

THE PORTLAND PLAN
Recommended Draft – Draft 1 for PSC Review
(Revisions to Proposed Draft – Not Annotated)

February 22, 2012

Note: On February 27, 2012, staff corrected typographical errors. Staff did not change the content of this document.

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The Portland Plan is brought to you by more than 20 municipal and regional agencies and community organizations.

Portland Plan Partners

City of Portland (City)

Multnomah County

Metro

TriMet

Portland Development Commission (PDC)

Portland State University (PSU)

Mount Hood Community College (MHCC)

Portland Public Schools (PPS)

David Douglas School District (DDSD)

Parkrose School District (PSD)

Reynolds School District (RSD)

Centennial School District (CSD)

Oregon Health and Science University (OHSU)

Portland Community College (PCC)

Home Forward (formerly Housing Authority of Portland)

Oregon Department of Land Conservation and Development (ODLCD)

Oregon Department of Transportation (ODOT)

West Multnomah Soil and Water Conservation District (WMSWCD)

East Multnomah Soil and Water Conservation District (EMSWCD)

Multnomah County Drainage District (MCDD)

WorkSystems, Inc. (WSI)

Multnomah Education Service District (MESD)

Port of Portland (PoP)

Regional Arts and Culture Council (RACC)

City of Portland Bureaus, Offices and Commissions

BES – Bureau of Environmental Services (BES)

BPS – Bureau of Planning and Sustainability (BPS)

OCT – Office for Community Technology (OCT)

OEHR – Office of Equity and Human Rights (OEHR)

OHWR – Office of Healthy Working Rivers (OHWR)

OMF – Office of Management and Finance (OMF)

PPB – Portland Police Bureau (PPB)

PBOT – Portland Bureau of Transportation (PBOT)

PBEM – Portland Bureau of Emergency Management (PBEM)

Portland Development Commission (PDC)

Portland Parks and Recreation (PP&R)

Portland Water Bureau (PWB)

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Introduction

For generations, Portlanders worked with intention to create a city that is culturally vibrant, intellectually curious, innovative and beautiful. We linked land use, transportation, greenspaces and people and poured effort into neighborhoods, instead of sprawl.

We cleaned the river, improved air quality and became the first city in the U.S. to adopt a formal plan to lower carbon emissions. More recently, we reintroduced the modern streetcar, promoted new ways of managing waste and stormwater and are now a hub for the clean technology revolution. Over the past 40 years, we showed we could grow our economy, protect our environment and support vibrant places for Portlanders to work and live.

Today, despite these many successes, times are tough and resources likely will remain scarce. And, there are further challenges on the horizon. In this context, it's easy to think we can't afford ambitious plans. But to tackle these challenges, we need to set a strategic path forward – a path based on a clear understanding of our conditions, challenges and strengths. We need a plan that leads us to work smarter, be both practical and innovative, work better together and always be accountable and ready to take on difficult challenges.

The Portland Plan is a different kind of plan.

How is the Portland Plan different?

The Portland Plan is strategic, practical and measurable. With an eye toward the year 2035, the Portland Plan sets short and long-range goals for the city. It focuses on a limited set of priorities:

- Prosperity
- Education
- Health
- Equity

This plan will help all of us work smarter and more efficiently toward these priorities. It does not assume there will be significantly more funds in the future. To get more from existing budgets, the Portland Plan emphasizes actions that can benefit more than one of our priorities.

Working smarter also requires effective partnerships among government, private and nonprofit sectors and communities. It focuses on developing shared priorities and acting in coordination to get more from existing resources. That is why the Portland Plan is a strategic plan not just for City government but also a plan to be shared by more than 20 public agency partners.

The plan directs City government and partners to be flexible and nimble, while working toward these priorities. It sets the framework for near-term action and provides a foundation for more innovation in the future. As circumstances, challenges and technologies change, new and better approaches to achieve our goals will be created. That's why the Portland Plan calls for future updates to the Five-Year Action Plan.

The Portland Plan is a plan for people. Past plans often focused mostly on infrastructure with questions like: Which is the best route for new streets or a train? Where should housing go? Where do we need more parks?

The Portland Plan's approach is different. It started with: How are Portlanders faring today and how can we improve their lives and businesses over the next 25 years? What do and will Portland residents and businesses need? What kind of place do Portlanders want to live in today and in 2035? Then we asked: How do we get there?

Through outreach to each Portland household and business, Portlanders helped answer these questions and responded with more than 20,000 comments and ideas for the plan.

Creating the Portland Plan challenged many assumptions. After more than two years of research on Portland's existing conditions and history, as well as local, national and global trends, we created a plan based on facts, with objective measures and numerical targets for evaluating progress.

These facts and targets were discussed among thousands of Portlanders. Local and national

experts provided additional perspective. City staff and partners scoured the world for the best ideas, ultimately challenging the comfortable ‘business as usual’ culture of some public agencies and instead focusing on ways to unite and share resources on the most important drivers of change.

What did we discover?

Advancing equity must be at the core of our plans for the future. Portland is becoming a more racially and ethnically diverse city with more newcomers. At the same time, Portland’s diverse communities have not and may still not all have equitable access to opportunities to advance their well-being and achieve their full potential. Greater equity for the city as a whole is essential to our long-term success. It is both a means to a healthy, resilient community and an end from which we all benefit.

One size does not fit all. Portland’s geographic districts have distinct issues – based on unique topographies and natural features as well as when and how each area became a part of the city. Some areas have been part of the city for 160 years, and others for just 30 years. The Portland Plan presents actions, policies and implementation measures that respect the unique cultures, history and natural environment that Portlanders share.

High-quality core services are fundamental to success. We cannot make Portland a prosperous, educated, healthy and equitable city without providing reliable and quality core services, like public safety, clean water and sewer services. This means actively managing our assets, having clear service standards and being prepared to make strategic investments.

Resilience is important in a changing world. We face major uncertainties, including an unpredictable economy, competition for scarce resources and the impacts of climate change. Like other Pacific Rim cities, Portland is at risk to experience a major earthquake in the next few decades. While these shocks will affect all Portlanders, some communities are even more vulnerable, including wildlife and natural resources, which also suffer during economic downturns and natural emergencies, and degrade environmental quality. To recover from these profound setbacks, Portland must build in resiliency in a variety of ways and at a variety of levels. We need a well-designed, flexible and strong infrastructure (physical, social and economic) to adapt to an uncertain future.

Above all, better partnerships will drive change. The Portland Plan breaks down traditional bureaucratic silos. Collectively, the public agencies that operate within Portland spend nearly \$8 billion annually on activities related to prosperity, health, education and equity. To get more from existing budgets, the Portland Plan emphasizes actions that align efforts and investments, have multiple benefits and improve efficiency.

Forty four percent of the estimated \$7.9 billion annual public agency spending related to Portland Plan goals is in on-going Federal or state programs and not able to be realigned. This includes Social Security, Medicare, Medicaid, unemployment insurance payments, TANF, food stamps, Small Business Administration activities, workforce investment funding and Head Start. Also, the estimate does not include capital expenses. The estimate uses most recently available data on Federal and State spending from the U.S. Bureau of Economic Analysis.

Not Annotated

But partnerships need to go beyond just aligning budget priorities. Portland residents and businesses must build the civic infrastructure that taps into the creative power of our innovative private and nonprofit sectors, communities and government agencies.

This isn't a new idea. Throughout the development of the Portland Plan partners have been building a strong civic infrastructure and working together to make Portland more prosperous, educated, healthy and equitable. There are many great examples of groups that are already implementing parts of the Portland Plan.

Partnerships

The Cradle to Career (C2C) partnership in Portland and Multnomah County is managed by All Hands Raised (formerly the Portland Schools Foundation). It is a collaboration of private, nonprofit and public sector community partners that are working to improve educational outcomes and equity.

Greater Portland Inc. is the Portland-Vancouver region's economic development partnership. It brings together private sector industry, elected officials and economic development groups with state and local agencies to carry out a coordinated regional economic development strategy, including promotion of the region's assets, and a coordinated business retention, expansion and targeted recruitment program to stimulate capital investment and job creation.

Diversity and Civic Leadership Program is a partnership between the City of Portland and five community-based organizations: Center for Intercultural Organizing, NAYA Youth and Elders Council, Latino Network, Immigrant and Refugee Community Organization (IRCO) and Urban League of Portland. The partnership is designed to increase the voices of all Portlanders—especially communities of color and immigrant and refugee communities—in local decision making and civic life through leadership development and culturally appropriate community involvement.

Putting the plan into action

Over the next few years, the Portland Plan partners will continue to work together to implement the plan. For example:

- The City of Portland's Office of Management and Finance (OMF) and Bureau of Planning and Sustainability (BPS) will work with the lead partners to produce a Portland Plan progress report in year three of the plan (Fiscal Year 2014-2015).
- In year five, the City and partners will produce another progress report and new actions for the next five years.

For more information on partnerships and how the Portland Plan will be put into action, please see the Implementation chapter.

The success of tomorrow’s city depends on sound basic services. High quality and reliable basic public services are essential to Portland’s future success. It takes the collective effort of a variety of government agencies and regulated utilities to provide these necessities—such as clean drinking water, responsive fire and police, safe and affordable transportation choices, parks, electricity and natural gas, and quality education. These services are fundamental to what the Portland Plan governmental partners do every day and make up much of our public spending.

For Portland to be a prosperous, educated, healthy and equitable city, quality and reliable basic services must be provided for all.

The Portland Plan partners must make complex choices about how and where to invest in public services. On a daily basis, and over the next 25 years, they must balance maintaining existing public services and infrastructure with bringing new or improved services to underserved or new residents or businesses. And these improvements must be made in a way that meets federal and state regulations. As the world changes, the way we deliver public services must continually be reinvented to prepare for and adapt to the future. This means setting clear service goals, actively managing services and assets and making strategic investments.

The Portland Plan sets key directions for what we are trying to accomplish as a city, including the contribution made by public services. How and where we provide services can help meet Portland Plan goals while protecting public and environmental health and safety. The Plan recognizes that quality public services are essential to achieving equity, a healthy economy and community affordability.

The plan’s three strategies and equity framework outline a coordinated approach for providing services that meet multiple goals with limited funding. In an era of limited resources, an emphasis on multi-objective actions is not in competition with basic services; it is a strategy to ensure we can continue to deliver those services effectively.

The Portland Plan also includes specific Objectives, Guiding Policies, and Five-Year Actions that relate to basic public services (see next page). A range of other regional and local plans, like Portland’s Comprehensive Plan and plans completed by each partner agency, provide more specific guidance on how these services are provided and how they should be improved in the future.

Basic Public Services provided by Portland Plan Partners

Water (City)

Sewer and stormwater (City)

Waste/recycling collection (Metro/City)

Transportation (City, Metro, Multnomah County, State)

Public transit (TriMet)

Airport and marine terminals (Port of Portland)

Public education/training (school districts, colleges, universities, WorkSystems, Inc.)

Libraries (Multnomah County)

Parks and recreation (City, Metro)

Natural areas (City, Metro)

Health and human services (Multnomah County)

Police / Fire / 911 (City)

Emergency management (City)

Justice (Multnomah County)

Recycling and landfill (Metro)

Affordable housing (City, HomeForward)

And many more.

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What’s the Basic Service Connection?	Key Related Sections	Sample Policy or Early Action
EQUITY FRAMEWORK		
<p>Public agencies aim to provide basic services to all Portlanders. However, due to past decisions, and the history of annexations and development, services are not distributed equitably across the city.</p>	<ul style="list-style-type: none"> ▪ Close the Gaps ▪ Deliver Equitable Public Services ▪ Engage the Community 	<ul style="list-style-type: none"> ▪ Prioritize investment in public services to address disparities and improve performance.
<p>The Equity Framework encourages providers to address these disparities and better include the public in decisions.</p>		
THRIVING EDUCATED YOUTH		
<p>Education as provided by our school districts, colleges, universities and workforce training providers are core services.</p>	<ul style="list-style-type: none"> ▪ Shared Ownership for Youth Success ▪ Neighborhoods and Communities that Support Youth ▪ Facilities and Programs that meet 21st Century Opportunities and Challenges 	<ul style="list-style-type: none"> ▪ Enable educational and community facilities to serve multiple purposes, help combine and leverage public capital funds, and build a sense of community ownership.
<p>There also are a range of services from other Portland Plan partners that can affect the success of youth and families, whether that’s health, recreation, justice, social services, transit, housing or the quality of our neighborhoods and natural environment.</p>		
ECONOMIC PROSPERITY & AFFORDABILITY		
<p>Businesses, large and small, rely on quality public services (like water and transportation) to operate. Many of these services have regional and statewide benefit.</p>	<ul style="list-style-type: none"> ▪ Urban Innovation ▪ Trade Hub and Freight Mobility ▪ Neighborhood Business Vitality ▪ Access to Housing 	<ul style="list-style-type: none"> ▪ Build on Portland’s innovative 2006 Freight Master Plan to integrate freight mobility into land use, neighborhood, environmental and sustainability planning.
<p>Cost-effective and reliable services affect affordability and quality of life for Portlanders. They are a basic part of economic competitiveness.</p>		
HEALTHY CONNECTED CITY		
<p>A healthy connected city requires quality basic services—to protect human and watershed health and safety—sewer, water stormwater, transportation, transit, environmental services, parks, recreation, public safety and education.</p>	<ul style="list-style-type: none"> ▪ Public Decisions Benefit Human and Environmental Health and Safety ▪ Vibrant Neighborhood Centers ▪ Connections for People, Places, Water and Wildlife 	<ul style="list-style-type: none"> ▪ Manage and maintain public infrastructure to provide essential public services for all residents
<p>These form the foundation of healthy neighborhoods with their centers, greenways and other connections.</p>		

Tomorrow’s city will be shaped by growth and diversity. Over the last thirty years, Portland’s population gained more than 200,000 residents. It grew from 366,000 to 584,000. Most of this growth occurred in the 1980s and 1990s, when Portland annexed large portions of east Portland and some additional areas in west Portland. During the 1980s and 1990s, the growth rate was approximately 20 percent each decade, largely attributed to Portland’s new and larger boundaries. Between 2000 and 2010, the city’s growth rate was less dramatic, approximately 10 percent. Metro forecasts that Portland will gain approximately 132,000 new households by 2035.

Note: A graphic showing annexations will be added.

For most of its recent history, Portland was an overwhelmingly white city, but as population increased, so has Portland’s racial and ethnic diversity. Portland’s non-white population was 15 percent of the total population in 1980 and 27 percent in 2010. The national average is 33 percent.

Historically, communities of color are undercounted in the U.S. census. A report titled *Communities of Color in Multnomah County: An Unsettling Profile*, produced by the Coalition of Communities of Color and Portland State University and released in 2009, documents this undercount. For example, the 2010 U.S. census reports that there are just over 4,000 Native Americans, including Native Alaskans, in Portland. On the other hand, research by the Coalition of Communities of Color and Portland State University states that the Native American population in Multnomah County is greater than 37,000.

When we look at youth (25 and under), Portland’s growing diversity is more pronounced. According to the 2010 U.S. census, more than 36% of Portland’s youth are Black or African American, Native American, Native Hawaiian, Pacific Islander, Native Alaskan, Asian or identify as another race or two or more races. In addition, more than 18 percent of youth of any race identify as Latino or Hispanic.

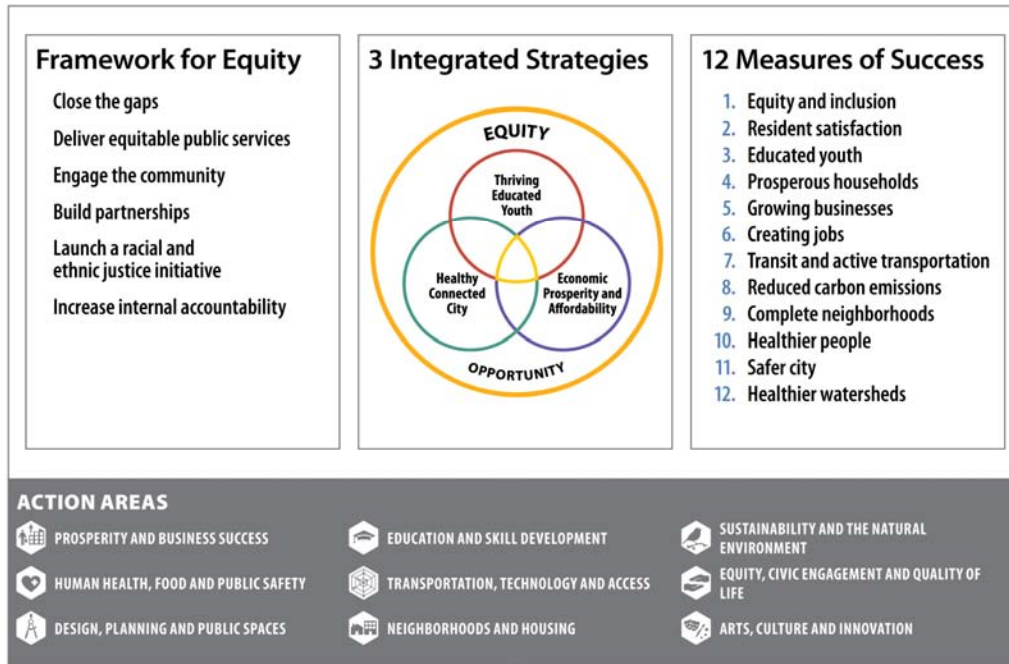
Year	Total population	White (Non-hispanic)	Black or African American (Non-hispanic)	Hispanic	Asian (Non-hispanic)	American Indian & Alaskan Native (Non-hispanic)	Other races (Non-hispanic)
1980	366, 383	312,466	27,427	7,807	10,261	3,526	4,896
	% Total	85.3%	7.5%	2.1%	2.8%	1.0%	1.3%
1990	437,319	362,503	32,842	13,874	22,641	4,891	568
	% Total	82.9%	7.5%	3.2%	5.2%	1.1%	0.1%
2000	529,121	399,351	34,395	36,058	33,223	4,738	21,356
	% Total	75.5%	6.5%	6.8%	6.3%	0.9%	4.0%
2010	583, 776	421,773	35,462	54,840	41,335	4,381	25,985
	% Total	72.2%	6.1%	9.4%	7.1%	0.8%	4.5%

Source: 1980-2010, Census STF 1

It is important to note that the Race Groups and Ethnicity categories in the U.S. census have gone through definition changes between 1980 and 2010. For instance, the "Some Other Race" was introduced in 2000. The term "Hispanic" was introduced in 1990. In 1980, the group label was "Spanish origin." It is noteworthy that increasingly "white" has become inadequate and people are inclined to self-identify in combination rather than as "white alone." This has been the trend for the decade.

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Portland Plan At-A-Glance



Prosperous. Educated. Healthy. Equitable.

The Portland Plan is organized around an equity framework, three integrated strategies and twelve measures of success. Additionally, nine “action areas” provided the building blocks for planning a thriving and sustainable city. In preparing the plan, we researched conditions, trends and issues, and set goals and objectives for 2035 related to each of these nine topics.

The Framework for Equity provides direction for changing the way the City and partners work: how we make decisions, where we invest and how we engage with Portlanders. It provides a lens for evaluating and guiding how the partners identify and implement action to reduce disparities.

The Three Integrated Strategies provide the foundation for greater alignment and collective action among public agencies that do work in Portland. These integrated strategies represent the top priorities for the future as defined by Portlanders. Each strategy includes an overall goal, objectives for 2035, guiding long-term policies and five-year actions (2012-17). None of the strategies stand alone; each includes actions that contribute to meeting the goals of the other strategies.

The Measures of Success are how the actions will be evaluated and progress toward making Portland prosperous, educated, healthy and equitable. The measures are like vital signs for the city. Each one provides insight into Portland’s overall health.

Portland Plan At-A-Glance - Measures of Success

This entire table is under development. Interim five-year goals will be added.

		Today	2035 Goal	Trend
1. Equity and Inclusion				
	Income Distribution			
	Lowest Quintile	3.1% of income	n/a	Growing inequality
	Highest Quintile	50.6% of income	n/a	Growing inequality
	Ratio between lowest and highest share of all income	lowest to highest income ratio 1 : 16	n/a	Growing inequality
	Diversity Index	55	n/a	Diversity steadily increasing; but declining ins some inner neighborhoods
2. Resident satisfaction				
	Percent satisfied living in the city	80%	95	Right direction; steadily increasing
3. Educated youth				
	High school on-time graduation rate	60%	90%	Right direction; but challenges ahead
4. Prosperous households				
	Percent above self-sufficiency	77%	90%	Right direction; but will still be a challenge to meet goal
5. Growing businesses				
	Export value, city rank	12th	10 th	Right direction
6. Creating jobs				
	Number of jobs	365,000	515,000	Still need more jobs.
7. Transit and active transportation				
	Percent who take transit, walk, bike or less polluting options to work	39%	70%	Right direction; but will be challenge to meet goal
8. Reduced carbon emissions				
	Percent below 1990 levels	4%	50%	Emissions steadily decreasing; but, much more work to do
9. Complete neighborhoods				
	Complete neighborhood index	45%	80%	no trend data; but less than half of city is considered "complete"
	Access to healthy food	30%	80%	Right direction; slow incremental progress
	Access to parks: percent within half mile of park or greenspace	85%	100%	Incremental progress
10. Healthier people				
	Adults at a healthy weight	44%	44%	Declining; in danger of falling below the goal
	Eighth graders at a healthy weight	75%	84%	Fluctuating
11. Safer city				
	Percent who feel safe walking alone at night in their neighborhood	60%	75%	Right direction: increasing
	Part 1 crimes per 1000	52	33	Right direction: declining
12. Healthier watersheds				
	Water quality index			Right direction: all steadily improving
	Willamette River	67	All watersheds score 60 or higher	
	Columbia Slough	52		
	Johnson Creek	53		
	Fanno Creek	56		
	Tryon Creek	41		
	Tree canopy	26%	33%	Right direction: but challenge to raise percentage

Portland is known for its commitment to positive change and resilient communities.

