective in recent decades. As the two maps on the next page show, the bike mode split significantly increased between 1990 and 2007. Today, in some neighborhoods, the bicycle commute rates are above 20 percent. Although real progress has been made in recent years, because bike investments have proven to be the least-cost way and a very effective way to change travel behavior, a continued shift may not happen without a much clearer funding strategy.

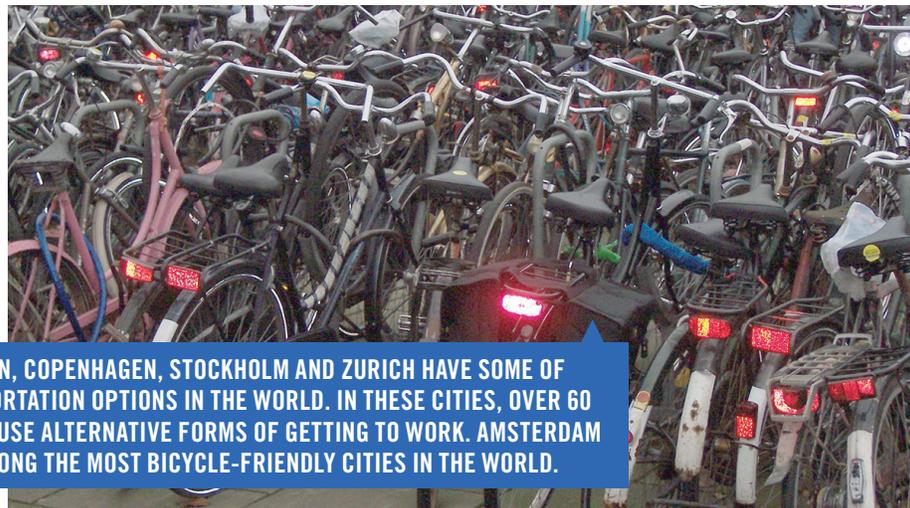
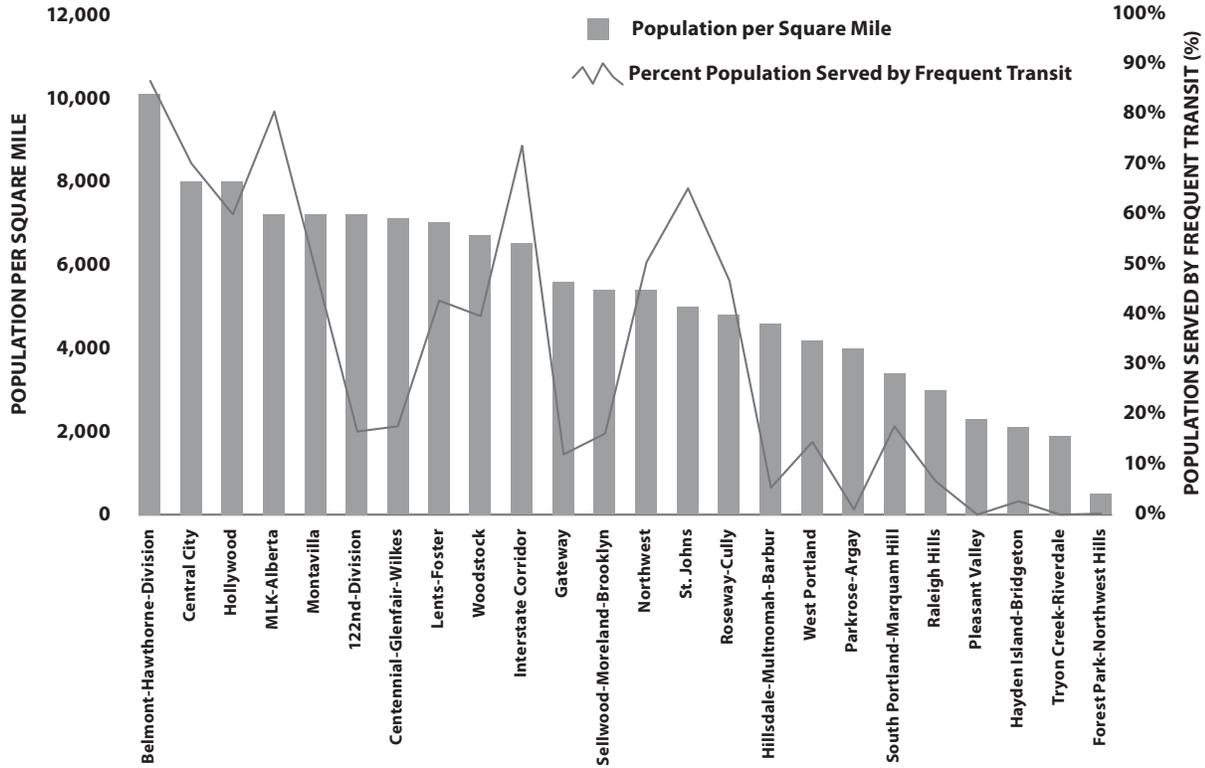
In addition to continuing to make biking safe and easy for more Portlanders and encouraging safe biking habits, progress is also required to make it easier and safer for more Portlanders to access frequent transit service year round. In many of the densely populated areas in East Portland, transit access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

HOW DOES PORTLAND COMMUTE?





Where is there good access to transit?



HIGH PERFORMERS: BERLIN, COPENHAGEN, STOCKHOLM AND ZURICH HAVE SOME OF THE BEST URBAN TRANSPORTATION OPTIONS IN THE WORLD. IN THESE CITIES, OVER 60 PERCENT OF COMMUTERS USE ALTERNATIVE FORMS OF GETTING TO WORK. AMSTERDAM AND COPENHAGEN ARE AMONG THE MOST BICYCLE-FRIENDLY CITIES IN THE WORLD.