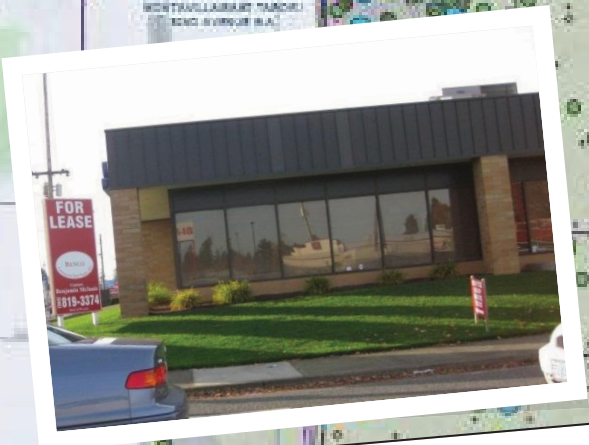




Location & Access



Community Diversity & Pride



Flexible, Affordable Real Estate

East Portland Action Plan: Economic Development Assessment

Competitive Assessment Report
May 2012

Prepared for

East Portland Action Plan Economic
Development Subcommittee

Prepared by

Marketek, Inc.
9220 SW Barbur Boulevard
Portland, Oregon 97219
503.636.1659
www.marketekinc.com



Acknowledgments

East Portland Action Plan Committee Members

- Tyler Bump, Bureau of Planning and Sustainability
- Hongsa Chanthavong, Immigrant and Refugee Community Organization
- Dan Cogan, 82nd Avenue Business Association and Burgerville
- Jean DeMaster, Human Solutions
- Justin Douglas, Portland Development Commission
- Teri Duffy, Human Solutions
- Jenny Glass, Rosewood Initiative
- David Hampsten, Hazelwood Neighborhood Association
- Annette Mattson, David Douglas School Board and PGE
- Nick Sauvie, ROSE Community Development
- Chris Scarzello, Bureau of Planning and Sustainability
- Mark White, Powellhurst-Gilbert Neighborhood Association
- Lore Wintergreen, East Portland Action Plan

Contributors

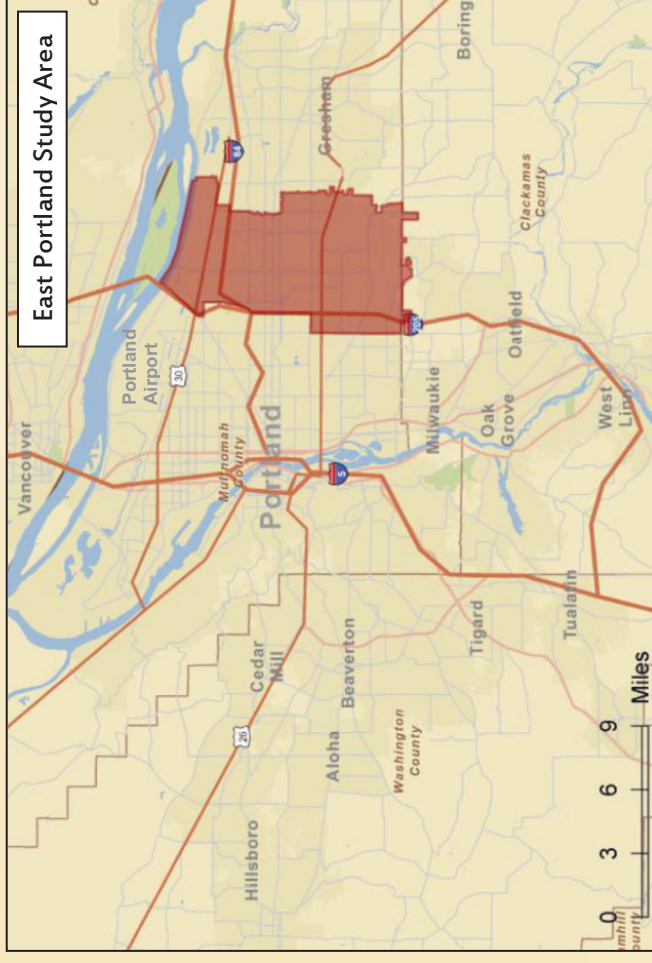
- Jean Baker, Division/Clinton Business Association
- Malcolm Boswell, Oregon Employment Department, Industry, Wage, Trend data
- Nancy Chapin, TSG Services
- Kate Deane, Portland Development Commission
- Scott Ellis, PSU, Workforce Training Inventory
- Troy Wilkerson, EXIT Realty

East Portland Action Plan: Economic Development Assessment

Executive Summary

East Portland is a large urban area made up of several residential neighborhoods and commercial districts. At 29 square miles, it is a fifth of Portland's area. If East Portland incorporated as its own city, it would be the fourth largest in Oregon. With a population of 146,000 residents, it is roughly the same size as Beaverton, Lake Oswego and Milwaukie combined. East Portland is home to 3,750 businesses and 46,000 employees.

In February 2009 Portland adopted the East Portland Action Plan (EPAP) and the EPAP Economic Development Subcommittee began work on the Economic Development Assessment in 2011. The overarching goals for the Assessment are to provide a meaningful analysis of East Portland's competitive advantages for family-wage job growth and a clear list of priority initiatives for implementation.



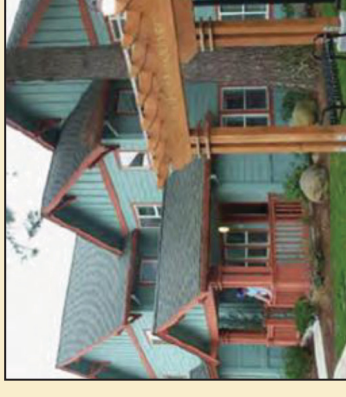
East Portland's Top Economic Assets

- ◆ Central regional location with excellent access to highways, transit and the Portland International Airport
- ◆ Strong population growth, at a rate faster than the Portland region overall
- ◆ Concentration of health care employers
- ◆ Large immigrant community and entrepreneurship, with over 70 languages spoken by residents
- ◆ Real estate affordability
- ◆ Low cost of doing business

For more information about the EPAP and the Economic Development Assessment: <http://eastportlandactionplan.org>

Major Assessment Findings

- ◆ Employment grew by 4.4 percent per year in East Portland from 2005 to 2009. Highest growth industries were information; professional, scientific and technical services; education services; accommodation and food services; and arts, entertainment and recreation.
- ◆ As of 2011, the top East Portland industries by number of employees included health care and social assistance, retail trade, educational services, and accommodations and food services.
- ◆ Most employed residents (89 percent) commute out of East Portland to work. This percentage is higher than that of most other employment centers in the region.
- ◆ Strong population growth in East Portland from 2000 to 2011 has outpaced the City as a whole.
- ◆ East Portland residents are less likely to hold college degrees than City of Portland residents overall. The percentage of the adult population (age 25 and over) that completed high school is slightly lower in East Portland than in the City.
- ◆ Available commercial and industrial space is limited with few 'ready to go' industrial sites in East Portland. Compared to the city overall, East Portland has a lower percentage of land zoned for employment uses and a higher proportion of land zoned for residential.
- ◆ Retail opportunity categories, in which demand currently outweighs supply, include apparel, groceries, furniture/appliances and personal care items.



Strategic Initiatives for Economic Development

Based on the Assessment research, stakeholder interviews and the Economic Developers Roundtable, the EPAP Economic Development Subcommittee identified the following key initiatives for action in the next one-to-three years:

- ◆ Market East Portland as a place to do business
- ◆ Encourage existing business growth through outreach to top employers
- ◆ Get East Portland ready for business with an up-to-date real estate inventory
- ◆ Maximize East Portland's economic benefits from major public projects
- ◆ Promote catalyst workforce development projects in East Portland, such as the Gateway Education Center

Table of Contents

- Introduction & Guiding Strategies 1
- Business Climate & Vitality 4
- Workforce & Education 12
- Real Estate 14
- Quality of Life 16
- Other Business Decision Factors 20
- Interview Summaries 22
- Summary of Assets & Challenges 25
- Strategic Economic Development Initiatives 26
- Appendix A. Review of Documents 33

List of Figures

- 1. East Portland Study Area 1
- 2. East Portland Economic Development Process..... 1
- 3. Industrial Attraction Factors 3
- 4. Retail Attraction Factors 3
- 5. East Portland Businesses by Size, 2010 4
- 6. Top East Portland Industries, 2010 4
- 7. East Portland Employment Growth by Industry, 2005-2009..... 6
- 8. Projected Employment Growth, Multnomah & Washington Counties, 2010-2020 7
- 9. Employment Concentrations: All Jobs, East Portland, 2010 8
- 10. Employment Concentrations: Health Care & Social Assistance Jobs, East Portland, 2010..... 9
- 11. Employment Concentrations: Educational Service Jobs, East Portland, 2010 10
- 12. Neighborhood Retail Balance..... 11
- 13. Retail Supply and Demand Balance, East Portland, 2010 11
- 14. Labor Force & Educational Attainment 12
- 15. East Portland Employees, 2010 12
- 16. Top Occupations Sought by Metro East Portland Jobseekers, 2011 13
- 17. Educational Attainment of Job Seekers in Metro Portland East, 2011 13
- 18. East Portland Workforce Development Resources 13
- 19. East Portland and City of Portland Land by Zone, 2007 14
- 20. Airport Way Urban Renewal Area 14
- 21. Gateway Urban Renewal Area Opportunity Sites..... 15
- 22. Foster Lents Integration Partnership Service Area 15
- 23. Demographic Snapshot..... 16
- 24. East Portland Commute Patterns, 2009 16
- 25. Commute Pattern Comparison, 2009 17
- 26. Median Home Sales Prices for East Portland Neighborhoods 17
- 27. East Portland School Districts 18
- 28. On-Time Graduate Rates, 2008-2010 18
- 29. Part I Crimes per 1,000 Residents and Employees by City Sub-Area, 2010..... 18
- 30. East Portland Recreation Space, 2007 19

Introduction & Guiding Strategies

In fall 2011, the Portland Development Commission contracted with Marketek, Inc. to prepare an Economic Development Assessment for the East Portland Action Plan (EPAP). Based on input from the EPAP Economic Development Subcommittee, Marketek identified the following project goals:

Project Goals	Assess East Portland's competitive posture for growing family-wage jobs
	Identify top strategic initiatives for employment and business expansion
	Expand East Portland's business and economic development capacity
	Spur action on strategic initiatives and create sustainable approach to implementation

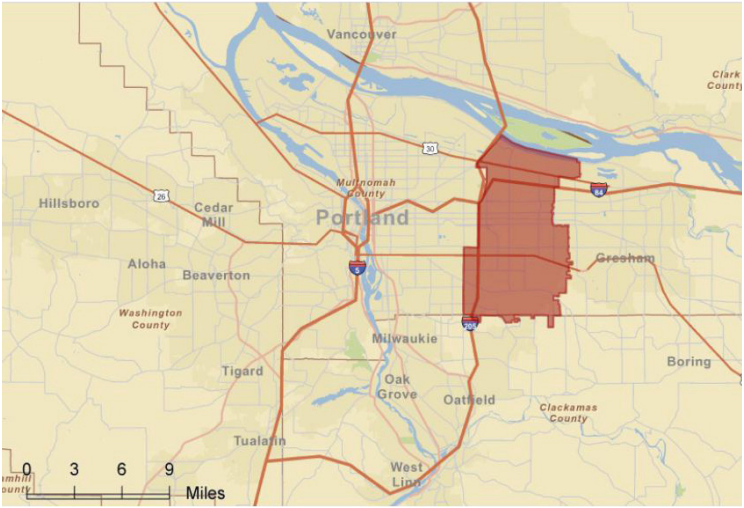
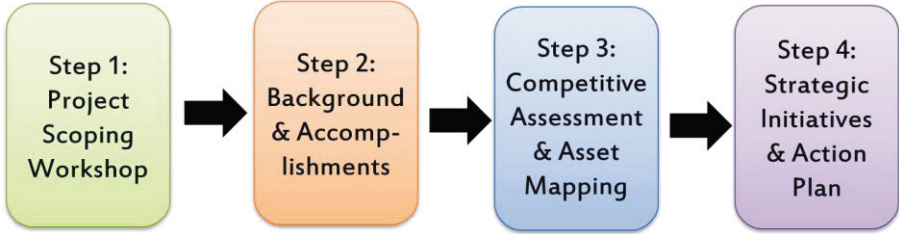


Figure 1. East Portland Study Area – Regional Context

This report summarizes East Portland's competitive position for a variety of indicators in the following categories: business climate and vitality, workforce and education, real estate, quality of life, other business decision factors and economic development resources. Results are based on a review of previous plans, studies and strategies (listed in Appendix A); reflections of the EPAP Economic Development Subcommittee; and secondary research from sources such as the Oregon Employment Department, the City of Portland – Bureau of Planning and Sustainability, the U.S. Census Bureau and ESRI Business Information Solutions, among others.