- Portland is Oregon’s largest employment center and the state’s hub for business services.
- Portland’s products and services are in demand, bringing dollars to the city and region. Portland is second among U.S. metropolitan areas in five-year export growth. In 2008, exports generated \$22 billion for the regional economy.
- Portland’s innovative solar, wind and energy efficiency policies helped spark a clean energy revolution and the creation of a sustainable industries business sector. Portland boasts one of the largest concentrations of green building professionals in the country, with many also working in wind energy and solar photovoltaic manufacturing.
- More than 40 percent of Portland adults have a college degree and Multnomah County’s library circulation rate is among the highest in the nation.
- Portland has the ninth largest Native American population in the U.S., including descendants of more than 380 tribes. This diverse population includes enrolled members of local tribes with reserved treaty rights to fish and gather in the Columbia and Willamette Rivers. Native Americans have come to Portland for many reasons, and their stories are powerful.
- Portland’s public transportation is accessible and affordable, with extensive light rail and bus service and the first modern streetcar system in the nation. Portland also has one of the nation’s highest percentage of bike commuters (6 percent) and more than 300 miles of developed bikeways.
- People continue to seek out Portland as a place to call home. In recent years, more than 50 percent of new housing units in the Metro region were built in the city.
- Portland has numerous historic districts and thousands of historic buildings that enhance our built environment and contribute to community character.
- More than 20 farmers markets and 35 community gardens provide access to fresh, locally-sourced food.
- People aren’t the only ones who enjoy Portland. Over 200 native bird species, 13 native species of reptiles, fish and many other wildlife species either live in or migrate through Portland’s watersheds.
- The city continues expanding its green stormwater management infrastructure as an efficient, cost-effective way to control stormwater at its source. Portland’s combined sewer overflow control program, completed in 2011, significantly reduced sewage overflows to the Willamette River and virtually eliminated overflows to the Columbia Slough.

But, as we make plans for tomorrow’s city, we must address key challenges that stand between us and a more vibrant future.

- The “working poor” made up 23 percent of Multnomah County households in 2005-07. These households did not earn enough income to cover their basic needs. Average wages in Multnomah County have not kept pace with the rising cost of living.
- In the past decade, Portland experienced relatively flat job growth (0.1 percent average annual growth rate) and many of Portland’s 23 neighborhood market areas lost jobs. Redeveloping brownfields to support manufacturing jobs is difficult and suburban job growth rates outpaced the city’s job growth rate.
- Not all of our children are getting the education they need. Only 60 percent of Portland’s high school students graduate in four years and 20 percent drop out altogether.
- Our bridges, schools, roads and parks need repair and attention. Portland has many streets without sidewalks and many of our bridges, roads and schools are not built to withstand a major earthquake. We need to spend over \$300 million more per year to effectively maintain and manage our existing infrastructure. We need to set priorities for upgrades and prepare for and respond to emergencies.
- Chronic disease rates have increased, and more than half of Multnomah County residents are overweight or obese.
- Portland and Multnomah County’s total carbon emissions were six percent below 1990 levels in 2010. We are doing markedly better than the rest of the nation; however, by 2030, total emissions need to be 40 percent below 1990 levels to reach critical city goals.
- In some inner neighborhoods, many renters and small businesses have been involuntarily displaced. Other Portland neighborhoods are also at risk, with a high percentage of renters who are people of color and/or low income. Displacement related to gentrification separates and marginalizes communities.
- Runoff from yards, streets and buildings is the largest source of pollution and contaminants in local waterways, compromising the habitat and water quality of Portland’s streams, rivers and other natural areas. More than 80 “special status species” that are rare, in decline, or of concern either reside or pass through our city.

A Framework for Equity

Advancing equity in Portland means improving the way the city works – starting with how the City government and partners make decisions, where they invest, how they engage with Portlanders and each other, and how the success is measured.

This chapter of the Portland Plan explains the framework for advancing equity—longer-term policies and short-term actions. It includes information on *what to do*—close disparity gaps and focus on equitable outcomes; *how to do it*—improve participation, build partnerships and initiate targeted social justice initiatives; and *how to be accountable*. It sets forth a new way of working that puts achieving equity front and center and identifies some of the specific actions needed to ensure that the Portland Plan’s equity framework is strong and supportive.

The Framework for equity includes “We will...” statements that set the ground rules for how the City and partners conduct ourselves, outlines the ends we would like to achieve and the means used to get there. It includes specific actions that the City and partners will need to take in the next five years to move intentionally toward being a more equitable and just city.

The City and Portland Plan partners will use the framework as a guide when they implement actions in other sections of this plan and develop their work plans to make the goals of the Portland Plan reality. All Portland Plan actions should be implemented with this framework in mind.

Equity Defined

Equity is when everyone has access to the opportunities necessary to satisfy their essential needs, advance their well-being and achieve their full potential. We have a shared fate as individuals within a community and as communities within society. All communities need the ability to shape their own present and future. Equity is both the means to healthy communities and an end that benefits us all.

Making Equity Real

We make the promise of opportunity real when:

- All Portlanders have access to a high-quality education, living wage jobs, safe neighborhoods, basic services, a healthy natural environment, efficient public transit, parks and green spaces, decent housing and healthy food.
- The benefits of growth and change are equitably shared across our communities.
- All Portlanders and communities fully participate in and influence public decision-making.
- Portland is a place where your future is not limited by your race, gender, sexual orientation, disability, age, income, where you were born or where you live.
- Underrepresented communities are engaged partners in policy decisions.

Why Equity Matters

Prosperity

We all win when everyone achieves their full potential. We all win when businesses can thrive in our community, when children graduate from school and when we all can access healthy living options. Our shared prosperity depends on everyone's participation.

Resilience

Without healthy, thriving, prepared people we cannot achieve our highest goals, implement our best plans for dealing with climate change or secure Portland's position in the global economy. Without a city that is physically designed to last, future generations will not benefit. We want a city where we are better on a good day so we can bounce back from a bad day. That requires everyone's well-being, everyone thriving, everyone participating.

Prevention

Meaningfully connecting everyone to community institutions, programs and services prevents problems from occurring in the first place. The cost of doing nothing is profound, both socially and fiscally.

Leadership

Just as Portland has led innovation in environmental sustainability and green technology, Portland will be a leader in social sustainability. By focusing on ways to build equity and accountability, we can lead the development of 21st century business practices and tools-- and that has value in a knowledge-based economy.

Working toward equity requires an understanding of historical contexts and ongoing investments in social structures over time to ensure that all communities can realize their visions for success.

We are already seeing the benefits of the Portland Plan process. In 2011, the Portland City Council voted to create the Office of Equity and Human Rights (OEHR), as called for in the March 2011 working draft of the Portland Plan's Framework for Equity. The Office of Equity and Human Rights will be a critical implementer of the Portland Plan and will work closely with the Portland Commission on Disability and the Portland Human Rights Commission throughout the implementation of the Portland Plan.

Close the Gaps

We will...

- Collect the data we need to understand the conditions and challenges facing communities with disparities including how multiple, overlapping identities affect access to opportunities. Use alternative data sources and research methods where needed.
- Track and report spending and actual public service delivery measures geographically and by community.
- Raise awareness and understanding of disparities. Build capacity to identify the nature and extent of critical disparities, in an inclusive manner.
- Assess equity impacts of policies, programs, public services, investments and infrastructure delivery that may appear fair, but marginalize some and perpetuate disparities.
- Develop strategies to mitigate these impacts including reallocating public resources to address critical disparities.
- Build a public database of what works. Prioritize policies, programs and actions to make measurable progress towards more equitable outcomes.
- Tailor approaches to disparity reduction so they are relevant to the primary needs of each at-risk community.

Five-Year Action Plan

Action 1: Enforce Title VI

Implement the City of Portland Civil Rights Title VI Program Plan to remove barriers and conditions that prevent minority, low-income, limited English proficiency and other disadvantaged groups and persons from receiving access, participation and benefits from City programs, services and activities.

Partners: City, OMF

Action 2: Track the information needed to understand disparities

Track information on the disparities faced by racial, ethnic and other marginalized populations, and share this information with Portland Plan partners and the public. Address the shortcomings of typical data sources by inviting self-identified communities to provide information and sources unique to them. Explore integrating building metrics related to well-being and equity into the City Auditor's annual community survey.

Partners: OEHR, Other public agencies, Nonprofits

Action 3: Evaluate equity impacts.

Build regular assessment of equity impacts into budget, program and project list development for public services and community development programs provided by the City of Portland and Portland Plan. Consider the impacts on disparities facing racial, ethnic and other marginalized populations. Report how budget expenditures, levels of service and infrastructure conditions vary by district and communities. Use best practices of racial and social justice impact assessment.

Partners: City, OMF, Office of Equity and Human Rights, Other public agencies

Action 4: Improve evaluation methods

Develop and share new approaches to evaluation of equity impacts of policies, programs, investments and infrastructure. Build the capacity of City bureaus and Portland Partners to use these approaches. Elements of these approaches include:

- Building knowledgeable evaluation teams.
- Defining measurable social impacts.
- Identifying relevant levels of service and geographies for evaluation.
- Developing relevant evaluation criteria specific to the service.
- Incorporating the results into budget process.
- Ongoing improvement to this process and capacity.

Partners: City, Other public agencies

Action 5: Mitigate for disparities

Where disparities in service delivery and community development programs are found, change policies and priorities to mitigate disparities while also ensuring reliability, quality and safety of the entire system.

Partners: City, Other public agencies

Engage the Community

We will...

- Be transparent and accountable through effective public engagement throughout the policy making process—from setting priorities to implementing programs and evaluating their success.
- Build capacity for people to participate. Ensure broad inclusion in decision-making and service level negotiations. Recruit, train and appoint minority members, including people with disabilities, to city advisory boards to ensure accurate representation of the city’s diverse population.
- Provide early engagement of community members, including resources to make the engagement meaningful and responsive to their needs and priorities.
- Design forums and select venues that are culturally appropriate.

Five-Year Action Plan

Action 6: Improve involvement

Implement recommendations of the City of Portland Public Involvement Advisory Committee (PIAC) to include people not generally represented in decision making, advisory committees and technical teams. Recognize non-geographic based communities in Portland’s public involvement standards. Include these principles in the City Charter and the City’s Comprehensive Plan.

Partners: City, ONI

Action 7: Leadership training

Expand community-based leadership training programs to build community organizing capacity and the capacity for people to engage in shared governance, focusing on under represented and underserved communities.

Partners: City

Action 8: Language and cultural interpretation

Develop and implement a coordinated language and cultural interpretation strategy and program for the City and partner agencies.

Partners: City, Other public agencies

Build Partnerships

We will...

- Build relationships with public and private sector partners around diversity and equity—learn from one another to advance equity objectives through complementary work.
- Leverage the skills and expertise of partner organizations, agencies and private sector leaders to research and develop innovative tools and methods.
- Clarify service responsibilities and synergies, and report on progress over time.

Five-Year Action Plan

Action 9: Share best practices

Partners: City, Other public agencies, Nonprofits

Action 10: Collaboration

Strengthen collaboration between City bureaus, partners, equity advocates and the community to more fully integrate equity in decision making.

Partners: City, Other public agencies, Nonprofits

Launch a Racial/Ethnic Justice Initiative

We will...

- Initiate a racial and ethnic focus, using well-documented disparities.
- Build the skills, capacity, and technical expertise to address institutionalized racism and practice and develop intercultural competency.
- Engage diverse constituencies to discuss race, disparities and public services.
- Actively work to eliminate racial and ethnic disparities in public agency hiring, retention and contracting.

Five-Year Action Plan

Action 11: Training

Educate City and partner staff about institutionalized racism, intercultural competency and the legal requirements and regulations of Title VI of the Civil Rights Act.

Incorporate this into performance reviews.

Partners: City, OEHR, OMF, PCOD, Other public agencies

Action 12: Community dialogue

Hold public forums on race and the importance of equity.

Partners: City/OEHR, PCOD, Other public agencies

Action 13: Diverse advisory boards

Recruit, train and appoint minority members who represent the city’s diverse population to City advisory boards.

Partners: City, ONI

Increase Focus on Disability Equity

We will...

- Embrace the letter and spirit of federal civil rights laws, including the Civil Rights Act (CRA) and the Americans with Disabilities Act (ADA).
- Promote fairness and equity in the programs, services and activities of public entities, including opportunities for participation, as guided by the principles of Title VI of the Community Rehabilitation Act and Title II of the ADA.
- Work with the Portland Commission on Disability to identify broader measures and outcomes for equity goals regarding disabilities.

Identifying disparities to close the gaps, delivering equitable public services and engaging meaningfully with the disability community are all critical components of complying with federal civil rights law, along with reporting and accountability requirements.

Action 14: Implement Disabilities Transition Plan

Complete and begin to implement the City’s ADA Title II Transition Plan to remove barriers and conditions that prevent people with disabilities from accessing, participating in and benefiting from city programs, services and activities.

- Educate and train city and partner staff about ableism and disability awareness.
- Educate staff on the legal requirements and implementing regulations of ADA.

Partners: City, OMF, PCOD

Action 15: Collect data on disability-related disparities

Collect data (conventional and alternative) on disability-related disparities, in consultation with the Portland Commission on Disability and community partners. Apply lessons learned from the racial/ethnic focus and adapt tools to address the most critical disparities facing Portlanders with disabilities.

Partners: City, OMF, PCOD, other public agencies

Increase Internal Accountability

We will...

- Meet and exceed the requirements of the Civil Rights Act and the Americans with Disabilities Act by developing the capacity of existing staff to support compliance.
- Report and make available equity outcomes and compliance reports.

Five-Year Action Plan

Action 16: Civil Rights Act compliance

Implement and produce required civil rights reviews and reporting to comply with Civil Rights Act Title VI Program Plan. Build on lessons from implementation of the program plan for the Portland Bureau of Transportation.

Partners: City, OMF

Action 17: Americans with Disabilities Act compliance reporting

Report on progress toward ADA compliance, including redevelopment of the City of Portland's ADA Transition Plans and Self Evaluations and implementation efforts. Work with the Portland Commission on Disability to identify broader measures and outcomes for equity goals on disabilities.

Partners: City, OMF, OEHR, PCOD

Action 18: Bureau equity plans

Evaluate equity plans of City bureaus and partner agencies for their overall effectiveness in promoting staff diversity.

Partners: City, Other public agencies

Action 19: Contracting and bureau equity

Show measurable progress in hiring, retention and contracting at all levels of public agencies. Implement bureau equity plans to increase purchasing and contracting from Minority and Women-owned Emergency Small Businesses (MWESB) and firms committed to a diverse workforce.

Partners: City, Other public agencies

Action 20: Community resource access

Evaluate how public information, application requirements and fees impact access of diverse communities to community resources and business opportunities.

Partners: City, Other public agencies, Nonprofits

Integrated Strategies

The three integrated Portland Plan strategies provide a foundation for greater alignment, collective action and shared success. They organize actions and policies to address Portland’s top priorities, including creating jobs, improving affordability, providing high-quality educational opportunities for all Portlanders and building a vibrant, healthy, connected city.

Each strategy includes an overall goal, guiding long-term policies and a five-year action plan (2012-17). The guiding policies to help the City of Portland and its partners make critical, long-term investment and budget decisions. The actions are the specific steps the City of Portland and partners will take in the next five years (2012-17).

Some actions are first steps to achieving significant change. Other actions are quick starts that will provide efficient near-term results. The actions and policies in each strategy are grouped into strategy elements, each with a distinct focus.



Thriving, Educated Youth Strategy Elements

- A culture of high expectations and achievement for all Portland youth
- Shared ownership of student success
- Neighborhoods and communities that support youth
- Facilities, programs and systems that meet 21st century challenges and opportunities

Economic Prosperity and Affordability Strategy Elements

- Business cluster growth
- Public and private urban innovation
- Trade and freight hub
- Growing employment districts
- Neighborhood business vitality
- Access to housing
- Education and job training

- Household economic security

Healthy Connected City

Strategy Elements

- Public decisions benefit human and environmental health and safety
- Vibrant and complete neighborhood hubs
- Connections for people, places, water and wildlife

What's in a strategy?

2035 Goals and Objectives

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

Guiding Policies

The purpose of the guiding policies is to help the City of Portland and its partners make critical, long-term investment and budget decisions. The policies also provide direction for the city's Comprehensive Plan, the state-mandated land use, transportation and capital projects plan, as well as direction for other transportation, housing, economic development, environmental and education plans, among others.

Five-Year Action Plan

The actions are the specific steps the City of Portland and partners will take in the next five years (2012-17). Some actions are first steps to achieving significant change. Other actions are quick starts that will provide efficient near-term results.

Action Areas

The nine Portland Plan action areas were the starting point for completing background research and for setting our goals and objectives for 2035. Guiding policies and actions to achieve the most strategic goals and objectives were developed for the Portland Plan strategies. Next to each action in the Portland Plan are icons that represent the action areas.

How is Equity Addressed in the Integrated Strategies?

Thriving Educated Youth

The Thriving Educated Youth strategy recognizes that African American, Native American and Latino students and students in poverty often experience less success than Asian or white students in the current educational system. In response, this strategy includes actions and policies that will give more community and individual support to students to improve social and educational outcomes. The purpose is to give youth the greatest chance of success from early childhood to early adulthood, improving their emotional and physical health, and ability to participate in community life and earn a stable living.

Economic Prosperity and Affordability

The Economic Prosperity and Affordability strategy recognizes that the strengths of Portland's economy have not reached everyone and that, sometimes, positive change for some can translate to displacement for others. This strategy includes policies and actions that will both reduce household costs, support local hiring and improve job training options for Portlanders so that more Portlanders and future generations can share in and contribute to the city's success. The Economic Prosperity and Affordability Strategy includes actions to support business retention as neighborhoods change.

Healthy Connected City

The Healthy Connected City strategy focuses on providing all Portlanders with an environment that supports a healthy life. To be healthy, Portlanders of all ages, incomes and abilities should have access to some basic things – safe and accessible housing, nutritious and affordable food, transportation options, recreation opportunities, a healthy natural environment and well-designed places to gather and connect with neighbors. Right now, some of the city's neighborhoods lack these basic elements. These often are the same neighborhoods with the most affordable housing and young residents. The Healthy Connected City strategy proposes actions, policies and investments to bring more of these qualities to more parts of Portland and to make the city more resilient, connected and healthy.

Thriving Educated Youth

Goal

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

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

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

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

1. Eliminating disparities in children and youth success;
2. Linking community and family supports to children and youth success; and
3. Ensuring that every child enters school prepared to learn.

Cradle to Career is the cornerstone of this Thriving Educated Youth strategy, and is embodied in the second of four strategy elements. Additional guiding policies and 5-year actions complement and support the collective efforts of the Cradle to Career partnership.

Portland Today

1. **School readiness:** Research shows that early learning experiences, starting at birth, are the most significant contributions to a young person's success through adulthood. Yet, many children in Multnomah County lack access to quality and affordable early childhood education.
2. **At-risk youth:** Many of Portland's youth do not have positive adult role models or mentors, stable housing and/or adequate financial and social support systems to succeed. Many institutions and systems that identify and help at-risk youth are insufficient, siloed and hard to access. Lower-income households often move frequently, and this instability comes at a cost to school districts as enrollment fluctuates – and at a cost to students who lose continuity in their studies and social fabric.
3. **Graduation rate:** Only 60 percent of high school students in Portland's five largest school districts graduate in four years. Graduation rates for many youth of color, youth in poverty, English Language Learners (ELL) and youth with disabilities are even lower. The public reaps a significant benefit from investing in educational interventions: national data shows that the typical high school graduate will realize a 50-100 percent increase in lifetime income, and will be less likely to be involved in the criminal justice system.
4. **Post-secondary challenges:** Only one-third of local high school graduates continue their education after high school. Many students are not exposed to post-secondary opportunities until late in their senior year – or at all. Participation in post-secondary education, vocational training and workplace apprenticeships is disproportionately low for students of color, immigrants and refugees, youth in poverty, English Language Learning (ELL) students and youth with disabilities. Degree completion rates in community colleges and universities are in range of 35-60 percent, with students of color, immigrants and refugees, and those with disabilities less likely to graduate. Those students who start, but don't complete, their post-secondary education are often at a compounded disadvantage: they have lost earning potential while in school, and bear the costs of student loans without the benefit of a degree or certificate.
5. **Lack of supportive youth-adult partnerships:** Volunteer and mentoring resources and business partnerships to support youth are neither adequate in number nor effectively distributed among schools and communities. Many immigrant and refugee youth and youth of color would benefit from partnerships with adults of their own culture, but such partnership opportunities are significantly limited.
6. **Health concerns:** Youth living in poverty, youth of color, immigrants and refugees, and youth with disabilities experience disproportionate barriers to receiving resources to meet their physical, mental, social and sexual health needs. Poverty and food insecurity play a significant role in consistent attendance and youth achievement. In

the 2010-11 school year, more than half of all Multnomah County public school children were eligible for the Free or Reduced Price Lunch program.

