

Portland Plan Business Survey Results October 2010

In Spring 2010, the City of Portland asked the business community to weigh in on issues of importance to them in an on-line Portland Plan Business Survey. The survey was developed jointly by community business representatives and City of Portland staff to better understand the concerns of the business community as the city undertakes the Portland Plan, a strategic plan for Portland.

The Portland Plan Business Survey was available online at www.pdxplan.com and was promoted through e-mails and announcements at various Portland Plan and business association meetings. A total of 228 surveys were completed between March 30, 2010 and June 2, 2010.

For most of the 24 question survey, participants were offered a set of responses to choose from, along with an opportunity for open-ended comment. Some questions offered only open-ended responses. For multiple choices responses, the total response percentages total over 100%, as participants were not limited in selected multiple responses. The percentage totals indicate the level of frequency a choice was selected.

The results are presented in this document in two forms:

- **Summary Survey Responses (page 2- 8):** This includes summary data on the multiple choice selections and a sampling of major themes expressed in the open-ended responses associated with each question.
- **Complete Survey Responses (page 9- 52):** This includes summary data on the multiple choice selections as well as survey participants' complete and verbatim responses to the open ended questions.

The following types of businesses were represented by survey participants

Survey Respondent – Type of Business

30% Retail/Service
21% Office
10% Health/Education
4% Industrial
36% Other

Survey Respondent – Target Industry

83% Not in a Target Industry
7% Target Industries
10% No Response

Overall, the business survey respondents expressed several themes to consider as the City of Portland moves forward with strategic planning. These include, but are not limited to the following:

- Build a **stronger business climate**, and become more “business-friendly” in practices.
- Address the **overall burden of taxes and fees**, and the cost and complexity of meeting development and other regulations.
- Invest in **revitalization efforts and infrastructure improvements** to improve neighborhoods, business districts, mobility and access.
- Provide **key basic city services** – public safety and transportation are a priority – and be strategic with other spending priorities.

Summary Survey Responses

1. What near-term steps could the City of Portland and its partners take to improve the industry or sector in which your business operates?

- 42% Address taxes and fees
- 24% Improve infrastructure
- 23% Provide financial tools
- 21% Revise regulations
- 13% Neutral/no comment

Other frequently expressed themes:

- Reduce fees, taxes and streamline the permitting process
- More support for start-up, entrepreneurial, R&D
- Concern about transportation, freight capacity, parking
- Provide network opportunities: lenders, investors, talent acquisition, management strategies
- Use public funds efficiently

2. What is the biggest barrier to your business's success over the next 25 years?

- 44% Taxes and fees
- 19% Zoning restrictions and land use conflicts
- 17% Infrastructure needs
- 15% Workforce issues (training, availability, etc.)
- 14% Neutral/no comment
- 8% Land supply needs

Other frequently expressed themes:

- Access to capital
- The economy, prosperity of the community
- Overhead: increasing utilities, insurance, wages
- Government, leadership

3. What roles should the City play in economic development?

- 53% Revise taxes and regulations
- 34% Recruit major employers
- 34% Provide access to capital
- 26% Provide financial tools
- 20% Provide access to national and international markets
- 7% Neutral/no comment

Other frequently expressed themes:

- Be business friendlier
- Focus on transportation, freight routes, infrastructure
- Support small, local businesses
- Not a city role, market should determine strong sectors

4. What is the most important education- and skill-related action that would help create and/or attract a workforce with the skills and talent (at all levels from entry to management) to thrive in your business sector?

- 45% Enhance K-12 education system
- 37% Improve post-secondary education and training options
- 20% Provide workforce training and readiness programs
- 15% Neutral/no comment

Other frequently expressed themes:

- Build a stronger bridge between local high schools and work through vocational training, community service
- Education is not a City responsibility
- Balance emphasis on higher education with training for trades
- Foster an excellent workforce locally; we cannot keep importing skilled labor
- Focus on the basics
- Professional development programs

5. What skills are you looking for?

- Strong work ethic, critical thinking
- Computer skills
- Professional business skills: sales, marketing, finances
- Technical skill sets
- Basic skills: reading, writing, math, English proficient

6. How might your business or industry (individually or by sector or district) improve the educational offerings of Portland's schools?

- 43% Offer apprenticeships or internships
- 34% Establish or participate in mentoring program
- 30% Partner with and support K-16 schools in other ways
- 21% Neutral/no comment

Other frequently expressed themes:

- Encourage and participate in skilled professional guest lectures and mentoring
- We already offer such programs
- We are interested in such programs but don't know how to get involved
- Work in conjunction with schools to do fundraising
- Technical schools can use our facility, bring the schools to the community
- Increasing minimum wage deters hiring high schoolers
- Do not have the staff capacity to do that
- We already pay taxes to support the schools

7. How can Portland better integrate sustainability and business growth?

- 55% Provide incentives for businesses engaging in sustainable practices (i.e. development, energy savings, carbon emissions, employee VMT reduction, etc.)
- 44% Work with private sector in sustainable policy development and planning to find mutually beneficial policy situations
- 24% Recruit businesses in "sustainability" industry
- 7% Neutral/no comment

Other frequently expressed themes:

- Promote and support local businesses
- Incentives and disincentives. Be sure investments in sustainability apply to all sizes of businesses

Summary Survey Responses

- Not a City function - sustainability will happen when economically efficient for businesses, markets; people who care about sustainability will pay for it
- Define sustainability; define goals; set performance measures
- Sustainability could give Portland a “brand”; promote business and neighborhood competition and pride

8. How might the city help your business use energy and natural resources more efficiently and sustainably?

- 44% Develop a utility pricing structure to encourage conservation
- 42% Provide subsidies or reduce cost of needed changes
- 28% Provide more information and technical assistance on ways to conserve
- 12% Neutral/no comment

Other frequently expressed themes:

- Make these services affordable and available
- This is not the City’s job
- Partner with energy providers for creative solutions
- Create a network of businesses to share resources

9. Do public safety concerns affect your business, and if so how?

- 37% Yes, my employees and/or clients and customers are impacted by safety issues, real or perceived, near my business
- 28% Yes, my business has been a victim of a property crime
- 28% I do not have public safety concerns relating to my business
- 8% Neutral/no comment
- 5% Floodplain, seismic or site clean-up requirements

Other frequently expressed themes:

- Graffiti, tagging
- Vandalism, theft, burglary
- Aggressive panhandling, campers
- Gangs, drugs
- Vehicle hazard to pedestrians, speed, lack of safe crossings

10. If your business is impacted by homelessness or the City’s camping policies, what might be done to improve the situation?

- 37% Enhance enforcement of panhandling and camping laws
- 35% Support more homeless-to-work opportunities
- 34% Support more short- and long-term affordable housing options
- 21% Neutral/no comment

Other frequently expressed themes:

- Increase mental health and social services available to homeless people
- Homelessness is complex problem – many reasons for homelessness
- Enforcement is an important part of the solution
- Create employment opportunities for those wishing to work
- Provide housing, low rent facilities

11. In your experience with the City, how can regulations or processes that affect your business be improved?

- 38% Reduce permitting time and delays
- 36% Reduce regulatory costs
- 36% Streamline building permit process timeline
- 34% Provide up-front clarity about totality of fees associated with development
- 33% Provide more flexibility (or certainty) in development review
- 30% Increase customer service through the permit and design process
- 24% Neutral/no comment
- 21% Make specific changes to zoning or design code

Other frequently expressed themes:

- A more transparent, consistent process
- Greater ease for home-based businesses, live/work zoning, flexible zoning
- Don't charge taxes to those who do not benefit from them

12. How could land use and zoning regulations and the design of city streets and public spaces better encourage your business to thrive?

- 31% Increase public investment in streetscapes, public plazas and open spaces
- 23% Retain industrial land supply
- 23% Reduce regulatory authority over design
- 23% Revise zoning regulations to meet district-specific employment goals
- 20% Neutral/no comment
- 19% Increase allowable building heights and density where appropriate
- 15% Expand employment zones

Other frequently expressed themes:

- Stay out of the way; let the market determine itself
- Increase zoning flexibility
- Design guidelines and neighborhood compatibility are important
- Efficient, safe multi-modal transportation routes are important
- Reduce regulations

13. If neighborhoods and housing are not adequate for your workforce and business needs, how can they be improved?

- 39% Invest more in neighborhood revitalization efforts
- 28% Neutral/no comment
- 19% Develop more affordable housing choices, for instance by providing incentives for the development of workforce housing
- 11% Protect and enhance established high-end housing stock and neighborhood design

Other frequently expressed themes:

- Incentivize the construction of affordable housing
- Make zoning more flexible
- Transit options and schedules are an important factor
- Reduce rents

14. What is the relationship between your business location and residential neighborhoods, if they are adjacent?

- 41% We experience no conflicts between business and residences
- 28% Parking conflicts exist (lack of parking for customers, employees or residents)
- 14% Neutral/no comment
- 11% Nuisance conflicts exist (for example, noise, hours of operation, pollution, etc.)

Other frequently expressed themes:

- We work with the neighborhood association to address any issues; we have no issues
- Some parking concerns
- Zoning laws could be improved

15. What improvements to the regional transportation system and infrastructure would help improve your business?

- 38% Investment in public transportation
- 33% Improve availability of parking
- 31% Investment in pedestrian and bicycle access and facilities
- 25% Lower cost of parking
- 14% Investment in freight system
- 9% Neutral/no comment

Other frequently expressed themes:

- Invest in and maintain the streets
- Address bottlenecks, CRC
- Expand transit schedules, later hours
- Less emphasis on non-paying bicycle infrastructure

16. What technologies, if any, need to be more accessible to better serve your business?

- 31% Technological service is fine as is
- 24% Higher speed internet connection at my business
- 20% Neutral/no comment
- 18% Make online access to City business resources easier

Other frequently expressed themes:

- High speed internet to consumers
- Not the City's role
- City-wide wireless internet
- PortlandMaps is pretty good, but the City could improve website and online information

17. From a business perspective, what if anything would you change regarding the relationship and responsibilities between City Council and the City bureaus?

- 46% Foster more coordination among bureaus and agencies
- 24% Neutral/no comment
- 17% Prefer less direct control by City Council
- 3% Prefer more direct control by City Council

Other frequently expressed themes:

- Greater accountability, communication with the public
- Improve consistency between bureaus
- Concern about Portland's form of government

18. What organizations or civic groups are you involved with as a part of your business endeavors?

- 63% Business associations
- 51% Trade or industry associations
- 45% Neighborhood or other geographic based groups
- 29% Research, policy, civic or identity groups
- 8% Neutral/no comment

Other frequently expressed themes:

- I am a member of several of these organizations
- Non-profit, volunteer, social services

19. Are Portland's arts and cultural offerings a factor in the success of your business and Portland's economy overall, and if so, how might they be encouraged?

- 38% Increasing arts and culture in Portland will provide broader benefits to the city
- 36% Arts and culture positively affect my business
- 20% Arts and culture do not affect my business
- 14% Neutral/no comment

Other frequently expressed themes:

- I support arts and culture
- Arts and culture are critical to the livability and character of Portland
- Arts and culture should not be a city function
- Expand the definition and/or location of arts and culture opportunities in Portland

20. How might your business encourage the arts, culture and innovation in Portland?

- 31% Neutral/no comment
- 28% Sponsor exhibits, events or mentorship programs
- 27% Partner with local schools and training programs
- 22% Advertise in local media that cover and promote the arts, culture and innovation
- 18% Donate space for activities, events, exhibits or research

Other frequently expressed themes:

- We already do these things
- Donate time, money, services
- Distribute information
- Offer internships, mentoring

21. Would encouragement of tourism help your business and the business climate of Portland overall?

- 56% Tourism has broad benefits
- 29% Tourism has no direct affect on my business
- 25% Tourism helps my business directly
- 4% Neutral/no comment

Other frequently expressed themes:

- Tourism is important to many sectors of Portland's economy
- Portland's reputation as a great place is important
- Address sales tax issue

22. What would be a positive “driver of change” for your business?

Frequently expressed themes:

- An improved, diversified economy and increased employment
- Available capital, ability to fund projects
- A more “business-friendly” city; reduced taxes/fees/restrictions, easier permitting.
- Focus on basic City responsibilities: education, services, infrastructure
- Improve City transparency and communication between Bureaus
- Improved transportation access, freight, system maintenance
- Change the culture of business in Portland: need innovation over status quo
- Incentivize sustainable business practices and products
- Portland should attract large businesses for sustainable employment
- Emphasize “buying local”, increase community appreciation for local businesses
- Increased attention to neighborhood relationships, livability, community health

23. What are your top TWO business-related issues and concerns?

Frequently expressed themes:

- Cost of doing business: taxes, fees are too high
- Difficulty navigating City and County regulations, too much regulation
- Need access to capital
- Poor business climate, job creation
- Transportation: maintain infrastructure, alternative transportation options, parking concerns
- Human capital development: build a skilled workforce, future leadership
- Lack of support for businesses from City and greater community
- Business recruitment and retention
- Health care insurance costs
- Government accountability
- Need to invest in education: K-12 schools, vocational, universities
- Lack of coordination between agencies, Bureaus
- Assistance, resources, networks, conferences for businesses
- Neighborhood relations, livability, housing affordability, sales
- Concerned about regional transportation and planning issues: CRC, Portland Harbor, River Plan, Sellwood Bridge, Harbor Superfund Cleanup

24. What other comments would you like to make?

Frequently expressed themes:

- Thank you for asking us
- The economy and jobs should be City priorities
- Would like to see the City be friendlier to small businesses
- I love Portland; it is a great place to live and work.
- The City should focus on core services, infrastructure
- We need to attract more large businesses, employers
- City government should run more efficiently, like a business
- Enforce, license bicycle riders. Too much focus on bike lanes
- Better public / private collaboration
- Quality of life begins with a job; stop decline of median income
- Provide appropriate zoning for businesses, 20 minute neighborhoods
- Concern about weak voice of business community; collective lobbying organizations may need change
- Concern about city leadership, legacy pension
- Portland should be a leader in sustainability, economic development
- Stop the flight of businesses, retirees, high net worth individuals out of Oregon

Complete Survey Responses

1. What near-term steps could the City of Portland and its partners take to improve the industry or sector in which your business operates?

42% Address taxes and fees
 24% Improve infrastructure
 23% Provide financial tools
 21% Revise regulations
 13% Neutral/no comment
 25% Other (please specify)

- IT'S TOUGH IN PDX RIGHT NOW- MANY EXPENSES AND LOTS OF COMPETITION.
- More transparent access to city bids/projects.
- More parking.
- Provide additional freight capacity.
- Portland should do whatever it can to encourage and support SUSTAINABLE businesses, those which do no harm to the environment locally or globally and provide living wage jobs with benefits.
- Improve K-12 education, improve roads, move the CRC forward.
- Support for R&D, Start-Ups, and VC firms to build a stronger climate for innovation and growth.
- Encourage development/construction.
- Portland needs to make doing business more attractive to retain and bring new businesses into the core.
- reduce fees for small business cut the red tape.
- Promote the value of private enterprise, and train a workforce.
- Advertising dollars for group campaigns.
- Improve community policing, fix the BDS.
- Actually apply + follow through with DBE/WBE goals. This program is a joke. If public funds are to be used in any capacity, there should be a mandate that consulting team comes from the community. Although there are "goals" this collapses once team selection begins.
- Appear active. Model the behavior you want to see. And be creative - why not move PDC into multiple buildings? There's no real reason everyone needs to be in one place. Might be better to distribute - put the storefront program in a storefront, for example.
- Building permit costs make it impossible for us to build anything new in the Portland area.
- Leverage Portland's strategic advantages in sustainability and social awareness to support mission-focused businesses (i.e. B Corp types.)
- Provide a network to available working capital loans, investors and distribution networks.
- Better promote my sector (Clean Tech.)
- Structure RFP so local/regional companies can compete; instead of national companies only allowed to bid and 70% of revenue leaving area. The structure and bureaucrats do not care about local/regional companies. 2) "Walk the walk". Tired of the Talk. Buy/use remanufactured/recycled products instead of new OEM products.
- Arbitrary unfair water bill fees Seems like someone thought they could target random breweries, bakeries and for particles in water. Fine if everyone pays but it is arbitrary and not uniformly applied. These should be shared by all food industry businesses.
- Stop with additional bureaucracy of the River Plan. The Willamette is well protected by Federal and State EPA requirements. Change regulations to make it easier to do business in Portland.
- Provide a network and exposure to organizations to help them better understand talent acquisition and management strategies so they can compete for the best talent.
- Streamline permitting process. At the very least, make it simple to find out what permits are needed.
- Build a convention center hotel, modify the North Reach plan, reduce sewer rates.