Using results of the competitive indicators research and a series of stakeholder interviews, Marketek identifies East Portland's top assets and barriers for economic development and strategic initiatives for capitalizing on strengths. Figure 2 outlines the Economic Development Assessment process.

Figure 2. East Portland Economic Development Process



Source: Marketek, Inc.

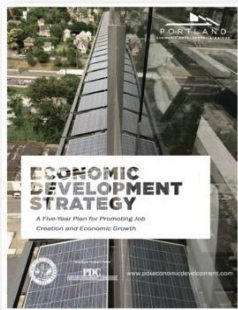
Guiding Strategies

The competitive assessment together with existing neighborhood and citywide economic development plans will provide the Economic Development Subcommittee with a foundation to prepare strategic initiatives for job growth and business recruitment in East Portland. Key guiding strategies follow.

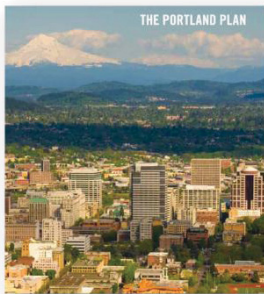
East Portland Action Plan



PDC Strategies



The Portland Plan



Source: Marketek, Inc.

Commercial & Mixed Use

- Offer development opportunities throughout East Portland
- Promote vital and healthy multi-use commercial areas

Economic

- Implement an economic development plan and policy agenda
- Promote key opportunity sites
- Support businesses based in or owned in Portland
- Increase & promote workforce training & employment opportunities

Economic Development Strategy

- Competitive industry clusters
- Urban innovation
- Neighborhood business vitality

Neighborhood Economic Development Strategy

- Build local capacity to achieve outcomes
- Drive neighborhood business growth
- Align resources for neighborhood economic development

Traded Sector Job Growth

- Business cluster growth
- Urban innovation

Diverse Expanding City Economy

- Expansion and growth of employment centers
- Neighborhood business vitality

Broadly Accessible Household Prosperity & Affordability

- Access to housing
- Education and job training
- Household economic security

Retail & Industrial Business Attraction Factors

To successfully attract new businesses, East Portland must identify, develop and market characteristics demonstrating that the area meets the needs of recruitment targets. East Portland must provide business owners with compelling answers to the question “Why should I locate here?”

Four overriding factors drive business expansion and attraction: cost of doing business, proximity to markets, quality workforce and access to materials. The competitive assessment measures how East Portland stacks up from the perspective of business prospects and investors considering factors such as those listed below.

Figure 3. Industrial Attraction Factors

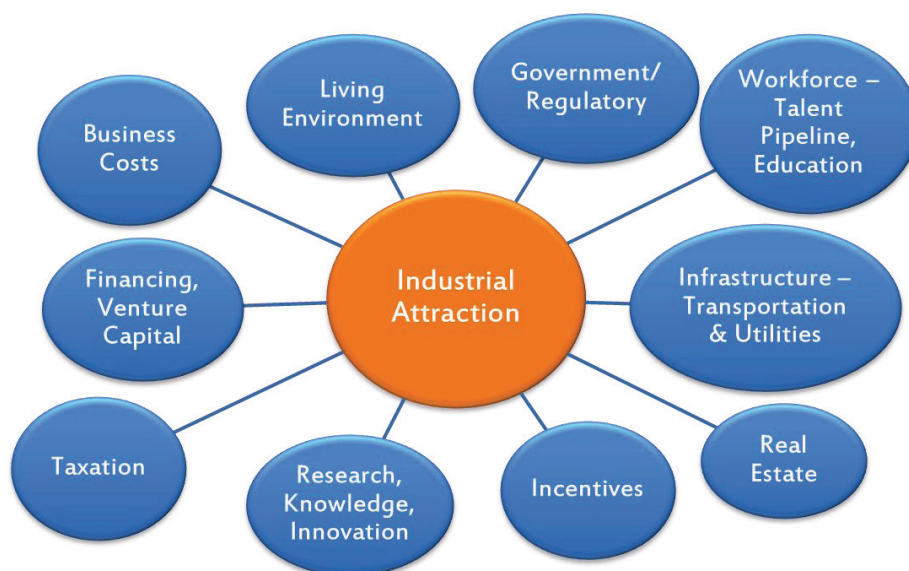


Figure 4. Retail Attraction Factors



Source: Marketek, Inc. and Chabin Concepts

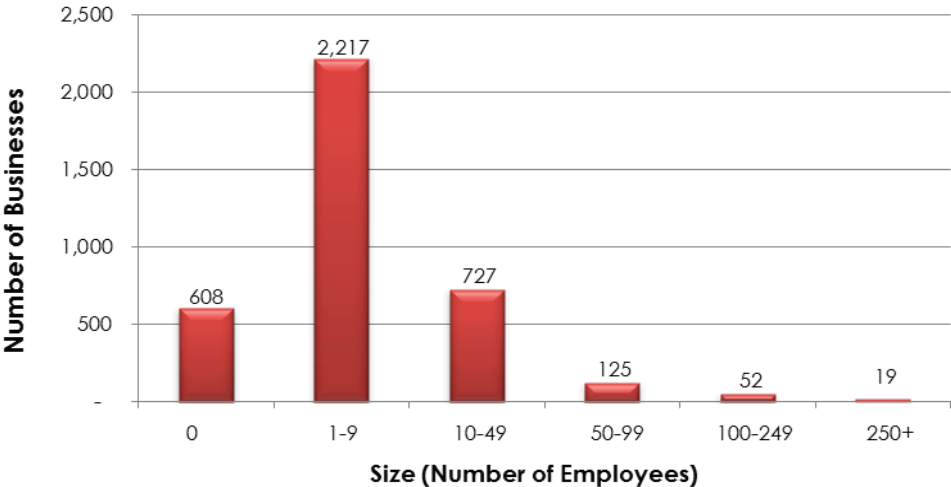
Business Climate & Vitality

The first set of indicators evaluates business and employment activity in East Portland, including top industries, job centers, wages, historic and projected employment growth and retail activity.

Existing Business & Employment Trends

East Portland was home to 3,748 businesses employing 46,397 persons as of 2010. The largest share of businesses (59 percent) were small businesses with fewer than ten employees. Top industries included health care and social assistance, which made up 21 percent of jobs in 2010, retail trade (17 percent) and educational services (9 percent). Within the health care and social assistance industry, health care was the larger sector in East Portland; it comprised 17 percent of total jobs.

Figure 5. East Portland Businesses by Size, 2010



**East Portland
Businesses: 3,748**

**East Portland
Employment: 46,397**

Source: Oregon Employment Department, 2010 Quarterly Census of Employment and Wages (QCEW)

Figure 6. Top East Portland Industries, 2010

	East Portland	Metro Portland
Business Establishments by Industry		
Health Care & Social Assistance	15%	9%
Other Services	13%	13%
Retail Trade	12%	10%
Construction	11%	10%
Employment by Industry		
Health Care & Social Assistance	21%	13%
Health Care	17%	---
Social Assistance	4%	---
Retail Trade	17%	12%
Accommodation & Food Services	9%	10%
Educational Services	9%	3%

Source: Oregon Employment Department, 2010 QCEW

Compared to statewide employment by industry, East Portland has a higher concentration of educational services employment and healthcare and social assistance, with location quotients of 4.5 and 1.4, respectively.

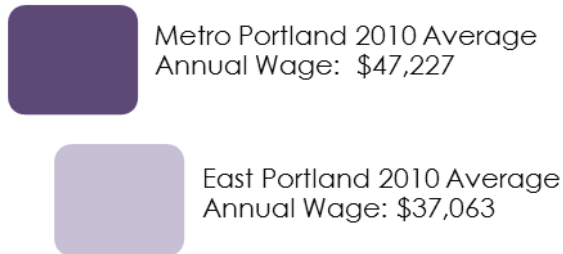
Location Quotient (LQ): Ratio between an industry's share of local employment and its share of employment statewide.

Example: Educational service jobs make up 4.5 times as high a share of East Portland employment as they do statewide (2 percent).

Top 2010 East Portland LQs	East Portland	City of Portland
Educational Services:	4.52	1.32
Health Care & Social Assistance	1.43	0.91
Transportation, Warehousing, Utilities	1.39	1.06
Retail Trade	1.22	0.87

Source: Oregon Employment Department, 2010 QCEW

Average Annual Wages



Highest East Portland Wages:

- Management of Companies: \$79,100
- Construction: \$49,600
- Wholesale Trade: \$48,800

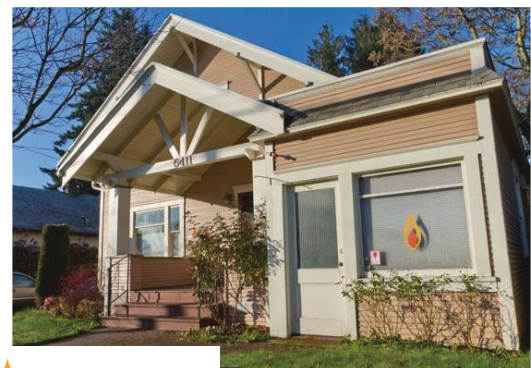
East Portland Industries with Wages above MSA:

- Educational Services: \$36,500
- Other Services: \$34,000

Source: Oregon Employment Department, 2010 QCEW

Home-Based Businesses

The City of Portland Bureau of Planning and Sustainability compared small business locations with zoning to determine the number of small businesses (those with zero to one employee) in non-employment zones. In East Portland, 21 percent of businesses are located in non-employment zones. In comparison, home-based businesses constitute 29 percent of inner Portland neighborhoods and 41 percent of western neighborhoods. Note that these numbers do not include unpermitted or unlicensed businesses.



Growth Industries

From 2005 to 2009, employment in East Portland grew by 7,440 jobs, from 42,483 to 49,923, with an average annual growth rate of 4.4 percent. Top expansion industries were educational services (+1,510 jobs), accommodation and food services (+1,344 jobs) and health care and social assistance (+1,170 jobs). Other large gains were seen in the arts, entertainment and recreation industry, which grew by 15.3 percent per year; the information sector (+13.5 percent per year); and professional, scientific and technical services (+12.9 percent per year).

Figure 7. East Portland Employment Growth by Industry, 2005-2009

Industry	2005	2009	Change	% Change
Arts, Entertainment & Recreation	533	859	326	61.2%
Information	758	1,166	408	53.8%
Professional, Scientific & Technical Services	1,843	2,795	952	51.7%
Educational Services	2,955	4,465	1,510	51.1%
Accommodation & Food Services	3,473	4,817	1,344	38.7%
Public Administration	1,068	1,420	352	33.0%
Wholesale Trade	2,460	3,039	579	23.5%
Health Care & Social Assistance	5,023	6,193	1,170	23.3%
Other Services	1,675	1,919	244	14.6%
Agriculture, Forestry, Fishing & Hunting	377	429	52	13.8%
Retail Trade	5,156	5,854	698	13.5%
Management of Companies	954	1,061	107	11.2%
Real Estate	874	936	62	7.1%
Finance & Insurance	1,824	1,926	102	5.6%
Manufacturing	5,882	6,168	286	4.9%
Transportation, Warehouse & Utilities	2,131	2,075	-56	-2.6%
Construction	2,518	2,338	-180	-7.1%
Administrative Support & Waste Remediation	2,951	2,448	-503	-17.0%
Mining	28	15	-13	-46.4%
Total	42,483	49,923	7,440	17.5%

Note: Because 2010 employment data were provided by a separate source (the Quarterly Census of Employment and Wages), 2010 data is not shown in this figure and instead growth rates are calculated using 2005 and 2009 data.