7. **Limited youth voice:** Youth (through age 25) comprise nearly 33 percent of Multnomah County’s population but have limited opportunities to participate in decisions that directly affect their lives, including education, public health and safety, transportation and neighborhood economic development, to name just a few.
8. **Aging learning environments:** Aging buildings and years of deferred maintenance are a concern for school districts. For example, at least \$270 million is needed by Portland Public Schools for short-term stabilization projects such as fixing leaking pipes and roofs. This excludes costs associated with the full renovation of existing schools or the construction of new schools to meet 21st century standards.
9. **Unstable funding:** Changes to Oregon’s tax structure in recent decades have created a volatile and unstable funding situation for our K-12 system. The results have produced school budgets that are often in a near perpetual state of crisis.

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2035 Objectives

1. **Success at each stage of growth:** All youth enter school ready to learn and continue to succeed academically, emotionally and socially; graduate from high school and attain post-secondary degrees or certificates; and achieve self-sufficiency by age 25.
2. **High school graduation rate:** Disparities in graduation rates among youth of color, immigrants and refugees, youth with disabilities and youth in poverty disappear. All students are well-prepared for life after high school, and graduation rates approach 90-100 percent for all students.
3. **Post-secondary participation and success:** 90-100 percent of Portland high school graduates successfully complete post-secondary education, vocational training or workplace apprenticeships. Youth of color, immigrants and refugees, youth in poverty, English Language Learning (ELL) youth, youth with disabilities, and first generation college students successfully complete and attain post-secondary degrees or certificates at the same rate as all other students.
4. **Healthy neighborhoods:** All youth live in safe and supportive neighborhoods with quality affordable housing. Comprehensive, coordinated support systems exist inside and outside of the classroom, including mentors, opportunities for physical activity and healthy eating, affordable transit, public safety, workforce training and employment opportunities.
5. **Strong systems of youth-adult partnerships:** Schools and colleges, public agencies, community-based organizations and businesses align efforts and resources to support youth success through mutually beneficial partnerships (including but not limited to mentorships) within a coordinated system along the Cradle to Career continuum.
6. **Wellness:** Youth of all ages live free from violence and have access to affordable, healthy food at home and in school. safe and affordable transportation options, multiple opportunities for indoor and outdoor daily physical activity, and comprehensive health services that address their physical, mental, emotional and sexual health.
7. **Youth voice:** Young people have multiple opportunities to meaningfully participate in decisions that affect their lives, and policymakers value and consider youth perspectives as decisions are made.
8. **Learning environments:** All indoor and outdoor learning environments are designed to stimulate creativity, meet safety and accessibility regulations, and serve multiple community-serving functions. Portland's investment in education reflects the view that schools are honored places of learning for all community members.
9. **Stable programs:** The Oregon state tax system is structured to provide stable, adequate funding for excellence in curriculum and teaching quality for all of

Portland’s school districts. Innovative local funding is welcomed as needed to help fill the gaps in educational objectives.

10. **Lifelong learning:** Portlanders, regardless of age or ability, have opportunities to continue their education and thrive as lifelong learners and valued resources to the community.

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Strategy Element 1

A culture of high expectations and achievement for all Portland youth

Portland, like many communities across the country, is rethinking how to improve student outcomes in the face of chronically low achievement levels and disturbing educational disparities among youth in poverty, youth of color, immigrant and refugees and youth with disabilities.

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

Increasingly, attaining a post-secondary degree or certificate through educational training, apprenticeships, mentorships or college is a critical step toward obtaining a living-wage job and a high quality of life. Partnerships between public schools (Portland Public, Parkrose, David Douglas, Centennial, Reynolds and Riverdale School Districts), community colleges, training programs and local employers are needed to provide a seamless path for students toward meaningful work and stable careers. Access to career training and education beyond high school, as well as arts and recreational programming, is an aspiration that should be available to all students, regardless of background, race/ethnicity, ability or income. The City is in a unique position to leverage its relationships with the business community to support students as they prepare for and enter the workforce.

Growing up in a family without a tradition of college attendance should not dictate a young person's path; support and encouragement from educational institutions and the community as a whole are critical to raise and maintain high expectations of achievement for all students. While scholarships and financial aid reduce economic barriers to post-secondary education and training, they must be augmented by other support systems to facilitate success for many "non-traditional" students who face a variety of barriers to degree or certificate attainment. Examples of support systems include on-site and affordable childcare, culturally responsive advisors and mentors, English language training, college-level cohorts with coaches and many others.

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

Guiding Policies

- Build strategic and effective partnerships among public agencies, formal and informal educators, community-based partners, businesses and youth to:
 - Express and reinforce high expectations for young people to prepare them for high achievement and graduation.
 - Expose youth to college opportunities at early stages of high school.
 - Sustain and expand internships, apprenticeships and other work-based experiential learning opportunities for high school youth.
 - Increase enrollment of high school graduates in the higher education system.
 - Increase the number of degrees awarded locally.
 - Align educational programs with targeted workforce development.
- Provide ongoing support and training to teachers, advisors, administrators, parents and other adults, and students to ensure that programs and practices inside and outside the classroom are responsive to Portland’s diverse cultures.
- Target resources and support services to reduce barriers to attaining post-secondary degrees and certificates for non-traditional students (e.g., those balancing work and school, and students with young children).

Five-Year Action Plan

Action 21 - High school completion and beyond:

Develop and expand initiatives that support completion of a minimum of two years of post-secondary education or training leading to a career or technical credential, industry certification and/or associate’s degree.

Partners: City, PCC, MHCC, WSI

Related action areas: Education and Skill Development; Equity, Civic Engagement and Quality of Life; and Prosperity and Business Success

This is an equity action.

Action 22 – High school and beyond:

Expand participation in college access and dual enrollment programs in which high school students take college credit-bearing classes through partnerships between K-12 and post-secondary institutions. Examples include ASPIRE, TRIO and Middle College programs.

Partners: School Districts, PCC, MHCC, PSU

Related action areas: Education and Skill Development; Equity, Civic Engagement and Quality of Life; Prosperity and Business Success

Action 23 – Tuition equity:

As part of the City’s legislative agenda, oppose cuts to federal college tuition assistance and advocate for access to higher education for all those who wish to pursue it. Further,

advocate for federal policies and regulations that ease the burden of student loan debt and provide for the ability of graduates to pay back their loans, do not cripple their credit, and allow them to find work.

Partner: Office of Government Relations

Related action areas: Education and Skill Development; Equity, Civic Engagement and Quality of Life; and Prosperity and Business Success.

This is an equity action.

Action 24 - Tuition Equity

Continue to advocate for federal programs such as the Development, Relief and Education for Alien Minors Act (DREAM ACT) that allow qualified immigrant students access to conditional permanent resident status upon meeting education or military service requirements with the opportunity to pursue legal permanent resident status.

Partner: Office of Government Relations

Related action areas: Education and Skill Development; Equity, Civic Engagement and Quality of Life

This is an equity action.

Action 25 - College completion:

Continue to champion the regional consortium dedicated to the Talent Dividend, an effort designed to increase the number of youth and adults completing college by one percent.

Partners: City, PDC, Greater Portland Inc.

Related action areas: Education and Skill Development; Prosperity and Business Success.

Action 26 - Cultural competency:

Increase the cultural competency of teachers, counselors, case workers and school administrators to be well prepared to educate Oregon’s increasingly diverse population and to address disparities in discipline rates and practices.

Partners: School Districts, PCC, PSU, MHCC, Nonprofits

Related action areas: Education and Skill Development and Equity, Civic Engagement and Quality of Life

This is an equity action.

Action 27 - Cultural equity

Build a culturally diverse education workforce and promote curricula that reflect the experiences, histories and cultures of Oregon’s communities of color, immigrants and refugees to boost student investment and performance.

Partners: School Districts, community-based organizations

Related action areas: Education and Skill Development and Equity, Civic Engagement and Quality of Life

This is an equity action.

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Strategy Element 2

Shared ownership for youth success

Government, private sector and educational partners in Multnomah County are committed to strategically aligning resources and efforts through the Cradle to Career initiative, an approach modeled on the successful Strive Partnership in Cincinnati/Northern Kentucky and managed by All Hands Raised.

The goals of Cradle to Career are for all students to:

- Be prepared for school.
- Be supported inside and outside of school.
- Succeed academically.
- Enroll in post-secondary education or training.
- Graduate and begin a career.

Essential to the Cradle to Career initiative is the premise that responsibility for and the benefits of youth success are borne by the community at large – parks and recreation providers, service organizations, public safety partners, businesses and neighbors, among many others – not just our educational institutions.

Through Cradle to Career, partner agencies and organizations work collectively toward a shared set of indicators and focus on efforts deemed to leverage the biggest difference. Cradle to Career highlights the power of collective impact: how large-scale social change can best occur when resources and efforts are closely aligned among cross-sector partners.

The structure for Cradle to Career includes:

- A shared community vision, developed with the participation of engaged leaders.
- Evidence-based decision making, looking at community-level outcomes.
- Collaborative action to address collectively-defined priorities.
- Investments that follow a plan and community engagement.

Youth will have a voice in helping to shape and implement the Cradle to Career agenda through the Multnomah Youth Commission’s representation on the Cradle to Career Council and through other avenues that invite youth engagement in civic decisions and follow-through actions.

The Cradle to Career strategic priorities are:

- Eliminating disparities in children and youth success.
- Linking community and family supports to children and youth success.
- Ensuring that every child enters school ready to learn.

Guiding Policies

- Conduct outreach and dialogue with the public, including youth and their families, about educational goals, desired outcomes and strategic interventions to improve the success of our public schools.
- Base decisions on collectively developed indicators, ensuring that data is disaggregated to understand and address disparities in achievement.
- Focus strategies and resources towards needs-based interventions that yield the highest impact, with a focus on continuous improvement.
- Support funding strategies and partnerships to ensure increased affordability and access to early childhood and higher education.
- Provide meaningful opportunities for youth to participate in decisions that affect their lives.
- Encourage intergenerational mentoring, tapping the knowledge and experience of Portland’s older adults.

Five-Year Action Plan

Action 28 – Collaborative action

Build public, nonprofit and private sector collaboration and alignment on community-identified educational priorities with a focus on continuous improvement and measurable results.

Partners: C2C, SUN Service System, Nonprofits, School Districts

Related action areas: Education and Skill Development; Prosperity and Business Success

Action 29 – Track progress for continuous improvement:

Track youth outcomes using educational, social and community indicators developed through the Cradle to Career initiative. Through this action, help ensure that Portland youth are making progress towards educational success and self-sufficiency. Utilize data that is disaggregated by race/ethnicity, levels/types of disabilities and socioeconomic levels.

Partners: C2C, Nonprofits

Related action areas: Education and Skill Development; Equity, Civic Engagement and Quality of Life; Prosperity and Business Success

This is an equity action.

Action 30 – Early childhood investments

Support programs designed to improve the quality and availability of child care for families in poverty including preschool programs and home visits.

Potentials: Portland Children’s Levy, Nonprofits

Related action areas: Education and Skill Development and Equity, Civic Engagement and Quality of Life
This is an equity action.

Action 31 - Inventory resources:

Work with young people to inventory and map youth-serving programs and resources along the Cradle to Career continuum and make results available on the web.

Partners: BPS; 211 Info

Related action areas: Education and Skill Development; Equity, Civic Engagement and Quality of Life and Design, Planning and Public Spaces

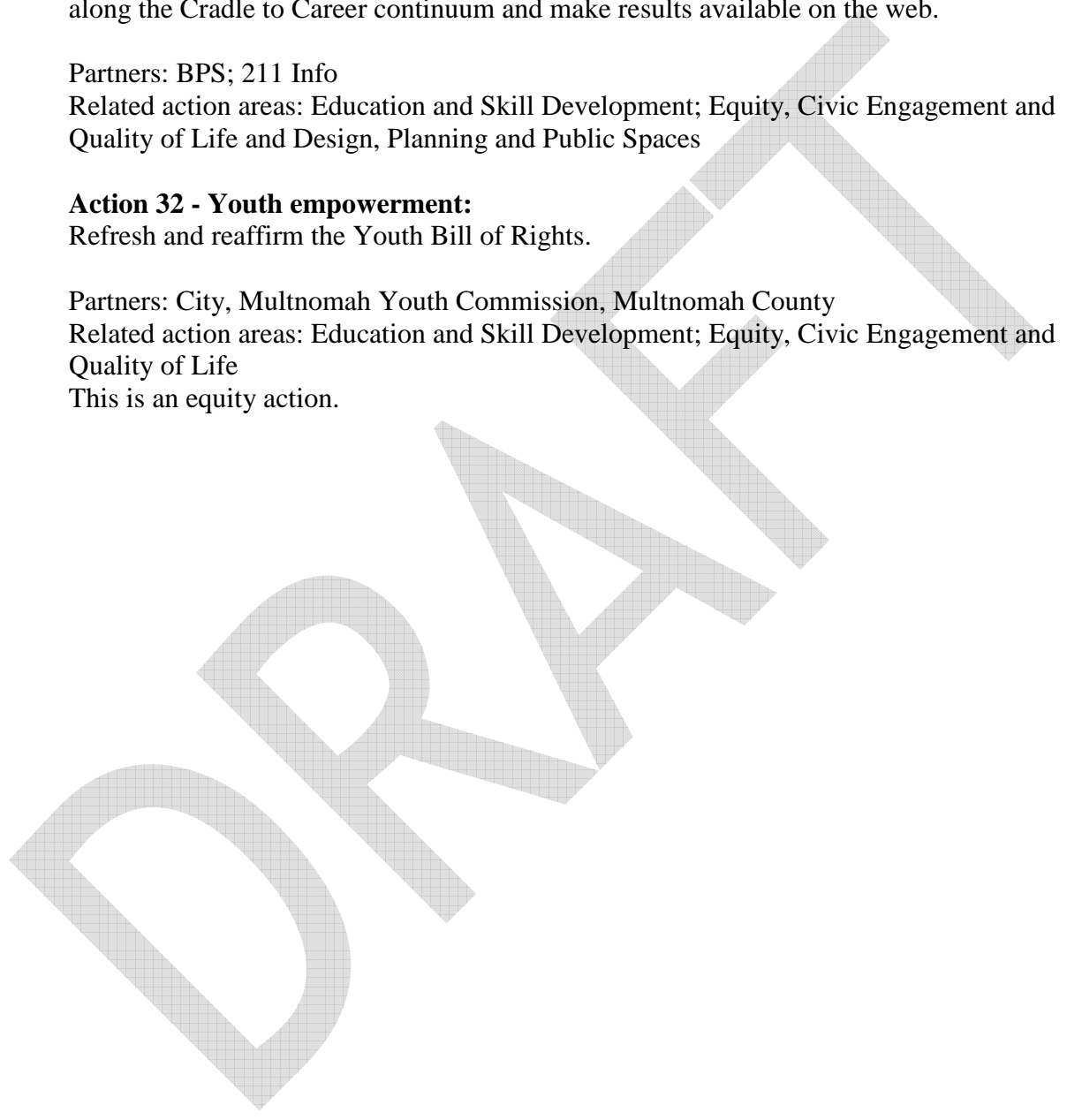
Action 32 - Youth empowerment:

Refresh and reaffirm the Youth Bill of Rights.

Partners: City, Multnomah Youth Commission, Multnomah County

Related action areas: Education and Skill Development; Equity, Civic Engagement and Quality of Life

This is an equity action.



Strategy Element 3

Neighborhoods and communities that support youth success

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

Equally critical are the physical environments in which youth are raised. Youth must have safe homes and neighborhoods; affordable transit; safe bicycling and walking routes to school and other destinations; access to recreation and nature to improve their mental and physical health, with a corresponding benefit to their academic and social outcomes; and safe, welcoming places for positive social interaction with peers and mentors. Stable housing is also a key contributor to student success. Data shows that when students move frequently and change schools, achievement often suffers.

The SUN (Schools Uniting Neighborhoods) Service System, which is a partnership of Multnomah County, Portland Parks and Recreation and several local nonprofit organizations, has a strong record of promoting educational success and family self-sufficiency. Through its integrated network of social and support services for youth, families and community members, SUN manages an array of community-based services including academic support and skill development for youth, early childhood programs, parent-family involvement and education, after-school and summer activities, physical and mental health programs, anti-poverty services and many others. Numerous non-profit and faith-based programs also actively support youth and families throughout the community.

Parents, public agencies, public schools, higher education institutions, businesses and other non-parent community members can collaborate to offer volunteer and mentoring opportunities at every public school and in other community settings. Through mutually beneficial partnerships among local businesses, schools and colleges, school-to-work pathways can be tailored to address the demands of a nimble workforce that is responsive to economic changes and new opportunities.

Guiding Policies

- Capitalize on the opportunities that public schools offer as honored places of learning as well as multi-functional neighborhood anchors to serve local residents of *all* generations.
- Focus public investment in community infrastructure including education, recreation, housing, transportation, health and social services to reduce disparities faced by youth of color, families in poverty, youth with disabilities and others at risk of not graduating from high school.

Not Annotated

- Stabilize housing for homeless and low-income families with young children to reduce student mobility rates and provide educational continuity for students throughout the school year.
- Support collaborative efforts between public safety providers, youth and other community members, organizations and businesses to decrease gang violence and other threats to public safety through positive relationship-building and holistic approaches.
- Target city budget decisions to support local school districts' major capital investments through complementary improvements including recreational fields, sidewalks and safe crossings, and others that leverage limited capital funding available for schools within the city.

Five-Year Action Plan**Action 33 - Place-based strategies:**

Expand presence of Schools Uniting Neighborhoods (SUN) to all schools in the city/region and increase investment in anti-poverty services in schools that are in the top tier for poverty.

Partners: Multnomah County, City, School Districts, SUN Service System, Nonprofits
 Related action areas: Education and Skill Development; Equity, Civic Engagement and Quality of Life

This is an equity action.

Action 34 - Housing stability:

Target rental assistance programs to low-income households with students, particularly where schools are experiencing high student mobility rates.

Partners: PHB, Home Forward, Multnomah County, SUN Service System, Nonprofits
 Related action areas: Education and Skill Development; Equity, Civic Engagement and Quality of Life; and Neighborhoods and Housing

This is an equity action.

Action 35 - Healthy eating and active living:

Maintain programs such as the Healthy Portland Initiative that increase childrens indoor and outdoor physical activity and healthy food choices in schools.

Partners: Multnomah County, School Districts

Related action areas: Education and Skill Development and Human Health, Food and Public Safety

Action 36 - Youth action:

Maintain the Youth Action Grants Program to provide seed funds to young people to design, develop and implement small, local community-building projects.

Partners: City, Multnomah County, Nonprofits, Businesses

Related action areas: Education and Skill Development; Equity, Civic Engagement and Quality of Life

Action 37 - Teen programs

Revive teen-oriented after-school, weekend and summer recreation programs in locations throughout the city. Consult with teens to align program design and locations with youth needs and preferences.

Partners: PP&R, SUN Service System, Nonprofits

Related action areas: Education and Skill Development; Human Health, Public Safety and Food

Action 38 - Safe routes to schools:

Maintain and expand the Safe Routes to Schools program, which currently serves K-8 students, to reach all middle and high school students in Portland. Continue programs that improve youth health through walking and biking. Give priority to schools that serve large numbers of students in poverty, students of color and students with language barriers.

Partners: PBOT, School Districts, SUN Service System, Multnomah County Health Department, Metro, Nonprofits

Related action areas: Education and Skill Development; Design, Planning and Public Spaces; Transportation, Technology and Access

This is an equity action

Action 39 - Transit access:

Maintain the Youth Pass program to provide free TriMet passes to high school-aged youth during the school year. Expand the program to other school districts if districts determine that they are able to make this investment.

Partners: TriMet, PPS, David Douglas, Centennial, Parkrose and Reynolds School Districts

Related action areas: Education and Skill Development; Transportation, Technology and Access; Equity, Civic Engagement and Quality of Life

Action 40 - School attendance:

Increase attendance by strengthening relationships among families, youth and teachers to determine why a child is not in school. Address issues that affect student attendance and success such as bullying or lack of child care, food, transportation, clothing, and dental/health care, etc.