- Increase density.
- Excessive fees make it hard for new companies to locate here and old ones to expand.
- Stop fighting small businesses.
- Your fees are based on income, and are a second income tax equivalent. Either have a sales tax or better means to collect fees. We have multiple businesses, and Portland cost us the most in rents and taxes. At least a sales tax we could collect on each transaction from the customer.
- Improve economic viability of business community and residents of our region.
- Encourage local grocers to carry new products from small business owners even if the product is made out of state.
- Better system of working with permits. Amazing how some can leverage the system to their advantage even able to close a residential public road without notice to the residents - while others can't get a permit to build a shed.
- Increase commitment to the environment and a steady state economy instead of a goal of constant growth.
- Portland and Multnomah taxes are significant - measures 66&67 hurt - something must be done to keep business healthy. It is not businesses responsibility to educate students - the second education occurs when businesses hire the young intern - that is when we pour our resources into these young interns to help turn them into productive employees - giving them the opportunity to grow. This comes at quite a cost to all businesses.
- Continue and grow the Clean Energy Works program. Promote and require application of the Energy Performance Score (EPS) for every home that is sold and built in Portland.
- Graffiti, trash cans.
- Lower taxes to strengthen business; provide tax incentives for businesses interested in relocating to Portland.
- Do less! Simplify regulations.
- Entrepreneurial education.
- The services I receive for my taxes are minimal. I hope the fire department would at least show up if the building were on fire.
- Greater flexible rules for offices in residential zones.
- Increase arts funding.
- Let market direct business.
- Remove the Portland Business License Tax for financial planners, similar to the treatment that insurance agents get .
- Construction projects kill small businesses. MAX, trolley and road construction are done without regard to the truly bad impact on small businesses. Most small businesses cannot sustain the 15-50% drop in business caused by the way construction projects are handled.
- Provide low interest loans for home based business improvements i.e. remodel garage into separate studio space.
- Educate general public/promote fitness and exercise.
- The City of Portland is taking many of the right steps to improve our economic climate.
- Put a traffic signal in at 22nd and NE Broadway - NOW.
- Stop wasting tax payer dollars on projects we don't want - Light Rail in SE will be a disaster, street car in SE won't really help anybody and will drive businesses on Grand/MLK out of business, so called urban renewal destroys existing neighborhoods.
- Add street car line to bring people to our area and reduce traffic congestion.
- Continue assistance to Business District Associations.
- Cost of doing business here is way too high relative to the benefits.
- Get people back to work, generate jobs for the unemployed.
- The city needs to adopt a problem solving mentality...results matter. Don't undertake processes that engage issues but don't provide actual relief.
- Need Tax relief.

- Investment opportunities for entrepreneurial companies.
- identify needed services across metro population.

2. What is the biggest barrier to your business's success over the next 25 years?

44% Taxes and fees

19% Zoning restrictions and land use conflicts

17% Infrastructure needs

15% Workforce issues (training, availability, etc.)

14% Neutral/no comment

8% Land supply needs

21% Other (please specify)

- Postage costs and potential distribution difficulty if postal service becomes unaffordable.
- Access to affordable working capital and technical assistance with management skills (especially financial) could have helped us immensely over the years.
- Efficient movement of freight and delivery services.
- Office overhead, steady workflow.
- Customer support of local small businesses. Many potential customers shop online, at chain stores, etc. City need to promote viability of small business.
- Continued higher pricing for utilities, insurance, wages.
- If government entities are going to exist they should be able to address and resolve issues in a timely manner.
- In the larger development arena Portland has a reputation for wasting people's time and not following through as well as sticking with firms that agencies have an existing relationship with. This is a public agency issue not a small business issue.
- Local market rates are too low.
- Recognition that for benefit businesses are sustainable, advantageous and offer scalable, market-based solution to social problems.
- Awareness & acceptance of change plus Leadership from the Public Sector.
- Immigration reform is vital.
- Exposure to organizations.
- Portland needs to provide a business atmosphere that encourages businesses to locate and operate here. I like the urban growth boundary, but our tax and school system require improvement.
- Greenway prohibits commercial activities. BIT is chases out business and Planning makes drawing a permit a lottery of success.
- Parking.
- Wages beyond viability and beyond the rest of nation (except Washington.)
- Economic viability/wealth of business and residents of our region.
- The ability to move trucks and freight in and out of the City's core without major traffic impingements. This would also allow customers to access our business much easier.
- Getting folks to try something new. Seems in the grocery business unless you are a big corporation with lots of cash, you don't have a cash, as small folks like us can't afford shelving fees, sales requirements, etc. We are having a heck of a time breaking through the mega corporation barriers.
- Clearly my industry must continually find new construction or recycle structures. However, over building in one sector (like housing) is just as bad as not having enough land to develop. I realize it's better to let the market determine what to build - but PDC and the city have encouraged development of certain market sectors through zoning and urban renewal. Change industrial land in the Pearl to EXd and you create an artificial demand - great in the short term but kills the market in the long term.
- None.
- Business shrinkage in the Portland area and that lack of corporate headquarters located in the Portland metro area.

- And government over-regulation. Every time an incentive is provided to one business a dozen others are negatively impacted. It would be far preferable to have the lowest possible tax and fee structure for all businesses to keep the playing field level and attract more business.
- Financing: Access to development capital and lending for small buildings (ADU's) and for deep energy saving retrofits on building envelopes. Currently there are not any lending programs to invest in micro buildings or building envelopes beyond simple weatherization and basic air sealing and insulation. For example there currently are no incentives or greater access to capital to go beyond 20-30% savings in energy on a retrofit basis whereas a certified Passive House (www.phius.com) retrofit can reduce energy consumption by 90+% and only those individuals able and interested to invest cash now will pursue and achieve this level. Providing incentives for Passive House retrofits and new construction would allow PDX to meet its energy savings (carbon reduction) goals period and on a much shorter time line. There is a reason Germany, Austria, Switzerland and other EU countries have over 25,000 commercial, industrial, school, and residential certified Passive House buildings are looking to make the Passive House.
- The prosperity of the local community. If they have money to spend they will attend events.
- Funding.
- Finding good employees.
- My clientele's ability to afford out-of-pocket holistic health expenses (and impact of health coverage such as health savings accounts.)
- Being totally fed up.
- Low employment for our clients, when they don't work, they don't need our services.
- Clients being able to afford my services.
- All the paperwork involved and costs time related to taxes, permits, etc.
- Competing with national corporations. Nat'l and state taxes fees, etc. Basic economic challenges of many types. Change and complexity.
- I will be dead.
- Economy. Portland needs to raise the bar for work opportunities that pay more than minimum wage. We need hi-tech, 21st century manufacturing, and professional service workers that create economic value for city.
- Education of young people. Our K-12 schools are failing our children. It is an enormous and critical issue. We haven't begun to deal with it.
- Most URAC incentives targeted to brick & mortar/main street operations, misses large population of home-based businesses. We need business development assistance too!
- Low wages in this area provides less income to afford my products/services.
- Retail and services are challenged in this post economic meltdown environment. The city will continue to need retail and services but the street level environment is challenging to small business. Ease of access, parking, signage readability, traffic flow and pedestrian considerations are all important elements of a healthy or toxic environment to small business engaged in retail and services.
- City of Portland makes doing business in Portland unattractive - My tax dollars aren't being used on the issues I think are critical that would really help people. I don't get anything for the Portland business taxes I pay.
- Our business is a non profit organization. Economic development in general helps us.
- Insurance and permit costs for districts to have street events.
- General economic depression.
- We can manage our business...the question is where can we do it most successfully and where will we be most supported.
- Investment funding - access to capital.
- Lower unemployment rates in Oregon.
- Aging out.

3. What roles should the City play in economic development?

- 53% Revise taxes and regulations
- 34% Recruit major employers
- 34% Provide access to capital
- 26% Provide financial tools
- 20% Provide access to national and international markets
- 7% Neutral/no comment
- 20% Other (please specify)

- Portland is a small business town, so provide tools/aid that will help small businesses thrive - recruiting, capital, real estate services, etc. small businesses don't have access to in-house experts so it would be great we could go to one place that can help us with those needs.
- City should start a "buy local" campaign to encourage citizens to buy from local businesses and local businesses to buy from each other.
- PROVIDING THE BEST POSSIBLE TRANSPORTATION BYWAYS WITHIN AND THROUGH THE CITY FOR BUSINESS AND RESIDENCES POSSIBLE FOR COMMERCE GROWTH AND SERVICE.
- Focus on K-12 education, improving roads, maintaining police and fire protection, lowering sewer and water rates.
- Taxes & regulations should reward, not inhibit, a business' ability to invest in growth. The best role for government is to create a business-positive environment and then "get out of the way".
- Help local businesses and people be successful. Keep money in the local economy. Help develop local coops with employee ownership of businesses. Help start new businesses. Ensure everyone has living wage jobs. Create a more equitable business / economic environment.
- Make the city attractive to employers and employees. Enforce current regulations.
- Follow through with plans. The headquarters hotel fiasco is an example of the problem.
- These are all very basic. You need to take care of them, but none are the most important role. The city should be cultivating networks, bringing investors together, sharing information, and generally engaging people in place creation and prosperity work.
- Quit dreaming about being something it isn't; such as a bank or Venture Capitalist with tax payers' money. Focus on the basics. Street maintenance, safety, services.
- Work with business owners to make economic development less restrictive and reduce costs.
- International flights, carriers.
- Make it easier to do business in the City of Portland.
- There are multiple steps to look at. At the core though, it is most important to have sustainable and responsible growth. This cannot come without the right incentive programs and access to capital. That said, other things like education play a large role though, because even if a company can grow because of incentives and capital, it is hard to retain employees who cannot raise a family due to poor air quality and schools.
- Infrastructure and support for education.
- Should a consistent partner, not an adversary. No respect for business by city council. Business is competition, not tool for social justice.
- Foster the creation and growth of small business, and thus jobs, rather than continue to exploit small business for revenues.
- Make the process easy to navigate.
- Lower fees and taxes Get out of our way.
- Don't try to engineer business from the public side. Provide the fertile soil and let business take it from there.
- Encourage small business - reduce major employers, as they wipe out the little guys in no time flat. Make Portland unique, say no to big corporate America.
- More then revising taxes and regulations - the city needs to be business friendly. We should be doing whatever we can to not only change the current perception but actually change how we attract and support businesses. We should have a business ambassador (not the ombudsman and not PDC) who's only job is to simplify creating business opportunities in the city. Access to capital shouldn't be just direct funding - but tax incentives or other sources (federal - so on).

- Focus on small, local businesses and businesses which are truly responsible for their environmental impact not just marketing themselves as "green."
- Strengthen infrastructure such as roads, sewer and water. Not bike paths, bio ditches and goofy couplets.
- Get out of the way and the entrepreneurs will flourish as will the city.
- Continue and further develop programs like Clean Energy Works. Work with banks to help fund ADU and small building construction to increase density. Create incentives and loan programs to go to Passive House level retrofits and new construction.
- DONT SELL OUT AND OVER DEVELOP LIKE SEATTLE!!!! SEATTLE SUCKS NOW, WHICH IS WHY I MOVED HERE.
- None of the above.
- Stay out of the way of business, don't make it hard to get into downtown from out of downtown by car, make parking available, and stop the rampant tax increases.
- Entrepreneurial education.
- Don't insult China.
- Not sure; all of the above perhaps.
- Consider zoning issues so more small businesses can operate in residential and mixed use zones.
- Target areas with small help but let the market decide on product. STOP trying to social design the market place. Help those who need help with government requirements, but let the market rule.
- Continue to promote Portland as a source for green solutions, green businesses.
- Keep businesses from being blocked by construction. Make sure there is public parking available for business customers.
- Tax credits don't help a tax exempt business.
- Educational materials for small businesses and tools - i.e. software that helps track city obligations.
- Rely on local resources. Only recruit major employers if they help the local business environment and don't replace local businesses.
- Provide translation services to aid marketing efforts - we have 8 major language groups in my area.
- Revitalize existing neighborhoods-e.g. Main Street Project. Support updating public retail spaces.
- I have never qualified for city or county money available to some small businesses. I have struggled for 17 years at this location while every other retail district in the city has received some sort of funding for various projects associated with small business. Not just my own business cannot qualify for grants or redevelopment funds but the NE Broadway from 16th to 33rd cannot qualify for funds yet MLK is looking like downtown. It doesn't make sense!
- The city cannot "plan" for sector and individual business success. It should not be in the business of picking winners and losers. The city needs to do city work and let entrepreneurs, private equity firms and banks do financing and business planning.
- Continue to distinguish Portland as a city that differs from the urban centers of the rest of the country that have wrecked and impoverished by Republican conservative policies.
- International partnering and investment, not only access to markets.

4. What is the most important education- and skill-related action that would help create and/or attract a workforce with the skills and talent (at all levels from entry to management) to thrive in your business sector?

- 45% Enhance K-12 education system
- 37% Improve post-secondary education and training options
- 20% Provide workforce training and readiness programs
- 15% Neutral/no comment
- 17% Other (please specify)

- Making sure that every PPS student graduates on time serves the prosperity of our region.
- We need a well-read and thoughtful workforce.
- Encourage reliability and responsibility.

- Has any agency asked why large scale employers and high net worth individuals are in such short supply in the area? Taxes, taxes, taxes.
- We need a thicker labor market. People love Portland, but they've got to be able to earn a living. Employer champions of education/professional development at work would help.
- Portland attracts people from all over the nation and world but we don't have the higher education, employment opportunity, entrepreneurial landscape, and global perspective to sustain their interest. We need to look ahead at the future not just at where Portland has been in the past. The focus sectors in your plan reflect some of both, but seem to lean toward where we have been not where we could be going. Green tech is only part of the answer.
- Get politics out of the classroom. Teach students to work in the private sector. Teach free enterprise capitalism to students.
- Students who graduate from H.S. in the Metro area should do community service on a European model. By 2035 there definitely need to be a bridge between school and work which will help young people and will also create a value for the education system.
- Our area should lead the country in education (outcomes.)
- What is the city doing trying to become involved in education? Isn't this the responsibility of the school district, which is funded by property taxes, isn't it?
- Provide education to organizations on how to effectively attract, engage and develop people so they realize and develop response capabilities around the broad trends influencing the talent landscape. Develop a cutting edge, action-oriented plan to more effectively market Portland to new businesses.
- The school system in Portland overall does not even come close to readying students for the focus, creativity, and challenges of a high caliber work life. We are breeding mediocrity in PDX. We cannot import sustained excellence though, because people of excellence do not want to work with or around mediocrity for too long of a period of time.
- I checked all three because I believe that employers are very interested in cities with well trained people (workforce and higher ed) and also want a good K-12 school system so there employees feel good about living here. If employers like our city, the result will be job opportunities for all types of workers.
- We need training for welders, plumbers, blue collar jobs traditionally trained by the military.
- If they can't read by the time they hit 4th grade we have lost them, we need to support our education so that it thrives.
- There seems to be a disconnect between the school system, and what employers must prove an employee is capable.
- We train our own people, and spend substantial \$ doing so. Stop raising the minimum wage so I can raise wages for those who have experience. We used to have 15-20 wage rates. Now we have three. Also, we rarely hire teenagers anymore. We can afford adults at the minimum wage. I am concerned what this will mean for tomorrow's unskilled adult population, who do not know how to work.
- We don't require a location specific workforce.
- No action; leave us alone.
- It is NOT the City of Portland's responsibility to provide education funding. The State is responsible for Education. The City needs to stay focused on providing basic services.
- In all sectors enhancing K-12 is a must. Our current system of paying out PERS (pre 2006 ceiling), subsidized private funding for basic services and the inability to cut other areas "before" threatening to cut education - will eventually kill the state (if not bankrupt it).
- The above choices being made, the City does not have a legitimate role in education since there are other government agencies charged with that task.
- This should be done through privatizing the schools, not constantly spending more.
- Strengthen vocational training opportunities in high schools.
- Young intelligent families are attracted to good schools and good schools raise property values, housing demand, and a better future for the community.
- Return to educational basics and create a more rigorous programs focusing on core skills such as math, English, spelling, handwriting, and personal discipline.
- Education is not the cities responsibility.
- City should not be in education business.
- Strong engineering program.
- Better educated work forces would encourage new business move in.

- Allow businesses to hire qualified local people without importing new talent.
- Keep kids in school through high school and raise the numbers that continue on to college.
- Business development courses do not teach insurance and risk management to small and mid-sized business owners - huge gap in knowledge, many business failures preventable if the tools were given to people early.
- Workshops and seminars for adults as well.
- The emphasis on college in high school MUST be balanced with a similar emphasis on training for the trades: automotive and bicycle repair, welding, plumbing, electrical, heating/cooling, solar installation, etc.
- Get the financial situation under control. Schools never seem to have enough money, why is that? My taxes are sky high and I don't have any kids in school and I'm getting damn tired of it!! Get rid of the waste, clean house and force the teachers into a merit system instead of seniority, which allows dead beats to stay in the system when they no longer care about teaching.
- Businesses, individuals and non-profits should do training/development. Our education system is broken. Focus on the basics.
- The teachers union has to go. I know, it's a tough one. Pay for performance. You must be able to fire teachers. They must be objective, put aside your political affiliation and agenda--I'm really getting tired of this.

5. What skills are you looking for?

- A liberal education with civic interest and knowledge. Schools with physical education and arts education. Well rounded citizens.
- Ability to take direction and retain what they are taught. Non drug dependent individuals who do not repeat what electronic devices have brain washed them to think and say. Non government dependent automations.
- Analytical skills and good people skills.
- Architects require 5 year or masters degrees in architecture. I'm also looking for planners, landscapers, interior designer and other consultant services.
- Arts Administration.
- Basic.
- Basic computer knowledge and literacy.
- Basic customer service, math, and English skills.
- Basic financial education. How can students get thru high school without a required class in simple personal finance? I'm stunned how many fall prey to credit cards without knowing anything about how they work. Students need to understand money, how to get it, how to keep it, and how to invest it.
- Basic machine operation; call center and data entry customer service.
- Basic management and sales.
- Basic office skills, understanding of general business operations, accounting knowledge.
- Best skill-self starter. ready to learn.
- Bi-Lingual.
- Biotech industry, High-tech bioengineering, Pharmaceutical research and development.
- Bright motivated people. That's all.
- Business administration, Engineering, Human Resources, Sales.
- Business and money management.
- Business development.
- Business savvy and basic reading and math. People skills.
- Chemical synthesis; business development.
- College-educated, liberal arts/architectural degrees.
- College graduates in a number of skills.
- College post graduate level.
- Common sense and responsibility.