Source: Oregon Employment Department, U.S. Census Bureau Local Employment Dynamics

Figure 8 on the following page shows Oregon Employment Department projected job growth by industry for 2010 to 2020 for Multnomah and Washington Counties (the lowest geography for which projections are available). The biggest gains are anticipated in: (1) health care and social assistance (+24,300 jobs or 3.2 percent average increase per year); (2) administrative support and waste remediation (+13,000 jobs/+3.5 percent); and (3) accommodation and food services (+12,600 jobs/+2.3 percent). While the first and the third were high growth industries in East Portland from 2005 to 2009, the administrative support and waste remediation industry lost employment over that period.

Figure 8. Projected Employment Growth, Multnomah & Washington Counties, 2010-2020

Industry	2010	2020	Change	% Change
Administrative Support & Waste Remediation	37,300	50,300	13,000	34.9%
Construction	26,100	34,900	8,800	33.7%
Health Care & Social Assistance	75,100	99,400	24,300	32.4%
Educational Services	18,500	23,800	5,300	28.6%
Professional, Scientific & Technical Services	37,600	47,900	10,300	27.4%
Accommodation & Food Services	55,800	68,400	12,600	22.6%
Wholesale Trade	37,000	45,300	8,300	22.4%
Information	17,300	20,800	3,500	20.2%
Transportation, Warehousing & Utilities	23,900	28,600	4,700	19.7%
Arts, Entertainment & Recreation	9,200	10,900	1,700	18.5%
Other Services	23,800	27,900	4,100	17.2%
Natural Resources & Mining	5,400	6,300	900	16.7%
Finance & Insurance	30,200	35,200	5,000	16.6%
Retail Trade	65,500	76,300	10,800	16.5%
Management of Companies	20,300	23,400	3,100	15.3%
Manufacturing	72,800	83,800	10,500	14.4%
Real Estate	14,600	16,000	1,400	9.6%
Public Administration	97,000	105,600	8,600	8.9%
Total	667,400	804,300	136,900	20.5%

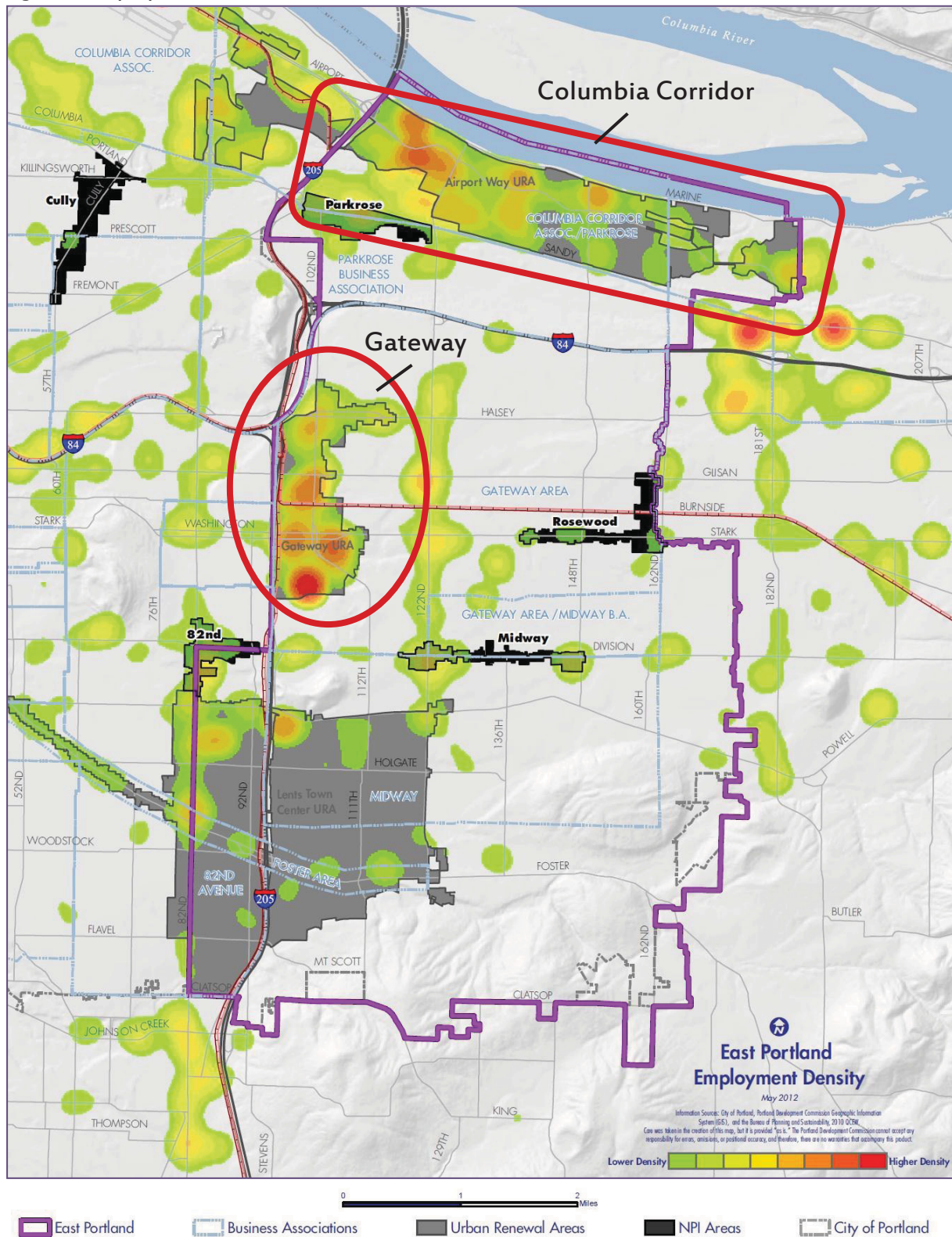
Source: Oregon Employment Department

Job Centers

Total East Portland employment by location is shown in Figure 9 on the following page.¹ The greatest concentrations of jobs are in the Columbia Corridor in the northern portion of the Study Area and along 102nd and 122nd Avenues in the Gateway area. Subsequent maps identify top employment locations for health care and social assistance and for educational services jobs.

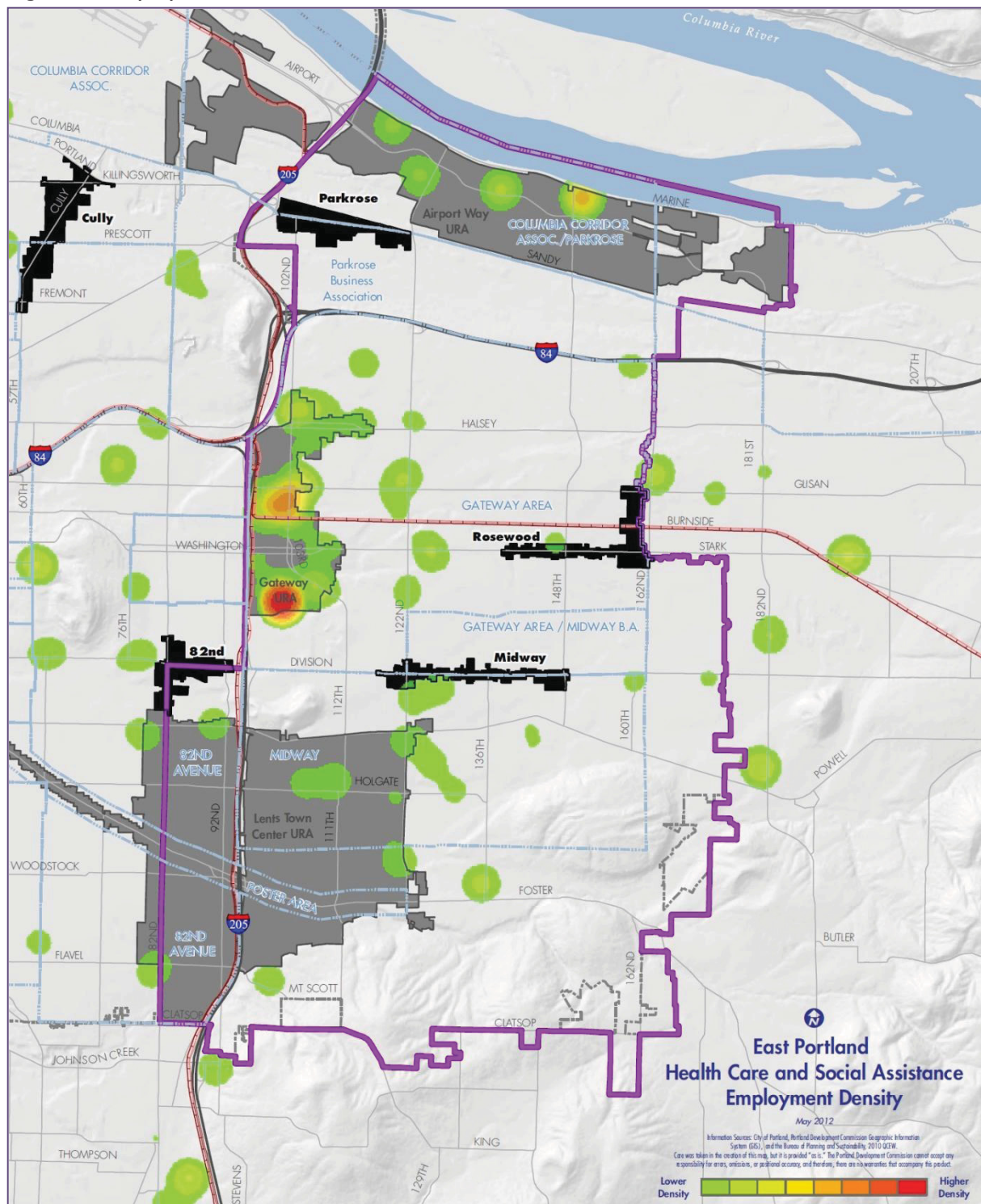
¹ The methodology for the employment density model assesses proximity to employment, creating a smoothed surface with minor variations of increased and decreased values, represented by a color scheme. Thus, specific numbers are not assigned to each color in the color band used in the map. Lower employment levels – shown in green to light yellow areas – have job densities in the range of 50 to 300 employees. Orange and light red colors represent areas with 300 to 500 jobs and dark red areas have over 1,000 employees.