Partners: Portland Police Bureau Youth Services Division, Nonprofits, School Districts

Related action areas: Education and Skill Development; Human Health, Public Safety and Food; Equity, Civic Engagement and Quality of Life

Strategy Element 4: Facilities and programs that meet 21st century opportunities and challenges

To be prepared for a globally competitive and entrepreneurial workforce, students need opportunities and support to be strong critical thinkers, technically savvy, and to excel in core subjects. Evidence points to the importance of access to arts, music, physical and conservation education, training and professional development as well as options that focus on innovation, creativity and entrepreneurship as well.

While the focus of this strategy is on improving student success, much of the technology and many of our educational facilities are not up to the task. Across the city, students attend school in buildings with inadequate heating, cooling and ventilation systems. The buildings need upgrades for earthquake preparedness; and many lack accessibility for students, staff and visitors with disabilities. Many East Portland schools are severely overcrowded.

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

School districts face longstanding problems in raising funds for building improvements. While state funds are available for teaching and administration, building (capital) investments and regular maintenance and energy upgrades are dependent on local funding. The ability of local districts to raise the funds often does not match the need.

Breaking out of this bind requires new ideas and methods for how we share, combine and leverage local sources of funding. For instance, there may be ways to meet the school facility needs in fast growing areas such as the Central City and East Portland through sharing finance or facilities among local governments and institutions. Progress also requires longer-term changes at the state level. For instance, we could explore changing state law to require annual investments in facility improvements, including accessibility renovations for ADA compliance, similar to the approach taken in the State of Washington.

Guiding Policies

- Enable educational and community facilities to serve multiple purposes and generations, coordinate and leverage public capital funds, and build a sense of community ownership.
- Operate more efficiently, predictably and in a more cost-effective manner through intergovernmental agreements among the City, government agencies and school districts.

Not Annotated

- Support legislative efforts in Salem to reform education funding in Oregon, to improve the ongoing maintenance of our school facilities, and to correct recent economic pressures affecting necessary maintenance over time.
- Support curricula and educational opportunities that foster creativity and critical thinking to prepare students for a workforce that is globally competitive, entrepreneurial and responsive to economic change.
- Design facilities and programs to flexibly adapt to changes in teaching approaches and technology over time, and equitably address the needs of learners of different abilities and learning styles.
- Utilize school grounds and facilities as green spaces, community gardens, playgrounds and other physical activity resources for neighborhoods with little or no other access to green spaces.
- Provide accessibility for students, staff and visitors with disabilities by incorporating universal design practices into new and rehabilitated school facilities.

Five-Year Action Plan**Action 41 – Multi-functional facilities**

Create new Comprehensive Plan policies and zoning for schools, colleges and universities to flexibly accommodate multiple functions that serve community members of all ages, while maintaining accountability to neighborhood concerns regarding impacts.

Partners: BPS, SUN Service System, School Districts

Related action areas: Education and Skill Development; Design, Planning and Public Spaces; and Neighborhoods and Housing

Action 42 – Regular consultation:

Develop agreements between the City of Portland and each of its school districts to outline protocols for consultation related to issues and decisions of mutual interest and concern.

Partners: BPS, School Districts

Related action areas: Education and skill development

Action 43 - Accessibility:

Inventory local facilities and programs to assess their ability to accommodate those of differing abilities and learning styles.

Partner: Office of Equity and Human Relations, school districts

Action 44 - Safety and Accessibility:

Not Annotated

Fund seismic and accessibility upgrades at public schools. Develop a specific revenue stream for seismic and ADA improvements in school facilities.

Partners: School Districts, City (POEM)

Related action areas: Education and Skill Development; Human Health, Public Safety and Food

Action 45 - Arts and culture programming

Advocate for full funding for the National Endowment for the Arts and increased funding for arts education to prevent diminished service to Portlanders.

Partners: Office of Government Relations, Nonprofits, RACC

Related action areas: Education and skill development and arts and culture

Action 46– Conservation education:

Support the Outdoor School, year-round conservation education and nature play/study to ensure every student is exposed to his or her natural environment and learns what individuals can do to ensure the ecological health of their neighborhood and the city. Use curriculum materials developed by the national No Child Left Inside movement.

Potential partner: Intertwine Alliance, SUN Service System, Multnomah Educational Service District

Related action areas: Education and Skill Development; Sustainability and the Natural Environment

Action 47 – New East Portland Education Center:

Develop a funding strategy for the Gateway Education Center as a partnership of Parkrose and David Douglas school districts, Mount Hood Community College, Portland State University and the City of Portland.

Partners: Parkrose and David Douglas School Districts, MHCC, PSU

Related action areas: Education and Skill Development and Design, Planning and Public Spaces

Portland is a place for all generations.

Portland must become a city that is a great place to live for people of all ages and abilities. The Thriving Educated Youth strategy focuses on the need to provide the support and opportunities for youth to thrive, which will ultimately benefit all Portlanders and is key to reducing disparities among our communities. Over the next 25 years Portland must also become a more age-friendly city. The aging of the baby boom generation and increasing longevity will present challenges and opportunities that will be a key part of how we plan for the future of our city. Some of the ways the Portland Plan moves forward on making Portland a more age-friendly city are:

- **Framework for Equity.** The Framework for Equity recognizes that Portland must become a city where access to opportunity, safe neighborhoods, decent housing, healthy food, efficient public transit and parks and green spaces is available to people of all ages and abilities, and calls for meeting and exceeding the Americans with Disabilities Act.
- **Age-friendly city action plan.** Portland is one of only two U.S. cities accepted as pioneer members of the World Health Organization’s (WHO) Global Network of Age-Friendly Cities. According to the WHO, an Age Friendly City is one that “adapts its structures and services to be accessible to, and inclusive of, older people with varying needs and capacities... it emphasizes enablement rather than disablement, and is friendly for *all ages*.” The City of Portland and its community partners will undertake an Action Plan on Aging to assess how Portland can become a more age-friendly city and will identify implementation strategies.
- **Accessible housing.** Finding accessible, barrier-free housing can be difficult for older adults and others with mobility needs, especially given that the majority of Portland’s housing is over 50 years old and typically have stairs and other features that limit accessibility. The Portland Plan places a new priority on expanding the availability of housing that incorporates accessible design to meet the needs of people of all ages and abilities.
- **Accessible community hubs.** People of all ages need safe, welcoming places that encourage physical activity and social inclusion and interaction. Recognizing that many older adults and people with disabilities cannot walk or roll very far, the Portland Plan prioritizes locating more housing for elders and mobility-limited residents in places, such as neighborhood hubs, where proximity to services and transit and accessible sidewalks makes it easier to live independently. The plan also encourages schools, colleges and universities to flexibly accommodate multiple functions, serving community members of all ages.
- **Safety and accessibility on civic corridors.** While all TriMet buses are fully accessible, getting to some bus stops can be challenging. Some of Portland’s major transit streets lack continuous sidewalks and safe crosswalks, which compromise everyone’s ability to use transit, but especially impacts older adults and people with disabilities. The Healthy Connected City strategy’s civic corridors approach will prioritize improvements to prominent transit streets to make them truly transit- and

pedestrian-oriented places, with improved sidewalks, pedestrian crossings and transit facilities, integrated with features that support community livability and environmental sustainability.

- **Medical institutions.** Portland’s aging population will increase demand for medical services. The Portland Plan responds to this growing need by calling for new approaches to accommodate the growth of hospitals and increasing workforce training in health care and senior services.
- **Inter-generational mentoring.** The accumulated knowledge and wisdom of Portland’s older population is an invaluable asset to the community. The Thriving Education Youth strategy recognizes this and encourages more inter-generational mentoring.

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Economic Prosperity and Affordability

Goal

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

This strategy links policies and actions for business growth and prosperity and for allowing Portland residents to better access those economic benefits. The Portland Plan continues implementation of the priorities set in the City's Economic Development Strategy, the regional economic development strategy and the strategy of the Portland Housing Bureau.

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

- **Foster regional traded sector business and job growth.** Traded sector businesses have a central role in driving and expanding the region's and Portland's economy across the board. Staying competitive in the changing global marketplace is essential to their survival and growth.
- **Support public and private urban innovation.** We have expertise and businesses that capitalize on research, technology and sustainability practices developed and used in Portland. In particular, we have many green technology businesses and can grow this sector as an export industry.
- **Support Portland's advantages as a trade and freight hub.** Our industrial freight districts, like the port and airport, continue to be a core part of the city's living-wage job base. Strategic investments are warranted to maintain and grow our competitive position.
- **Elevate the growth and vitality of the city's employment districts.** The central city, industrial districts, harbor, hospitals and universities, and other commercial centers are the places where business and job growth happen. Policies, programs and investments will continue to be needed to ensure our share of regional job growth and make sure we get the most from these districts.
- **Support the vitality of Portland's neighborhood based businesses.** Neighborhood-serving business districts are predominantly comprised of small businesses and can be a source of job growth, minority entrepreneurship and neighborhood health. While many neighborhoods are thriving, prosperity is uneven across the city.
- **Meet Portland's needs for quality, affordable homes for current and future residents.** Housing development will play a significant role in the future of the city. It is key to meeting the economic and social needs of households, shaping our neighborhoods and ensuring that the Portland Plan meets its equity objectives.

- **Ensure access to education and job skills needed by Portlanders and industry.** The economy has become more skill-dependent. The effectiveness of our systems for education and workforce training and development are essential for meeting household economic needs, reducing disparities and maintaining a competitive local economy.
- **Provide for the economic security of low-income households.** Portland cannot succeed as a prosperous, sustainable and resilient city without pathways for upward mobility for the working poor and unemployed, and a safety net for basic needs.

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

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Portland Today

1. **Trade and growth opportunities** – In 2008, Portland ranked 12th among U.S. metropolitan areas in total exports—a high ranking for our size and our small regional consumer base. Among our export and other traded sector industries, Portland’s four “target business clusters” that year provided 52,000 jobs in the city.
2. **Urban innovation to grow local firms** – Portland’s land use, transportation and green development innovations and the inventive local businesses who implement them have attracted national recognition, highlighting Portland as an innovative urban laboratory and positioning the city for key growth opportunities in the expanding green economy and technology industries.
3. **Trade hub and freight mobility** – Portland is the West Coast’s fourth largest freight gateway for international trade, and regional freight tonnage is forecast to double between 2005 and 2035 at an average annual growth rate of 2.2 percent.
4. **Lagging job growth** – Regional and local job growth has not been fast enough to bring down Multnomah County unemployment rates, which significantly exceeded the national average over much of the last decade. In 2008, Portland had 38 percent of the Portland-Vancouver region’s jobs, but much of the new job growth was outside the city. The city created only 5 percent of regional job growth (2000-2008).
5. **Lack of education and job training** – Over 50 percent of unemployed people in the region lack basic skills in reading and/or math – a major barrier to obtaining living-wage employment. Jobs requiring some advanced training and less than a four-year degree will likely account for the largest unmet need for education and training.
6. **Lack of neighborhood business vitality** – 17 of Portland’s 23 neighborhood market areas lost jobs. Commercial vitality is widely uneven among neighborhood business districts as shown by retail sales capture rates, which range from 220 to 12 percent of neighborhood market potential.
7. **Increased cost of living** – Average earnings in Multnomah County have not kept up with the rising costs of living over the last decade. This shrinking value of paychecks is particularly burdening low- and middle-income workers.
8. **Cost-burdened households** – Nearly a quarter of renter households in Portland are cost burdened, spending 50 percent or more of their income on housing and transportation expenses. There are also many cost burdened homeowners. Metro forecasts for 2030 predict steep increase in number of cost burdened households (renters and owners) for the region.
9. **Household economic insecurity** – Only 77 percent of Multnomah County households were estimated to be economically self-sufficient in 2005-07 (before the recent recession), and the other 23 percent were not earning enough to cover costs for basic needs at local prices.

10. **Energy and resource resilience** – Climate change, peak oil, earthquakes and other future risks and growing costs of living and doing business. Recent examples include rising energy prices, the Big Pipe stormwater project, water system risks, energy infrastructure vulnerabilities, and the Portland Harbor Superfund Site.

2035 Objectives

1. **Grow exports:** The metropolitan area rises into the top ten nationally in export income, and jobs in the city’s target clusters grow at rates that exceed the national average.
2. **Public and private urban innovation:** Portland grows as a national leader in sustainable business and new technologies that foster innovation and adaptation to change, spur invention, and attract and develop talent. Portland strives to produce the “next generation” urban places and systems that foster creativity and invention.
3. **Trade and freight hub:** Portland retains its competitive market access as a West Coast trade gateway, as reflected by growth in the value of international trade.
4. **Grow number of jobs:** Portland contains 27 percent of the region’s new jobs and continues to serve as the largest job center in Oregon. Portland is home to more than 515,000 jobs, providing a robust job base for Portlanders.
5. **Neighborhood business vitality:** At least 80 percent of Portland’s neighborhood market areas are economically healthy and promote the economic self-sufficiency of resident households, through the strength and performance of local retail markets, job and business growth and access to transit and nearby services that lower household costs.
6. **Affordable community:** No more than 30 percent of city households (owners and renters) are cost burdened, which is defined as spending 50 percent or more of their household income on housing and transportation costs.
7. **Access to affordable housing:** Preserve and add to the supply of affordable housing so that no less than 15 percent of the total housing stock is affordable to low-income households, including seniors on fixed income and persons with disabilities.
8. **Job training:** Align training and education to meet workforce and industry skill needs at all levels. At least 95 percent of job seekers who need it receive training for job readiness, skill enhancement and/or job search placement services.
9. **Household economic security:** Expand upward mobility pathways so that at least 90 percent of households are economically self-sufficient.
10. **Energy and infrastructure resilience:** Portland has strategically upgraded energy, infrastructure, and emergency-response and recovery systems to reduce long-term vulnerabilities and liability costs to Portland households and businesses.

Traded Sector Job Growth

What is a traded sector business?

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

How do traded sector businesses improve the local economy?

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

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

How strong is Portland's traded sector job base?

Portland has a strong traded sector job base:

- In 2008, the Portland region's traded sector businesses brought \$22 billion of export income into the regional economy, which was 21 percent of total regional output.
- Portland ranked second among U.S. metropolitan areas in export growth over five years (2008).
- The 118,700 jobs in Portland's industrial districts accounted for 30 percent of the city's employment, including 30,400 manufacturing jobs and 44,000 wholesale and transportation jobs, (2008).
- Transportation and wholesale trade are among Portland's strengths. Unlike many other metropolitan areas, Portland has done a good job keeping manufacturing employment within city limits.

Even so, the traded sector job base could be and must be stronger. Work needs to be done to provide a more competitive and supportive environment for traded sector businesses to help strengthen the overall economy and to ensure that more Portlanders have the opportunity to secure stable living wage jobs.

What about other local businesses?

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

Local businesses that are outside the traded sector, such as restaurants and other neighborhood commercial businesses, also play an important role in import substitution, help define community character and contribute extensively to Portland’s overall attractiveness and resilience.

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Strategy Element 1

Regional Traded Sector Business Growth

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

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

Portland has a strategy to support and expand a targeted set of business clusters—advanced manufacturing, athletic and outdoor, clean tech, software, and research and commercialization. This strategy focuses on traded sector growth. The strategy also supports developing in-depth knowledge of particular sectors and fueling catalytic projects, policies and programs. International business recruitment and marketing, higher education programs and workforce development efforts also contribute to target cluster competitiveness.

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

Guiding Policies

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

Five-Year Action Plan

Action 48 – Business development:

Focus business development resources on enhancing the competitiveness of businesses in five target industry clusters: advanced manufacturing; athletic and outdoor; clean tech; software; and research and commercialization.

Partners: PDC, Business Oregon, PoP
Related action area: Prosperity and Business Success

Action 49 - International business:

Implement an international business development, export and investment strategy that emphasizes job creation with coordinated promotion of both the region and local firms, and supports the Regional Export Initiative.

Partners: PDC, Greater Portland Inc., PoP
Related action area: Prosperity and Business Success

Action 50 – Coordinated regional economic development efforts:

Support Greater Portland Inc. as a regional economic development corporation that will be responsible for a regional brand strategy, recruitment and retention, marketing and regional strategy coordination.

Potential partner: Greater Portland, Inc., PDC, Port of Portland, WSI
Related action areas: Prosperity and Business Success and Sustainability and the Natural Environment

Action 51 – Growing the university role in economic development:

Pursue world-class research facilities and programs. Strengthen connections between higher education and firms in the target industries, whereby universities help solve technical challenges facing commercial firms and help turn research innovations into commercially viable products.

Partners: PSU, OHSU
Related action areas: Prosperity and Business Success and Education and Skill Development

Action 52 – Worker productivity:

Use workforce development programs to help meet skill needs of targeted industries. Use community workforce agreements to bring the benefits of industry growth to the whole community.

Potential partner: WSI, PDC,
Related action area: Prosperity and Business Success; Education and Skill Development; Equity, Civic Engagement and Quality of Life.
Equity action

Strategy Element 2

Public and private urban innovation

Maintain a leadership position in sustainability and support innovation, research, development and commercialization of new technologies. Strive to produce a “next generation” urban setting that fosters creativity and invention.

Portland’s identity and our focus on sustainability at a variety of levels have become economic assets and an advantage over peer cities. To stay competitive, we must increase the volume and speed of the results in resource conservation and green innovation. We continue to and can increase our export of knowledge expertise and production related to urban economic productivity through sustainable practices, technology and greater equity.

Portland enjoys the position of being one of the most fully functional urban laboratories for innovation in sustainability in the United States. We have valuable experience built on rethinking infrastructure investments. Examples include our active transportation including our transit, streetcar and bicycle systems, green stormwater system, and the trail-linked open space system. Portland universities and businesses are active in research and development and the commercialization of new technologies. Our policies and programs, such as Clean Energy Works Oregon, have contributed to growing the market for green building technologies and practices and have demonstrated how job creation can be part of reducing energy and resource consumption.

Portland has a solid record of business growth related to urban innovation including startups and niche product development. Examples are bicycle manufacturing, green building and stormwater products and services, local food businesses, planning and design, and international tourism. Connections to other cities, nationally and internationally, and widening recognition of Portland as a sustainability leader have contributed to making the region and city more innovative.

Guiding Policies

- Extend Portland’s edge as a national model for sustainability and build Portland as a center for business development from commercializing sustainability practices, products and services.
- Grow the local market for energy efficiency and solar improvements to homes and businesses through incentives and other programs. Also use this to improve Portland’s long-term affordability and resiliency and to reduce carbon emissions.
- Build on the advantages of the central city as a center for innovation, commerce and universities, sustainable development, and green technology systems such as district energy.
- Pursue universal, affordable and reliable access to high-speed information technology and the devices and training to use the Internet effectively. Support the deployment of high bandwidth infrastructure through clustering and collocating users that need very large broadband capacity.

- Continue to innovate in public projects related to transportation and environmental services, including innovative green infrastructure approaches as part of cleaning up the Willamette River; an innovative active transportation system (transit, walking, biking, car and bike sharing, etc.); and urban parks and natural areas, which enhance the livability of the city and give Portland a competitive advantage in retaining and attracting an educated, productive workforce.
- Support and invest in Portland’s creative talent and leverage our arts and culture community to drive innovation and economic growth.
- Connect Minority and Women-owned Emerging Small Businesses (MWESB) with urban innovation opportunities.

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Five-Year Action Plan

Action 53 – Clean tech and green building innovation:

Support and recruit companies that design, apply or manufacture high-performance products that support resource conservation and green buildings; and invest in projects that demonstrate Portland's capacity in this sector including the Oregon Sustainability Center, district energy systems, and programs such as Solarize Portland.

Potential partner: City, PDC, PHB, BPS, PSU, POSI

Related action areas: Prosperity and Business Success; Design, Planning and Public Spaces; Sustainability and the Natural Environment

Action 54 – Growing green development/ecosystem expertise:

Capitalize on the expertise being built by PSU's Ecosystem Services for Urbanizing Regions (ESUR) PhD program. Connect this expertise with the global marketplace.

Potential partners: PSU, PDC, Greater Portland Inc.

Related action areas: Prosperity and Business Success; Design, Planning and Public Spaces; and Sustainability and the Natural Environment

Action 55 - Building markets for energy efficiency:

Help build the commercial, industrial and residential markets for cost-saving energy efficiency improvements through incentives, technical assistance, policy and education.

Potential partners: ETO, BPS, PHB, PDC

Related action areas: Prosperity and Business Success and Sustainability and the Natural Environment

Action 56 - Arts support:

Expand public and private support for Portland's arts and creative sectors.

Potential partner: RACC

Related action areas: Prosperity and Business Success; Arts, Culture and Innovation

Action 57 - Broadband service:

Convene a planning process with industry to make recommendations on policy and process for wireless. Review and update the City's comprehensive approach to wireless facilities including database mapping.

Potential partner: OCT

Related action areas: Prosperity and Business Success; Sustainability and the Natural Environment; and Equity, Civic Engagement and Quality of Life.
Equity action

Action 58 – Community benefits of urban innovation:

Use community workforce agreements and outreach as done in the Clean Energy Works program to bring the benefits of urban innovation initiatives to the whole community. Establish a fund for

broadband equity, such as a one percent universal service fee; and work with nonprofits to increase access to broadband for underserved communities.