- Common Sense, Telling Tims so you arrive to work promptly at the designated hour, Cleanliness, People Skills, Typing.
- Competitive Product Design education, creative problem solving.
- Computer savvy with design, customer service and sales training.
- Computer Science (Flash/PHP/database/etc.), Graphic Design, Interactive Design, Creative Manager (Producers.)
- Computer skills - marketing, networking, photographic post-processing, bookkeeping.
- Computer skills, business, non-profit, fundraising.
- Computer, basic graphics design, excellent verbal communication skills, good physical shape (exercise required.)
- Computer, electronics, technical training.
- Construction management, construction labor. Plenty of unemployed people already out there with those skills so it's not hard to find good folks.
- Construction trained people (carpenters, laborers) to work in our field crews, college educated people (engineering, construction management, architecture) to fill our engineering and management positions.
- Construction, carpentry.
- Critical thinking.
- Critical thinking.
- Critical thinking skills and hunger for life long learning.
- Critical thinking, detail orientation.
- Critical thinking, interpersonal skills, professional appearance, educated, etc.
- Customer service, basic math.
- Customer service, sales and fitness.
- Dependable hard working employees.
- Diagnostic technician.
- Diligence.
- Discipline, focus, problem solving, and creativity (outside of graphic design, prose, or art.)
- Drafting, design, construction.
- Educated, motivated general business background.
- Engineering, Climate Change Consulting.
- English language skills, communication skills, analytical thinking skills.
- Entrepreneurial skills, customer service, good personality and sales training.
- Everything from hands-on manufacturing to professional skills (finance, sales, marketing, product development and innovation.)
- Financial analysis; entrepreneurship; business graduates with experience in commercial real estate.
- Financial literacy.
- Financial, land use, real estate.
- Fine art welding and other metal fabrication skills.
- Foundation of reading, writing, math. Life skills - showing up for work, financial responsibility. We will take it from there.
- Fundamental communication skills and the ability and desire to learn.
- Fundraising Selling for cutting edge industries (not traditional.)
- General well educated people, creatives, and proficient with computer programs such as photoshop, indesign, and quark.
- General work ethic, basic high school education.
- GHG expertise, engineering, planning.
- Good social skills, computer literate including office and graphics software, ability to remember numerous rules and apply them by understanding the underlying principles.
- Hand skills in making things of high quality - picture frames - and handling art. I need sales people who can communicate with the public and tend to their needs. I need people who can design, have an aesthetic value that translates to the public and who can problem solve in a sales situation.

Complete Survey Responses

- Hard workers with at least a GED for production, mechanics with PLC and electrical skills, lab techs with college degrees.
- Hard workers, that are organized, appreciate having a job, are friendly with clients and understand basic math.
- Healing practitioners: massage therapists, counselors, naturopathic doctors, energy workers, acupuncturists, etc.
- High level verbal communication and interpersonal skills; work ethic; organization.
- Honest people who understand the concept of follow-through, punctuality and commitment.
- How to be a salesperson. Nothing happens until a sale is made!
- I am looking for a High School graduate with a sense of their culture, civic responsibility and basic skills in reading, computer, sustainable living skills, basic math skills and a knowledge of personal hygiene and health.
- I am looking for business infrastructure. There are few fashion related businesses here to support small designers.
- I am looking for high school students who graduate with the ability to get a job whether they go on to college or not. Every graduate should have job skills upon graduation.
- I have no plans to expand at this time. If I were, I would hire a bookkeeper/office manager.
- Imagination.
- Integrity, stability, common sense.
- Intelligent, problem solving skills, rational decision skills.
- IT and networking.
- It is attitudes as much as skills: we need a workforce that will embrace the exchange of work for rewards. The government can only help with that by making Portland a desirable place for workers to live.
- Literacy. Average command of written English. Good command of basic math skills.
- Literate, thoughtful, common sense, professional.
- Marketing.
- Marketing.
- MARKETING - WEB EXPANSION.
- Math, artistic, people skills.
- Math, customer service.
- Mechanics.
- Medical technology.
- Multi-tasking, customer service oriented creative person. Skilled with various software programs and social media.
- My business depends on young families having money to spend on their children's education, as well as elementary schools having money to invest in their libraries and teachers materials.
- None.
- None at this time.
- None at this time.
- Not hiring. Not seeking rapid growth.
- Not planning to grow in Portland.
- Not so much skills as they are values: I need people who can design and operate businesses as though waste did not exist. I am referring to an arsenal of accountants, technicians, designers, and business administrators that operate within sustainable resource cycles and employ the triple-bottom-line accounting model for evaluating their value in the marketplace.
- People who can think and solve problems.
- People with strong communications skills and a strong/professional work ethic.
- People with the ability to read and write well and have solid customer service skills.
- People with work ethic.
- Positive and healthy employees who can think.
- Post Graduates.

- Problem solvers that can work by themselves.
- Professional Design (Architecture, Engineering, Planning and Design.)
- Reading and Writing; Bi-lingual workers.
- Reading, writing, speaking, customer service, some lifting, money handling, problem solving, ability to work on feet for many hours, and in management cases computer skills, staff supervision, task delegation, public speaking, meeting management, and professionalism.
- Reading, writing, speaking, math, desire to work, personal grooming, no drugs, ability to work in a group, some simple problem solving ability.
- Real Estate Development, Legal, Business Development for small businesses, Retail recruitment expertise.
- Reasoning and communication.
- Reliability. That's all that's really necessary.
- Reliable, dependable.
- Road Management Experience.
- Sales.
- Sales ability.
- Sales and Marketing, Product design, videography, photography, web management, graphic design.
- Sales, Marketing, Basic finance, exceptional professionalism.
- Sales, marketing, graphics design, management.
- Service and quality focus.
- Service sector minded individuals. Ability to connect products/services of our clients to the region.
- Since I'm not looking for employees, I will answer regarding my clientele. I prefer a rather educated clientele. Critical thinking skills, mind-body personal awareness, and health consciousness are key.
- Small business skills with bookkeeping and marketing. We have sought out local small business mentorship for low income endeavors-we have only found programs that serve INCREDIBLY low income business owners!
- Smart well educated people with leadership potential.
- Speak English - social/interactive.
- Student interns.
- Tax preparation, advertising to target market, local banking best options.
- Technology-related, bookkeeping, sales, networking.
- The sharpest minds in green building and energy performance. Engineers, construction managers and architects trained and knowledgeable about home performance and Passive House.
- Thinkers, multi-taskers, people with true work ethic. As well as Insurance industry knowledge; billing, claims, etc.
- Thinkers. If they are able to think we can teach them anything.
- Trades: machinists, welders, heavy equipment operators, etc.
- Trained family mediators.
- Trained teachers in early childhood education.
- Trained workers who are RESPONSIBLE.
- Truck drivers.
- We are a land use consulting firm. We have no need for additional employees at this time.
- Well educated clerical, facility, etc. workers.
- Work ethic. We'll teach the rest.
- Writing and customer service. Critical thinking.
- Writing, reporting (freelance.)

6. How might your business or industry (individually or by sector or district) improve the educational offerings of Portland's schools?

- 43% Offer apprenticeships or internships
- 34% Establish or participate in mentoring program
- 30% Partner with and support K-16 schools in other ways
- 21% Neutral/no comment
- 17% Other (please specify)

- Allow skilled professionals to visit and lecture in K-12 schools without an education certificate, as they do in higher education.
- Already offer internships and small business mentoring.
- Already strong participation with PSU, K-12 including mentoring program.
- As a one-man shop, it's hard to envision a way for me to do that. Larger organizations might get involved in mentoring. Internships are a valid entry into the field, but now it appears that normal internship procedures are being considered contrary to wage and hour law, which will inevitably reduce internship possibilities.
- Businesses should be supported by regional governments to do all of the above.
- Charter schools.
- Give educational seminars on what green is and how it relates to their future.
- Help establish and support lasting peer mediation programs in every PPS High School.
- Help round out the educational experience with economic realities.
- I already work with David Douglas High School.
- I am setting up a digital camera donation program to help schools establish permanent photography classes and equipment for student rental to support curriculum goals.
- I would be more than happy to work with schools on their nutrition and wellness programs. We can't expect kids to succeed when we are pumping them full of sugar, hormones, and pesticides through school meal programs.
- I'm a parent of two kids in the public system. We had the option of going private and opted to stay public so our kids would get better exposure to the diversity of our city. We give a substantial amount each year to try to keep basic services. My wife lost her job last September and donates the majority of her time to working with Chapman and East Sylvan schools. I believe we have to have a strong public school system to have a strong community and a better future. Anything the city can do to get us out of the downward spiral must happen - and must happen soon.
- In effect, we already do some of this.
- It's not just schools, it's culture. We've got fantastic networks here - people learning new things everyday. Maybe we should send the schools to them.
- I've been keeping many teens from getting pregnant before graduation.
- Keep dollars in the local economy.
- My business works in conjunction with schools to do fund raising. The more opportunities for community involvement in school fund raising = more money for the schools and for my business.
- N/A to our field.
- Schools in Portland start and stop programs - no real commitment to building relationships. Schools administrators/unions too quick to make business out to be bad guys, not paying their fair share.
- Sign us up - we want to help. www.greenhammer.com.
- Some mentoring would work, but we have age restrictions in workforce hiring.
- Speak in schools about normal pregnancy and birth.
- Sponsor A Teacher Program. Contact Kat at kat@portlandstorefixtures.com for information.
- Stabilize funding so we can all stop having our pockets picked after the fact. Financial PLANNING is an essential tool of business. Retroactive taxes show a sloppiness and lack of discipline that infuriates the business community.
- Technical high schools have used our facility for internships in the past.
- This would be an initiative of the College of Education at UO, and they are discussing it.
- Unless or until cities gain authority to manage school districts, they should NOT fund school programs.

- We already do this.
- We already offer some of these.
- We already offer such programs.
- We already pay hefty taxes to support schools. My question is-where are the quality math/economics materials/curriculum? MATH INVESTIGATIONS is a dinosaur of a curriculum, and the materials being used in PPS schools today are so outdated as to actually be out of print! Business sector can volunteer, but district needs to step up to the plate and supply educators with current curricular tools that support practical math skills!
- We are becoming increasingly divorced from the high school population. We would rather pay them than offer an apprenticeship, but the minimum wage is too high.
- We are very involved in schools/education.
- We do all of the above.
- We mentor already.
- We offer a financial education program to local high schools - teach the youth the importance of financial management.
- We would be interested in any of the above; we don't know where to look to find the programs.

7. How can Portland better integrate sustainability and business growth?

- 55% Provide incentives for businesses engaging in sustainable practices (i.e. development, energy savings, carbon emissions, employee VMT reduction, etc.)
- 44% Work with private sector in sustainable policy development and planning to find mutually beneficial policy situations
- 24% Recruit businesses in "sustainability" industry
- 7% Neutral/no comment
- 19% Other (please specify)

- "Sustainability" is a code word for left wing government control of business and industry. It is not the cities job. Business will undertake economically viable efficiencies on their own.
- Adopt B Corp as a legal framework for the state of Oregon (as Maryland just did and Vermont is in the process of doing). We need to incentivize businesses doing social and environmental business with tax breaks, greater access to capital and provide them with great access to a qualified workforce.
- All of the above.
- All three, but probably most important is jobs creation for workers post H.S. 18 years from now I expect every graduate to understand the idea of sustainability. The problem is going to be how they enter the workforce.
- Any business that is able to make a profit is sustainable. Stop trying to pick winners. Only with economic success can we afford the luxury of supporting financially unsuccessful business that are your version of sustainable.
- Balance it's budget so you can lower taxes for all businesses.
- Be sure that investments in this area provide real benefits to the smallest of businesses. These kinds of incentives have historically only been available to larger businesses, who do not need the incentives to be able to afford them.
- Change from a punitive-threats format to a 'we'll support you with your well-intentioned efforts' model. I've found the tax-permit process to be so menacing, I've thought of quitting my business.
- Consider social sustainability, not just environmental.
- Defend and expand existing park & wilderness areas around Portland.
- Define "sustainability" before you ask this question. We have been in business in Portland for 28 years. The biggest threat to our sustainability is dwindling margins. That is a direct result of more taxes and higher entry level wages. The result of this trend is the ongoing corporatization of Oregon business, as margins shrink to a point that one business will not support one family, which then sells out to a chain, as we are planning.
- Develop a Sustainable Portland board made up of business leaders to discuss the sustainability of Portland businesses and future goals.

- Discontinue all disincentives and let the market speak. People here already care about sustainability and will pay for it. The huge corporate welfare to provide very few jobs strips hundreds of others of job opportunities.
- Don't try to regulate it. Don't incorporate lofty, save the world ideas into the effort. Define the goals in clear, simple, achievable terms. Work in a collaborative way with businesses to implement.
- Government should not dictate what business anyone should to go into.
- Growth is often the problem, I know that's tricky but it's true.
- Have strong environmental regulation and be cautious about constant development. Focus on businesses that serve core human needs, i.e. low-income housing.
- I do not support providing incentives and financial welfare to businesses just to get sustainable businesses in our city. This needs to make sense economically for the business and the market. This should be free-enterprise, not government socialism. Sustainability for its own sake does not make sense. This has to be based on a sustainable and growth based business model.
- I'm a believer that sustainability could give Portland a "brand" and could keep our economy afloat (at least for a while). But many other cities are catching up - some have even passed us by. Rather than putting all our eggs in the sustainability basket - we should always be looking for the next "it".
- I'm not certain that sustainability is really a relevant topic rather than a fad. The City could spend less time working on climate issues and focus on economic and service areas.
- Love businesses and help them work through issues in a supportive fashion - create a we love business environment.
- Lower start up fees.
- Make it real. Don't engage businesses w/ vested interests.
- Not the city's' work - get out of our way.
- Plant trees.
- Please stay away from out-of-state sustainable businesses. They are overwhelming local folks.
- Promote local businesses.
- Promote neighborhood and business competition and pride around energy savings, keep score, and add green streets, bike boulevards, sidewalks, trees. Keep Portland at the absolute forefront of the movement. Build the brand. Keep raising the bar.
- Provide liaison/office to help very small businesses source environmentally friendly materials.
- Reduce government programs and lower taxes.
- Require city contract holders to provide verifiable performance data on established sustainability measures in order to qualify for bid awards.
- Stay out of it. We have enough of those controls outside of the City Government.
- Stop overbuilding retail and commercial space! Let developers build towers near freeways (33rd and NE Broadway) and educate buyers of the fantastic sustainable businesses already established. We are here and folks don't know it!
- Stop robbing the private sector of a work force. People are looking to government to take care of them which is unsustainable and definitely not green. Government salaries and benefits are totally unrealistic and have us indebted beyond our ability to pay the bills.
- Stop the subsidies.
- Support existing local/regional businesses with its purchasing programs. Change its RFP process. Quit favoring large non-Oregon companies.
- Sustainability is a joke. Just the latest buzz word and most initiative in this area re: anti-business.
- Sustainability is secondary to lower taxes and regulations and a more business friendly government.
- Take advantage of the networks - and be choosy. You don't need to support all businesses, just the ones we want here.
- The current BETC is too prohibitive for small businesses. Some of the requirements are nearly impossible to reach for a company of our size. But we are very committed to energy conservation and sustainability. We would like to see better incentives as well as perhaps a sliding scale of requirements based on business size (or different reqs).
- This is my company's specific area of focus. I would love to assist in any way to promote this. I am already on the Sustainability Committee. Please call on my cell phone 503-481-0060.
- Use green fees / taxes to gain revenue from the things that counter productive to a sustainable environment.

- We need to incentivize businesses that protect our environment and give our citizens good opportunities and we need to create disincentives for businesses that hurt our environment or take advantage of workers. Our environment and quality of life help employers to attract and retain good workers. Sadly, air quality and water quality in Portland are poised to become major PR setbacks for us.
- Work with businesses that have a sustainable approach to business and talk with them to see how the city might be able to help them grow their business. The existing companies here can improve the focus on sustainability if they are helped to grow.