Figure 9: Employment Concentrations: All Jobs, East Portland, 2010



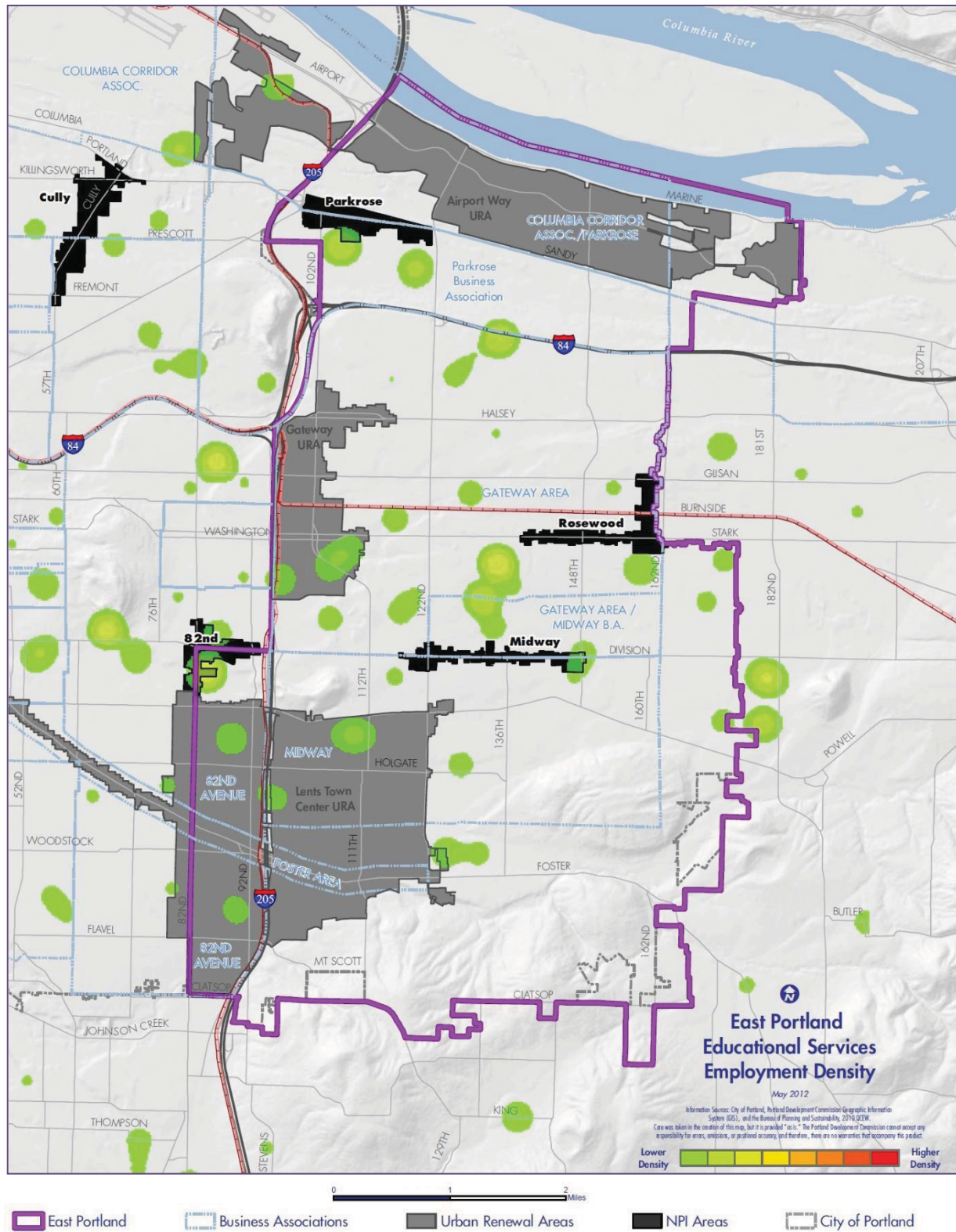
Source: 2010 QCEW and Portland Development Commission

Figure 10. Employment Concentrations: Health Care & Social Assistance Jobs, East Portland, 2010



Source: 2010 QCEW and Portland Development Commission

Figure 11. Employment Concentrations: Educational Service Jobs, East Portland, 2010



Source: 2010 QCEW and Portland Development Commission

Retail Supply & Demand

Existing retail demand is found by comparing retail supply (i.e., sales) with demand (i.e., expected resident expenditures). When demand outweighs supply, a leakage occurs, meaning that consumers are spending outside of the area for retail goods or services. While shoppers will always do a certain amount of shopping away from home, this comparison provides a reasonable indication of the availability of goods in the local market.

In East Portland, retail sales totaled \$752 million in 2010 with a sales surplus of \$11 million concentrated in the General Merchandise category. These findings indicate that the Study Area is, to a modest extent, capturing sales dollars of shoppers who live outside of East Portland. Figure 12 compares retail sales balance in East Portland neighborhoods with those of other neighborhoods in Portland.

Figure 12. Neighborhood Retail Balance

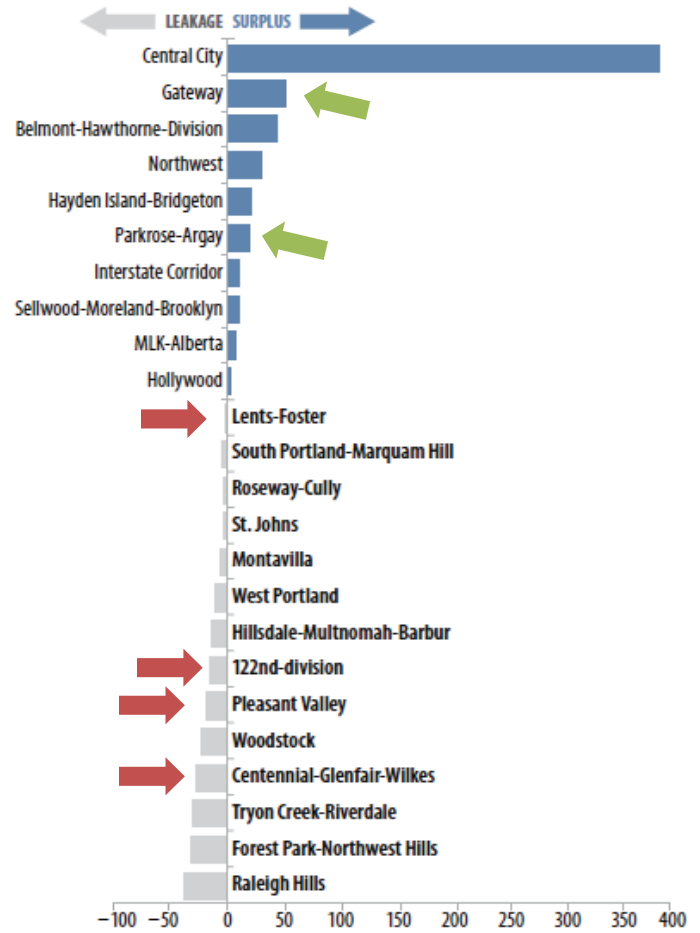
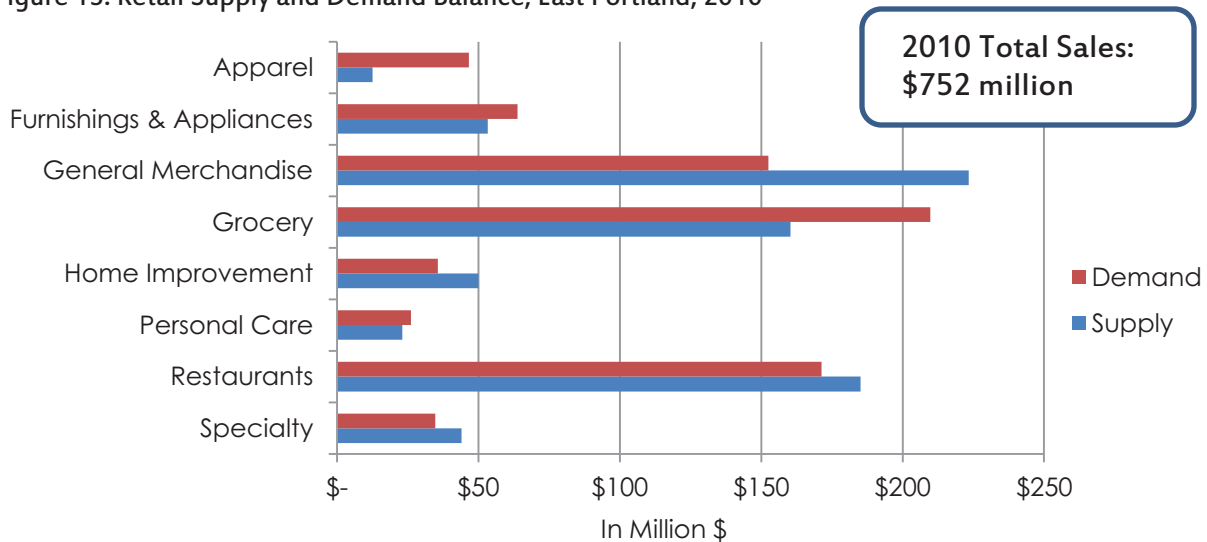


Figure 13. Retail Supply and Demand Balance, East Portland, 2010



Sources: City of Portland Bureau of Planning & Sustainability; ESRI Business Information Solutions

Workforce & Education

Workforce and education indicators characterize East Portland’s existing workforce and persons looking for work in the East Portland area. The factors include age, race, educational attainment, occupation and place of residence. Workforce development partners and resources within East Portland are also identified.

Labor Force Overview

An area’s labor force includes all residents age 16 to 64 who are employed or looking for employment. East Portland’s labor force is made up of 66,000 persons, of whom 19 percent over age 25 hold a bachelor’s degree or higher. By comparison, 33 percent of the Portland MSA population over the age of 25 holds a bachelor or graduate degree.

Figure 14. Labor Force & Educational Attainment

	East Portland	Portland MSA
Labor Force (age 16-64)	66,038 persons	923,400 persons
Labor Force Participation	77%	78%
Highest Level of Educational Attainment (total pop. age 25 & up)		
High School	31%	24%
Some College	26%	25%
Associate Degree	8%	8%
Bachelor Degree	13%	21%
Graduate Degree	6%	12%

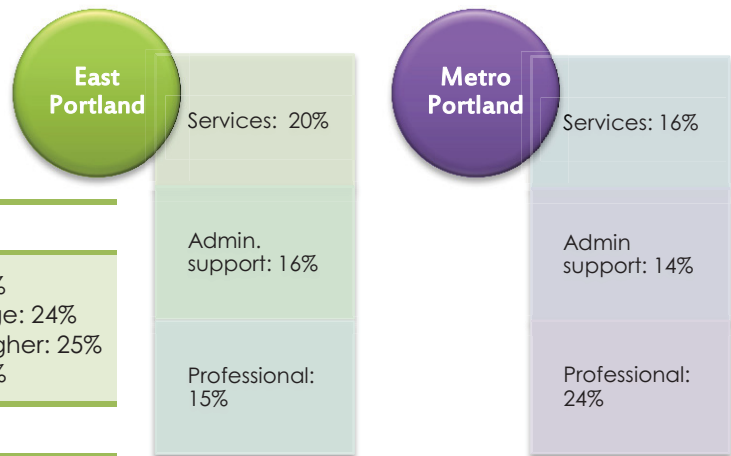
Source: 2005-09 American Community Survey; ESRI BIS

Existing East Portland Employees

The majority of East Portland employees are white (81 percent) and between 30 and 54 years old (58 percent). The largest share lives in the City of Portland and an additional 10 percent live in Gresham. A quarter of workers hold bachelor degrees or higher; another quarter hold associate degrees or completed some college. Services make up 20 percent of East Portland occupations, compared to 16 percent in metro Portland.

Figure 15. East Portland Employees

Race & Ethnicity	Educational Attainment
<ul style="list-style-type: none"> White: 81% Asian: 11% Black: 5% Hispanic: 9% 	<ul style="list-style-type: none"> High school or less: 27% Associate/some college: 24% Bachelor degree or higher: 25% Info. not available: 24%
Age	Place of residence
<ul style="list-style-type: none"> Under 30: 24% 30 to 54: 58% Over 54: 18% 	<ul style="list-style-type: none"> Portland: 40% Gresham: 10% Other: 50%



Source: U.S. Census Local Employment Dynamics; ESRI BIS

Metro Portland East Job Seekers

In December 2011, there were 26,500 job seekers using WorkSource Portland's Metro East services. This service area extends beyond the East Portland Study Area to include East Multnomah County, a segment of Portland from Glisan on the north to the city boundaries in Clackamas County and east to the Sandy and Boring city boundaries. The majority of this area could be considered the potential labor shed for East Portland employers.