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Strategy Element 3: Trade and Freight Hub

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

Most U.S. exports are merchandise and most export tonnage is shipped through ports. Portland is Oregon's largest freight distribution hub (harbor, airport, rail, pipeline and highway) and the West Coast's fourth largest freight gateway.

Our freight hub industrial districts, like the port and airport, support large heavy manufacturing and distribution sectors and about 80,000 industrial jobs. These jobs are a core part of the city's living-wage job base.

Strategic freight investments are needed to hold or grow our competitive position in the rapidly growing and changing international marketplace. Looking forward to 2035, regional freight tonnage is forecast to nearly double. However, investments in freight infrastructure are challenged by our medium-sized regional market, tightening transportation budgets and increasing urban congestion. As a result, freight gateway market leakage (i.e., market share lost to other ports like Seattle) includes 72 percent of Asia-bound export container cargo. Gaining even a portion of that market share would mean more local jobs and revenue.

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

Only 12 U.S. cities have direct air service to both Europe and Asia and Portland is the smallest among them. The region must continue to support these direct services or risk seeing them disappear.

Portland's freight infrastructure is also increasingly valued as a sustainability asset. Multimodal freight hub infrastructure and freight mobility in a dense urban setting (especially the Central City) contributes to local energy efficiency and carbon reduction. Flexible corridor design for truck access and active transportation also holds opportunity for increasing urban density, lowering transportation costs and using limited infrastructure capacity more efficiently. As cities urbanize, the transportation system focuses less on single-occupancy vehicles and more on freight, transit and active transportation.

Guiding Policies

- Prioritize freight movement over single-occupancy vehicle travel on truck routes. Increase the share of our limited transportation system capacity to freight movement.
- Leverage more regional, state, port and private resources to make strategic investments in Portland's multi-modal freight hub infrastructure (truck, rail, airport and harbor facilities).

- Build on Portland’s 2006 Freight Master Plan to better integrate freight mobility, including the “last mile” aspects of freight delivery, into land use, neighborhood, environmental and sustainability planning.
- Apply best practices that help reduce energy consumption related to freight movement, and help carriers and shippers achieve optimal efficiency.
- Connect MWESB contracting opportunities with trade gateway infrastructure projects.
- Increase the use of active transportation, transit and telecommuting to reduce both wear and demand on the transportation system and to free up capacity for freight mobility. In addition, prioritize investment in a modernized, complete and comprehensive freight transportation network, including replacement of obsolete end-of-life assets in the freight network (bridges, overpasses, etc.).

Five-Year Action Plan

Action 59– Regional freight rail strategy:

Develop a regional freight rail strategy focused on enhancing rail access, travel time, and the efficiency of rail operations for competitive access to markets.

Partners: Metro, PBOT, Port of Portland, ODOT, railroads

Related action areas: Prosperity and Business Success and Transportation, Technology and Access

Action 60 - Strategic freight mobility investments:

Begin implementation of the next five-year increment of the Freight Master Plan and Working Harbor Reinvestment Strategy. Update the list of the Tier 1 and Tier 2 projects. Evaluate revenue options to support accelerated implementation.

Partners: PBOT, ODOT, Metro, Port

Related action areas: Prosperity and Business Success and Transportation, Technology and Access

Action 61 - International service:

Implement strategic investments to maintain competitive international market access and service at Portland’s marine terminals and Portland International Airport.

Partner: PoP

Related action areas: Prosperity and Business Success and Transportation, Technology and Access

Diverse, Expanding City Economy

Portland's population is growing in size and diversity nearly as fast as the region, including new geographic concentrations of poverty and communities of color.

Portland is Oregon's largest employment center and has a high share of residents over age 25 with four-year college degrees (42 percent).

Nevertheless, Portland businesses have had sluggish job growth in recent decades relative to regional job growth and city population growth.

Portlanders work in jobs that are located throughout the region. Nearly 40 percent of the workers who live in Portland work outside the city (2009), but for low- and middle-income workers, long commutes to the edge of the region – where job growth has been faster – are a less viable option. Providing more jobs in Portland will make living in Portland affordable for more people.

Businesses concentrate where they have competitive advantages and growth potential. Making Portland's business districts more attractive and competitive to a broader range of businesses will help diversify and expand the economy.

This section of the strategy includes policies and actions that will make Portland's business districts more attractive and will support job growth within city limits.

Strategy Element 4: Growing Employment Districts

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

Portland's specialized, urban-scale business districts are a statewide economic engine, a source of local economic resilience and a job base for our diverse population. Portland's central city, freight-oriented industrial areas (such as the harbor and airport districts), large hospital and college campuses, and other commercial centers and corridors make up a varied urban economy. Portland's central city is the region's center for high-density office businesses, universities and urban industry and has outperformed the national norm. When compared to peer cities, such as Denver, Austin and Charlotte, our central city excels. Nationally, central cities lost out to suburbs or to other regions. Portland's central city, on the other hand, has benefited from an emphasis on access, especially transit, and livability for residents, workers and visitors. In particular, the River District and the Central Eastside have generated high rates of job growth and innovative, small business growth.

- Downtown Portland has 49 percent of the multi-tenant office space in the region (2010). On average, eight peer cities have a 27 percent share of the multi-tenant office space in their respective regions.
- In the 2000-08 business cycle, the central city's average annual job growth rate of 0.7 percent exceeded the national average of 0.5 percent.

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

Portland's land supply is largely fixed. Other than West Hayden Island, Portland has virtually no opportunity to add land through annexation. Shortfalls have been identified in the 25-year development capacity to meet forecast job growth in Portland's industrial districts and institutional campuses.

The land we do have often faces development constraints. These sites, called brownfields, can be costly to redevelopment due to higher cleanup costs and perceived risks compared to undeveloped suburban sites. The Portland Harbor Superfund Site is one of the city and region's largest brownfield problem. The large potential cleanup liability poses a threat to harbor businesses and creates a barrier to reuse of vacant harbor sites. (Site contamination is a major constraint.) There are important tradeoffs that have to be addressed where industrial sites are also critical for improving watershed health.

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

Guiding Policies

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

Five-Year Action Plan

Action 62 - Brownfield investment:

Develop a strategy to address the impediments to redevelopment of brownfields and to include brownfield redevelopment assistance in the regional investment strategy. Pursue legislative changes, innovative remediation options, and funding sources to accelerate clean up of

Not Annotated

brownfields. Continue pollution prevention and other efforts to prevent the creation of future brownfields.

Partners: Metro, PDC, BPS, BES, Port of Portland, OHWR

Related action areas: Prosperity and Business Success and Sustainability and the Natural Environment

Action 63 – Harbor Superfund:

Take a leadership role in prompt resolution and cleanup of the Portland Harbor Superfund site.

Partners: City, Port of Portland

Related action areas: Prosperity and Business Success and Sustainability and the Natural Environment

Action 64 - Industrial site readiness:

Assemble one 25-acre or larger site that is ready for industrial development as a model project for environmentally-sensitive industrial development.

Partners: PDC, Port of Portland, OHWR

Related action areas: Prosperity and Business Success and Sustainability and the Natural Environment

Action 65 – Industrial growth capacity:

Develop a new Comprehensive Plan that provides for adequate development capacity for forecasted job growth. Consider the specific forecasted needs for different types of employment land including industrial, harbor-access, multi-modal freight facilities, Central City office, campus institutions and commercial corridors in underserved neighborhoods.

Partner: BPS

Related action areas: Prosperity and Business Success; Design, Planning and Public Spaces; and Neighborhoods and Housing

Action 66 - Campus institutions:

Develop, as part of the new Comprehensive Plan, new land use and investment approaches to support the growth and neighborhood compatibility of college and hospital campuses.

Partner: BPS

Related action areas: Prosperity and Business Success; Design, Planning and Public Spaces; and Neighborhoods and Housing

Action 67 - Office development:

Develop approaches to grow Portland's share of regional office development and to maintain the Central City's role as the region's office and employment core. Reduce barriers for office development to meet the needs of businesses seeking flexible and low-cost space.

Partner: PDC, BPS, BDS, City

Related action areas: Prosperity and Business Success and Design, Planning and Public Spaces

Action 68 – Impact of fees on business growth:

Evaluate the impact of City fees, including Systems Development Charges, on location and growth decisions of businesses, especially for businesses seeking flexible and lower-cost Central City space. Develop approaches to mitigate those impacts while meeting fiscal needs of City programs.

Partners: OMF, City

Related action areas: Prosperity and business success and design, neighborhoods and housing, planning and public spaces

DRAFT

Strategy Element 5

Neighborhood Business Vitality

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

Small businesses are the core of Portland’s extensive neighborhood employment districts—those areas outside the central city and harbor/Columbia Corridor industrial districts. Neighborhood employment districts include commercial hubs and town centers, commercial corridors, home businesses, small industrial areas and large campus institutions. Collectively, they offer diverse potential to improve job growth and raise wage levels, support community self-sufficiency and import substitution, and add to the city’s economic resiliency.

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

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

Guiding Policies

- Apply commercial revitalization and business development tools to drive business growth in priority neighborhoods and help neighborhoods, local business and residents better connect to and compete in the regional economy.
- Use a community-driven neighborhood economic development approach to build local capacity to achieve economic development outcomes, minimize involuntary displacement and spur commercial activity in underserved neighborhoods.
- Support microenterprise and entrepreneurship.
- Improve access to jobs in priority neighborhoods through frequent transit, active transportation and workforce development training, and employment growth in neighborhoods.
- Expand partnerships with community-based organizations, foundations, community development financial institutions, business improvement districts and the private sector generally, to leverage more public investments in neighborhood economic development.

Five-Year Action Plan

Action 69- Neighborhood business development:

Strengthen business activity in neighborhood centers by implementing the City’s Neighborhood Economic Development Strategy including its main street and neighborhood prosperity initiatives.

Partners: PDC, City, Nonprofits

Related action areas: Prosperity and Business Success; Design, Planning and Public Spaces; Neighborhoods and Housing; and Equity, Civic Engagement and Quality of Life
Equity action

Action 70 - Small business development:

Evaluate and identify ways to increase the effectiveness, use of and access to small business development programs, especially for neighborhood-based businesses.

Partner: PDC, Venture Portland, Nonprofits.

Related action areas: Prosperity and business success; design, planning and public spaces; neighborhoods and housing; and equity, civic engagement and quality of life
Equity action

Action 71- Land use support for neighborhood business districts:

As part of the new Comprehensive Plan, identify zoning and regulatory changes that promote new or appropriate growth of neighborhood commercial centers in underserved neighborhoods.

Partner: BPS, BDS, City

Related action areas: Prosperity and Business Success; Design, Planning and Public Spaces; and Sustainability and the Natural Environment
Equity action

Action 72 - Sustainability at Work:

Expand City assistance for businesses to increase energy and water efficiency, waste and toxics reduction, telecommuting, materials and transportation to reduce business costs and improve overall practices.

Partner: BPS

Related action areas: Prosperity and Business Success and Sustainability and the Natural Environment

Broadly Accessible Household Prosperity and Affordability

Many Portlanders struggle to make ends meet. The “working poor” made up 23 percent of Multnomah County households in 2005-07 (before the recent recession) and were not able to cover local costs for basic needs. During the last several business cycles, it has become increasingly clear that we cannot assume “a rising tide lifts all boats.” Upward mobility barriers persist for communities of color, residents with disabilities, female-headed households and other groups.

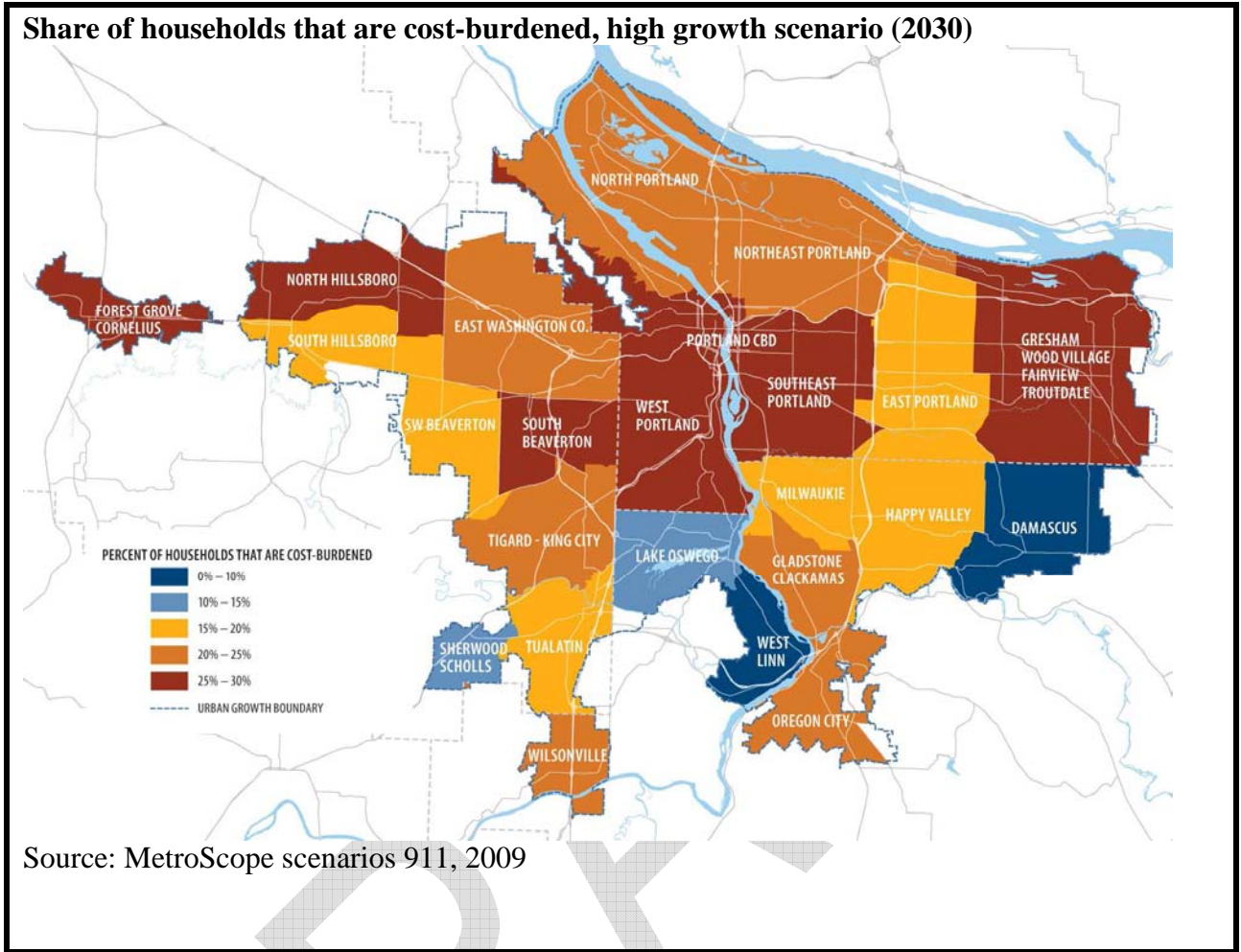
Average wages (and salaries) in Multnomah County have not kept up with the rising costs of living over the last decade. The shrinking value of paychecks particularly burdens low- and middle-income workers. In the metropolitan region, average wages have also fallen below the national average during the last decade. Portland’s reputation as a livable city has not been enough to overcome this trend.

Regional job growth has not been fast enough to bring down Multnomah County unemployment rates, which significantly exceeded the national average over most of the last decade. In Multnomah County, job growth was generally flat during the 2000-2008 business cycle and trended downward between 2008 and 2010.

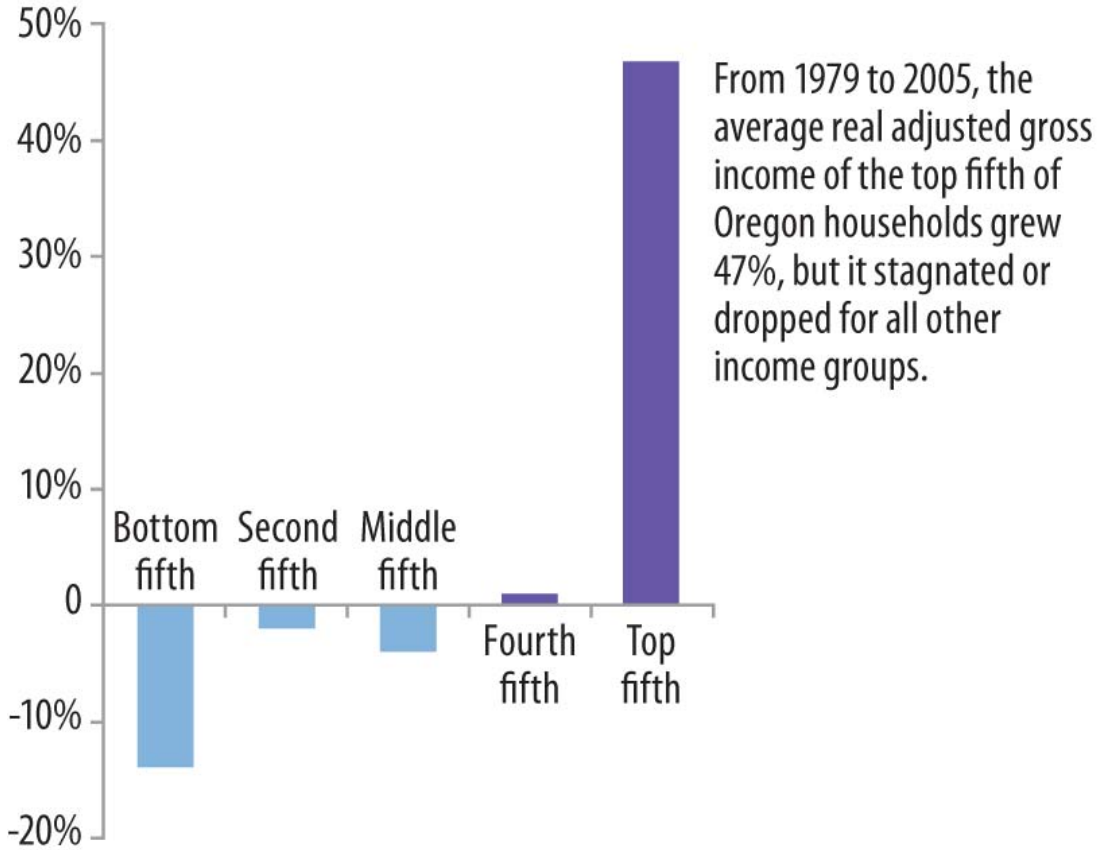
Declining affordability in the housing market and steadily increasing transportation costs make the economic challenges facing Portland households even worse. As stated in the Portland Housing Bureau’s strategic plan, “too many Portlanders cannot find an affordable home for their family. They cannot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

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

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

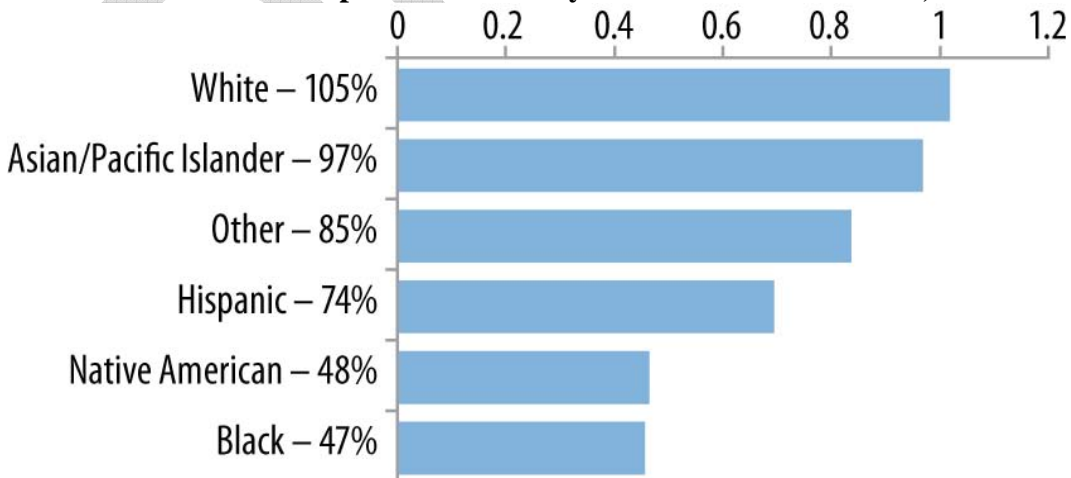


An Oregon economy for the few...



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

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



Strategy Element 6

Access to Housing

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

Housing and transportation costs consume a significant portion of most household budgets. If those costs continue to rise (a long-term West Coast trend related to population growth), households will be left with less disposable income for other necessities. Greater housing and transportation costs and less average income mean the housing cost burden is being felt not just by the homeless, low-income households, and seniors on fixed-incomes, but also by moderate and middle-income households. Neither the private market nor public subsidy is sufficient alone to meet this demand. Raising income levels is also essential to improving equitable access to housing.