8. How might the city help your business use energy and natural resources more efficiently and sustainably?

- 44% Develop a utility pricing structure to encourage conservation
- 42% Provide subsidies or reduce cost of needed changes
- 28% Provide more information and technical assistance on ways to conserve
- 12% Neutral/no comment
- 13% Other (please specify)

- Again, these are basics, but you could model by example and pull in partners in your own value chain, and city champions who could recruit theirs. Is zero waste still around? That's an example.
- All business are looking for ways to reduce cost, but if the cost is too artificially high business will move to more favorable locations.
- All three, but more importantly pay youth to become involved and have these goals as part of your civil service program for youth after H.S.
- Be sure that investments in this area provide real benefits to the smallest of businesses. These kinds of incentives have historically only been available to larger businesses, who do not need the incentives to be able to afford them.
- Build nuclear power plant, Drill offshore, give each TAX PAYING RESIDENT royalties. (I.e. Alaska). No \$\$ to those living off the Dole.
- City already does a great job with information and education.
- Do not subsidize other peoples activities & make me pay for them.
- Encourage land and building owners to upgrade old systems. Create small partnerships between energy providers, business owners and the city to increase efficiency, reduce costs and maintain profitability.
- Give businesses a financial incentive to be more conscientious.
- Give the impression you are trying to keep utility costs as low as possible and stop using enterprise funds for anything other than the core mission. Utility costs will go high enough to encourage conservation.
- Have all businesses pay their fair share of taxes and licenses.
- Help to create a network of businesses to share resources.
- HELP TO MAKE THESE SERVICES AFFORDABLE AND AVAILABLE.
- I'm a very small business - subsidies would work best for me. But I could see utility pricing structure working for larger organizations.
- None of the above.
- Not the cities role since electric and gas are provided by the private sector. Anything in this area would most likely just end up costing businesses and residents more money.
- Not the city's' work - get out of our way.
- Provide road system that is efficient.
- Revolving low/no interest loan program for small commercial buildings.
- Stay out of the way so that business can hopefully stay in the City.
- Stop adding fees and taxes to our utilities and water and sewer! Enough!
- Tax gas. Make biodiesel (B99) more available and comparably priced to diesel (within 50 cents is considered reasonable). Find ways to promote electric cars (plug in). Subsidize public transit so that it remains cheap.
- This is not the city's job.
- This isn't the city's job

- This isn't the issue.
- We all work towards that goal anyway.
- We already conserve and take great pride in our green leadership.
- Would it be possible to partner with renewable energy companies (wind, solar, and even waste) to provide assistance, and reduced cost of conversion?
- Your government charges my business almost \$12,000 per year for stormwater runoff. I have dry wells, and generate little runoff. Now you creating a slush fund with that money to build \$60 million worth of bike trails. Get your own house in order.

9. Do public safety concerns affect your business, and if so how?

37% Yes, my employees and/or clients and customers are impacted by safety issues, real or perceived, near my business

28% Yes, my business has been a victim of a property crime

28% I do not have public safety concerns relating to my business

5% Floodplain, seismic or site clean-up requirements

8% Neutral/no comment

Other (please specify)

- A safe community will enhance the attitude they will have toward helping each other.
- Aggressive panhandling by "road warriors". Pass legislation that provides ZERO tolerance for obstruction of sidewalks in CBD and Lloyd District.
- Aggressive graffiti prosecution would be nice.
- Anyone who lives in Portland has safety concerns. Gangs are a big problem as is petty thieves, it seems to take forever for the cops to arrest people who break into cars, homes and businesses, and then when they do arrest them they are back out on the street within days!! These people are just as sick as sex offenders, everyone knows where these people are, and we should do the same with people who steal.
- As my company manages residential property many times the property we acquire are consumed with crime issues from all types of criminal element. One property particularly in Rockwood is a prime example of this. But big KUDOS to the East County precinct and the Rosewood collaboration in working side by side with us for clean up.
- Attempted break in at our warehouse. Off of NE 33rd by DEQ. I hear from many people about property crime issues in the area.
- Before my street improved, people were afraid to shop because of the crime in the area. So much better now.
- Being a construction company, we have had tools and equipment stolen from our jobsites. I wouldn't say it's a significant problem.
- Campers, hard core homeless harassment, the deterioration of the Central City's safe reputation.
- Camping is a major issue - security, vandalism, trash/sanitation.
- Clients & Employees perceive transit facilities and services as "crime conduits".
- Drug and gang activity in the street.
- Frequent graffiti.
- Graffiti - It's a constant battle in our neighborhood to clean graffiti off of our building and vehicles.
- Graffiti and vandalism.
- Graffiti attacks.
- Graffiti, panhandling.
- Graffiti, vandalism on behalf of another business. Public safety should not come at the expense of safety FROM public safety though. (Larger fear OF police.)
- Graffiti.
- Graffiti.
- Guests are very concerned about their safety around the Rose Quarter, especially at night as it pertains to their vehicles.
- Homeless people and gang activity.

Complete Survey Responses

- Homeless people discourage visits downtown.
- Homelessness and aggressive pan handlers are out of control. Fear of crime, especially my female employees, they do not want to work downtown anymore.
- I think that the city should focus on education and addressing poverty as core factors in public safety.
- I'm across the street from a shelter. For me, it's a leading indicator, and right now, it's in dire straights.
- Many buildings will need to be retro fitted for earthquake and energy concerns.
- Maybe not me but I know many that do.
- Mostly petty theft, of which there is little enforcement in Portland.
- Motor vehicle drivers on MLK, Burnside and Grand, who show no regard for pedestrians crossing the street, lack of traffic law enforcement.
- My business is event sales: I must load my car with products and display equipment for each event. Parking my car in my driveway is nerve-wracking, as all of my inventory is 'exposed' if I leave it out overnight, which is the most convenient for early morning departure. My safety concern relates to the drug activity in our neighborhood. Our neighborhood has changed quite a bit in the past three years, with a marked reduction in drug sales and use on the street, but it still is happening and it is a big concern for me as a home owner, parent, and business person.
- Nearby businesses cooperate with patrolling.
- Nearby homeless population; property theft.
- Not my business but as a resident of the City they do. I think the city is far too lack about dealing with the so called homeless who are only homeless by choice.
- Our business district is experiencing elevated incidences of larceny. Mainly drug hold-ups. The Business Association has been addressing this as best they can.
- Panhandling, burglary.
- Petty crime is rampant in PDX due to the fact that there is little for people to do here much of the year. It rains and is cold 8 months of the year. We have a poor education system. We have lots of bars and strip clubs, etc. Youth don't have much to do by way of indoor activity if they don't want to hike, bike, or go to the mountain. We need to create businesses that give more indoor options for our youth, but again, it starts with education.
- Portland has, per capita, one of the smallest police forces in the nation, and the city government disdains the police, one of its most basic responsibilities. Put the police first on your agenda. Portland is becoming lawless.
- Property theft.
- Street persons congregating on corners just outside my office: yelling, swearing, drinking, spitting, urinating, and littering.
- Tagging is the main problem. Help businesses add lighting with motion detectors to help deter taggers.
- The concentration of social service agencies in the area causes concern due to the number of homeless, indigent and repeat offenders in the area. We have been victims of attacks by mentally ill persons and daily witness intoxicated people wander through the area. Some of these people pose potential threats and some are harmless.
- The killings of unarmed citizens by police do not enhance employee safety concerns.
- The section of Belmont at about 46th is very hazardous to pedestrians, which should be obvious by now especially after last week's accident.
- Theft, vandalism, vagrancy.
- There are many street people in the neighborhood and some crime which impacts my clients. Also, lack of parking.
- There have been a series of burglaries all around my business - 2 on my block.
- There is a drug house on our block. Even though it is across the street from a public school (Harriet Tubman), we cannot get the police to investigate.
- Too many street people and panhandlers creating petty crime and driving away customers.
- Very frustrated at City Hall and approach to controlling the debate on homelessness/camping. 10% of that population create 90% of the problems for business & property owners. It is not hypocritical to be a compassionate community concerned for all citizens and support enforcement oriented solutions to encourage cooperation on the streets. When city hall controls these debates, cooperation deteriorates, problems don't get solved, and problems grow.
- Watching PPB and PPI use archaic laws to move people along.

- We are only seven months old, but other businesses in the area have been victims to property crime.
- We experienced a break-in and burglary just last week.
- we have clients that are harassed downtown by homeless and pan handlers.
- We live in a city. Public safety is ALWAYS a concern. I am near the Lloyd Mall for crying out loud. Look at the reports!
- We were burglarized twice last year (2009.)
- YES, THE TRANSPORTATION BYWAYS SHOULD ALWAYS BE IN THE BEST POSSIBLE REPAIR AND MAINTAINCE.

10. If your business is impacted by homelessness or the City's camping policies, what might be done to improve the situation?

- 37% Enhance enforcement of panhandling and camping laws
- 35% Support more homeless-to-work opportunities
- 34% Support more short- and long-term affordable housing options
- 21% Neutral/no comment
- 16% Other (please specify)

- Address the root causes, one of the largest being dropping out of high school.
- Again, this is basic stuff. What's really going on is the redefining of our social compact. What kind of city do we want to be?
- All three of these things should be done, the labor should be part of the community service program for H.S. graduates.
- As I mentioned in the previous question, many of these people are homeless by choice. Day after day I see the same people downtown hanging out and panhandling for money. Here's a novel idea. People who have carts and are vendors on the street have to have a City business license. How about the same for people who sit on the sidewalk and ask for money. Sadly, the more social services that are provided to these types only results in attracting more people of the sort who want to live off the system.
- Carrot and stick works for me. If there are work opportunities - then they're not in the street panhandling. If they're making money then affordable housing makes sense. Otherwise it's a system that only promotes homelessness, panhandling and camping. Support the homeless but not to the point of perpetual dependence. You need to be tough! Oh and camping should be banned without exception - period!!!
- Development of more jobs.
- DO NOT MAKE LAWS THAT RELAGATE PEOPLE INTO THE SLAVERY OF ECONOMIC DEPRAVITY.
- Fund a daytime location for intoxicated people to sober up and mentally ill people to have access to mental health services.
- Get another lie down statute and enforce it.
- Get some courage to deal with the hard core homeless populations. It seems we are already doing a yeoman's job of providing housing. The amount will never be adequate. But we have to deal differently with those who refuse to use services.
- HELP HOMELESSNESS TO FIND AREAS TO SOLVE THEIR CONDITIONS.
- I can support enforcement of panhandling laws, but not camping laws. If people don't have anyplace to go, we can't just tell them to go away.
- I provide time and treasure to assist homeless as a result of bad economy, psychological issues and substance abuse. I have no sympathy for the road warriors who have no tie to Portland and are sucking the life out of retail establishments downtown.
- I'm a big believer in charities solving these problems in so far as possible. There are no easy answers.
- In my opinion the homelessness issue is driven by the lack of a state mental health policy and the lack of mental health treatment facilities.
- Increase social services for homeless and mentally ill. BIG TIME!
- Keep the bums off the street.
- Make downtown less attractive to the families of aggressive panhandlers. Provide support to those who want it, but move along those that refuse to join society.
- Make people work for benefits, less hand out and more hand-up.

- Mental health services.
- My business is not directly impacted, but I do believe more homeless-to-work opportunities and affordable housing are the only ways we are going to be able to solve the City's homelessness problem over the long term.
- My clientele consists of mostly young mothers with small children. Panhandlers come into the parking lot and stand in their car doorways, begging and intimidating them. Police lack the personnel or incentive to pick these people up. This type of panhandler, is driven more by lack of integrity than poverty.
- Provide educational opportunities for them. Make sure there are enough social services available to help them improve their lives. Don't increase taxes locally. Get national help.
- Public education about the root causes of homelessness so that they will support the changes that will eliminate homelessness to the greatest extent possible.
- Really, it is the younger street crowd that poses a problem downtown.
- Sit the City Attorney and DA in a room together, have them craft enforcement options that are behavior and cooperation focused, and prosecute laws on the books. Enforcement is an important part of the solution (small but critical.) Undercutting police by not prosecuting enforcement strategies is destructive. There are solutions that minimize conflict...let law enforcement do their jobs. City attorneys are not doing their jobs if they're only risk-averse...they are supposed to be serving the public's needs, not only city councils'.
- Somehow provide more mental health services.
- Support mental health & well being programs for homeless - many homeless are afflicted with mental health or physical health issues that remain untreated and make it difficult for them to be mainstreamed into "normal" jobs. Create a program where the work structure/tasks to be done are more flexible to accommodate people who may not be able to function consistently from day to day or hour to hour.
- Tax paying citizens and property owners have a right to enjoy our city by having safe and clean streets and access to their shops and businesses 24 hours/7 days a week. If the city does not have the housing, then it should take over low rent facilities and hotels and put mattresses on the floors to accommodate the need. It is incorrigible that the city consider making camping legal on the streets or in cars. This is a total cop-out. The city should take it's resources and set up temporary campgrounds for the homeless and force people to get services away from businesses or other residential areas, or force the homeless to relocate outside of the city.
- There has been an invigorated movement of aggressive street people in SE that make a hostile environment and an embarrassment for out-of-town clients.
- This affects all of us by suppressing economic activity or shifting it to "safer" areas. People in the suburbs avoid shopping and dining downtown out of fear. Visitors carry home a bad impression that they share with others that ask about their experience in Portland. Now way around it, this is bad for us all!
- This is a big job, especially because of the economy right now. People are panhandling who never dreamed they would be because they have no other choice. Then, you have the bums who don't want to do anything else even if you gave them the opportunity to dig themselves out....pretty easy to tell the difference between the two though.
- This is a huge, complex problem. Any input selected from the above feels ridiculously simplistic. If we provide more services, we attract more homeless from less hospitable cities. If we 'punish and enforce' more, we don't solve the problems, we just move the problems.
- This is a tough question, and I have been impressed with the City's handling of the challenge. However, it seems too easy to get a handout in Portland, and I wonder if people who cannot find a job after a certain amount of time need a reason to move on to a different place. This would require a more active level of involvement in creating larger and more effective homeless to work programs, especially focusing on getting families with children off the streets and on to a full lifestyle-change track.
- This issue is too complicated to comment in this small space. There are many layers to the homeless issue. Homelessness is not a single issue and should not be discussed from a single point of view.
- Yes, all of the above. I believe in rewarding a willingness to work, not handouts. Creating opportunities to work with rewards is a great way to help people become functional members of society.

11. In your experience with the City, how can regulations or processes that affect your business be improved?

- 38% Reduce permitting time and delays
- 36% Reduce regulatory costs
- 36% Streamline building permit process timeline
- 34% Provide up-front clarity about totality of fees associated with development
- 33% Provide more flexibility (or certainty) in development review
- 30% Increase customer service through the permit and design process
- 24% Neutral/no comment
- 21% Make specific changes to zoning or design code
- 19% Other (please specify)

- All my recent zoning/permit interactions have been prompt, clear, courteous and reasonably priced.
- All of the above. Gov't Red Tape....get rid of it. Bring back innovation and reward those have it.
- All these may be issues, but in order for other important issues to be addressed some necessary delays and costs will be necessary.
- Allow home based businesses with low traffic to have access to building development loans and permits and include financial incentives for property improvements that allow people to make a living and expand their business to add employees at their home.
- Although I'd also like to see regulatory costs go down - frankly it's not as important as the uncertainty when you submit for permit. Some clients might even be willing to pay more if the city were to assign one person to walk through the process to remove the uncertainty factor. Changes to zoning and design code have a tendency to make the process more restrictive - I'm not sure what changes you're suggesting here?
- Answer the city phone. I can't believe how many times I get "no one is available" then I'm prompted to press zero, and when I do, the phone hangs up. Does no one really work there?
- Based on my interaction with PDC (via a Board on which I serve), the city could benefit from additional transparency around transactions, and speed. It seems to be set up so that PDC reps act as advocates for their contracts within the larger org. That's weird. Sets up odd conflicts.
- Change purchasing rules/regs to allow a higher price to be paid when goods/services are procured from a company based in Portland.
- Coordinate better with Neighborhood Associations.
- Don't charge taxes to companies that don't benefit from them. Why should I continue to locate in Multnomah County if I don't have a retail space?
- Don't reduce regulations and codes like Seattle did.
- Don't tax those paying taxes in another Oregon city, town or county.
- Enforce and penalize for code violations.
- For two years now, I have been looking for a small scale commercial building that I could live upstairs and work downstairs. Live/work zoning variations would help small business to convert underutilized buildings like older retail storefronts, churches and the like. The present zoning laws make no distinction between a 500 person office and a small company of 5 to 10 people who encourage employee use of transit + bicycles. Thus the search ends at the development department where I am informed of excessive fees and uncertainty related to those. Looking at zoning laws that would enable small business to grow through control of overhead through ownership would be a big boost to many small firms. I understand the need to obtain neighborhood support and agree with this but I have been shot down by excessive restrictions and expenses that make creative use of space unaffordable or an extremely lengthy process. The Pearl live/work options are out of reach of many small businesses and even if they were.
- I have a small limited-by-my-time business that has limited growth potential (I can only work so many hours a week and all my income producing activities are linked to the number of client hours I work). However, a significant amount of my working time is spent in learning and implementing bookkeeping, tax, and permit activities. Very discouraging.
- I have heard over and over again that Portland fees are too high and officials are very difficult to deal with. Most of the time they are more concerned with green space than they are with the actual building and its capabilities.
- Implement ad hoc zoning (i.e. site-based zoning.)
- MAKE THESE PROCESSES MORE EFFICIENT TO REDUCE COSTS AND TIME TO CONTINUING REDUCTIONS IN COSTS AND TIME MANAGEMENT.