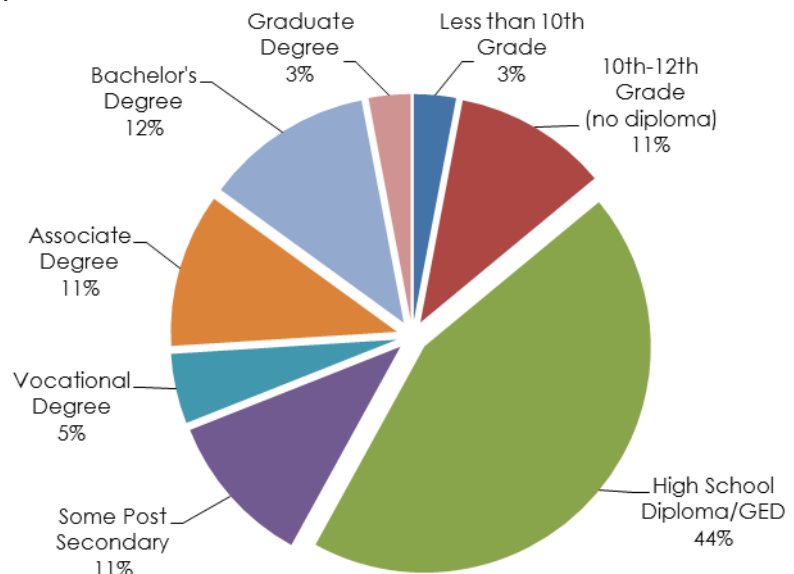
Fifteen percent of Metro Portland East job seekers hold a bachelor or graduate degree. Seventeen percent earned an associate or vocational degree; another 11 percent finished some post-secondary schooling.

Figure 16. Top Occupations Sought by Metro East Portland Jobseekers, 2011

Office / Administration Support, 25.7%
Production, 10.4%
Transportation, 9.3%
Food Prep / Service, 9.1%
Construction, 7.5%
Sales, 7.4%

Source: WorkSource Oregon

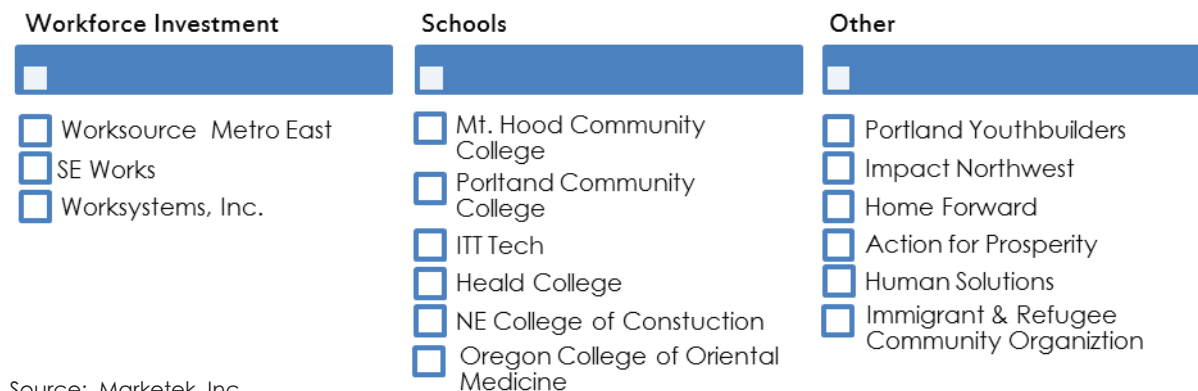
Figure 17. Educational Attainment of Job Seekers in Metro Portland East, 2011



Source: WorkSource Oregon

Workforce Development

Figure 18. East Portland Workforce Development Resources



Source: Marketek, Inc.

Real Estate

Key factors affecting business location decisions are the availability and cost of commercial and industrial real estate. Variables that affect the availability of land and space include zoning, market conditions and neighborhood-wide and site-specific development opportunities. Businesses also look for information about recent real estate investments and improvements, both public and private.

Zoning

East Portland contains a similar share of commercial and employment land as the City of Portland. It has a greater share of residential land, and a lower share of industrial-zoned land and open space.

Figure 19. East Portland and City of Portland Land by Zone, 2007

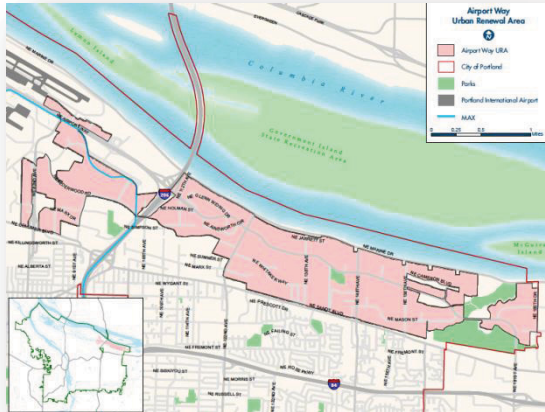
Zone	East Portland		City of Portland	
	Acres	Share	Acres	Share
Commercial	1,544	6%	6,220	7%
Employment	793	3%	2,864	3%
Industrial	2,878	12%	18,715	20%
Residential Multi-dwelling	3,641	15%	8,401	9%
Residential Single-dwelling	13,151	53%	41,502	44%
Open Space	2,697	11%	16,794	18%
Other	200	1%	655	1%
Total	29,904	100%	91,151	100%

Source: City of Portland Bureau of Planning & Sustainability in the East Portland Review

Industrial & Commercial Markets

According to Cushman Wakefield's 3rd Quarter 2011 Industrial Report, Portland's Airport Way industrial submarket (shown in Figure 18) includes 16.3 million square feet of and constitutes 9 percent of industrial space in the region. Vacancy rate in the Airport Way submarket is 5.3 percent, below the regional industrial vacancy rate of 6.6 percent. Average annual net rents are \$5.65/SF for warehouse space, \$9.00/SF for high tech space and \$15.60/SF for office space.

Figure 20. Airport Way Urban Renewal Area



CoStar's retail inventory lists 1.3 million square feet of retail space in the East Portland Study Area, constituting 19 percent of commercial space citywide. The vacancy rate for the Study Area is estimated at 8.4 percent, compared to 20.0 percent for Portland. Annual net rent per square foot ranges from the teens to low \$20s, compared to a citywide average of \$18 per square foot.

Development Patterns & Opportunities

Outside of the Mall 205/Gateway area, commercial development in East Portland is characterized by low-scale, dispersed, older strip centers or freestanding space. The supply of land and supply of flex/industrial space uses is very limited. Infill and redevelopment opportunities primarily exist in Gateway, Lents/Foster, Airport Way and along other commercial corridors and nodes.

Industrial and commercial business prospects/investors generally seek information on 'ready-to-go' sites including site size, zoning, topography, setting, ingress/egress, infrastructure, utilities and cost. At present, there is no centralized conduit or system of available East Portland locations.

The Portland Economic Opportunity Analysis prepared by E.D. Hovee and Company projects a future shortage of 826 acres of employment land citywide. **The bulk of this shortage is expected to be in industrial transportation land and institutional uses.** Neighborhood commercial land capacity is adequate, although selected town centers may need additional land or higher floor area ratios to accommodate future growth.

Figure 21. Gateway URA Opportunity Sites

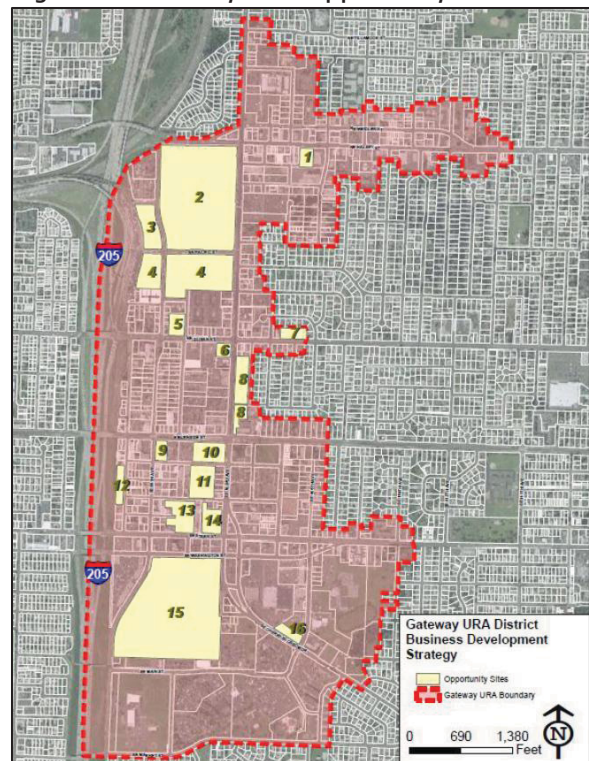
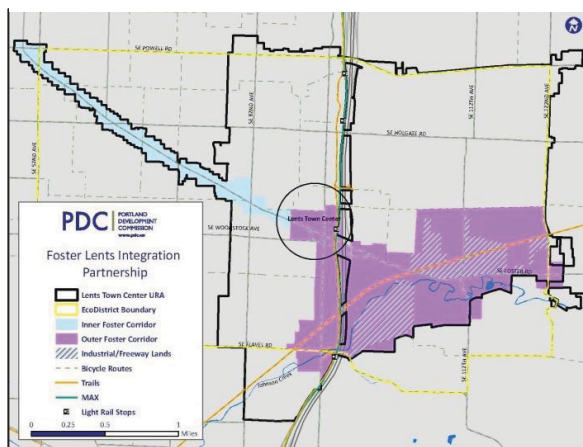


Figure 22. Foster Lents Integration Partnership Service Area



The Foster-Lents Integration Partnership (FLIP) is a key initiative responding to the industrial/employment land limitations in East Portland. FLIP is a collaboration designed to improve conditions along the Foster Road corridor, with a focus on prime industrial sites. It will identify projects, funding and actions to stimulate infrastructure improvements, economic development and property development. FLIP partners include Environmental Services, Parks and Recreation, Planning and Sustainability, PDC, Foster Green EcoDistrict and the Portland Sustainability Institute.

Recent Investment

- From 2001 to 2011, 7,113 residential units were permitted in East Portland, making up 22 percent of total residential units permitted in the city.
- From 2005 to 2010, 980 commercial building permits, including permits for remodeling, additions and other tenant improvements, were issued in East Portland. The combined value of the permits totaled \$400,006,527.
- Estimated \$20 million in real estate and infrastructure investments over the last two years.

Quality of Life

Quality of life factors include a variety of indicators that help depict the experience of living in East Portland, from population growth to housing prices to commute patterns to community pride. East Portland scores well in terms of population diversity, home prices, parks and open space. While its schools and crime rate are on par with the remainder of the city, East Portland suffers from the perception of high crime and below average schools.

Demographic Profile

East Portland was home to 146,000 persons in 2010, with an average annual population growth rate of 1.8 percent since 2000, which is above the city's growth rate of 1.5 percent per year.

One of East Portland's most striking demographic characteristics is its diversity. The largest minorities are Asians, who make up 13 percent of the population, and Hispanics, who make up 15 percent.

Figure 23. Demographic Snapshot

	East Portland	Portland MSA
Population in 2010	146,000 people	2.2 million people
Pop. growth ('00-'10)	1.8% per year	1.5% per year
Diversity	67% White 12% Asian 7% African American 1% Native American 13% Other/2+ Races 15% Hispanic	81% White 6% Asian 3% African American 1% Native American 9% Other/2+ Races 11% Hispanic
Age	25% under age 18 12% over age 64	24% under age 18 11% over age 64
Median income	\$42,800	\$56,100

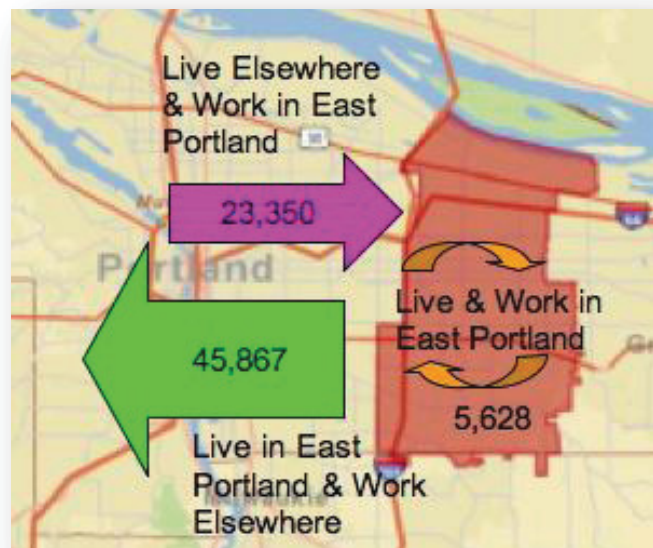
Source: U.S. Census 2005-2009 American Community Survey; ESRI BIS

Projected East Portland population growth of 1.4% per year through 2016 versus 1.1% for City of Portland

Commute Patterns

The average commute time for East Portlanders is estimated at 25 minutes, which is equal to that of City of Portland residents. Figure 24 compares the inflow and outflow of East Portland residents and employees. Ten percent of East Portland residents work in East Portland. This rate is lower than similar rates for several metro Portland cities, but this is not surprising given East Portland's smaller size (see Figure 25 for comparison to other locations).