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

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

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

Guiding Policies

- Provide for a supply of quality housing that meets expected growth, is diverse in terms of unit types and price, and is located to take advantage of the long-term affordability advantages of the Healthy Connected City strategy’s network of hubs and connections.
- Maintain the health, safety and viability of existing housing stock.
- Produce and preserve housing to meet the needs that remain unmet by the private market.
- Provide for long-term housing affordability by considering the combined cost to residents of housing, utilities and transportation when making housing investment decisions.

Not Annotated

- Remove discriminatory barriers to Portlanders trying to access housing.
- Keep families in their homes by preventing avoidable, involuntary evictions and foreclosures.
- Move people quickly from homelessness into housing in a way that lasts and maintain the safety nets that keep households from falling into homelessness and addresses emergency needs.
- Increase the ability of low-income, minority households to access homeownership opportunities.
- Provide for the growing housing needs of the disabled and elderly through designing housing units to be more accessible and locating more of this housing near neighborhood hubs and frequent transit service.
- Link housing to transportation at the local level by including housing strategies as part of planning major transit investments.
- Continue to expand access to affordable transportation options, including sidewalks, frequent service transit, bicycle networks, car and bike sharing, and other alternatives that allow households to function without a car, or with one car. Develop corridor-specific housing strategies as a component of major transit investments.
- Link workforce training programs with subsidized housing to help people who are in stable environments access job skills training, increase their income, reduce their time spent in subsidized housing and free up units for those on the waiting list.

Five-Year Action Plan

Action 73 - Housing strategy:

Develop and begin implementation of a Citywide Housing Strategy for all levels of housing. This should include an estimate of housing needs, strategies to create new rental and homeownership opportunities in “high opportunity” areas – those that already have infrastructure that supports household success, such as quality active transportation, high-performing schools, commercial centers and recreation facilities. Address resource development, equity initiatives such as increased use of minority contractors, and alignment with other community services for low/moderate-income residents.

Partners: PHB, BPS

Related action areas: Prosperity and Business Success; Neighborhoods and Housing; and Equity, Civic Engagement and Quality of Life

Equity action

Action 74 – Affordable housing supply:

Retain affordable housing supply by preserving properties that receive federal and state housing subsidies. Increase the supply by building new affordable housing in high opportunity areas. Improve the accessibility and visit-ability of the affordable units to best meet the needs of all demographics.

Lead and Support Partners: PHB, BPS

Related action area: Prosperity and Business Success; Education and Skill Development; Neighborhoods and Housing; Equity, Civic Engagement and Quality of Life.

Equity action

Action 75 – Equity in housing access:

Remove barriers to affordable housing for low-wage workers, elderly and disabled persons, and other low-income households, through implementation of the Fair Housing Action Plan, housing placement services, and programs to overcome housing discrimination and bring violators to justice.

Partner: PHB, Nonprofits

Related action areas: Prosperity and Business success; Neighborhoods and Housing; and Equity, Civic Engagement and Quality of Life.

Equity action

Action 76 – Equity in neighborhood change:

Use neighborhood planning and development programs to help minority and low-income people stay in their homes and neighborhoods. Raise community awareness of existing programs to prevent eviction and foreclosure.

Partner: PHB, Nonprofits

Related action areas: Prosperity and Business Success; Neighborhoods and Housing; and Equity, Civic Engagement and Quality of Life.

Equity action

Action 77 – Equity in home ownership:

Support programs that move people of color into homeownership and develop clear strategies and targets. Utilize and strengthen the existing capacity of nonprofit partners to provide effective homeownership assistance to households of color.

Partners: PHB, Non-Profit Developers

Related action areas: Prosperity and Business Success; Neighborhoods and Housing; and Equity, Civic Engagement and Quality of Life.

Equity action.

Action 78 - Homelessness:

Update the 10-Year Plan to End Homelessness for disabled veterans, families and chronically homeless people, and continue implementation of effective, long-term solutions and integration of housing programs with other essential support services. Work with Multnomah County to maintain a safety net for emergency housing needs.

Partners: PHB, Multnomah County

Related action areas: Prosperity and Business Success; Neighborhoods and Housing; and Equity, Civic Engagement and Quality of Life.

Equity action.

Action 79 – Accessible Housing:

Develop policies and programs to increase the supply of housing accessible to disabled. Collect the information required to understand accessible housing needs including estimates of demand and information on the supply by amount, type and location. Identify policy initiatives that can increase the private market supply. Promote design of housing units that is accessible, versatile and able to meet the change needs of people throughout their life cycle.

Partners: PHB, BPS, PSU, Non-Profit & Private Developers

Related action areas: Prosperity and Business Success; Neighborhoods and Housing; and Equity, Civic Engagement and Quality of Life.

Equity action.

Action 80 – Moderate-income workforce housing:

Identify opportunities, policies and programs that promote private development of moderate-income housing as part of the new Comprehensive Plan and future community development plans.

Partner: BPS

Related action areas: Prosperity and Business Success; Neighborhoods and Housing; and Equity, Civic Engagement and Quality of Life.

Equity action

Action 81 - Align housing and transportation investments:

Promote housing development along planned light rail and frequent transit routes. Identify housing opportunities as part of the SW Barbur Concept Plan and future transit corridor plans.

Partners: PHB, BPS, PBOT

Related action areas: Prosperity and Business Success; Transportation, Technology and Access; and Neighborhoods and Housing

Strategy Element 7

Education and Job Skills Training

Align training and education to meet and expand access to industry’s skill needs at all levels, foster individual competitiveness and prioritize the job-readiness needs of Portland’s working poor and chronically underemployed.

The region is faced with significant workforce challenges. While Portland has notably attracted a growing share of workers with bachelors degrees or higher (42% of city residents over 25 in 2010), much of the population also lack skills to secure living-wage employment. We know that over 100,000 people in our community are working full-time and not earning enough to be self-sufficient, and over 50 percent of unemployed persons lack basic skills in reading and/or math – a major barrier to obtaining living-wage employment.

For example, nearly 15,000 youth (ages 16-24) in Multnomah County were either among the working poor or idle poor (unemployed and not in school) in 2006-2008. Many unemployed older workers have also been affected by the erosion of middle-income occupations, requiring new skills to find work at their previous income levels.

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

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

Guiding Policies

- Expand access to training programs, including short-term skill-building programs, to build career pathways that allow individuals to secure a job or advance in a high-demand industry or occupation.
- Improve completion rates for post-secondary education, industry recognized certification and other career or technical credentials.
- Subsidize on-the-job training for new workers to develop required skills. Subsidize work experiences for youth with an emphasis on disconnected and disadvantaged youth.
- Move more education and training opportunities into the workplace, such as hands-on vocational training, English language proficiency classes and apprenticeships.

Five-Year Action Plan

Action 82 - Coordinated training efforts:

Support and expand workforce training programs and higher education degree programs to prepare job seekers for long-term employment at a self-sufficient wage. Continue periodic review of programs and policies to match forecast demand for job skills and the skills of available workers. Continue to improve alignment of high school and post-secondary curricula to match the industry skill needs.

Partners: WSI, PPS, PCC, OUS

Related action area: Prosperity and Business Success; Education and Skill Development; Equity, Civic Engagement and Quality of Life.

Equity action

Action 83 - Youth employment:

Support and expand opportunities for youth employment such as tax incentives for private businesses, programs developed as part of the Cradle to Career initiative, and the City's Summer Youth Connect program. Focus on providing services to disconnected and disadvantaged youth.

Partners: WSI, City, State, All Hands Raised

Related action areas: Prosperity and Business success and Equity, Civic Engagement and Quality of Life

Equity action

Action 84 - Hiring agreements:

As part of public assistance to business, use agreements such as 'first source hiring' agreements to promote hiring of qualified local residents who have completed skills training or become unemployed.

Partners: PDC, City

Related action areas: Prosperity and Business Success and Equity; Civic Engagement and Quality of Life

Equity action

Strategy Element 8

Household Economic Security

Expand upward mobility pathways for the working poor and unemployed so that the 77 percent share of economically self-sufficient households in Multnomah County in 2005 exceeds 90 percent by 2035.

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

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

Local programs and national research reveal a range of factors that limit upward mobility out of poverty and suggest responsive best practices, including assertive engagement, tailored job-readiness assistance (including culturally-specific services), affordable childcare, rent assistance and stable housing, improving the safety net for the unemployed, and improving opportunities for children in poverty. These best practices also reveal opportunities for intergovernmental and private sector alignment that achieve more with existing resources.

Guiding Policies

- Work toward more effective poverty reduction through aligning major public systems responsible for housing, social services, community development and workforce development.
- Reduce racial, ethnic and disability-related disparities in economic self-sufficiency.

Five-Year Action Plan

Action 85 - Self-sufficiency metrics:

Adopt the Self Sufficiency Index as the official measure of poverty and require its use in policy discussions and decisions.

Partners: City, Multnomah County, Metro

Related action areas: Prosperity and Business Success; Equity, Civic Engagement and Quality of Life

Equity action

Action 86 - Disadvantaged workers:

Not Annotated

Support programs to increase employability of residents who face multiple barriers to economic self sufficiency such as English language competency, mental illness, criminal background, and chemical dependency issues.

Potential partners: WSI, HomeForward, DHS, Multnomah County, SUN, Schools

Related action areas: Prosperity and business success; human health, food and public safety; and equity, civic engagement and quality of life

Equity action

Action 87 - Race and ethnicity:

Support programs and policies to increase employment opportunities for low-income residents who face barriers related to race and ethnicity. These approaches include targeted contracting, community workforce agreements, job training and culturally specific services.

Potential partners: City, PDC, WSI, Multnomah County

Related action areas: Prosperity and Business Success; Equity, Civic Engagement and Quality of Life

Equity action

Action 88 – Coordinated approach to anti-poverty programs:

Join with Multnomah County to review local programs and potentially develop a strategy to increase economic self-sufficiency. Include consideration of issues such as the need for affordable, accessible and quality childcare; assistance to individuals facing multiple barriers to employment; and actions to reduce racial and ethnic disparities.

Partners: Multnomah County, City, PHB, PDC, Home Forward, Nonprofits

Related action areas: Prosperity and Business Success and Equity, Civic Engagement and Quality of Life

Equity action

Integrated Strategy: Healthy Connected City

Goal

Improve human and environmental health by creating safe and complete neighborhood centers, linked by a network of city greenways that connect Portlanders with each other, encourage active transportation, integrate nature into neighborhoods, enhance watershed health and provide access to services and destinations, locally and across the city.

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

- **Prioritize human and environmental health and safety:** Our future decisions must consider impacts on human health, public safety and overall environmental health and prioritize actions to reduce disparities and inequities.
- **Promote complete and vibrant neighborhood centers:** Our neighborhoods must provide businesses and services; housing that is easily accessible by foot, wheelchair, bike and transit, healthy food; and parks and other gathering places so residents have options for living a healthy, active lifestyle.
- **Develop city connections, greenways and corridors:** A system of habitat connections, neighborhood greenways and civic corridors will weave nature into the city and sustain healthy, resilient neighborhoods, watersheds and Portlanders.

Achieving this goal will require an expanded civic capacity to coordinate the work of public, private and community partners. The Healthy Connected City strategy provides a basis for renewing and expanding our civic capacity.

A first step is achieving greater alignment on planning, capital, investment and service provision among public agencies. It will also be important to harness community initiatives and build capacity at the neighborhood scale.

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

- Portland's centers and networks are part of our regional land use and transportation system. Metro provides a framework to make those regional connections, related to transportation, growth management and open space. Metro also plays a role in facilitating a regional strategy to reinvest in existing communities as a first priority.
- Neighborhood and Business Associations provide organizational capacity to develop local action plans, as evidenced by the recent East Portland Action Plan.

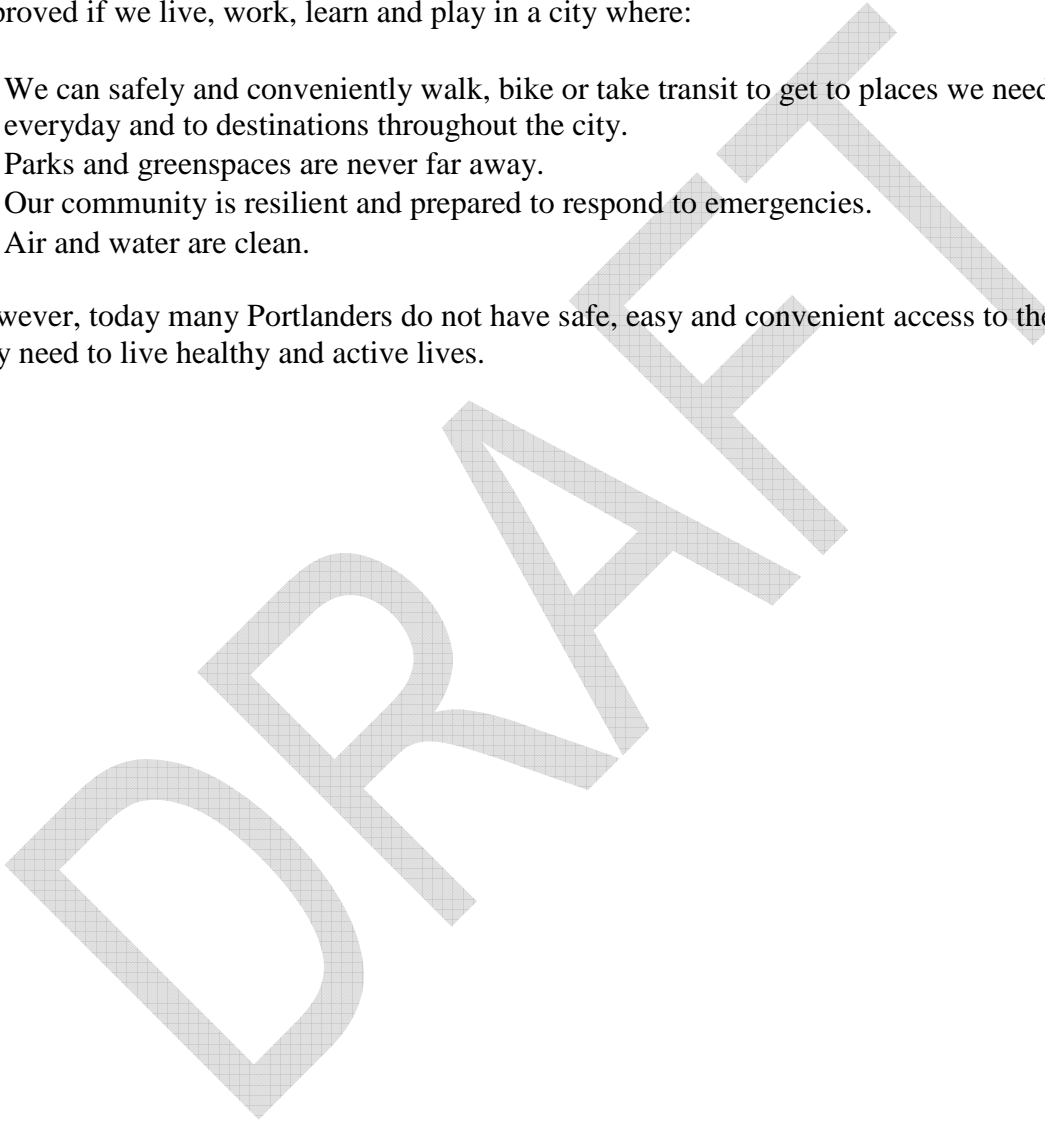
- The Intertwine establishes a vision and structure to work together on land acquisition, active transportation, conservation, conservation education and regional trail and open space networks.

The Healthy Connected City strategy provides a basis for renewing and expanding our civic capacity through community development.

Portland will be a Healthy Connected City and our health and the health of our children will be improved if we live, work, learn and play in a city where:

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

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



Portland Today

1. **Chronic disease:** Chronic disease rates including those for obesity, diabetes and respiratory illness have skyrocketed. Today, one in 16 Multnomah County residents has diabetes; one in eight has asthma; one in four youth is overweight; and one in two adults is overweight or obese.
2. **Incomplete neighborhoods:** Forty-five percent of Portlanders live in health-supporting, complete neighborhoods with businesses, frequent transit service, schools, parks or greenspaces and other amenities close enough to safely and easily walk or bike to meet their daily needs. In some areas, services are scattered or missing, or they may lack sidewalks, bikeways or other safe connections providing local access.
3. **Lack of neighborhood economic vitality:** From 2000 to 2008, 17 of Portland's 23 neighborhood market areas lost jobs. Commercial vitality is widely uneven among neighborhood business districts as shown by retail sales capture rates.
4. **Lack of access to healthy food:** Neighborhoods with convenient access to opportunities to buy or grow healthy, affordable food can make it easier for residents to eat a healthy diet. Yet only 30 percent of Portlanders live within a half-mile of a full-service grocery store or market that sells healthy, fresh food.
5. **Active transportation:** Active forms of transportation, such as walking, biking and taking transit can help reduce the risk of developing chronic diseases and can reduce transportation costs. Currently, only 27 percent of commuters walk, bike, or take transit to work, and Portlanders travel 16 miles per day by car on average.
6. **Carbon emissions and climate change:** Portland's carbon emissions are six percent below 1990 levels, while the U.S. average is up about 15 percent. However, climate scientists have determined that reductions of 50-85 percent by 2050 are needed to avoid, reduce and adapt to anticipated impacts from climate change such as significant changes in weather patterns, increased flooding, wildfire, drought, disease and invasive plant and animal species. The City is developing a Climate Change Adaptation plan to help guide future policy decisions and investments in areas of public health, infrastructure and natural systems.
7. **Parks and nature in the city:** Nearby parks, streams and natural areas give Portlanders places to recreate, relax and spend time with friends and family. This improves both physical and emotional well-being. Currently, 76 percent of Portlanders are within a half-mile safe walking distance of a park or natural area. The Portland region's 40-mile loop and the larger regional trail system provide access along rivers and through major natural areas like Forest Park, Johnson Creek and the Columbia Slough. However, this popular system of trails is incomplete and has few connections to neighborhoods.
8. **Watershed health:** Neighborhoods with generous tree canopy and less pavement have cleaner, cooler air. Trees and other vegetation also help reduce risks of flooding and landslides. Rivers, streams and upland habitats support diverse native resident and migratory fish and wildlife. About 33% of the city is covered with pavement or buildings. Most

waterways don't meet quality standards. Tree canopy covers 26% the city, but some neighborhoods have few trees. Many beneficial wildlife species are declining or at risk.

9. **Safety and security:** In 2008, Portland's violent crime rate was 5.5 crimes per 1,000 people—a 50 percent decline over the past decade and one of the lowest rates for similarly sized cities nationwide. From 2004-2008, 9,750 people were injured or killed in traffic crashes in Portland. Only 59 percent of Portlanders feel safe walking alone at night in their neighborhoods. Reducing crime and ensuring people feel safe can make people more comfortable walking, biking or playing outside.
10. **Quality public infrastructure:** Neighborhoods with quality public infrastructure can provide residents with necessities like clean drinking water, quality sewer and safe streets. Today, services in some parts of Portland do not meet city standards. For example, there are over many streets without sidewalks and 12,000 properties are at risk of basement sewer backups during heavy storms. Revenue to maintain city infrastructure, including green infrastructure components (e.g., median trees, natural areas) is increasingly limited.
11. **Emergency Preparedness:** When the next major earthquake occurs, Portlanders and their neighbors will literally become “first responders” for an extended period. The City has adopted plans to help reduce the impacts of natural hazards. However, more household, block and neighborhood scale emergency preparedness – including a system of gathering places, shelters and information, food and water distribution centers—is needed to prepare for and recover from catastrophic events.

2035 Objectives

1. **Healthier people:** The percentage of Multnomah County adults at a healthy weight meets or exceeds the current rate, which is 44 percent. The percentage of eighth graders at a healthy weight has increased from 75 percent and meets or exceeds federal standards (84 percent).
2. **Complete neighborhoods:** Eighty percent of Portlanders live in a complete neighborhood with safe and convenient access to the goods and services needed in daily life.
3. **Neighborhood economic vitality:** At least 80 percent of Portland's neighborhood market areas are succeeding in terms of the strength of the local market, local sales, business growth and stability.
4. **Access to healthy food:** Ninety percent of Portlanders live within a half-mile of a store or market that sells healthy, affordable food.
5. **Active transportation:** Portland residents have reduced the number of miles they travel by car to 11 miles per day on average and 70 percent of commuters walk, bike, take transit or carpool to work.
6. **Carbon emissions and climate change:** Portland's transportation-related carbon emissions are 50 percent below 1990 levels, and effective strategies to adapt to climate change are in place and being implemented.