Complete Survey Responses

- None of these affect our business, but all of them affect our intention of expanding and growing in this city. The city needs to shed its gatekeeper mentality and engage businesses in solving problems and meeting the needs of individuals who are investing in jobs.
- None of these affect us.
- None of these ideas affect ongoing businesses, except construction.
- Note: My company could help with all of the above.
- Obviously we need planning and regulations, but do not need people who know nothing about it deciding what a reg should be, or refusing to change a reg when it is obviously useless or outdated. Fees are another area of irritation, they just keep going up whenever there is a budget shortfall, how do you expect new things to get accomplished when the cost to do it just keeps rising!!!
- Over regulation is what is killing America's economy. Government is a corrupt and abusive organization. We need a better police force and court system to protect us from being abused.
- Permitting fees and delays and totally useless, wasteful mandates almost destroyed this business.
- Provide loading and unloading zones for trucks. One trucking company spends over \$10,000 per year in parking tickets because there are few loading zones.
- Provide mechanism for forgiveness of SDCs on redevelopment of buildings.
- Provide prescriptive design standards for accessory dwelling units as an alternative to matching the existing house so it's possible to use the same (or similar) ADU design at multiple properties.
- Reduce licensing fees.
- Remove fees for non-profits.
- Require energy performance tracking and disclosure to the City so that benchmarks can be created and improvement needs can be prioritized. Expand the Clean Energy Works program to the Commercial sector and encourage "high priority building" owners to make energy improvements.
- Stop raising parking fees. We are pricing our downtown out of existence. We need to understand we are competing with the Bridgeport Malls and Washington Mall. We need to put money into cleaning up the street furniture in downtown. Downtown is clean, just worn out and shabby. Stop demonizing business big and small.
- The frustration for us was caused by inconsistent information we got from the various sections of the PDC.
- This is a serious impediment to doing business in Portland.
- This is very problematic! While most of the issues above are important they often lead to a project that fails to implement community issues. More education about the process and community needs must be undertaken.
- This question seems to assume that all businesses have development issues that is incorrect.
- Transparency is a huge issue.
- Treat the business community and citizens like customers and not ATMs.
- Try to get rid of needless planner issues so that development can proceed. Try to remove the terrible image Portland has as a place for development.
- Use one inspector per job to stop requiring different things from different people.
- We have seen an improvement in the building permit process, but all of the items noted above could use continued improvement. Portland is not the most difficult city we work in, but it's also not the most helpful and efficient.
- Why is a condo on Hawthorne not zoned for a medical clinic when two blocks down exists such a business?
- Yep, all of those and probably more.

12. How could land use and zoning regulations and the design of city streets and public spaces better encourage your business to thrive?

- 31% Increase public investment in streetscapes, public plazas and open spaces
- 23% Retain industrial land supply
- 23% Reduce regulatory authority over design
- 23% Revise zoning regulations to meet district-specific employment goals
- 20% Neutral/no comment
- 19% Increase allowable building heights and density where appropriate
- 15% Expand employment zones
- 16% Other (please specify)

- Allow future development and construction in our district.
- Be careful w/ zoning. Support industrial zoned districts...they're not dying, they're being discouraged. Manufacturing will never disappear in Oregon, but could disappear in Portland. The pendulum is swinging back in favor of manufacturing and we will pay dearly for dismantling industrial networks that support this sector.
- Bring streetcars to Hawthorne.
- Clients hate coming downtown to visit my office because of the difficulties navigating bike lanes, one ways streets, the transit center.
- Decisions should be made that serve the public at large and small business since small business is a large job creator. Stop the social engineering.
- Design is very important and must be controlled. It is best if this is done through knowledgeable and talented professionals the understand community opinion and follow it. Too often new development is expensive and creates businesses that are not affordable to the bottom third of consumers.
- Do not demand people and business to build the streets and beautification designs now mandated by the city.
- Do not deregulate. Enforce current codes.
- Encourage changes to allow more home based businesses to exist and thrive and grow. Many businesses do not need a "store-front" as so many businesses are e-commerce based, or work happens on client site. Our city planning does nothing currently to help this new business model with funding or building improvement incentives.
- Expand your definition of business to reflect the changing nature of business. The "workplace" is no longer one "place" where all employees of a company come together at the same physical location in a "business" district.
- Get out of our way.
- Hard question because no trade offs are presented. Increase investment compared to what? What are the effects?
- I am not familiar with "employment zones" nor am I sure what it would mean to "revise zoning regulations to meet district-specific employment goals." I am opposed to retaining industrial land supply if those industries are polluting our water and air. We should only allow clean industries to exist in Portland.
- I am thrilled with Portland's awareness and policies to improve neighborhoods and street design. Personally, I own bikes and share a car with two others in my family. Three driver-age adults--one car, six bikes.
- I think we have to start with maintaining streets. We probably need a gas tax increase to finance this. The infrastructure is deteriorating.
- Improve and modernize freight transportation infrastructure for all modes (water, rail, truck, air) and means by which businesses access the regional transportation system.
- Improve traffic flow, especially on I-5 to Vancouver.
- Increase the height restrictions in Skidmore Old Town Historic District on the surface parking lots so that developers can afford to build within the district. The restrictions are prohibitive of any development. Otherwise, the city needs to provide a special fund specific to fund the GAP to improve these sites. These guidelines are illegally restricting old Portland family businesses from developing their property, and basically condemning any property in the Skidmore/Old Town Historic District by not allowing for the additional height in order to be able to recapture the GAP through increase rent revenues, or by not providing the funding sources to make up the GAP. Landmarks Commission needs to change, too.
- It's ironic that the industrial zoning in the Central Eastside remains the only true employment zone in the central city. EX, CX and RX all dilute employment through mixed use - which in many cases is counter to

business needs. It can even kill business - housing would certainly kill most of the businesses in the CE. Even retail can be impacted by housing above. Paragon restaurant in the Pearl had to modify its legitimate (11:00pm) closing hours due to NEW residents complaining that customers were just too noisy in the streets. Do you think this would happen in NYC, SF or even Seattle. The concept of mixed use works great where density forces mixed use - but when mixed use is forced without density - there are problems. There just needs to be a balance as we continue to densify.

- Keep out of the way of development.
- Keep the CEIC an industrial sanctuary. The city is pushing to change it to mix use and housing.
- Leave neighborhoods small and charming.
- Let the market determine what the "market" is. When the government dictates what the market is, there is usually a failed project (Beaverton Round, South Water front, for example)
- More flexibility and less cost in obtaining conditional uses.
- My business is home-based, and it would be very helpful to allow clients to come to my home. All we do is talk - I provide nutritional coaching services. It seems to me that there is no reason I can't have clients come to my home office. It's time to make some decisions regarding mixed-use zones. Alberta Street, for example, is currently being decided on a case-by-case basis. This is extremely unfair to the neighborhood.
- None of these affect us much.
- Preserve farm land and rural areas that are threatened by development.
- provide grants to offset SDCs on redevelopment for retention or expansion of jobs.
- REVIEW OF ZONING TO HELP LANDOWNERS HAVE MORE USES TO PROPERTIES.
- Revise building codes that create obstacles to living buildings and increase building performance standards to follow the targets established by the Community Action Plan.
- Strip down the regulations to those necessary for public safety.
- The solution is not more city regulation. We have plenty of regulations. We need a nimble government that stops trying to regulate everything and one that supports business that want to grow here. No more Columbia Sportswear leaving Portland.
- Towers should be built on the fringes of existing neighborhoods not in the neighborhoods!
- Transportation is a growing problem and will not be resolved by bike lanes and public transportation alone. Road infrastructure must be addressed, too. Commerce relies on the ability of businesses to conduct business. Every minute that a sales person, delivery person, or corporate executive is stuck in traffic costs that business money and reduces their revenue potential.
- We need a less complex zoning code that ensures a balanced design that improves the livability of Portland. We need better regulatory authority over design.
- When people can walk or bike to work, grocery stores and neighborhood areas, they invest in their communities.
- You'll need to create a new thought of zoning based on the involvement of a business with the Community Service program and this should extend the professional programs of regional colleges.

13. If neighborhoods and housing are not adequate for your workforce and business needs, how can they be improved?

39% Invest more in neighborhood revitalization efforts

28% Neutral/no comment

19% Develop more affordable housing choices, for instance by providing incentives for the development of workforce housing

11% Protect and enhance established high-end housing stock and neighborhood design

12% Other (please specify)

- All good ideas.
- All that would require more regulations. Look at how you have done so far, you have squeezed every piece of land in NE/SE PDX into housing for the purpose of increase Tax revenue, Not working is it? Still in a deficit. Revamp all public/gov't pay/PERS.
- All three of above should apply to all neighborhoods. We should not put the poor into the poor neighborhoods and rich in hi end neighborhoods. Mix it up.

- Devise affordable housing that can be developed without subsidies. Reduce rents. Make sure people do not need to spend more than 30% of their income for housing - either reduce cost of housing or increase incomes. Reduce the use of automobiles.
- Encourage people to live near their work - ex. Hillsboro/Beaverton to reduce commuting and pollution. Bring small tech jobs to downtown and eastside to provide jobs for those who live east.
- Get rid of the term "workforce housing". It's painful. Who among us is not in the workforce (or doesn't want to be)? If you are reading this, you are working. Do you live in "workforce housing"? This term of art is pure obfuscation. Please avoid it.
- I believe more in the market - letting it work for you. Investing to revitalize makes a lot more sense - since it (hopefully) will rally neighbors to join in and invest. Although I think creating affordable housing is important - I'd much rather see PDC (and now the housing Bureau) revert to a time when PDC bought and invested in single family homes with the intent to fix and sell at an affordable price. BTW it's what the neighborhoods on the east side would like to do as well. I don't think the subsidies given to developers works as well and is more expensive. I heard a rumor that PDC provided funding to south waterfront developers earmarked for parking for a affordable housing component. The money was issued and I assume parking built - but no affordable housing was added to the project.
- I think PDC should low income homeowners stay in their houses by offering them T.I. grants that improved their equity.
- Let business develop freely in order to create payroll so people can afford their own lives. If you want socialism go to CHINA.
- Make sure that there are efficient and affordable apartments close in. Make sure public transit schedules support the working class. i.e., early and late for people who have early/late shifts.
- More flexibility in zoning/permitting to allow more density, ADU units, creative alternatives.
- Neighborhood housing IS adequate.
- Not an issue.
- One third of our workforce commutes from Washington. A new CRC is needed or the north-south transportation corridor will grind to a halt.
- OTCT number one priority is to build work force housing at 51-120%. Great infrastructure for mass transit throughout the neighborhood. Credit card carrying residents will delude, not delete the low income population. Everyone will win with a greater density, and higher income tenancy. There is much need for higher density and to build on the missing teeth throughout the Old Town Chinatown neighborhood. It has the greatest potential, beginning with the Oregon College of Oriental Medicine, and the Uwajimaya project.
- Portland is overbuilt in my opinion but if I understand population forecasts, we will need to start building again in the next 5 to 10 years.
- Provide buffers around industrial areas and freight infrastructure to reduce conflicts with neighborhoods.
- Provide incentives for the development of low-income housing. If workforce housing means 80% MFI or more, there's already plenty of it out there without the need for scarce public subsidy to build more.
- Reduce permit and zone restrictions.
- Reduce rents. Publicly owned housing to keep rents affordable.
- Stay out of the housing market...not a city responsibility. Might reduce taxes--property, police pensions, public transportation subsidies etc.
- Take a look at more creative zoning laws. If you want to get people out of their cars, more live/work options would help a lot. There are many areas of town that are not strictly residential or commercial that have had zoning overlays placed on the making them one or the other. Zoning regulates peoples behavior and our zoning laws are over 35 years old.
- There's more than enough housing right now.
- They are. Lower the minimum wage, or at least stop raising it yearly. You are putting us out of business.
- This is clearly not a place to choose one or the other - we need a diverse approach in improving affordable housing and preserving existing neighborhoods.
- This isn't the cities job.
- Too many specific comments about the PDC... They need to be FAR more careful not to harm local independent small business on behalf of developers. Developers who build "workforce housing" that is later proven to be substandard should not be given further contracts to cause harm to Portland residents.

14. What is the relationship between your business location and residential neighborhoods, if they are adjacent?

- 41% We experience no conflicts between business and residences
 26% Parking conflicts exist (lack of parking for customers, employees or residents)
 14% Neutral/no comment
 11% Nuisance conflicts exist (for example, noise, hours of operation, pollution, etc.)
 12% Other (please specify)

- Allow MAX parking at the Zoo!!
- As my NE Broadway sits the entire East Side is booming. All the issues above are already there and will continue to be more so in the near future. I think the business do a pretty good job communicating with the residents and deal with issues as they arise on our own. Not true for other commercial districts in residential areas.
- Business and neighborhood associations work together to help alleviate issues.
- CEIC and its neighbors work well together on our problems. We tend to find we work together to stop the City from pushing back on the city ideas of how we should live and work.
- Graffiti and trash, as well as parking, but it's not that bad, it's pretty good here.
- Large amount of dog waste disposal, and sometimes dumping of household garbage, in business-maintained sidewalk trash can.
- Many of the houses in the Mt. Scott/Foster-Powell development corridor do not have off-street parking. We need a local 2-3 story parking garage (at SE 72nd & Foster where Metro Auto Wholesale used to be) to accommodate increasing traffic. Public Art could be commissioned as part of the garage facade to help the structure add to neighborhood identity. I would like to request a survey of how many houses do not have off-street parking and would be impacted if no parking structure is provided as part of the Lents URAC development plan.
- NA.
- Neighbor actively resists development in subtle ways.
- New traffic routing onto Couch is bad and is intolerable when the bridge opens up-cars don't know it is the bridge open which causes the backup so there need to be signs all the way up Couch to 14th that let autos know the bridge is open.
- Not a big deal. Some noise from garbage collection. Parking insufficient in the Pearl but we rarely have clients come to our office.
- NOT ADJACENT.
- Not near residences.
- Only at the very beginning. no longer though.
- Parking is a problem everywhere, especially downtown. Reducing streets from 2 lanes each way down to one lane just to put in a bike lane is insane. Whether we have electric, fuel cell or some other form of fuel there will always be cars, all you are doing now is adding to the congestion and creating traffic hazards with all the stupid people on bikes who can't seem to remember the rules!!!! Put the on the sidewalk where they belong!!!
- Parking needs to be reduced and alternative transportation encouraged.
- Residents urinating on the front steps of our building after a night if drinking. Residents / Non-Residents vandalizing our building.
- There is constantly give and take in Old Town between the homeless and the businesses and residents but with our great police and clean and safe program and a mindfulness by the nightclubs, it seems to work as well as can be expected. The new VIBRANT PDX OLCC program will help with public inebriation as well as we NEED public restrooms in Ankeny Park! ONI is working on Good Neighbor agreements throughout the area - great partners. Most difficulty is with the chronically homeless and mentally ill that scare our tenants and disrupt business as well as no public restrooms!
- There is not enough parking.
- Triple Nickel Bar on Belmont is a nightmare: customers in street at between 1:30 and 2:30am with yelling, fighting, car racing, door slamming. Countless hours working with the OLCC did no good, but wasted a lot of my time. Triple Nickel's owner makes money at my expense! The transition to hard liquor from beer / wine with local bar damaged quality of life in my neighborhood. I've been here 24 years.
- We are a home business and wish there were more businesses in residential zones to create more walkable, economically localized neighborhoods.

- We are next door to a residential building and we've all learned to get along. It's great to have a diverse neighborhood.
- We have a good relationship with adjacent neighborhoods but people (possibly from other neighborhoods) often use parking near our business and walk downtown.
- We need the zoning laws to be changed on certain sections on Fremont where the majority of the activity is business related and the zoning laws prohibit uses for retail.
- We need walkable neighborhood business areas. OLCC regulations need to support proper behavior by drinkers.
- We work cooperatively w/ neighborhoods on a consistent basis. We need each other.
- We work together well. The CEIC is great about working with the various neighborhood assoc.
- We would prefer to locate to a neighborhood that is a mix of residential + commercial but zoning has tripped us up three times now.

15. What improvements to the regional transportation system and infrastructure would help improve your business?

- 38% Investment in public transportation
- 33% Improve availability of parking
- 31% Investment in pedestrian and bicycle access and facilities
- 25% Lower cost of parking
- 14% Investment in freight system
- 9% Neutral/no comment
- 20% Other (please specify)

- Although freight doesn't directly support my business - freight does support the clients I work for and attracts new clients to move into the region. Of course I also support public transportation - but mismanagement by TriMet - reduction of bus services to pay for light-rail hurts everyone. I also support pedestrian and bicycle access - but only as they don't interfere with businesses (my clients) who depend on freight movement to keep their businesses working.
- Although parking is sometimes a problem, we do not want the City to invest in more parking or cheaper parking. We need to wean people off cars. As plug-in electric vehicles become more common, the City should start to convert an ever-increasing percentage of parking to those vehicles only (plus those diesel vehicles that are running on B99--perhaps they could display a monthly pass provided by B99 retailers). While I do not think we need to invest in the freight system, I do want to point out that moving freight by train is much less environmentally impactful than moving freight by truck. We should NOT invest in our highway infrastructure in order to benefit the trucking industry.
- Build the damn bridge across the Columbia and quit fussing around! Egos should not rule. I wish City Hall was located at Jantzen Beach. I think the daily grind north out of Portland would be a thing of the past.
- Can't wait until street car opens on eastside!
- Decrease speed limit on Foster, currently 5 lanes, convert to 3 lanes with parking on each side in key shopping areas around SE 92nd, SE 72nd, and so on.
- Eliminate transportation bottlenecks like the approaches to the Ross Island Bridge, I-5/I-84 connectors, I-405/US 26 connectors, etc.
- Everywhere the MAX goes, Crime goes. Not working!
- Expand transit schedule (people getting off at 2am have no way to get home), moving freight by train is very efficient, car free bike routes, increase parking cost to encourage use of public transit.
- Fix the roads. Quit subsidizing and spending on public transport, bikes etc.
- Get rid of the bikes, make the sidewalks wider to bikes and pedestrians can both use them.
- Get the Columbia River Bridge built!
- HAVE BUSES + MAX RUN LATER + MORE OFTEN LATE NIGHT.
- High speed rail linking us to San Francisco and Seattle.
- Hire more parking patrol. The response in a city of this size is absolutely inadequate!
- I'm not downtown but I won't even bother going there anymore. Too crowded, too hard to find parking and too expensive. I used to go on Sundays but now that even Sunday costs, I no longer do.