Figure 24. East Portland Commute Patterns, 2009



Source: U.S. Census Bureau, LEHD Origin-Destination Employment Statistics

Figure 25. Commute Pattern Comparison, 2009

Location	Area Residents		Area Employees	
	Work in Area	Commute Out	Live in Area	Commute In
East Portland	10.9%	89.1%	19.4%	80.6%
City of Portland	60.5%	39.5%	42.0%	58.0%
City of Beaverton	20.8%	79.2%	15.0%	85.0%
City of Gresham	17.7%	82.3%	20.9%	79.1%
City of Hillsboro	32.6%	67.4%	20.1%	79.9%

Note: East Portland employment totals based on LEHD Employment Statistics (shown in Figure 24) are below those given by the Quarterly Census of Employment and Wages (shown in Figure 5) due to several factors: LEHD data includes only primary jobs, is based on samples rather than a census and is matched to population samples. LEHD data is most valuable when considering the proportion of residents and employees who commute in and out of a given area to work.

Source: U.S. Census Bureau, LEHD Origin-Destination Employment Statistics

Residential Environment

East Portland median home prices are typically below those of the City of Portland. As of 2006, only three East Portland neighborhoods had median home sales prices above that of the city.

2010 Median Home Values:

- East Portland: \$225,224
- Portland MSA: \$273,500

Housing development in East Portland is of mixed scale and character, including single-family homes and apartments and old and new construction.

Figure 26. Median Home Sales Prices for East Portland Neighborhoods, 1996 - 2006

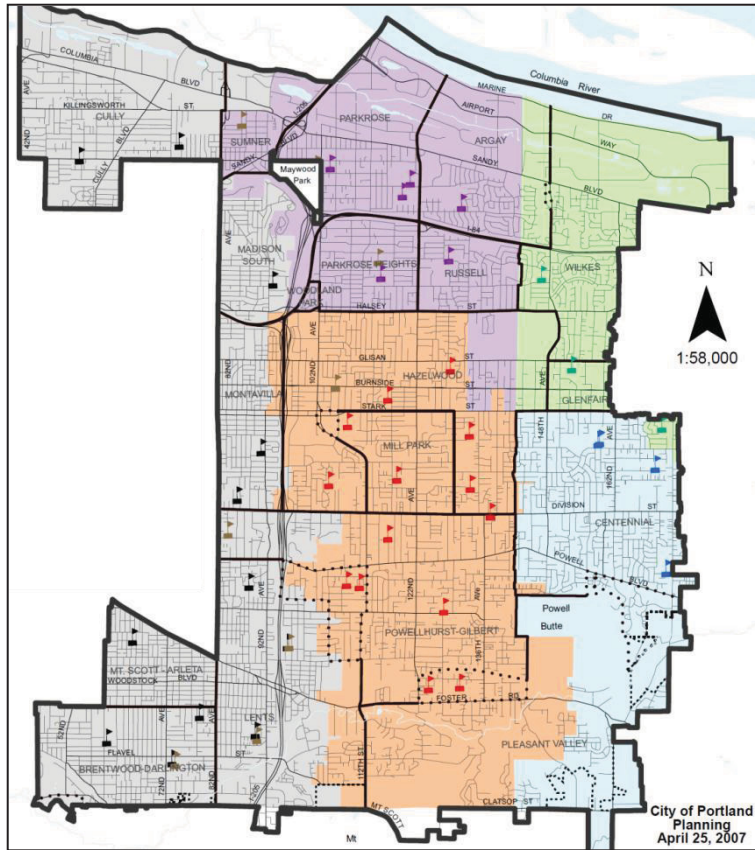
Neighborhood	1996 Median	2000 Median	2006 Median	1996-2000 Change	2000-2006 Change
ARGAY	\$155,300	\$175,000	\$303,750	13%	74%
BRENTWOOD- DARLINGTON	\$80,200	\$116,500	\$195,000	45%	67%
CENTENNIAL	\$114,000	\$135,000	\$215,000	18%	59%
CULLY	\$94,360	\$129,500	\$228,950	37%	77%
GLENFAIR	\$122,000	\$139,000	\$220,500	14%	59%
HAZELWOOD	\$119,500	\$141,700	\$233,800	19%	65%
LENTS	\$89,575	\$125,000	\$193,500	40%	55%
MADISON SOUTH	\$99,000	\$127,000	\$217,280	28%	71%
MILL PARK	\$110,000	\$133,000	\$220,000	21%	65%
MONTAVILLA	\$104,000	\$129,000	\$207,500	24%	61%
MT. SCOTT-ARLETA	\$95,500	\$116,250	\$208,420	22%	79%
PARKROSE	\$118,000	\$129,000	\$220,500	9%	71%
PARKROSE HEIGHTS	\$108,000	\$133,500	\$207,000	24%	55%
PLEASANT VALLEY	\$149,450	\$191,500	\$346,250	28%	81%
POWELLHURST-GILBERT	\$109,750	\$142,750	\$225,950	30%	58%
RUSSELL	\$127,500	\$147,250	\$228,750	15%	55%
SUMNER	\$88,250	\$110,750	\$188,000	25%	70%
WILKES	\$155,000	\$166,950	\$269,000	8%	61%
WOODLAND PARK	\$101,500	\$126,500	\$212,500	25%	68%
CITYWIDE	\$118,000	\$150,000	\$263,000	27%	75%

Source: East Portland Review



Schools

Figure 27. East Portland School Districts



Schools

- Centennial
- David Douglas
- Parkrose
- Portland
- Reynolds
- Other (ESD, Head Start)

Districts

- Centennial
- David Douglas
- Parkrose
- Portland
- Reynolds

Figure 28. On-Time Graduate Rates, 2008 to 2010

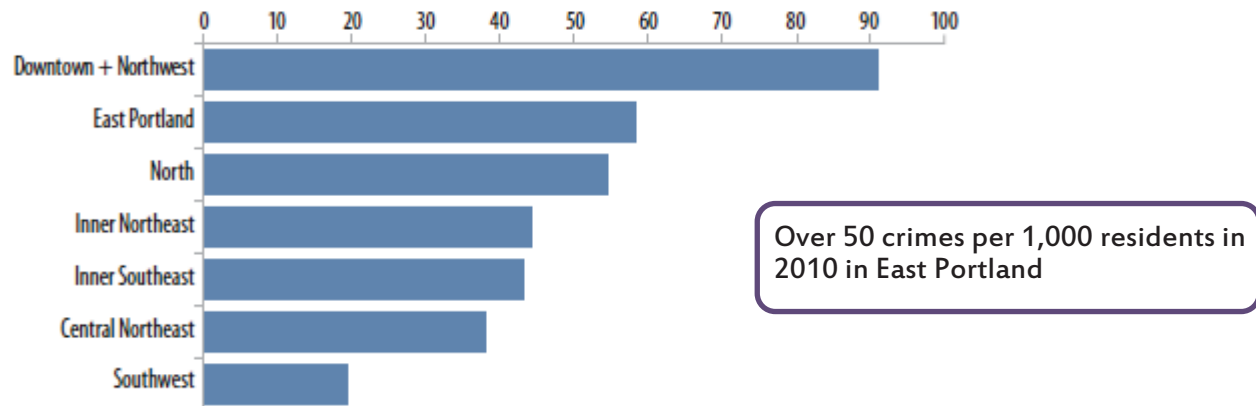
District Name	2009-10	2008-09
Centennial	57.5%	61.6%
David Douglas	61.3%	57.3%
Parkrose	57.9%	54.6%
Reynolds	57.8%	53.3%
Portland Public	53.6%	53.3%

Source: Portland Plan

Source: East Portland Review

Crime Rate

Figure 29. Part I Crimes per 1,000 Residents and Employees by City Sub-Area, 2010



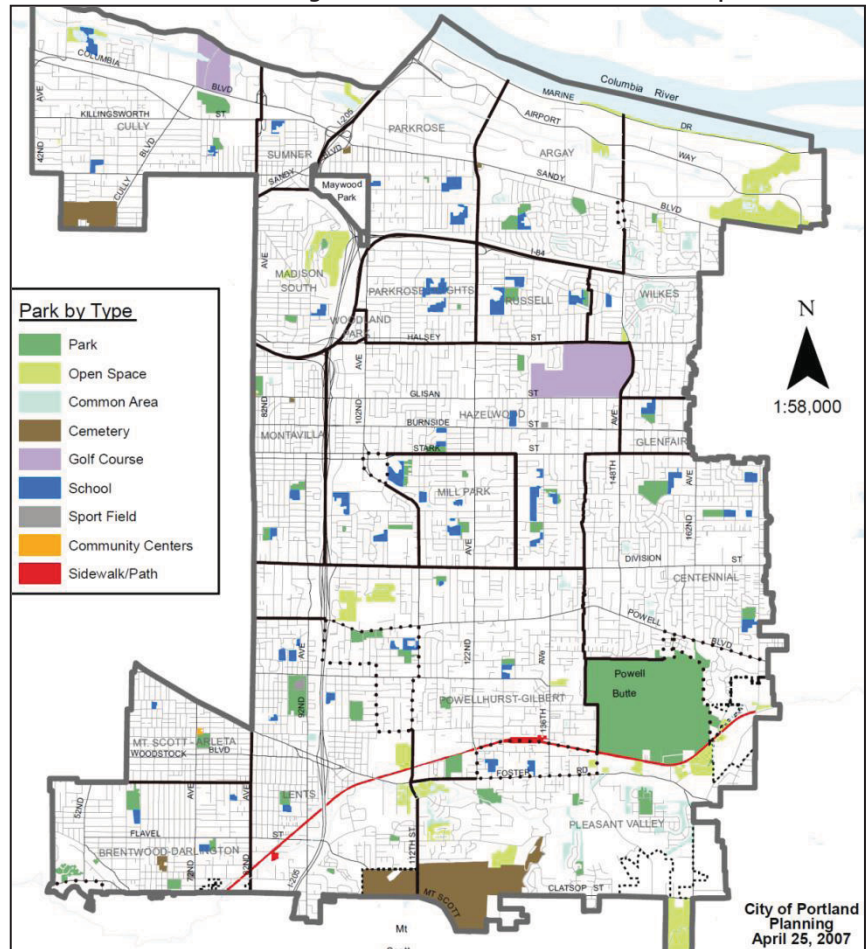
Note: Part I crimes include aggravated assault, burglary, homicide, larceny, rape, robbery, theft from vehicle and vehicle theft.

Source: Portland Police Bureau 2010 Crime Statistics

Recreation Facilities

East Portland has over 60 parks, natural areas, community centers and community gardens. The East Portland Community Center also includes an aquatic center. The East Portland Review notes that some parks have minimal facilities or are in need of renovations.

Figure 30. East Portland Recreation Space, 2007



Source: East Portland Review

Community Pride

Numerous local events including community fairs and festivals, business and neighborhood associations and farmer's markets are great examples of East Portland's sense of community. Specific examples include the Parkrose Barn Bash, Gateway Fun-O-Rama, 82nd Avenue Parade of Roses, Parklane Neighborhood Fair, East Portland Exposition and East Portland Sunday Parkways.