7. **Parks and nature in the city:** All Portlanders can conveniently get to the Willamette and Columbia Rivers and are within a half-mile safe walking distance of a park or greenspace. The regional trail system is substantially complete and is an integrated component of a Healthy Connected City network.
8. **Watershed health:** Watershed health is improved. The Willamette River and local streams meet water quality standards. Tree canopy covers at least one-third of the city and is more equitably distributed. Fewer homes and businesses are at risk from flooding. A diversity of critical habitats (including floodplains, riparian areas, wetlands, oak groves, native forests and remnant native meadows) are protected, connected and enhanced to support a rich diversity of native and migratory wildlife.
9. **Safety and security:** Portland continues to have among the lowest rates of violent crimes (such as aggravated assault and domestic violence) compared to similarly sized cities; the number of traffic crash-related injuries and fatalities is reduced by 50 percent; and 75 percent of Portlanders feel safe walking alone at night in their neighborhood.
10. **Quality public infrastructure:** By 2035, all Portlanders have safe and reliable transportation choices and water, stormwater and sewer services at levels that benefit human and watershed health and safety, meet or exceed customer and regulatory standards, and are resilient to hazards or other disruptions. Sufficient resources are dedicated to maintain these assets, including green infrastructure.
11. **Emergency Preparedness:** Portland is prepared for emergencies and neighbors are prepared to work collaboratively before, during, and after emergencies and catastrophic events such as a major earthquake. A robust system of neighborhood gathering places, information centers, shelters and food/water distribution centers is established and facilities are strategically retrofitted.

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

What is a watershed? A watershed is the area that catches rain and snow and drains into a specific river, stream, lake or other water body. We all live in a watershed. A healthy urban watershed has the hydrologic, habitat and water quality conditions needed to protect human health and maintain viable ecological functions, including self-sustaining populations of native fish and wildlife. (For more information, see the Portland Watershed Management Plan.)

Strategy Element 1

Public Decisions Benefit Human and Environmental Health and Safety

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

The natural environment we live in, our education and employment, and the design and affordability of our neighborhoods all influence Portlanders’ health. These factors are influenced by a range of public policies and decisions about things like our transportation and infrastructure systems, the development and use of neighborhoods, our ability to prepare for and respond to emergencies, and the protection and management of watersheds and natural areas. We must be aware of the potential impacts to make smarter decisions and to improve long-range outcomes in human and environmental health and safety.

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

Today, lower-income residents, communities of color, seniors and children are more at risk for poor health than the general population and experience significant health disparities. These residents may also suffer disproportionately from exposure to pollution, toxics, noise, and environmental hazards and insufficient access to nature – all of which impact physical and mental health. To maximize health benefits, actions and investments will be targeted at currently underserved neighborhoods and resident groups so that the benefits of Portland extend equitably to residents of all races, ages, abilities and incomes. We must take actions to reduce disparities in access to the conditions that support healthy living.

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

Creating this network will require:

- Coordinated planning and investment in a variety of areas:
 - a) community development
 - b) green infrastructure
 - c) public safety and emergency services
 - d) parks and trails
 - e) natural areas
 - f) bicycle, pedestrian and transit facilities
 - g) stormwater systems

- h) hazard and emergency preparedness.
- Design that protects and improves the quality of life and safety of neighborhood centers and city greenways while reflecting the character and needs of different parts of the city.
 - Maintenance and preservation of existing transportation, stormwater infrastructure, parks and natural areas.
 - Continued support of programs and community initiatives around neighborhoods, healthy living, recreation, environmental stewardship and active transportation.
 - Attention to the unintended social consequences of investment, such as the displacement of communities.

DRAFT

What is gentrification and displacement?

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

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

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

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

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

Portland's experience?

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

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

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

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

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

How is gentrification addressed in the Portland Plan?

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

1. **HOUSING:** Affordable housing actions are the heart of effective displacement mitigation strategies. The Portland Plan includes the following guiding policies and actions:
 - Keep families in their homes by preventing avoidable, involuntary evictions and foreclosures.
 - Increase the ability of low-income, minority households to access homeownership opportunities.
 - Remove discriminatory barriers to Portlanders trying to access housing.
 - Develop policies and actions to address the impacts of gentrification. Existing approaches include: the Neighborhood Economic Development Strategy and affordable housing set-aside and community-benefit agreements.
2. **BUSINESS DEVELOPMENT TOOL KIT**
 - Build on the City’s Neighborhood Development Initiative to develop approaches to assist neighborhood businesses facing gentrification.
 - Continue support for development of minority entrepreneurs and local hiring through community workforce agreements.
3. **TRACKING AND PROGRAM EVALUATION:**
 - Develop approaches to regularly track neighborhood change including race, ethnicity, age, disability, ownership and other factors.
 - Develop analysis methods to help anticipate potential gentrification impacts of new policies and programs.
 - Evaluate City investments and actions using the Framework for Equity.

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

Where is gentrification addressed in the Portland Plan?

The Framework for Equity and the Integrated Strategies each include actions or policies that address gentrification listed below:

Guiding Policies

- Incorporate the principles of the Healthy Connected City into the City’s Comprehensive Plan and use this to coordinate policy, land use, and investment decisions.
- Develop the Healthy Connected City network. For an illustration of the Healthy Connected City network, see page XX.
- Continue to manage and invest in quality basic public services. These services include public safety, emergency services, transportation and transit, drinking water, sewer, stormwater and green infrastructure, parks and natural areas, and civic buildings.
- Improve human and environment health in making decisions regarding growth, urban design and the design of improvements. Include consideration of impacts on community health, safety and equity outcomes as well as ecological and watershed health risks.
- Reduce the risk of social, economic and environmental losses from hazards and ensure effective emergency and disaster response. Do this through investments in environmental protection, asset management, and community preparedness and maintenance of critical infrastructure, including emergency routes and water supply.
- Encourage design and development that improves public healthy and safety. This includes design that supports active living and healthy housing, better fire safety and prevention, crime prevention through environmental design and hazard mitigation and adaptation.
- Preserve the distinctive characteristics and history of Portland’s neighborhoods and districts when making decisions regarding growth, urban design and the design of improvements.
- Mitigate the impact of change on economic diversity and established communities. Where public actions pose the risk of forced displacement of existing low-income residents, engage all residents in planning for changes that may affect their communities and neighborhoods, and utilize investments, incentives and other policy tools to minimize or mitigate involuntary displacement resulting from new development.
- Support and enhance programs that encourage recreation and physical activity, healthy eating, active transportation, conservation, and community safety and resiliency.
- Strengthen collaboration between public agencies and health partners.

Five-Year Action Plan

Action 89 – Healthy Connected City refinement:

Through a multi-agency effort, refine the Healthy, Connected City network, identify neighborhood centers, city greenways, habitat connections and civic corridors, and use the network to coordinate policy across elements of the Comprehensive Plan.

Partners: BPS, PP&R, PBOT, BES, PF&R, OHWR, OEHR, Metro, The Intertwine Alliance, Neighborhood Associations

Related action areas: Sustainability and the Natural Environment; Transportation, Technology and Access; Human Health, Public Safety and Food

Action 90 – Collaboration with health partners:

Establish protocols for regular information sharing and consultation between the City of Portland and health partners including dialogues, joint projects and trainings. Include health partners in advisory committees and project teams for projects with potential health impacts. Develop a Health in Planning “Toolkit” that Portland Plan partners can use to promote cross-discipline exchange and working partnerships among city bureaus and health partners.

Partners: Multnomah County, BPS, OEHR, PSU, OHSU, Nonprofits.

Related action areas: Related action areas: Human Health, Public Safety and Food and Equity, Civic Engagement and Quality of Life, Design, Planning and Public Spaces; and Transportation, Technology and Access
Equity action

Action 91 - Human health impacts:

Establish criteria and methods to formally assess the human health impacts of public policy and investment, including which types of decisions require assessment and which impacts to consider.

- As initial efforts, integrate human health criteria in the analysis of alternative growth and land use scenarios in the Comprehensive Plan; update budget considerations.
- Through the work of the Communities Putting Prevention to Work Health Equity Action Team, develop recommendations and methods to integrate health considerations into the prioritization and design of transportation projects.

Partners: Multnomah County, BES, BPS, PBOT, OMF

Related action areas: Design, Planning and Public Spaces; Human Health, Public Safety and Food; Sustainability and the Natural Environment; equity, civic engagement and quality of life

Action 92 – Establish a top ten of needed infrastructure maintenance projects:

Identify infrastructure facilities that have a high risk of failure due to limited or deferred maintenance, age, or impacts of climate change or natural hazards and the largest community impact if failure occurs. Prioritize these assets for monitoring, planning, investment and emergency management strategies.

Partners: BPS, OMF, BES, PWB, PBOT, PP&R, PBEM, PF&R

Related action areas: Design, planning and public space and Human Health, Public Safety and Food

Action 93 - Transportation mode policy:

Establish a transportation policy that prioritizes creating transportation systems that support active transportation modes – walking, biking and transit. Develop and promote telework resources and incentives.

Partners: PBOT, BPS, PP&R, The Intertwine Alliance

Related action areas: Sustainability and the Natural Environment; Transportation, Technology and Access; Design, Planning and Public Spaces; and Human Health, Public Safety and Food

Action 94 – Mitigate negative social impacts:

Develop policies and actions to address negative impacts of gentrification. Existing approaches include: potential residential and commercial displacement, as development occurs (such as the Neighborhood Economic Development Strategy), affordable housing set-aside and community-benefit agreements.

Partners: PDC, PHB, BPS, OEHR

Related action areas: Neighborhoods and Housing; Human Health, Public Safety and Food; Design, Planning and Public Spaces; and Equity, Civic Engagement and Quality of Life

Action 95 – Neighbor to neighbor crime prevention capacity:

Support and expand community-based crime prevention efforts and work to improve communication and understanding between police and the community.

Partner: PPB, ONI

Related action areas: Design, Planning and Public Spaces; Neighborhoods and Housing; Transportation, Technology and Access; Human Health, Public Safety and Food; Equity, Civic Engagement and Quality of Life
Equity action

Action 96 – Community safety centers:

Coordinate and co-locate public safety and other services in Community Centers to ensure a safe and peaceful community while improving the quality of life in resilient neighborhoods.

Partners: PPB, ONI

Related action areas: Neighborhoods and Housing; Human Health, Public Safety and Food; equity, civic engagement and quality of life
Equity action

Action 97 – Resiliency planning:

Complete and implement key hazard and resiliency plans, including the Portland Natural Hazard Mitigation Plan, Local Energy Assurance Plan and the Climate Adaptation Plan to sustain and improve resiliency in infrastructure, public health and natural systems. Identify priorities for next steps, and initiate implementation and monitoring.

Partners: PBEM, BES, BPS, PP&R, PWB, PBOT, Multnomah County, Metro, Intertwine Alliance, ODOT

Related action areas: Sustainability and the Natural Environment; Human Health, Public Safety and Food; Planning, Design and Public Spaces

Action 98 – Disaster planning and management:

Support seismic retrofits in older homes and underserved neighborhoods.

Partners: BPS, PBEM, PBOT, BDS, Metro

Related action areas: Sustainability and the Natural Environment; Human Health, Public Safety and Food; Neighborhoods and Housing; Equity, Civic Engagement and Quality of Life

Action 99 – Neighborhood preparedness:

Support and expand public safety and emergency education, preparedness and response programs, including Neighborhood Emergency Teams and Neighborhood Watch programs. Identify a network of multi-purpose community gathering places and shelters (e.g., schools, community centers, parks).

Partners: PPB, PBEM, PF&R

Related action areas: Sustainability and the Natural Environment; Human Health, Public Safety and Food; Neighborhoods and Housing; Equity, Civic Engagement and Quality of Life

Action 100 – Age-friendly city:

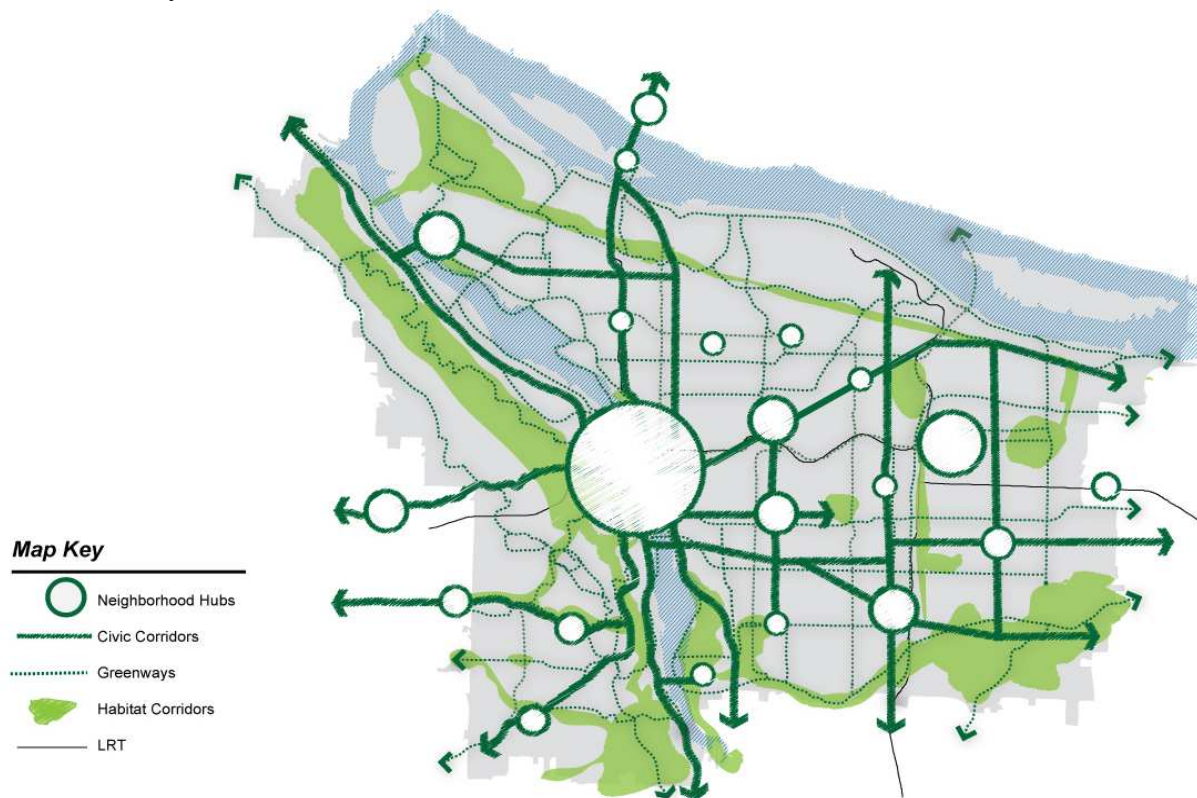
Develop and implement an action plan on aging to address the growing needs of Portland's aging population and identify innovative ways for Portland to become a more age-friendly city.

Partners: PSU, BPS, OEHR, Nonprofits

Related action areas: Human Health, Public Safety and Food; Neighborhoods and Housing; Equity, Civic Engagement and Quality of Life; Planning, Design and Public Spaces

The Healthy Connected City Network

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



Central City

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

Neighborhood Centers

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

Existing Residential Areas

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

Schools and Parks

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

Habitat Connections

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

Neighborhood Greenways

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

Civic Corridors

Civic corridors are major streets and transit corridors that link neighborhood centers to each other and the Central City. They have been transformed into enjoyable places to live, work and gather through bike and pedestrian facilities, large canopy trees, stormwater facilities and place-making amenities.

How was this diagram created?

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

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

How will this diagram be used?

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

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

Strategy Element 2

Vibrant Neighborhood Centers

Neighborhood centers are places with concentrations of businesses and services, housing, gathering places and green spaces that provide residents with options to live a healthy, active lifestyle. In neighborhood centers, getting around by walking, biking or wheelchair is safe, attractive and convenient; and access to high-quality transit and protected bikeways make it easy to get to the rest of the city and region.

When services and other destinations are clustered in compact areas, economic viability is strengthened, and walking, transit and bicycling become more practical. As a result, other elements of a complete community are supported and more Portlanders will have easier access to centers of community life and activity, and they will serve as anchors for “20-minute living.” Portland has existing mixed-use centers, such as Hollywood, Hillsdale and Lents.

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

In the past, Portland has primarily used zoning that promotes a compact mix of commercial uses and housing to cultivate places with a sufficient mix of uses and services. However, zoning alone has not been successful in producing these results evenly across the city. The Healthy Connected City strategy introduces a broader range of tools, including community partnerships and investments.

Neighborhood Centers include access to:

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

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

What is Active Transportation?

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

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

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

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

Guiding Policies

- Support strong, vibrant and complete neighborhood centers through land use, community economic development, and housing, infrastructure and technology investments.
- Prioritize the placement of community services in neighborhood centers—such as health clinics, day care centers, senior centers, libraries and educational facilities.
- Design and program schools as community gathering places that have additional community services such as health clinics, recreational facilities, civic spaces, day care and libraries.
- Expand access to healthy, affordable food by supporting the viability of grocery stores, local markets and community gardens in neighborhood centers.
- Encourage development of high-quality, well designed housing in and around neighborhood centers and near transit—at a variety of sizes and cost ranges.
- Promote and provide affordable housing options accessible to seniors and mobility-limited individuals in places where close proximity to services and transit makes it easier to live independently.
- Link neighborhood centers to each other, employment areas, the Central City and the broader region through a multi-modal transit system. Prioritize safe and attractive frequent transit service, bikeways and accessible pedestrian connections.
- Integrate parks, plazas or other gathering places into neighborhood centers to provide places for community activity and social connections.
- Protect and enhance defining places and features of neighborhood centers, including historic resources, with special attention to redevelopment areas.
- Design civic spaces to include public art and to highlight the culture of neighborhoods and diverse communities.
- Promote energy and resource conservation at a district scale in neighborhood hubs through compact development, rehabilitation of existing buildings and energy efficiencies.
- Invest in underserved areas with disadvantaged populations, incorporating tools to reduce displacement.

Five-Year Action Plan

Action 101 - Central City planning:

Complete the Central City 2035 Plan to enhance the role of the central city within the Healthy Connected City network and to expand opportunities for Central City neighborhoods to develop as complete communities.

Partners: BPS, PBOT, BES, PP&R, PDC, OHWR, PWB(?), PHB

Related action areas: Sustainability and the Natural Environment; Transportation, Technology and Access; Design, Planning and Public Spaces; and Human Health, Public Safety and Food

Action 102 - Neighborhood businesses and services:

Strengthen business activity in neighborhood centers by implementing the Portland Development Commission’s Neighborhood Economic Development Strategy and Focus Area Programs. Undertake business development activities in the Cully Main Street Plan area as a pilot.

Partners: PDC, BPS

Related action areas: Design, Planning and Public Spaces; Neighborhoods and Housing; Prosperity and Business Success

Action 103 - Broadband in neighborhoods:

Identify and create several high capacity broadband access points in neighborhood centers. Improve and expand free Wi-Fi access at publicly-owned and accessible buildings, such as schools and libraries.

Partners: OCT, School Districts

Related action areas: Prosperity and business success and Transportation, Technology and Access

Action 104 - Quality, affordable housing:

Complete the citywide housing strategy and use it as a basis for regulations, location policies, incentives and public-private partnerships that help locate new well-designed, energy efficient, affordable housing in service-rich, transit-accessible locations in and around neighborhood hubs.

- Explore opportunities to create housing for elders and mobility-impaired residents in service-rich, accessible locations; and ensure that workforce housing is part of the mix of housing in neighborhood hubs.
- As an initial project, construct and include workforce and senior housing in the Gateway-Glisan mixed-use/mixed-income housing development.

Partners: PHB, BPS

Related action areas: Design, Planning and Public Safety; Neighborhoods and Housing; Transportation, Technology and Access; Prosperity and Business Success; Human Health, Public Safety and Food; Equity, Civic Engagement and Quality of Life

Action 105 - Transit and active transportation:

Identify barriers to pedestrian and bicycle access to and within neighborhood centers, develop priorities for investment, and implement policy changes to ensure hubs have safe and convenient pedestrian and bicycle connections.

Partner: PBOT

Related action areas: Design, Planning and Public Spaces; Neighborhoods and Housing; Human Health, Public Safety and Food; and Transportation, Technology and Access

Action 106 – Healthy and affordable food:

Retain and recruit grocery stores and other sources of healthy food, (e.g., farmers markets and small market farms) as key components of neighborhood centers. Expand the Healthy Retail Initiative to support and encourage owners of existing small markets and convenience stores to provide healthy, affordable and culturally-relevant food, especially in underserved neighborhoods.

Partners: BPS, Multnomah County

Related action areas: Design, Planning and Public Spaces and Human Health, Public Safety and Food

Action 107 - Community gardens:

Create 1,000 community garden plots, focusing in areas accessible to neighborhood hubs and higher-density housing, by pursuing opportunities to repurpose publicly-owned land and through public-private partnerships.

Partners: PP&R, SUN

Related action areas: Design, Planning and Public Spaces and Human Health, Public Safety and Food

Action 108 – Designs for community use of streets:

Develop new design options for neighborhood streets that allow more community uses on streets, especially in neighborhood centers. Build one demonstration project.

Partners: PBOT, BPS, Neighborhood Associations, Nonprofits

Related action areas: Design, Planning and Public Spaces; Human Health, Public Safety and Food; and Transportation, Technology and Access

Action 109 – Programs for community use of streets (Community capacity and local initiatives):

Expand programs that promote periodic community use of streets, such as Sunday Parkways, block parties, festivals and farmers markets.