- Improve the access for automobiles. Stop congesting the Metro.
- Increase road capacity.
- Increased pedi-cab capacity through subsidies! Get them some electric motors for the long routes and create transit hubs for pedi-cab travel.
- Investment in and maintenance of streets and roads.
- Let's build or expand roads, not just mass transit and bikes.
- Maintain truck access and ease of use in our area. Much parking has been lost to streetcar, Burnside/Couch couplet, streetscape improvements. Our employees need vehicles to carry tools and materials so biking or mass transit is not an option.
- Make the city easier to navigate by automobile.
- Meters with limited hours of use surround our business. parents can no longer park and take MAX into work a full-day. Requested free drop-off and was denied.
- Move Bikes lanes one block over to a less busy street and replace car lanes that were taken off of busy streets which will greatly improve traffic flow, reduce pollution from cars backing up at intersections, increase safety by separating bicycle traffic from car traffic and allow more people to visit the neighborhood and businesses.
- My clients are global, not just bicyclists.
- NO PAY PARKING ON MISSISSIPPI.
- Number one priority should be the CRC.
- Parking fees on Sundays hurt everyone.
- Parking needs should be reduce and replaced by pedestrian and bike usage. We need a better way to finance public transportation.
- Pave the streets and quit cutting back auto lanes for the no pay bicycles.
- Portland is doing great on the transit objectives. Keep going.
- PUT MORE EFFORT AND THOUGHT IN THE SOLVING THE "CHOKE POINTS" IN TRAFFIC EFFICENCY.
- Raising the cost of parking would help my business, since I cater to buyers who are active walkers, bikers and transit users.
- Road maintenance, reduce bottlenecks.
- Roads and streets will always be the largest mover of goods, services, and people. Enhance and maintain them.
- Stop talking about it and build the new I-5 bridge. It should be at least 5 AUTO/TRUCK lane in EACH Direction. The State of Oregon and City of Portland should be embarrassed by the condition of our freeways and bridges. You only need to look to Washington and see they are continually upgrading I-5 and their bridges. I have problems getting trucking companies to even travel to Oregon. They do not want to sit in traffic and travel on inadequate roadways. The only way for business in Portland to grow is provide convenient auto/truck travel for goods and services. We can build bike lanes and light rail but they won't move goods and businesses need goods to survive. Stop wasting money on bike lanes that bicyclists don't use--they ride in the middle of the street and NEVER stop for signs or lights.
- Stop the war on the car. Bikes are part of the solution for getting around the city, but a small part of total trips. We need to invest in all modes. Get the new I-5 bridge built.
- The city is too reliant on parking revenues...while it may seem like it accomplishes city goals by encouraging alternative modes of transportation, this is an area that will kill business growth in the city. Invest in parking solutions that work for employees and businesses. Don't artificially raise the cost of parking and don't restrict parking or the city will retard economic growth and lose businesses.
- The Eastside streetcar is a massively inefficient use of funds. It goes where far more flexible buses already go. The money would far better be spent on more cross-town bus routes to allow people to get anywhere they need to go and provide equal access to all neighborhoods.
- The first thing to do is to fix the deteriorating streets!
- The I-5 bridge must be addressed. Timely movement of freight between OR and WA is critical to serving the needs of business. Rail movement IS NOT an option for our type of freight movement due to the time sensitive nature of the industry.
- The irresponsible bicycle culture in Portland is making neighborhoods unlivable - put money into enforcing laws for all - cars and bikes.

- There is plenty of parking. If it were higher priced and extended to all hours and days, availability would be even better.
- There seems to be enthusiastic support and City resources devoted to bicycle access with relatively little paid to needs of pedestrians.
- Vintage Trolley Cars running on all the original Portland routes would be nice.
- We are good. I had hoped the green line would have fed our business, which is across the street from a station, but it has not yet happened.

16. What technologies, if any, need to be more accessible to better serve your business?

- 31% Technological service is fine as is
- 24% Higher speed internet connection at my business
- 20% Neutral/no comment
- 18% Make online access to City business resources easier
- 10% Other (please specify)

- City-wide wireless internet! If we need to be connected to function, let's all go in on the cost together and get the best service available for all. It's bound to be cheaper than having to pay for it individually! The security and access issues this idea presents has solutions.
- Consumer access to high speed internet.
- Do not spend City money on internet access -- this is better left to the private sector.
- Government needs to back out of BUSINESS.
- High speed access everywhere. 100% penetration is about the most important thing you could do.
- I'm a new business owner, and I have a very hard time understanding what I need to give to the City annually to be in compliance. Even the new business welcome packet did not provide much clarification.
- I'm not sure about these except that I know I do not want more cell towers in the neighborhood of my home or my business.
- I'm starting to see standardization between the bureaus websites and I love Portland Maps with links to zoning and other information. But we've still got a ways to go to simplify business resources. Also it's a shame the city lacked success with citywide WiFi - They have it in Palm Springs. How did they do that - and why can't we?
- Improve Wireless phone reception with towers.
- Not sure of possibilities/opportunities. Perhaps technology transfer education for small businesses might help us understand how we could benefit.
- Not the cities responsibility.
- PortlandMaps is the primary technology service I use from the City of Portland and it rocks. Keep up the good work there!
- Really not something the City has a legitimate role in. However the city could improve its own website since it is extremely difficult to find things there.
- Refine electronic issue of RFQ's and RFP's so they are more specific to the types of consulting. PDC especially here. Park + Rec seems to have developed good filters. Other agencies could take a cue from this.
- Technology should not be used at the expense of normal service. Example: failure to answer the phone, but using Twitter. (BDS.)
- The city should not attempt to do this work. It's too expensive for the city to do.
- There must be a way to have a minuscule permit fee to pay for city wide free public wi-fi.
- This shouldn't be the cities job.
- Translation services! :)
- Want these for any business.
- Would like to see free WiFi throughout City, or at least free wired basic service so everyone can connect. That boosts business greatly.

17. From a business perspective, what if anything would you change regarding the relationship and responsibilities between City Council and the City bureaus?

46% Foster more coordination among bureaus and agencies

24% Neutral/no comment

17% Prefer less direct control by City Council

3% Prefer more direct control by City Council

14% Other (please specify)

- Better reliability of capital improvement cost estimates; we've had some notable errors (tram, water billing.)
- Bureaus are not customer friendly. We need to see more of an out reach to the citizens for their ideas and considerations...what do they want for their city. To often one persons vision is the new standard.
- CEIC's current issue with four different projects requiring roadwork going on at once is an example of lack of coordination.
- City council seems out of touch. C'mon, these folks on council are first and foremost politicians jockeying for position, power and upward mobility. Let the bureaus and agencies run the show, but with more accountability to the public. Now they are insulated and free to operate as tyrants in their mini-kingdoms.
- City creates problems when it does not address the issues but let the general public develop wish lists then lets the public believe they can have the wish list when there are no funds.
- City Hall can be vindictive and arrogant. While bureaus all have problems, bureau leaders should NEVER fear speaking out or disagreeing w/ City Hall...but this is a huge problem. City hall should rely on bureaus to solve problems and avoid micro management. Create problem solving relationships w/ bureaus, not controlling and political relationships that create fear and inaction.
- Example: after our remodel the Fire Marshal made us make changes to things Development Services had signed off on.
- Get out of our way.
- I have no idea. Not knowledgeable in this area.
- Improve Portland's form of government. Reorganized our collective governments in the region to make them simpler and more effective.
- It seems that the Mayor should have more say with City Council playing a supporting and advisory role as there appears to be a lot of bickering. However, I am no expert here.
- Look to privatize some City services where opportunities arise to provide same or better level of service at a lower cost or in a more efficient way.
- Move toward a City Manager form of government. Most elected officials have not clue about management.
- Not sure how more/less council control would affect things.
- One hand doesn't know what the other hand is doing, nor do they care!!
- Police need to not ignore other bureau regulations.
- Portland's commission form of government could be improved if changed appropriately. Generally their needs to be a decentralization of authority and decision making with more community control. Districts might be a good idea.
- Provide consistent interpretation of policies and code. No single City Councilor should be able to foster a pet project by bypassing regulations that other applicants are subjected.
- Randy Leonard's zoning Gestapo has scared every small businessman in the city. We all wonder when we will become the next Greek Tavern.
- Relationships appear OK to me.
- SLOW THE PROCESS OF IDEAS PUT FORWARDE WITH OUT PROPER PLAN GOING FORWARD. TAKE MEOR TIME TO THINK THRU IDES BEFORE PUT INTO ACTION.
- Terminate the strong mayor for of City government.
- The bureaus run amuck. They dance to their own tune and don't give a hoot about policy objectives which might benefit business. Business is viewed as something to be tolerated as long as it serves the soft objectives.
- The city commissioners don't understand that all aspects of what they do affect business in some way or another.
- To me, this seems like a policy wonk concern. The general public cares less about the relationships and responsibilities between the City organizations. The results are what matter.

- Too much competition between bureaus - makes them compete for funds, spend where they may not have to and inefficient. For example: Jeff Boly's facts from SW Portland are correct!! The water bureau should not spend \$200m to cover the reservoirs. The Water Bureau leverages the money not as a way to make the water safer to drink but as a way to keep their staff. City Council should be watch dogging this but I don't see that happening - everyone's protecting their turf. Maybe a more centralized form of government would work better.
- Unified approach by City - currently City Bureaus aren't on the same page or moving in a unified approach.
- We approve of the control of agencies by elected officials, but would like to see more energy devoted to a regular and transparent audit of all bureau policies and activities.
- We need to work together and the City Council needs to respect what business needs and how it does it.
- Work better collectively to effectively market Portland as a vibrant and compelling place to attract new business.
- Work to reduce employee count, and regulations and rules.
- Would need more background information to have an opinion on this.

18. What organizations or civic groups are you involved with as a part of your business endeavors?

63% Business associations
 51% Trade or industry associations
 45% Neighborhood or other geographic based groups
 29% Research, policy, civic or identity groups
 8% Neutral/no comment
 6% Other (please specify)

- All of them and all concurrently.
- Greenlight Greater Portland, Portland Business Alliance, NAIOP, PSU Center for Real Estate.
- HBBA (Hawthorne), APNBA, and two trade organizations for my profession.
- I am member of many organizations.
- Looking for opportunities to get involved where I can make a difference.
- Main Street Program.
- Non at the moment as my business takes every moment I have in this environment to survive.
- Non profit supporter, volunteer, and board member.
- Portland Freight Committee.
- Seriously? you didn't ask about the non-profits that I serve on that I believe are important to keep a city thriving?
- Social service groups.
- Trauma Intervention Program.
- Without better defining these terms this question tells you virtually nothing.

19. Are Portland's arts and cultural offerings a factor in the success of your business and Portland's economy overall, and if so, how might they be encouraged?

38% Increasing arts and culture in Portland will provide broader benefits to the city
 36% Arts and culture positively affect my business
 20% Arts and culture do not affect my business
 14% Neutral/no comment
 8% Other (please specify)

- Arts and culture are important, but should not be politicized. The city is not in charge of arts and culture any more than it is in charge of economic development. The city can't "do" either but should support both.
- Government should stay out of the Art and Culture business.

- I think the City is doing a fine job of supporting Arts & Culture and it should not be a priority to increase that investment at this time of budget shortfalls.
- In my opinion Arts and culture improve the quality of life in Portland and by extension, improve the quality of my life and my ability to engage in very stressful work. Living in Portland is healing for me, my family and my clients.
- Increase arts and culture funding.
- Increasing arts and culture to involve/encompass movement arts, sports and fitness would have a positive impact on my business.
- It is not the city's job to fund arts and culture.
- LIVEABILITY, including entertainment options are a factor in our success, but what the traditional "arts & culture" offerings such as non-profit theater, ballet, symphony, and opera DO NOT. The same is true of old-school museums.
- More events in Portland offer me more opportunities to sell at the events.
- Providing the arts that we have gives clients an additional reason to visit downtown when they commute in to meet with my office.
- The perception of Portland as a well rounded city, including its art and cultural component benefits all businesses, including mine.
- These develop best organically and are supported best when people are minimally taxed and therefore have the means to support the culture they deem most important to them.
- They're surprisingly lacking in our district, but I think they would help bring a different crowd of customers.
- We are on the periphery of the city. Cinco de Mayo, Rose Festival, Bite of Portland, etc.etc. all pull business from Lents area businesses to the downtown area. That's to be expected, and is part of a living city. But more downtown-centric activities will just continue to take our business away, so either stop adding to it, or sent some of that money into the neighborhoods instead of just adding to the downtown-pearl nexus.
- We MUST improve funding for arts and culture if Portland is to prosper.
- We should be a national leader in the arts and culture. Currently I would say that we deserve a grade of B-.
- Well I'm an architect... I believe that the built environment and the beauty we surround ourselves with creates the culture we live by. Even in this down economy - I go to the fund-raisers - I give. Art and culture is what identifies us as a city - it's what identifies us as Portland.

20. How might your business encourage the arts, culture and innovation in Portland?

- 31% Neutral/no comment
- 28% Sponsor exhibits, events or mentorship programs
- 27% Partner with local schools and training programs
- 22% Advertise in local media that cover and promote the arts, culture and innovation
- 18% Donate space for activities, events, exhibits or research
- 17% Other (please specify)

- Again, I don't think it is a priority for the City or private business to bolster the arts.
- Already do this.
- Donate services in return for marketing/advertising.
- educational classes on health topics.
- Employ and make accommodations for irregular schedules of artists.
- Even though I feel the arts and culture are very important, our charitable foundation is focused on social services, animal welfare and the environment.
- Fieldtrips introduce children to the art opportunities and encourage their involvement.
- Focused on survival at the moment but would like to sponsor and attend more arts and cultural events when business is better.
- I already do these things and more.
- I already do this.
- I am an art business. I bring art to my neighborhood. I do not receive any city funds to do so. In my opinion we do not need CAN. We already have RACC to distribute art money to individuals and organizations. I do not support a tax for art in Portland.

- I encourage my clients to participate in Portland's events both as volunteers and participants.
- I have been a mentor to MFA student at PNCA, I teach at Ai and I have taught teen students at OCAC. All of these things I would be able to do more if my business were doing better.
- I regularly donate time, money, and research/writing support.
- I'm more likely to support business that does any of the above.
- It's doing fine as is, don't want to be like Alberta Street.
- Marketing.
- Most businesses that I interact with already do this.
- My business is all about bringing the arts to the community.
- My business offers fund-raising opportunities for organizations.
- Offer an internship program.
- Our window are used for art & culture.
- Put arts and music back into our schools.
- Support the growth of FOR PROFIT entertainment companies such as the ones that produce world-class theater in NYC.
- That is an individual donors role, not my business.
- The city and businesses already do enough for the arts.
- This is a private endeavor. If businesses want to contribute they will and should.
- To encourage the arts, culture & innovation in Portland, I could distribute that information as part of my advertising package.
- To many people cannot afford the arts and cultural activities.
- We already run extensive outreach programs in Portland Public Schools, alternative teen programs and with elderly housing...it is incredibly rewarding and effective in promoting movement arts!
- We are currently doing a fund raising gala for Metro Arts Inc in our warehouse.
- We currently do all of these.
- We do all these.
- We donate and support to various cultural activities. Money and support is what they need and again that should be by choice, not some ruling body deciding what is and is not art.
- We host a different local artist's work in our retail space each month.
- We incorporate locally-made art into our projects and might expand that to working with school kids if it were a bit easier to do.
- Where is the space for - these public costs are killing me Mr. 'let's see what we can squeeze from you after you have given everything' Adams.
- Work in partnership to help broaden offerings and bring more events to the city.

21. Would encouragement of tourism help your business and the business climate of Portland overall?

56% Tourism has broad benefits
 29% Tourism has no direct affect on my business
 25% Tourism helps my business directly
 4% Neutral/no comment
 8% Other (please specify)

- And I love to share our beautiful city!!
- I am a store that people bring out of town people to see.
- I would like to promote photographic tours of our city.
- If Portland were to lose any of its tourism dollars, I believe it could be very detrimental to most businesses, whether they recognize this or not. We have so much to offer to visitors of all kinds, and we need to capitalize on this.