Garden Harvest Fest

Photos by David Ashton



Roses Parade



East Portland Exposition

Other Business Decision Factors

In addition to the indicators presented thus far, other factors come into play when business owners make decisions about location. In terms of transportation, East Portland scores well, with a central location, easy access to interstates and the airport and multiple forms of transit. East Portland is actively engaged in several green initiatives and has seen improvements to its appearance with recent development and other revitalization efforts.

Transportation

According to the East Portland Review, in addition to a central location and access to highways and the airport, the Study Area is relatively uncongested with very good east to west arterials. However, there are still many unimproved, substandard local streets that offer limited connectivity. Pedestrian facilities are also limited. There is dedicated funding of \$15 million to make sidewalk, crossing and greenway improvements outlined in the East Portland in Motion strategy developed by the community and adopted by the Portland City Council.

Transit in the Study Area includes several MAX light rail stops and bus service on most east-west arterials. North-south bus service is less pervasive, and the frequency of bus service is limited in some places.



Sustainability

East Portland's green initiatives are concentrated in several areas within the Study Area, including Gateway (Gateway Green and Gateway Eco District), Foster Road (Foster Green Eco District) and Lents (Green Lents).

What Makes A "Green" Community?



- Promotes green concepts, permitting and other initiatives
- Local energy efficiency programs/recycling and reuse programs
- Community residents embrace "green" culture
- Office/industrial parks meet LEED criteria
- Power provider offers energy conservation alternatives



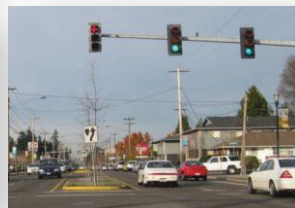
Appearance

Pros:

Through transportation and storefront improvements and efforts to 'green' roadways and neighborhoods, East Portland's appearance has notably improved in the last several years. 102nd Avenue streetscape improvements are widely noted as exemplary of an attractive business environment conveying a greener boulevard look with bike and pedestrian amenities. The 99th and Glisan improvements are recognized as a model approach to reinforce and encourage development nodes.



Cons:



Both East Portland residents and external stakeholders remark that many of East Portland's commercial areas or strips are indistinguishable, 'tired' in appearance and lack character. Contributing to this impression are East Portland's auto orientation and the large parking lots in front of most shopping areas. East Portland commercial districts could benefit from storefront improvements and streetscape amenities. An increasing vacancy rate at some shopping centers also conveys a negative image.

Interview Summaries

Marketek conducted telephone interviews with over a dozen East Portland stakeholders – including businesses, brokers and economic developers – to help understand East Portland's competitive posture. The list of interviewees follows:

Malcolm Boswell, Oregon Employment Department
Bernie Bottomly, Portland Business Alliance
Teri Bunker, Bridge City Family Medical Clinic
Dan Cogan, Burgerville
Bob Cowgill, Reading Truck Body
Kevin Cronin, Portland Development Commission
Kate Deane, Portland Development Commission
Tom Dechenne, NAI Norris, Beggs & Simpson
Justin Douglas, Portland Development Commission
Kristin Erickson, The Oregon Clinic
Shawn Klinkner, Adventist Medical Center
Andrew McGough, Worksystems, Inc.
Carolyn Meece, Business Oregon
Greg Nesting, Norris & Stevens, Inc.
Jennifer Nolfi, Portland Development Commission
Sean Robbins, Greater Portland, Inc.
Joe Weston, American Property Management Corp.

Interviewees were asked the following:

1. What are East Portland's best opportunities for business development and expansion?
2. What would you rank as the top three things of most value for businesses who locate in East Portland?
3. What do you believe are the top three weaknesses or barriers in East Portland that negatively impact businesses there?
4. In your opinion of East Portland, what positively differentiates it from other areas?
5. How would you describe East Portland to a colleague considering a location for his or her business?
6. What needs to happen for East Portland to succeed with economic development?

Key assets and challenges identified are incorporated in the summary chart (on page 24). Recommended economic development strategies follow:

- Focus on nodal redevelopment. The 122nd corridor, several intersections along 148th (e.g., Division, Powell and Halsey) and the Halsey-Weidler couplet would be good locations to focus on.
- Implement a micro economic development strategy not a macro one. Choose a corner or a block with some density to catalyze and signal to the market that change is happening.
- Assemble property and create "superblocks" (as opposed to the 200 x 200 feet blocks throughout most of the City) to attract more business.

- East Portland is not well branded. There is an opportunity to create a stronger identity for the area (EX: Gateway between urban and rural; hub of entrepreneurs; growing green, etc.) Go east!
- Many 'pocket communities' with personality that are under promoted exist within East Portland—e.g., Mt. Scott, Gateway, Lents, Airport Way, Summerplace, Powell Butte and Hawthorne Ridge.
- East Portland is comprised of three distinct subareas/business locations that should be marketed to new business:
 1. Airport Way / industrial area along Sandy Blvd and to the north
 2. Gateway Regional Center
 3. Outer Southeast – Lents / Foster-Powell
- Work with economic development partners that are marketing the region and east metro area; when it comes to business development, don't 'go it alone.'
- Position East Portland's assets to serve the target regional clusters. In particular focus on Advanced Manufacturing (metals/transportation equipment) and Green Product development.
- Leverage the large immigrant populations to build import-export companies. Create business accelerators/incubators for immigrant community to excel.

Quotes that are representative of interviewees' responses follow:

- *"Property can be leased or purchased for approximately 15 to 20 percent less than in the Westside Industrial area."*
- *"East Portland is a good location for businesses that don't care as much about image, want to locate close to customers and workers, and may be somewhat price sensitive."*
- *"Economic development is a global issue. Businesses/industries may know Portland but generally don't care about jurisdictions/neighborhoods within."*
- *"East Portland is so ready for a hip, cool, Portland-like development—a brewpub, foodie draw, something with character and charisma."*
- *"The area is largely comprised of lower income neighborhoods, which affects the economics of storefronts and commercial areas."*
- *"East Portland lacks a concerted, comprehensive marketing program that would help transform its image, help established businesses succeed and attract new business."*
- *"More people are working from home. Thus, for home-based workers, it is desirable to live in 'complete' neighborhoods with various services and conveniences within walking distance. Focus efforts in nodal/neighborhood development."*
- *"City could support development of more 'quality housing' through stronger zoning/development code standards, improving streets/sidewalks, and streamlining the development process."*

- *“East Portland should promote what's working. Find examples of new businesses that have decided to locate there, community pride, smaller ‘mom and pops’ that are success stories.”*
- *“The east County market area is the (Portland) canvas poised to see the most new development....outside of South Waterfront.”*

Summary of Assets & Challenges

	Assets	Challenges
Business Climate & Vitality	<ul style="list-style-type: none"> • Strong job growth • Health care cluster • Retail leakage opportunities • Lower workforce costs • Over 70 businesses with 100+ jobs • Proximate to job corridors • Nearby advanced manufacturers • Large family-oriented market 	<ul style="list-style-type: none"> • Lower average wages than MSA • Lower average incomes may limit retail success • Transit (MAX) perceived as unsafe • Lack of 'East Portland' identity
Workforce & Education	<ul style="list-style-type: none"> • Labor force education similar to MSA • Immigrant populations create diverse workforce with strong work ethic 	<ul style="list-style-type: none"> • Lower post high school education attainment • Immigrant population with limited English language skills may create barriers in the workplace
Real Estate	<ul style="list-style-type: none"> • Abundance of available, affordable land and buildings • Gateway hub is an emerging regional center • Investment is occurring (>\$20 million in real estate and infrastructure over last 2 years) • Affordable housing 	<ul style="list-style-type: none"> • Limited industrial land • Few available industrial properties outside of Airport Way • Land assembly needed • Aging strip centers with non-commercial tenants
Quality of Life	<ul style="list-style-type: none"> • Population and cultural diversity • Lower housing prices • High school graduation rates on par with City • Recreation and parks offer potential to attract visitors 	<ul style="list-style-type: none"> • High rate of out commuting to jobs • Perception of high crime
Other Business Decision Factors	<ul style="list-style-type: none"> • Central regional location • Highway and transit access • Airport proximity • Strong green/sustainability ethic • Excellent business development partners in east metro 	<ul style="list-style-type: none"> • Auto-oriented, not pedestrian-friendly • General appearance which affects overall image and identity • No central marketing • Sprawling geography without much definition

What are East Portland's top assets?

- ★ Regional location and access
- ★ Health care industry
- ★ Immigrant community

- ★ Strong market growth
- ★ Real estate affordability
- ★ Lower cost of doing business

Strategic Economic Development Initiatives

Portland has a reputation as a friendly place for small businesses. The City has the 9th highest rate of small businesses per resident nationwide, and 76 percent of its small businesses employ ten or fewer people. Portland’s neighborhoods are home to almost two thirds of these businesses, the majority of which are in retail and professional services sectors. In East Portland, 75 percent of businesses employ 10 or fewer workers.

The City promotes economic development, supports entrepreneurship and values the role that small businesses play. East Portland economic development leaders share this commitment to small business retention and recruitment. The initiatives discussed in this section are intended to focus East Portland’s business development efforts. These strategies are dynamic, meant to guide the work of the Economic Development Subcommittee and to be updated on a regular basis.

Based on the Assessment research, stakeholder interviews and the Economic Developers Roundtable, the EPAP Economic Development Subcommittee identified the following key initiatives for action in the next one-to-three years:

Initiative 1	Market East Portland as a place to do business
Initiative 2	Encourage existing business growth through outreach to top employers
Initiative 3	Get East Portland ready for business with an up-to-date real estate inventory
Initiative 4	Maximize East Portland's economic benefits from major public projects
Initiative 5	Promote workforce development by advocating for the Gateway Education Center

The following organizations will be key partners as the East Portland Action Plan Economic Development Subcommittee implements priority initiatives. They are identified by their initials in the strategy descriptions on the following pages:

MHCC	Mount Hood Community College
PSU	Portland State University
PDC	Portland Development Commission
IRCO	Immigrant & Refugee Community Organization
OED	Oregon Employment Department
PCC	Portland Community College
NPI	Neighborhood Partnership Initiatives
DDSD	David Douglas School District
PSD	Portland School District

Initiative 1 Market East Portland as a Place to do Business	
Purpose	<ul style="list-style-type: none"> To be competitive for quality job growth, East Portland must be able to distinguish itself as a desirable destination. During the competitive assessment, both East Portland residents and external stakeholders remarked that many of East Portland's commercial areas or strips are indistinguishable, 'rundown' in appearance and lacking in character. East Portland needs to raise metro Portland's awareness of its assets for living, working and recreating there—an integral part of job growth.
Action 1.1: Research	<ul style="list-style-type: none"> Identify potential messages & themes, including workforce diversity, entrepreneurship, families and youth, recreation. For top 2-3 messages, specify unique assets, facts and stories that convey the desired identity.
Action 1.2: Outreach	<ul style="list-style-type: none"> Prepare media/key contacts database and press kit with key messages that portray the East Portland identity in 'sound bites.' Cultivate regional media contacts through a calendar of news and story releases. Begin with distributing the highlights of the East Portland Economic Assessment and smaller information summaries highlighting assets re: schools, businesses, workforce, and physical infrastructure improvements.
Action 1.3: Business Recognition	<ul style="list-style-type: none"> Work with existing organizations—business associations, Gateway/Lents Urban Renewal Advisory Committees, Neighborhood Prosperity Initiatives—to develop an East Portland Business Kudos Program to recognize investments, expansion, achievements, etc. of existing business. Identify a Kudos award recipient on a quarterly basis. Promote to all media outlets.
Action 1.4: Develop Human Interest	<ul style="list-style-type: none"> Expand image development activities to incorporate stories of East Portland community members who are actively engaged in making the area a better place to work and live. Create an annual campaign focused on a theme emphasizing individuals living, working and owning businesses in East Portland. Sample themes could be: "<i>Why I love East Portland.</i>" "<i>I believe in East Portland.</i>" Develop and distribute stories on a quarterly basis to media outlets.
Action 1.5: Track Results	<ul style="list-style-type: none"> Monitor all media coverage resulting from this initiative and identify key messages. Evaluate the results and make adjustments to the approach annually.
Lead	<ul style="list-style-type: none"> East Portland Action Plan Economic Development Subcommittee
Partners	<ul style="list-style-type: none"> MHCC, PSU, PDC, IRCO, Oregon Employment Department, Business Oregon
Timeline	<ul style="list-style-type: none"> 2013 and ongoing
Outcomes	<ul style="list-style-type: none"> Focused marketing plan for East Portland and key subdistricts Positive media coverage of East Portland Increased awareness of East Portland's assets, improving quality of life and business climate

Initiative 2	Encourage Existing Business Growth through Outreach to Top Employers
Purpose	<ul style="list-style-type: none"> • A strong business retention and expansion program is critical to demonstrate that the City and East Portland neighborhoods want and appreciate existing businesses. If businesses were to close or relocate, there would be a substantial negative impact on East Portland's economy. • Local business expansion accounts for 70 to 80% of all new jobs in the United States. It is vital that the City continue to build relationships with local businesses in light of the fact that East Portland businesses may be another community's business attraction target.
Action 2.1: Research	<ul style="list-style-type: none"> • Conduct Business Retention Program Workshop offered by Business Oregon staff. • Identify the top 30 employers in East Portland, both public and private. • Review company websites to become familiar with current circumstance. • Pay attention to news and neighborhood 'talk' about East Portland businesses to raise awareness of any 'red flags' that may be issues or opportunities for East Portland.
Action 2.2: Outreach	<ul style="list-style-type: none"> • In preparation for one-on-one meetings, identify existing business resource tools and links to them. Include information on employment, business assistance, business expansion organizations and programs. Portland4biz.com • Prepare/adapt existing business outreach interview survey. • Schedule in-person meetings with managers at the top 30 employers in 2012 and annually thereafter. • Document results, findings and any follow-up needed in database. • Ensure follow-up on issues and opportunities through economic development partners. • Obtain testimonials of positive results.
Action 2.3: Local Manager Roundtables	<ul style="list-style-type: none"> • Organize and convene two or more industry cluster groups for top East Portland business/organization managers to encourage collaboration, promote cluster products and services, identify and respond to issues and ideas to make their businesses stronger. The agenda and meeting should be driven by the business managers. Consider organizing two or more cluster groups – one for health care, education, retail. • Create a LinkedIn Group or other means for each group to regularly communicate and share information/resources beyond the meeting.
Action 2.4: Training Partnerships	<ul style="list-style-type: none"> • Expand partnerships with Portland Community College and Mt. Hood Community College, local school districts and others to engage local business leaders as guest speakers and to teach classes. • Align training resources to support existing business operations. Outreach meetings and manager roundtables will provide insights for new training opportunities.
Action 2.5: Business Recognition Program	<ul style="list-style-type: none"> • At least annually, recognize East Portland businesses at City Council or special event. Recognize for job growth, sales growth, new product launch, new employee program, and sustainability initiatives, etc. Find unique ways of recognizing local companies. (See overlapping step--Business Kudos Program--in Initiative 3.) • Issue news release on companies recognized. Post on East Portland neighborhood and business association websites.

Lead	<ul style="list-style-type: none"> • East Portland Action Plan Economic Development Subcommittee
Partners	<ul style="list-style-type: none"> • Business Oregon, Portland, PDC, MHCC, PCC, East Portland Chamber of Commerce, PSU
Timeline	<ul style="list-style-type: none"> • 2012 and ongoing
Outcomes	<ul style="list-style-type: none"> • Help East Portland employers remain in the area. • True appreciation for and recognition of the contribution of East Portland employers. • Improved communication, networking and bridge building among businesses with common industry focus.

Initiative 3	Get East Portland Ready for Business with an Up-to-Date Real Estate Inventory
Purpose	<ul style="list-style-type: none"> • A business attraction program is based on three elements: 1.) Product available (sites/buildings); 2. Targets—who is most likely candidate to locate; and 3.) Benefit(s) to the business locating. • A key location factor for expanding or start-up companies—local, regional or beyond—is the availability of quality, affordable and 'ready' sites and buildings. • The Economic Assessment identified affordable rents as a competitive strength of East Portland. However, what's missing is a central, current inventory of significant properties together with a clear understanding of the best fit among potential users/industries.
Action 3.1: Research	<ul style="list-style-type: none"> • Work with partners (Business Oregon and PDC) to view sample property databases and identify the desired outcome that will best meet East Portland's needs. • Identify and clarify ability to tap existing property/site inventories proprietary (Co-Star), MLS and public (LoopNet).
Action 3.2: Prioritize	<ul style="list-style-type: none"> • Establish criteria for focusing on prime sites (e.g., >10,000 SF space and >3 acres land; central location; ready and available—for sale/lease). • Inventory available space; obtain flyers/tear sheets from brokers. • Conduct site visits of prime sites to understand which are ready for marketing and to identify 'next steps' on others that may have development barriers. • Compile key site/property info in one data base and promote to economic development partners. • Prepare maps and flyers on priority buildings to market, as needed.
Action 3.3: Business Targets	<ul style="list-style-type: none"> • For top sites or properties available (10-15), match property to industry type, target business clusters and/or best potential users within these categories as well as identify potential suppliers/industries to support existing businesses. • Identify location/site benefits for top properties that can be promoted to target companies/industries.
Action 3.4: Marketing	<ul style="list-style-type: none"> • Leverage partner marketing avenues and resources to keep East Portland sites at 'top of the mind' for business development opportunities. • Create regular electronic contact system to promote key properties and business opportunities to commercial/industrial brokers and other 3rd parties.
Lead	<ul style="list-style-type: none"> • East Portland Action Plan Economic Development Subcommittee
Partners	<ul style="list-style-type: none"> • PDC, Neighborhood Partnership Initiatives (NPIs), Port of Portland, East Metro Economic Alliance, Business Oregon, PSU, Urban Renewal Areas, property owners and area brokers.
Timeline	<ul style="list-style-type: none"> • 2012 and ongoing
Outcomes	<ul style="list-style-type: none"> • Clear picture of East Portland's real estate product for business/job growth • A game plan to promote top sites • Increased occupancy and development of East Portland commercial real estate

Initiative 4	Maximize East Portland’s Economic Benefits from Public Projects
Purpose	<ul style="list-style-type: none"> • East Portland businesses and residents can potentially benefit from public infrastructure and development investments being made in its backyard through partnerships that encourage local contracting, hiring and spending. • Not only does this initiative focus on opportunities to keep dollars local and support existing business and workforce, but it also upholds and fulfills the goals of the City's Neighborhood Economic Development (NED) Action Plan. • NED strategies seek to encourage wealth creation opportunities for residents and neighborhood businesses in all parts of the City and to especially foster opportunities for minority small business and residents of lower income neighborhoods.
Action 4.1: Research	<ul style="list-style-type: none"> • Create a system to identify and track major public investments from City of Portland Bureaus (e.g., Transportation) to identify opportunities for East Portland businesses and residents to participate. • Encourage Urban Renewal Areas (URAs) and NPIs to monitor public or public-private projects in their target areas for opportunities to encourage local spending.
Action 4.2: Outreach	<ul style="list-style-type: none"> • Share highlights of Economic Assessment related to East Portland resident - workforce: job balance, education, and existing business base to help policy makers understand need for employment assistance and business expansion. • Meet with key influencers and/or decision makers to share this priority initiative and identify opportunities for partnership on the horizon.
Action 4.3: Strategy	<ul style="list-style-type: none"> • Research/identify local examples of a hiring/business retention strategy: City/County Ordinance encouraging local investment from development(s); and/or Community Benefit Agreements, which apply to specific projects. • Determine desired outcomes/impacts, thresholds related to size of development, type of job/contract and political will to achieve. • Select strategic approach and develop game plan to follow through.
Action 4.4: Monitoring Results	<ul style="list-style-type: none"> • Identify ways for strategies to be monitored for success. • Publicize positive impacts on businesses and residents.
Lead	<ul style="list-style-type: none"> • East Portland Action Plan Economic Development Subcommittee
Partners	<ul style="list-style-type: none"> • City of Portland Bureaus, PDC, business and neighborhood associations
Timeline	<ul style="list-style-type: none"> • Immediately and on an ongoing basis
Outcomes	<ul style="list-style-type: none"> • Businesses and jobs retained • Increased investment and employment in East Portland

Initiative 5	Promote Catalyst Workforce Development Projects: <i>Advocate for the Gateway Education Center</i>
Purpose	<ul style="list-style-type: none"> • To be competitive for quality job growth, East Portland residents need both opportunities for family-wage job training and workforce development for and accessible facilities for training. • Workforce facilities can also act an attractor for educational institutions, industry employers, complementary uses and workforce housing. • With a well-developed and broadly supported vision and program plan, the Gateway Education Center (GEC) project is ready for a 'next steps' implementation discussion.
Actions	<ul style="list-style-type: none"> • Communicate with long time partners and stakeholders to determine current interest in and commitment to the GEC project. • Identify and reach out to new potential stakeholders interested in the GEC. • Organize a GEC stakeholder meeting to revisit where the project left off in 2011, current opportunities and issues, project phases or options that may be ready for development and next steps for near term action. (E.g., recreation and entertainment elements.) • Identify specific steps for EPAP Economic Development Subcommittee to promote and advocate for the GEC.
Lead	<ul style="list-style-type: none"> • East Portland Action Plan Economic Development Subcommittee
Partners	<ul style="list-style-type: none"> • MHCC, PSU, Warner Pacific College, PDC, IRCO, Oregon Employment Department, Business Oregon, DDS, PSD, TriMet, City of Portland Bureaus
Timeline	<ul style="list-style-type: none"> • Fall 2012
Outcomes	<ul style="list-style-type: none"> • Meet job skills training needs for East Portland industries such as health care and other small business clusters • High school graduates with workforce-ready skillset • Better trained workforce in East Portland • Increased land values and economic activity in Gateway area

Appendix A. Review of Documents

The following documents were reviewed as part of the East Portland Economic Development Assessment. Marketek prepared a separate report, "Plan Review Summary," that provides an overview of these reports and their relevance to East Portland:

- East Portland Review
- East Portland Action Plan
- Portland Development Commission Economic Development Strategy
- City of Portland Economic Opportunity Analysis
- Portland Neighborhood Economic Development Strategy
- Metro 2040 Growth Concept Plan
- Portland Infrastructure Improvement Pilot Study
- Gateway Urban Renewal Area Plan
- Gateway Business Development Strategy
- Outer Southeast Community Plan
- Brookings Institute Market Assessment of Greater Portland's Export Economy
- Gateway Education Center Plan
- EcoDistrict Study
- Lents Urban Renewal Area Plan
- Lents Business Development Strategy
- Freeway Lands Market Studies
- 82nd Avenue Market Study
- Division Street Corridor Retail Market Analysis
- Johnson Creek Industrial Revitalization Strategy
- Midway Business Study
- Airport Urban Renewal Study



East Portland Action Plan

East Portland Action Plan Economic Development (EcDev) Subcommittee

Purpose: To develop a strong business environment which strengthens existing businesses, promotes new businesses, and expands family wage jobs in East Portland.

Meeting: 1st Mondays at 5:00 PM at the East Portland Neighborhood Office, 1017 NE 117th Ave., Portland, Oregon 97220 (between Halsey + Glisan at the foot of the watertower). Dinner provided. Childcare and Interpretation provided upon request.

Contact: lore.wintergreen@portlandoregon.gov or 503.823.4035

East Portland Action Plan General Meeting

Purpose: To coordinate implementation of the action items in the East Portland Action Plan.

Meeting: 4th Wednesdays, 6:30 – 8:30 PM at the David Douglas School District Office, Board Room, 1500 SE 130th (at SE Market & 130th). Dinner provided. Childcare and Interpretation provided upon request.

Contact: lore.wintergreen@portlandoregon.gov

www.eastportlandactionplan.org

East Portland Neighborhood Office
1017 NE 117th Ave., Portland, OR 97220

503.823.4035 or

lore.wintergreen@portlandoregon.gov