- If we make our city great, the tourists will come. We should focus on our problems (like air and water pollution) before they negatively impact our tourism.
- I'm thankful that Portland is not an overtly tourist town. Friendly, absolutely! Becoming publicly dependent on attracting tourism would be a disservice to Portland.
- Keeping Portland with a good reputation as a great place and an innovator is all that is necessary. Don't bring people here for recreation alone. An open secret is a good thing.
- Lowering accommodation and rental car taxes will leave more money for people to spend in the productive local economy, which benefits all living and working here.
- Making Portland a destination has many many benefits. How else are we going to attract the next big business here.
- Only if this can be done through revenue neutral aspects, don't raise taxes to get people to come to Portland.
- Portland does not think of itself as a tourist destination and this is a missed opportunity. Our economy benefits greatly from every tourist dollar left behind because the overhead to get these dollars is not burdened with the expense of running the city. We need to proactively capture as much share of wallet as possible and increase the number of wallets coming into our city!
- The impact to our business from increased tourism is enormous. I have a consulting practice that specializes in hospitality interior design work. The cancellation of the headquarters hotel project meant that our firm burned through the better part of a year's time to no avail. This has led me to be extremely wary of dealing with any public agencies. We also watched the interior design of the Meier + Frank building go to a Dallas firm even though the PDC bailed out the development team to the tune of 18 million. One has to ask oneself what is wrong with this picture?
- Tourism is a clean business and one of the few that raises sales tax revenue.
- Tourists buy art. End of story. They spend money in our wonderful city!
- Travel Portland needs to emphasize the presence of the many different business areas with different personalities to lure visitors to the City.
- TravelPortland already leads this charge. The City should be supportive, but not play a leading role and duplicate what is already being done.
- We should have a sales tax to take advantage of the tourism we have.
- Without a city or state sales tax the impact to the benefit of the state from tourism is largely muted. addressing that issue would be critical to our support of more spending for increased tourism.

22. What would be a positive “driver of change” for your business?

- A City environment which appreciates and celebrates blue collar workers and the industries which employ them. Positive business environment.
- A healthy economy. That seems obvious but happier people have more time and energy to help their communities thrive.
- A Main Street Program for our business district.
- A more equitable distribution of economic resource among individuals. Everyone has an adequate income with the ability to utilize a diversity of businesses.
- A positive growing economy in Portland. "Keep Portland Wierd" is just an excuse for sustaining the status quo and not moving Portland forward to one of the top regarded cities in the USA.
- A stable and diversified economic base. A strong construction market for new and remodeled homes.
- Ability to fund or finance construction projects.
- Access to development funds.
- Access to translation services and funding/business development incentives targeted at home-based businesses.
- Access to world class creative talent.
- Adams resigning.
- Allowing me to have a tent on my property year around - used for private events. It's crucial to the existence of my business, as my indoor space is limited.
- An improved employment/wages climate.
- An improvement in the economic climate.

- Assistance with the cost of professional event coordination rather than totaling relying on volunteers for major public events.
- Availability of capital in the financial markets so that development can begin again.
- Back off FEES and REGULATIONS. Let business DO business.
- BES control of all forestry.
- Better communication/customer service with the zoning and licensing bureaus. Better team work between the police department and the site managers to work in conjunction and assist in eliminating crime in the area and build stronger communities.
- Better economy; schools improving.
- Business friendly atmosphere.
- Change the zoning laws to retail use.
- City incentives or requirements for low-energy lighting in all new construction and remodels.
- City of PDX becomes more business friendly.
- City support for electronic solutions in medical practices.
- City-supported financing for tiny homes or ADUs. Local equity fund to support development of innovative communities of home.
- City-wide wireless for free.
- Clean up the Hawthorne District.
- Confidence in the community.
- Continued and increase push of 'buying local' and the community benefits that come along with that.
- Controlled, smart economic growth in the area. Our business needs other businesses/people to invest in capital improvements (new buildings or renovations) and that happens when there is confidence that the area will continue growing and prospering.
- Creation of a more entrepreneurial environment in Portland with greater private/public collaboration, and creation of an inter-generational continuum of leadership for k through 16 to CEO level management.
- Decrease unemployment so that people have more disposable income.
- Economic uptick, promotion of local companies.
- Efforts to promote the use of local businesses. My business is small, but I provide many of the same services (tax services, payroll services, etc.) that large national chains provide. My business would be positively affected by a push towards local sourcing.
- Encourage businesses to locate in downtown Portland.
- Expansion.
- Faster internet, tax decreases/benefits that allow me to invest more in my business.
- Fewer "new business" targeted programs, and more attention given to improving the economic climate for existing small businesses.
- Focus on neighborhood livability.
- Focus policy and investments on those things that generate sustained, substantial economic contributions (recruiting large companies with large payrolls and tax contributions, efficient access for freight, etc.). This is what helps pay for what we all want: livability.
- For any business it would be less government interference and more relevance when it comes to regulations, fess and taxes not to mention more transparency and listening to people overall.
- Give business more freedom to operate and help to create a more positive business relationship with the City.
- Greater awareness of the problem that I help solve...Excess Paper Usage & Leadership from City Hall on the issue.
- Greater income.
- Have graffiti and BDS (enforcement) do things in a timely manner, and stop blowing people off. Hire more parking patrol.
- Having business assistance for small cottage-industry sized businesses such as my own. However, I freely admit I have not worked with SCORE and know it is a resource. I have felt I've been working and working with not a lot to show for the work.
- Health care reform that allows more support for holistic health expenditures.
- Healthy central city that attracts more diverse businesses helps my business.

- Helping the local economy in general.
- Housing sales.
- If I felt like Portland actually valued my 70 hour work weeks, high wage paying jobs that I create, I would see positive change.
- If more mid to large sized businesses located in Portland. Unfortunately, over the past decade or so, there has been a loss of large corporate businesses in Portland.
- If the entire business and residential community can thrive that helps our business.
- If we had more cutting edge biotech oriented capital and an investor culture in town that promote change and understand how cutting edge research progresses (like in SF, SD, Boston). More big business coming to town would be useful (example: RTP in North Carolina). That helps small business.
- Improved economic climate.
- Improved economy.
- Improved economy - lower taxes.
- Improved employment, better availability of capital.
- IMPROVED FREIGHT ROUTES AND DECREASED ACCESS BY SLOWER METHOD OF MOVEMENT.
- Improvement in the economy.
- Incentives for deep energy saving retrofits like Passive House certification.
- Increase SmartTrips and other investments that promote travel mode shift.
- Increase the availability of capital for my clients. They make more money, then I can too.
- Increase the number of larger business in the greater Portland area. Assistance with exposure to help drive business development.
- Increased appreciation of private enterprise by the public.
- Increased arts funding.
- increased employment.
- Increased incentive/advantages for sustainable businesses.
- Intelligent building and zoning laws. Codes today pretty much mandate more of the same, which is to say, large, bloated, expensive living units. There is no room for alternative design, nor for innovative and creative ways to increase spot density where appropriate, or reduce unit size and / or features to reduce cost of living. Most SROs have been stamped out of existence and the few that remain are crumbling, yet it is a housing style that fits the needs (and budgets) of a significant slice of the population. Why can't new SROs be built?
- Job growth helps our business - we serve businesses that are growing.
- Keeping a thriving neighborhood with out overdoing everything (i.e., gentrification, marketing, yuppification, pay parking, etc.). Know when things are good and leave them as is.
- Less government would lower costs to all.
- Less interference with business by city bureaus.
- Less restrictions in the development of commercial/industrial property and streamlining the time and cost of redevelopment in industrial areas.
- Less taxes and regulations.
- Less taxes on small business! PDX has a habit of painting ALL business as "Big Bad Business". I take all the risks and responsibilities for my work and I pay more than my fair share.
- Less time spent dealing with the city's red tape.
- Local neighborhoods investment by City and Urban Renewal Area dollars.
- Lower business taxes/fees would allow me more money to grow my small business.
- Lower permit and development fees to help new business locate here and expand here.
- Lower state tax. repel 66/67.
- Lower taxes.
- Lower taxes.
- Lower taxes, better highways.
- Maintain a middle class/good jobs.
- Massive investment in modernization of both local and regional freight transportation infrastructure and multi-modal connection points (truck to rail, truck/rail to water, etc) to improve efficiency/reduce congestion

and drive economies of scale; our infrastructure was conceived and built 100 years ago and we are competing globally against firms (China) that benefit from newly-built infrastructure.

- More design and construction work!
- More events involving educators and schools.
- More interest in fair trade.
- More local corporate HQs/decision-makers and greater investment in education (K-12 & Higher Ed.)
- More Shoppers.
- More travel to Portland.
- Most investment in the local infrastructure.
- My business is focused on helping people get healthier, so a broader movement by the City to support personal health and wellness would help.
- Neighborhood improvements. Less graffiti. Fewer vacant business storefronts.
- New businesses opening up and thriving. Current business staying strong.
- NOT INCREASE CITY FEES AT THIS TIME! I WISH WE ALL COULD RAISE OUT 'WATER' COSTS THIS MUCH TO COVER ANOTHER FUNCTION IN OUR BUSINESS....AND STILL HAVE TIME AND \$\$\$ FOR A SOCIAL LIFE.
- Occupancy of a large vacant building.
- Opportunity to sell our product in the Portland metro area.
- Outside sources of capital to support our growth.
- Provide additional capacity for freight.
- Reduce takes and regulation.
- Reduce taxes, fees and water bills, use existing funds to improve infrastructure for autos/trucks.
- Reduced costs to operate in the city of Portland or increase of services rendered for the taxes paid.
- Stop over charging me for taxes with no resulting services that aid my business. Focus on real issues that affect our city - you are wasting time with Jump Town, baseball and soccer, scandals associated with the Mayor. Focus on critical issues in people's lives - jobs, work, and education. Stop neglecting areas of Portland that have little power such as outer SE and Rockwood.
- Stop the Bull Run / reservoirs fiasco.
- Streamline functions at the permitting process. Tax, grant and loans to encourage development.
- Stronger business climate = more construction.
- Support for residential energy conservation and Home Performance by Energy Star audits.
- Support from the city about a direction for health care businesses and the connection to healthy eating.
- Support of business community.
- Support of small business.
- The city actively engaging in the needs of new businesses to succeed in their targeted sectors. The city working with community banks, investors and local companies to facilitate access to working capital.
- The City moving up on the value chain - I can charge twice as much in San Fran and do business much more quickly. Frustrating. I think we waste a lot of resources nickel and diming each other.
- The city needs to better support very small businesses who employ locally and spend their profits in the community - often at other local smaller businesses. Promote choose local. Reduce business fees and hassles. Get rid of the panhandlers and homeless that destroy a neighborhood's feel and drive away customers. Realize that cars (especially electric) are here to stay and stop trying to force people onto bikes and public transportation. Forget meters and add parking in business districts.
- The knowledge of how to expand and grow my business.
- Traffic calming signals at 22nd and NE Broadway allowing pedestrians to cross three lanes of traffic safely!!!
- We are constantly changing to remain competitive. The city should focus on the fundamentals: K-12 education, roads, efficient delivery of police and fire, low-cost sewer and water service.
- We need to change the culture of Portland. Simply getting by is not acceptable if we want to be an example/leader in the US with regard to sustainability, innovation, and social change. We cannot be lazy and un-active when it comes to some issues and then be active with others. We have to be proactive with all areas that relate to growth, progress, and change.

23. What are your top TWO business-related issues and concerns?

- Lack of leadership and vision on important regional freight transportation projects such as the Columbia River Crossing on the part of local elected officials and (2) increasingly challenging regulations and policies along the Portland Harbor enacted by City Council which discourage investment in regionally important marine transportation facilities.
- Business taxes/fees too high for my two person firm 2) Not enough large corporations in the city to offer my services to.
- Need to improve business climate 2) Need to greatly reduce homelessness/camping/panhandling downtown.
- Staying in business. 2) Finding qualified workers that produce.
- Too few local purchasers of our services (resulting in too much travel to clients outside OR) 2) Infrastructure - particularly high speed internet & public/alternative transportation options.
- Unfair fees and regulations that favor certain types and conditions of business over others. 2) A lack of understanding by government of what makes a successful free enterprise environment.
- 1. Construction problems. They kill small retail businesses. No one at City Hall seems to care about this. Perhaps we're just collateral damage. But in a city that claims to honor and support small, locally owned businesses, it is disheartening to see how callous you folks are about the damage inflicted on small businesses in the path of "progress." If the greater good is truly being served then pony up some cash for those who are run over by your good intentions. 2. Education, education, education. Our schools must improve substantially. Minority children are especially (but aren't the only ones) affected by our substandard performance in the K-12 level.
- Job creation: more jobs means more need for office, warehouse, retail and multi family space, more tax revenue for government to provide essential services. 2. Human Capital Development: growing the future leaders to position Portland to be one of the great 21st century Cities in the world.
 - Lack of qualified employees - lack of projects in Portland area.
 - Making sure I'm in compliance with City regulations, understanding the tax structure, and figuring out how to work with the County.
 - Finding affordable office and kitchen space to lease.
 - Ridiculous waste of resources on CRC planning. 2. Lack of coordination among PDC, PBOT, Planning & Sustainability.
 - Access to capital 2. Neighborhood redevelopment efforts broadened to recognize the economic capacity and contribution of home-based businesses.
- Cost of compliance with business regulations. It takes a LOT of time and money.
- Business taxes and regulatory fees are too high! I would strongly prefer a system that relied more on an income tax system to provide government revenue.
- Deal with unfunded Portland Police and Fire pension liability.
- Improve street and road infrastructure.
- Economic climate - restrictive zoning code.
- How to best market - how to deal with the small businesses that are losing their markets because of the economy.
- Lack of parking and vehicle access is driving away my customers. And we are in a business district (NE Broadway). Bike and streetcar plans will remove parking when customers complain they can't find parking and shop elsewhere. This is killing off small businesses.
- The city needs to support small businesses and actively promote them to citizens. Draw the picture for people of the link between a healthy and economically-positive city and the vital nature of smaller businesses.
- Portland's air and water pollution are going to drive away families--which drives away businesses and the employees and customers that those businesses depend on.
- What are we doing to incubate new sustainable businesses?
- Redundant taxes for the privilege of doing business in Oregon.
- World class companies are running away from Oregon and the ones that are here are moving away from the population centers. Why do business in Oregon with California and Washington skilled labor all around us?
- Ability to navigate City and County regulations and permits. Lack of access to capital needed for growth.
- Access to capital (small business.) Ongoing development of public transit and open spaces.

- Access to proper resources and networks to support my business.
- Arts funding and educational investment.
- Breaking into the Portland metro market, and taxes eating our little profits.
- Bringing more conferences, seminars, and symposiums to Portland. Maintaining and enhancing the livability and usability of Portland infrastructure so that we are meeting the needs of both residents and tourists/visitors.
- Bureau of Planning and Sustainability is out of control. Regulations are flowing in faster than people can read them. Virtually none of them make it easier to do business in the City.
- Business development and exposure.
- Business growth has been slow or non-existent; some companies have moved out of Oregon due to unfavorable tax structure. We need to improve the business climate to bring jobs and tax-payers to Portland.
- Business recruitment and retention Keeping businesses in the city of Portland who are potential clients
- Business taxes planning red tape
- Cash for Caulkers program to begin and more advertising for residential energy efficiency programs.
- CHOKE POINTS AND WIDER STREET LANES
- City Council is wasting the money I pay in business and personal taxes with useless programs, infighting and pet projects.
- Columbia River Crossing getting built with 12 lanes and stop adding to the planning regulations of the city.
- Commodity prices and employee attitude. Certainly things the city can do nothing about.
- Concern that city of Portland does not promote and ensure the continuation and development of the Clean Energy Works program. Banks and other lenders remain closed to financing small buildings like ADUs.
- Concerned that our local economy is going to be on a very slow rebound and that there are no local lenders willing to lend for equipment and or working capitol.
- Construction blocking my businesses during business hours, making accessibility difficult. Trash is a problem, public trash receptacles would help a lot.
- Continued decrease in investment in maintenance of infrastructure assets. Although unemployment is high it is hard to find good employees.
- Cost of doing business. Lack of responsiveness from local government.
- Cost of doing business is growing while we are not able to pass on the costs - slows our growth and ability to pay higher wages and employ more people. Additional taxes and fees, including new minimum taxes, as well as health care costs, and many other costs make it harder to conduct our business. Customers are not willing to pay higher costs so are deferring investments.
- Cost of permits and attracting new and developing businesses.
- Costs of insurance, utilities, education.
- Development fees and time and energy spent justifying them. The current economy and unemployment.
- Development of open spaces (we want more place for water and growing of food) Health care support.
- Disgusted by the bike "pyle" and the message it has given the Zoobomb crowd that they can get away with anything. Where's the balance between art and anarchy?
- Downtown should be a "productive" environment. Fast paced. Efficient. Problem solving. I love downtown but see downtown as in decline. This city is not focused on the fundamentals. Conservative financial stewardship should be a huge goal and source of pride for the city.
- Economy and the seemingly out of control spending by city and state (not to mention our federal government.)
- Education An unwillingness to face facts and change (i.e. ESCO.)
- Education of future employees by improving our public schools. Small business support through education and tax breaks comparable to big business tax breaks.
- Excessive taxes and fees and an overbuilt commercial environment with no tenants and no customers.
- Fees - police brutality.
- Freight capacity Burdensome regulations.
- FUNDING - FINDING CLIENTS IN THE CONSTRUCTION INDUSTRY, WHICH IS CLOSED TO FEMALES.
- General state of the economy and jobs.

- Getting better predictability in project timing when partnering with PDC/PHB to develop affordable housing projects. Sticking to a 32 hour work week. The city can't do anything about the latter, but could help out with the former.
- Getting businesses to work together to help communities thrive. Health care costs.
- Getting visibility. It would be great if the city fostered more of a self-promotional forum or something. Sam and the city have done a great job of promoting Portland artists. It would be great to do something similar for Portland creative businesses. I think it would make us more credible to a national/international market.
- Getting work in the design industry.
- Government dictated expenses associated with employing people, and a growing attitude that business profit does not deliver real benefit to a community and culture.
- Government regs, fees, taxes and interference.
- Graffiti and crime and managing gentrification of our business district.
- High tax rates, continuing/improved freedom to hire employees under our terms without negative government regulations.
- High taxes; lack of new businesses coming to PDX that could use my services.
- Housing affordability & transportation issues; specifically, expanding TriMet services (hello, late night transportation options?) & creating designated bike only transportation routes.
- Housing sales Decline of retail in the city proper.
- I really have no major issues or concerns at present.
- I would like public policy to encourage business growth without increased policy and involvement.
- I'm concerned that our city is viewed as only somewhat friendly to growth and business. I like our goal of maintaining a balance of livability and growth. I'm also concerned that our politics can seem a little weird and intimidating to outsiders.
- Improvement in the economy workers who care about working.
- Increase in taxes and utilities.
- Increase in taxes. The city agencies lack of support for businesses--more adversarial than supportive.
- Increasing resource costs, decreasing attendance.
- Increasing taxes to businesses. Pandering to a specific agenda or age group without considering its long range effect on the business community and livability in Portland for all.
- Investment funding.
- it is harder for customers to park , Taxes hurt but high sewer cost hurt more, using funds to create infrastructure is important but extra costs created by the city doing social work costs too much.
- Lack of affordable health insurance and disability insurance for myself. Currently using a high-deductible policy for \$150/month which provides no real regular benefit, just financial protection in case of emergency. If I was hurt or sick and unable to work (since my job as a health practitioner is quite physical), that would be devastating to my business. Affordable disability insurance would help me feel more comfortable about this, but even so, it's a concern.
- Lack of available capital. I tried to get a \$10,000 line of credit in Feb 2010. I offered to deposit \$10,000 of my own money in the bank as a CD. I was still turned down. Zoning issues with the tent mentioned above. I have been told I cannot get a permanent license ("Don't even try" I was told), and with the weather in Portland I NEED this space for events that keep my doors open and my employees working.
- Lack of available industrial land and the "anti-business" attitude of the general population, the no-growth attitude.
- Lack of financing and lack of demonstrated commitment by the City to support "real jobs" -- i.e., not rezoning Colwood Golf Course for industrial use (w/ open space areas protected), and will they support a balance of industrial and resource uses on West Hayden Island?
- Lack of financing for projects.
- Lack of income to support necessary staff.
- Lack of large businesses.
- Lack of trained and skilled labor. Absence of a good full-service university in town (Eugene and Seattle are too far away) that retains top talent and produces a full range of expertise.
- Lack of working capital for operation and expansion - uncooperative banks General level of unemployment.

- Modeling the East county precinct and the Rosewood collaboration to work side by side to discourage crime and encourage livable communities. Keeping taxes reasonable to allow small businesses to remain in business and provide employment in this economic climate.
- More localized business districts and small business zoning flexibility in residential zones.
- n/a.
- Parking & Permits.
- Parking and Traffic.
- Parking, over-regulation about what I am allowed to do with my space (can't have outside seating because it "blocks wheelchair access" (it doesn't in reality).
- Permitting/regulation process.
- Poor economy because of high unemployment, over gentrification.
- Recruiting new businesses for people to have jobs so the city can continue to grow. Start up resources to help small businesses succeed.
- Reduce the size and control of government.
- Reducing health care costs; currently 20% of payroll. More vocational training options in high school.
- Rent prices, regulation & taxes.
- Resolving outstanding River Plan issues that may negatively impact economic development in the North Reach. Ensuring adequate supply of shovel-ready industrial land for accommodating projected growth over the next 30 years.
- Retirement and Taxes. Oregon's Budget--MUST BE BALANCE. Inevitable you will have to renegotiate PERS. It's unsustainable. It's killing every non-government employee.
- Revenue growth, cost containment.
- Safety environment and acceptance at large by city.
- See above.
- Stronger schools, continuing to foster and streamline all modes of transportation so they are used maximally.
- Taxes and unnecessary regulatory functions of the City.
- Taxes and ease of access to my office downtown.
- Taxes and fees.
- Taxes and fees.
- Taxes and Parking.
- Taxes and permits.
- Taxes and taxes.
- Taxes and taxes.
- Taxes taxes taxes.
- Taxes. Corporate influence and competition and their influence on government.
- Taxes/ Fees and parking.
- Taxes; keeping my employees with jobs.
- The ability to provide financing for projects, both long-term and short-term. The ability to easily use and promote public transit (fairless square) downtown.
- The appropriate design of new development in relation to the surrounding design of the community in which it is located. business affordability to all residents Locally owned business.
- The City and County income tax and the owners' Tri Met tax are major costs to our business. For 2009, these 3 taxes consumed 1.5% of our GROSS revenue and 3.0% of our NET income. More of the burden should be borne by large businesses that use the city infrastructure as much as small businesses. The city/county calculation discriminates against small business where each owner owns more than 5% of the business.
- The CRC is vital to the long term future of the area. Improved public transportation, including improved frequency on routes serving large employers would greatly improve staffing needs as well as reduce auto trips/day.
- The disrepair and upcoming repair of the Sellwood Bridge - when this repair occurs it will directly effect access to my retail shop. Employment taxes.

- The economic health of our public agencies - state and local.
- The economy in the Portland area. The cost of doing business in Portland.
- The INDEXING of the minimum wage. City, County and State tax increases made with no regard for their cumulative effect or their effect on small business.
- The lending credit crisis, and increased taxes on businesses/individuals.
- The lousy geographic modifier in healthcare for this region dependence on employment-derived health insurance.
- The poor condition of K-12 education and its long-term effects on developing a talented workforce. The Harbor Superfund cleanup with its enormous cost and long-term effect on development.
- The State unemployment tax is too high for the size of my company.
- There is limited sourcing capabilities: materials and manpower at a lower cost.
- There is no benchmark analysis of city government costs readily available to help citizens make good decisions about costs of services relative to other cities when voting.
- To have the city regularly clean/fix the infrastructure in my community (i.e. street sweeping, storm drain cleaning, cracked and raised sidewalks, removal of "dirty" trees), and a more helpful police department.
- Too much government and thus too much regulation.
- Transportation Governments inability to really support business....the job creators.
- Transportation as it relates to the ease of flow of ALL traffic Positive relations between neighborhoods & area businesses.
- Upcoming increase in health care costs due to ObamaCare.....local business economy and the "so called recovery" that hasn't hit the Portland area yet.
- Use lodging taxes specifically for tourism related goals, decrease the lodging tax to promote lower cost of lodging to guests.
- Useless regulations and rules (registering sandwich boards etc) and the City of Portland wasting money on bike lanes and not improving infrastructure. Without business the city will flounder but instead of encouraging and supporting business the City makes it increasingly more difficult and more expensive for business. You can't pass a regulation to control the homeless sleeping on sidewalks but you can pass a regulation to tax business owners for putting signs on the sidewalk. This is discrimination against business. The sidewalk signs are just one example. We don't need a 1.5 BILLION dollar light rail train that will travel 7 miles and increase the speed of the average trip by 5 minutes (in 2030). It is a shameful waste of money and the City should be ashamed to invest any money in this nonsense when the Sellwood bridge is off limits to buses and trucks and is about to fall in the Willamette. The money should be spent where it will make the most impact.

24. What other comments would you like to make?

- Bicycle paths should be funded by bicycle riders license and bicycle tags only, not motor vehicle taxes.
- After 15 years doing business in Portland it seems to us that smart programs and initiatives are never made available to the smallest, but smartest businesses. It seems they really only apply to companies with a large number of employees or who "own" their own premises. What about those of us who will never employ more than 6 people and lease space?
- Although I'm a small business owner, I believe what we really need is larger businesses that can provide a lot of jobs. We have enough boutique shops in the Pearl, NW, Alberta, Hawthorne, and Mississippi. It's time for Portland to recruit larger businesses that can help unemployed and underemployed people get gainful work.
- Anything we can do to bring large groups of people to Portland, whether for the day or for a week long event, will be beneficial. Traditionally, Portland has been very good at providing facilities and services for this purpose. We have a fantastic geographical location and climate, as well as meeting sites that can appeal to so many different groups. If we can continue to improve these offerings (for instance: providing more hotel space and great restaurants close to the Convention Center), and do some really great marketing to the organizations that might want to come here, this could be a huge boon to our city. One more thing to consider: encouraging tourism can be a way to dramatically increase our city's earnings, especially if we can capitalize on the Green Livability of our city. We have so many pro-active environmental things happening here, I urge people to publicize this and use it to pull in more people who want to learn a better way.
- Appreciate your asking - Keep up the good work.

- Born and raised in Portland metro, I came back because I love it here. Just need a jump start to get our business going. The barriers and no answers to all our moves are very frustrating and discouraging.
- Continue to plan for the future and emphasize leadership on the various infrastructure needs....so improvements can be made with limited dollars.
- DON'T BE LIKE SEATTLE. Seattle use to be like Portland, now it's an overdeveloped yuppie matrix. Slow growth is good! Portland doesn't need to impress anyone, that's why people like it here.
- Don't talk about your undying love for small businesses -- show it!
- Economy and jobs should be the City's top priorities.
- Elected officials and government employees must realize the great benefits the city receives from a successful business community.
- Fine people who throw cigarette butts onto the sidewalks and streets. The city should make a huge effort to change this behavior.
- Fix the zoning in outer southeast so there is space for commercial services to develop. How can there be a 20 minute neighborhood when there is only residential zoning?
- For being a city supported by small business, I don't feel I get much support back from the City of Portland. I own a two person design firm and it's too expensive for me to make it here! Seriously considering an office in Lake Oswego, Beaverton or a big move to...dare I say it...Seattle.
- High net worth individuals drive the economy. We should do what we can to keep those people in the state. Higher taxes on the people available to invest will have consequences that affect everyone.
- I believe the business community in Portland is weak and afraid to speak out.
- I do not think that the city (such as PDC) should be in competition with private business.
- I have a bike related business that is being harmed by the "bomb downhill at any cost" crowd, and their extreme libertarian attitude.
- I have been in the workforce as an employee and as a business owner for forty years. I am deeply troubled by the economic trouble that we're in. The city has massive infrastructure, as well as legacy pension and health costs looming. I am concerned for the long term value of my investments in properties and for the value of my business itself. I've always supported the idea that an employer provide health benefits to all employees and families. I have provided these benefits from the start. As my business has outgrown its location I am considering moving to another city. I will not change my business model, but I may have to move to protect my business from uncertainty.
- I have no expectation this process will change the downward spiral the City is in. Short of disaster, the City will survive and continue to exist. If you continue with your current policies an inept leadership, it will be a much different place than you envision and probably not one of which you are proud.
- I have watched every other commercial district in the city get improved yet NE Broadway, in the middle of the entire city, sits unimproved. At this point all I want for our street is a signal at 22nd and NE Broadway. I don't want wider sidewalks that the city fills with all sorts of clutter. And I do want to cross this very busy street safely at 22nd.
- I love it here.
- I love Portland. I'm glad I live and work here. Portland is a Mecca of progressive thought and stewardship of our planet.
- I think I made my message clear. Thanks!
- I think in the past Portland Bureau's have not been friendly to small business. I would like to see bureau representatives be friendly and make an effort to work with the business owner towards what is best for the people of Portland.
- I think that a focus on stability rather than growth would be a smart move for Portland.
- I think the city does a pretty good job overall. People like to gripe about "The city that works", but I realize it's a big, complicated thing. My interactions with city employees are always good ones.
- I think the City has lost focus on what it is suppose to do. Police, fire, water, sewer, transportation. I've worked with and for government for 35 years in the Portland area and around the world and am very concerned about the City of Portland future. The City's fiscal health is on shaky footing and the amount of debt obligation is very scary. The elected officials that supposed run the City don't have a clue about what the majority of residents want and only seem to listen to a vocal minority who show up at City Council meetings. My family has lived in Oregon since the 1850's and I'm at a point where I'm thinking of moving to another part of country where you're not taxed to death and the elected officials aren't out to manage every aspect of a person's life.
- I think the street car is a waste of money. I'd rather see more investment in the MAX or Buses.

- I want the City to remember how connected we all are ~ every neighborhood is unique, and the businesses that serve them are special in their own ways, but the City is the "umbrella" that serves us all. Please keep that connection.
- I'd like to see PDX champion business (i.e. JOBS) instead of it's \$20 million bike lane obsessions. There is meaningful work that can be done. People cannot eat bike lanes.
- I'd love to see us be a model of what economic development (and gov2.0) looks like in the modern era. I'd love to see us aspire high, even if we don't hit the mark. But this requires a radical transformation of business practices.
- Look to the future by looking at the leaders in the world on energy conservation and realize we need to create incentives to go far beyond basic retrofits. Learn about how the Passive House certification can (and is internationally) dramatically reduce energy consumption for public and private commercial and residential buildings and create programs, incentives and lending, to ensure Portland becomes the leader in Passive House certified design and construction.
- Lower the taxes!
- MAKE BETTER FREIGHT MOBILITY TO IMPROVE FREIGHT TRAFFIC FLOWS TO ENCOURAGE INCREASED BUSINESS GROWTH.
- MorphisStudios serves the arts & cultural communities of the Pacific NW, documenting and preserving the diversity and vitality of our region. I would like to team with the City directly to help with messaging and photojournalism and outreach in the Lents/FoPo area to support our redevelopment efforts. I am also founding photography programs at local area schools (MLC and Arleta K-8) with the assistance of the Portland Parks & Rec SUN program coordinators and local retailers, would like to know what else I could do or access to make these programs more successful and duplicate in other area schools that do not have digital cameras for art classes or to support curriculum goals.
- My business has been open for 19 years. I find that, as a very small business, not much is offered to me in the way of incentives. Several times I have had to contact the non-emergency police department, due to the homeless and drug problem) and was not happy with the outcome and lack of concern to the problems. Taxes have gone up in this recession and income has gone down. What can be done to encourage me to stay in Portland?
- N/a.
- Need to focus more on the bigger issues and less on bike lanes and other non critical issues.
- No government supported convention hotel, please - it will flood the market with discounted hotel rooms when there are no conventions, and money should be used to attract better paying jobs in other employment segments.
- None.
- None.
- None, but I am very willing to help in any way.
- Our governing system to run more efficiently, less overlap. Change reality or perception that Portland is an expensive place to do business. Make things simpler.
- Portland is a great place to live and work. I want us to keep making decisions to continue to foster the following causes: decent employment for our citizens, development & support of small business over large national corporations, and sustainability for our planet.
- Portland needs to live up to "the City that Works"!!!
- Quality of life begins with a job. Portland's government needs to be run more like a business, and less like a bureaucratic maze of anti business departments. We need great collaboration between the private and public sector.
- Regulate the bicycle riders and issue tickets when they break the law just like you do for motorists.
- See above.
- Sorry to harp about the cost of doing business in Portland but I feel I receive very little in return for my tax investment. I don't expect a dollar back from every dollar spent but other than police and fire services I'm not sure what I'm receiving in return from the city of Portland.
- Thank you for asking.
- Thank you for creating this survey. Please take note that if less than the amount of people you were hoping to take this survey do, that is an example right there of the problem. We cannot change without a concerted effort by our community and its stakeholders. People need to feel empowered and they need to act together to create the PDX we talk about (leaders in the US in "green", social justice, etc). It won't happen on its own.

Complete Survey Responses

- Thank you for listening to the needs of businesses.
- Thank you for trying to make a difference and not turn Portland into Seattle or L.A.
- Thank you Mayor Adams and others for taking an interest in us.
- Thank you.
- Thanks for asking for my opinion.
- Thanks for asking!
- Thanks for asking.
- Thanks for soliciting this feedback!
- Thanks!
- Thanks, none.
- The City needs to be run like a business: work within your set budget. Each and every business as to.
- The City should focus more directly on providing core city services (i.e. parks, transportation, public safety, etc.). With limited resources it is important to establish priorities and understand the downstream financial impacts of decisions and programs.
- The collective business lobbying organizations are too conservative and are an obstacle to needed change.
- The Oregon cumulative tax structure encourages business and retiree flight. As a fourth generation Oregonian, it pains me to consider moving to Vancouver as so many PERS retirees and small businesses are doing, but that is exactly what my wife and I are doing. The city, county and state are trying too hard to be activists with the money of existing businesses. Instead, protect your base, which is fleeing as fast as possible.
- There is too much influence from corporations and large businesses from outside our area.
- The city of Portland should change it's slogan to "The City that Works Part-Time."
- THEY WILL NOT BE HEARD BECAUSE I AM NOT A WHITE MALE, OR, AT THE VERY LEAST, MALE. TAX AND CHARGE ON PORTLAND WE LOVE TO PAY YOUR WAGES.
- This is a pretty negative poll. There were few "everything is pretty good" options.
- Try to change to a business friendly City with a substantial reduction in Green concerns.
- We can create jobs, protect the environment and continue to build a beautiful city all at the same time. A effective government that listens to the tax payers and uses their money wisely would go a long way towards credibility and success.
- We need a plan to revise the 10 year decline in our median income.
- While Portland has been busy congratulating itself on its bike paths and healthy food and beginning to address its Superfund Site waterways, we have had our heads in the sand concerning industrial air toxins. This should be a major focus of the City in the coming decade. It will spur innovation and help industry leap frog to where it needs to be in terms of the environment.
- Your survey too too long because of the up loading. I almost did not finish it. all on one page would be better, one up load.