Partners: PBOT, BPS, PP&R, The Intertwine Alliance, Nonprofits, Neighborhood Associations

Related action areas: Design, Planning and Public Spaces; Neighborhoods and Housing; Human Health, Public Safety and Food; and Transportation, Technology and Access

Action 110 - Arts and cultural facilities:

In coordination with neighborhoods, begin a phased inventory of historic and cultural resources and institutions. Give priority to underserved areas, and areas likely to experience redevelopment pressure. Explore ways to support arts and cultural facilities and incubators in underserved areas, through tools such as public-private partnerships, incentives, and school and community-based programs. Develop a strategy to preserve and support key cultural resources in centers and corridors.

Partners: RACC, SUN, Nonprofits

Related action areas: Design, Planning and Public Spaces; Arts, Culture and Innovation; and Equity, Civic Engagement and Quality of Life
Equity action

Action 111 - Gathering places for resiliency:

Identify a network of multi-purpose community gathering places and shelters (e.g., schools, community centers, parks) as mainstays of local resiliency. Develop a plan to prepare identified locations to serve as shelters, centers for information dissemination, community organizing and distribution of food and water during emergencies.

Partners: PBEM, BPS, PP&R, School Districts

Related action areas: Design, Planning and Public Spaces; Neighborhoods and Housing; Human Health, Public Safety and Food; and Transportation, Technology and Access

Action 112 -- District-scale environmental performance :

Pursue ecodistrict partnerships. and other approaches to achieve district-scale natural resource conservation, including water and energy efficiency, stormwater management, renewable power, active transportation, urban forest and natural resource enhancement.

Partners: BES, BPS, PWB, OHWR, Nonprofits

Related action areas: Design, Planning and Public Spaces; Human Health, Public Safety and Food

Strategy Element 3

Connections for people, places, water and wildlife

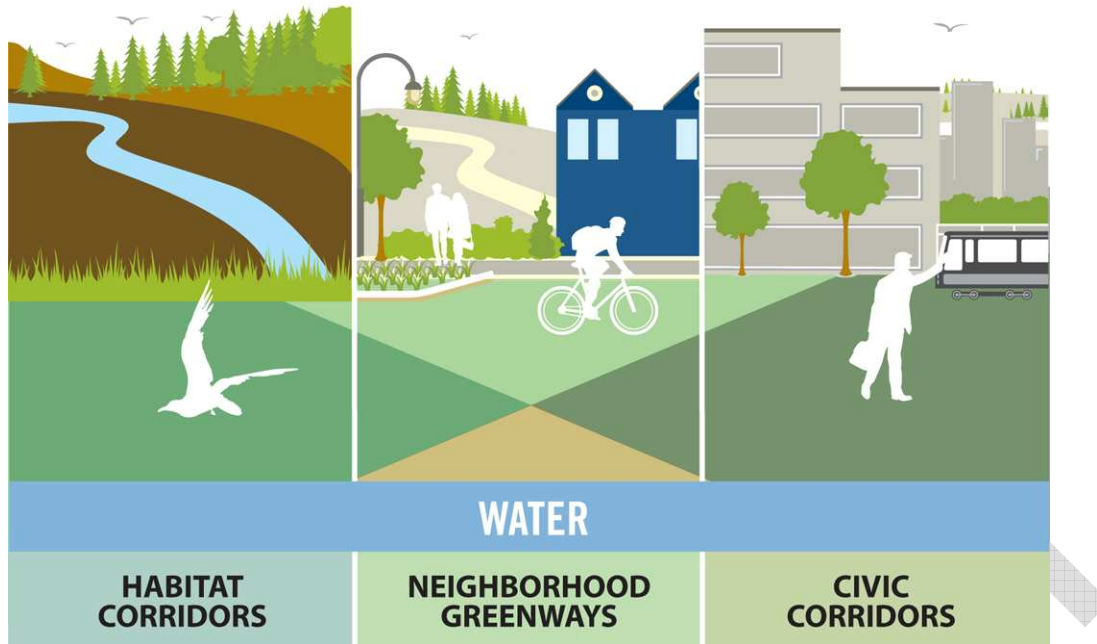
An interconnected network of habitat connections, neighborhood greenways and civic corridors that will encourage walking and biking and weave nature into neighborhoods and support healthy functioning ecosystems.

- Habitat connections are corridors and neighborhood tree canopy that weave nature into the city and connect to large natural areas like Forest Park.
- Neighborhood greenways are pedestrian and bike-friendly streets and trails that link neighborhood hubs, parks, schools, natural areas and other key community destinations, making it easier to get around by walking, biking or wheelchair.
- Civic corridors are major streets and transit corridors that link neighborhood hubs to each other and to the central city. They have been transformed into enjoyable places to live, work and gather through bike and pedestrian facilities, large canopy trees, stormwater facilities and place-making amenities.

The network will expand on Portland's existing network of greenspaces, regional trails, bikeways, green streets and high-capacity transit by identifying and prioritizing a special set of corridors for integrated multi-objective design.

This approach depends on and supports continued implementation of the city's existing system plans for multi-modal transportation and watershed health. It will also provide more Portlanders with access to nature every day. By aligning resources, it gives us a framework for maximizing the benefit of each dollar. These plans will continue to be implemented as proposed, but with realignment of some projects to help implement the Healthy Connected City framework.

Creating this network will require a coordinated approach to make choices about where to align investments in green infrastructure: parks and trails; natural areas; bicycle, pedestrian and transit facilities; urban forestry; and sustainable stormwater systems. Priority needs to be given to neighborhoods that lack adequate accessible sidewalks, stormwater management, parks or tree canopy. By doing this, Portland will make efficient use of investments to achieve greater benefits for mobility, public health, watershed health, the economy, safety, quality of life and equity.



City greenways and corridors: connecting people, water and wildlife – Whether along a busy transitway, on a quiet neighborhood street or near a stream, City Greenways and Corridors connect people, water and wildlife.

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

Guiding Policies

- Develop the network of habitat connections, neighborhood greenways and plan for civic corridors as a spine of Portland’s civic, transportation and green infrastructure systems to enhance safety, livability and watershed health, to catalyze private investment and support livability.
- Design neighborhood greenways and civic corridors to integrate safe and accessible facilities for pedestrians and cyclists, sustainable stormwater facilities, tree planting and community amenities.
- Preserve and restore habitat connections and tree canopy to link stream and river corridors, landslide-prone areas, floodplains, wetlands and critical habitat sites into a system of habitat corridors that provides connections for wildlife, supports biodiversity, improves water quality, reduces risks due to flooding and landslides, and supports Portland’s adaptation to climate change.
- Build on Portland’s green street and bikeway efforts to create a citywide greenway network of trails and pedestrian and bike-friendly green streets. Locate neighborhood greenways to serve currently underserved communities, improve accessibility, and make connections to the central city, neighborhood hubs, major employment and cultural centers, schools and

universities, community centers, parks, natural areas and the Willamette and Columbia Rivers.

- Transform prominent transit streets, streetcar and light rail corridors into distinctive civic places of community pride that serve Portland’s future multi-modal mobility needs and are models of ecological design.
- Plan, fund and manage green infrastructure as part of the City’s capital systems.
- Preserve older and historic buildings, public places and parks along corridors, which enhance the pedestrian realm and create a unique sense of place and neighborhood identity.

Five-Year Action Plan

Action 113 - Natural resource inventory:

Adopt an updated citywide natural resource inventory as a basis for updating the City’s Comprehensive Plan, including new integrated policies to address watershed health and job goals. Integrate watershed health criteria in the analysis of alternative growth and land use scenarios. Establish criteria and methods to assess the watershed impacts of public policy and investment. Develop policies addressing ecosystem services and the value of natural resources, green infrastructure and related investments

Partners: BPS, PP&R, BES, OHWR

Related action areas: Sustainability and the Natural Environment and Human Health, Public Safety and Food

Action 114 - Natural resources:

Continue efforts to build a system of high quality parks and greenspaces.

- a. Acquire and develop high quality parks and recreation facilities in currently underserved areas, such as in East Portland, where residents must travel more than 1/2 mile to a park or natural area. Projects that are already identified include the Washington-Monroe Community Center and Thomas Cully Park and unimproved parkland in East Portland.
- b. Preserve, enhance and restore high-priority natural resource areas through tools like willing-seller acquisition, restoration projects, regulations, agreements and partnerships.

Partners: BPS, PP&R, BES, OHWR, Metro

Related action areas: Sustainability and the Natural Environment and Human Health, Public Safety and Food

Action 115 - Fish passage:

Initiate a culvert removal program to expand salmon habitat within Portland streams, beginning by restoring Crystal Springs to a free-flowing salmon-bearing stream with enhanced stream bank and in-stream habitat.

Partners: BES, PBOT, PP&R

Related action areas: Sustainability and the Natural Environment and Human Health, Public Safety and Food

Action 116 - Invasive plant removal:

Remove invasive plant species and revegetate 700 acres of natural areas with native plants.

Partners: PP&R, BES

Related action area: Sustainability and the Natural Environment

Action 117 - Eco-industrial development:

Complete 10 agreements for environmentally-sensitive industrial site development as a pilot project for advancing both economic and natural resource goals in industrial areas.

Partners: BES, PDC, BPS, Port, OHWR

Related action area: Sustainability and the Natural Environment and Prosperity and Business Success

Action 118 – Regional and local trails:

Work with Metro and The Intertwine Alliance to connect, expand and maintain Portland trails and habitat corridors as part of the regional network of trails and habitats. Implement key trail projects to accomplish local and regional connectivity.

- Construct the Hillsdale section of the Red Electric Trail.
- Complete the Sullivan’s Gulch Trail Concept Plan and the North Willamette Greenway Feasibility Study.

Partners: PP&R, PBOT, BPS, The Intertwine Alliance, Nonprofits, Neighborhood Associations

Related action areas: Sustainability and the Natural Environment; Transportation, Technology and Access; Design, Planning and Public Spaces; and Human Health, Public Safety and Food.

Action 119 - Neighborhood greenways:

Initiate implementation of the neighborhood greenways network by completing 75 miles of new facilities, including:

- Clay, Montgomery, Pettygrove and Holladay Green Street projects to connect every quadrant of the city to the Willamette River
- Bike connections to Multnomah Village and the Hillsdale Town Center.
- Bike connections between SE Foster to the I-84 path using a route along NE/SE 128th and 132nd Avenues
- North Portland Neighborhood Greenway from Pier Park to Interstate Avenue

Partners: PBOT, BES, PP&R, BPS

Related action areas: Sustainability and the Natural Environment; transportation, technology and the natural environment; Transportation, Technology and Access; Equity, Civic Engagement and Quality of Life; Design, Planning and Public Spaces; and Human Health, Public Safety and Food.

Action 120 – Stable transportation funding:

By 2016, Portland must adopt a stable source of transportation revenue to more predictably advance sustainable community outcomes. Immediately create a committee comprised of diverse stakeholders to consider a range of potential, broad-based revenue options.

In 2011 the Portland Bureau of Transportation's largest single source of revenue remains the state gas tax. State gas tax revenue is increasingly volatile and unsustainable due to economic fluctuations and increasing use of electric vehicles. In addition, the goals of this plan to encourage more resilient, human-scale travel choices (walking, biking and the use of transit) will put additional pressure on this revenue source.

Partners: PBOT, BES, TriMet, Metro

Related action areas: Sustainability and the Natural Environment; Transportation, Technology and Access; Design, Planning and Public Spaces; and Human Health, Public Safety and Food

Action 121 - Alternative right-of-way projects:

Implement pilot program for alternative right-of-way improvements and funding approaches for underimproved streets, to provide additional multi-modal transportation and stormwater management options where traditional approaches are not feasible, and to foster street design that is more responsive to community characteristics.

Partners: PBOT, BES, PF&R

Related action areas: Design, Planning and Public Spaces; Transportation, Technology and Access; and Sustainability and the Natural Environment; Equity, Civic Engagement and Quality of Life

Action 122 - Unimproved right-of-way alternatives:

Develop new options for temporary or permanent repurposing of unimproved rights-of-way for public uses such as pedestrian and bikeways, community gardens, rain gardens, park spaces or neighborhood habitat corridors.

Partners: PBOT, BES, PP&R, NAs

Related action areas: Sustainability and the Natural Environment; Transportation, Technology and Access; Design, Planning and Public Spaces; and Human Health, Public Safety and Food

Action 123 - Pedestrian facilities:

To help accelerate the creation of safe pedestrian connections where they are lacking, identify acceptable conditions and implementation strategies for the interim or permanent use of alternative treatments that do not meet current City standards but can benefit pedestrians.

Partners: PBOT, BDS

Related action areas: Sustainability and the Natural Environment; Transportation, Technology and Access; Design, Planning and Public Spaces; and Human Health, Public Safety and Food; Equity, Civic Engagement and Quality of Life;

Action 124 - Civic corridor designs:

Identify and develop new right-of-way designs for key transit streets that better integrate frequent transit, protected bike facilities, pedestrian crossings, freight access, landscaped stormwater management, large-canopy trees and place-making amenities (e.g. benches, lighting and signage).

Partners: PBOT, BES, PF&R, TriMet, ODOT, The Intertwine Alliance

Related action areas: Sustainability and the Natural Environment; Transportation, Technology and Access; Design, Planning and Public Spaces; and Human Health, Public Safety and Food

Action 125 - Civic corridors integration:

Incorporate civic corridors concepts, including green infrastructure investment, active transportation improvements, transit service, environmental stewardship and strategic redevelopment in the following efforts to provide a model for future projects.

- 122nd Avenue planning—to enhance transit service and connections to east Portland and citywide destinations.
- Portland-Milwaukie Light Rail Tacoma Street Station – to restore the adjacent section of Johnson Creek and provide connections to the Springwater Corridor.
- Foster Lents Integration Partnership – to coordinate transportation investments, stormwater management improvements, open space, flood plain restoration and private development and investment.
- Barbur Concept Plan—to create a long-term vision for the Barbur corridor between Portland's central city and the Tigard city limit in anticipation of future high capacity transit in the Southwest Corridor.

Partners: PBOT, TriMet, BES, Metro, ODOT, The Intertwine Alliance

Related action areas: Sustainability and the Natural Environment; Transportation, Technology and Access; Design, Planning and Public Spaces; and Human Health, Public Safety and Food; Equity, Civic Engagement and Quality of Life;

Action 126 - Sidewalk infill:

Through the existing Sidewalk Infill on Arterials Program, build sidewalks on arterials in southwest and east Portland to address high priority gaps in the sidewalk network.

Partners: PBOT, PP&R, BPS, TriMet, ODOT, Metro

Related action areas: Sustainability and the Natural Environment; Transportation, Technology and Access; design, planning and public safety; Human Health, Public Safety and Food; and Equity, Civic Engagement and Quality of Life

Action 127 - Streetcar planning:

Begin planning for two corridors identified in the Streetcar System Concept, with at least one of those corridors serving neighborhoods outside the Central City. Integrate protected bikeway recommendations from the Portland Bicycle Plan for 2030. Develop risk assessments for involuntary displacement in these corridors.

Partners: PBOT, BPS, TriMet, ODOT

Related action areas: Sustainability and the Natural Environment; Transportation, Technology and Access; Design, Planning and Public Spaces; and Human Health, Public Safety and Food

Coordinated Interagency Approach

The Coordinated Inter-agency Approach strategy element was removed. Many actions and policies from this section were merged with Public Decisions Benefit Human and Environmental Health and Safety and Vibrant Neighborhood Centers.

The first, fourth and fifth policy bullets on page 78 of the Proposed Draft and the second policy bullet on page 80 of the Proposed Draft were moved to other sections of the Healthy Connected City strategy. The second and third policy bullets on page 78 of the Proposed Draft and the first policy bullet on page 80 of the Proposed Draft were deleted.

HCC Action 35 was moved to Public Decisions Benefit Human and Environmental Health and Safety.

HCC Action 36 was moved to Vibrant Neighborhood Centers.

HCC Action 37 was moved to Connections for People, Places, Water and Wildlife.

HCC Action 38 was moved to Vibrant Neighborhood Centers.

HCC Action 39 was deleted.

HCC Action 40 was moved to Vibrant Neighborhood Centers and combined with HCC Action 16.

HCC Action 41 was moved to Public Decisions Benefit Human and Environmental Health.

HCC Action 42 was deleted.

HCC Action 43 was moved to Vibrant Neighborhood Centers.

HCC Action 44 was moved to Public Decisions Benefit Human and Environmental Health and Safety,

HCC Action 45 was deleted.

East Portland is leading the way.

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

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

<<Add East Portland map>>

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

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

Even though many schools are successful, they are overcrowded and strain to provide the variety of services their diverse student populations deserve and demand. The East Portland school districts—David Douglas, Reynolds, Parkrose, and Centennial—face distinct challenges related to rapid growth and changing demographics.

East Portland Action Plan

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

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

Actions from EPAP can be seen in the Portland Plan, which prioritizes projects that reduce disparities experienced by Portland’s communities of color and in areas that show greater need

and historically have not seen as much investment or attention. There are a number of actions and policies in the Framework for Equity and the Three Integrated Strategies that should result in positive change in East Portland, such as the Gateway Education Center.

The East Portland Action Plan has become a touchstone to align the community and the city to action. The community energy and dedication that made the East Portland Plan possible and that keeps it alive and vibrant must serve as an inspiration and model for other communities. Both those associated with place and those that are bound together by culture, race, ethnicity and experience.

<<After revisions are complete, list East Portland-related actions in the Portland Plan.>>

DRAFT

Measures of Success

12 citywide measures

- Equity and inclusion
- Resident satisfaction
- Educated youth
- Prosperous households
- Growing business
- Job growth
- Transit and active transportation
- Reduced carbon emissions
- Complete neighborhoods
- Healthier people
- Safer city
- Healthier watersheds

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

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

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

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

Measuring success

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

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

To more fully understand whether we are achieving equitable outcomes, we will need to look more closely at disparities by race, income, gender, geographic location, age and ability, across many indicators.

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

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

Measuring for equitable outcomes

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

Regional and local measures

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

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

Local measures

As part of the Portland Plan analysis, we looked at how different parts of the city were faring in terms of the citywide measures of success. A summary of this research will be provided as a companion piece to the Portland Plan later this year at www.pdxplan.com.

1. Equity and inclusion

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

While equity is measured in many of the other eleven indicators, it is important to have a separate set of measures that show us how well integrated and inclusive the city's population is.

Two measures, when looked at together, help us assess Portland's level of equity and inclusion:

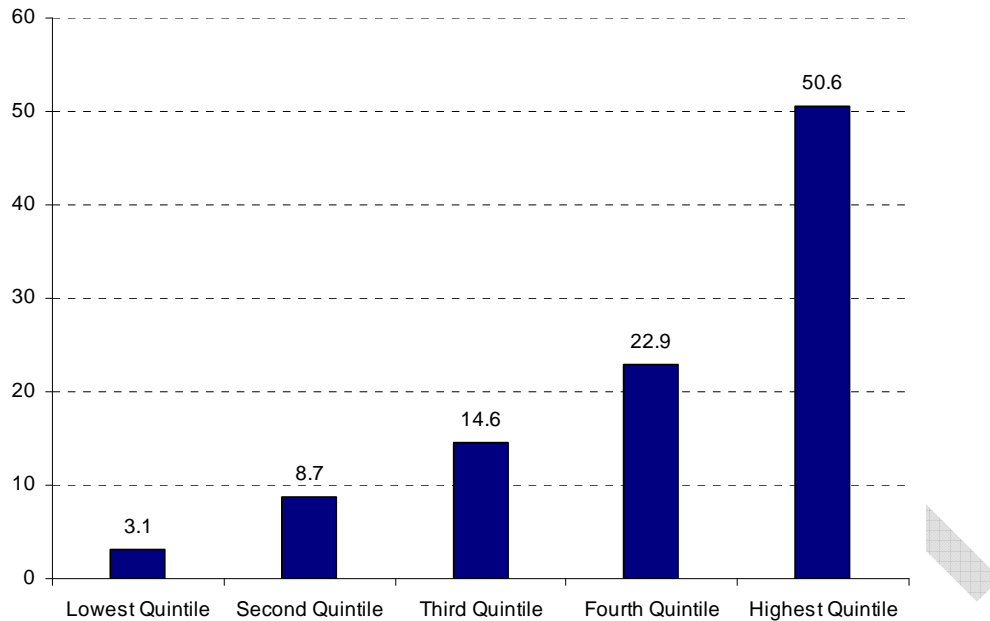
- Income distribution
- Diversity index

Income distribution

Portland, like the rest of the country, continues to be unequal with regard to income distribution. The lowest fifth of income earners earned only 3 percent of total income in the city. The highest fifth earned just over 50 percent, more than 15 times that of the poorest fifth. Income distribution in Portland mirrors the income distribution for the nation during the same time period. Portland's income distribution is similar to the nation as a whole.

By knowing this fact, deeper conversation and understanding about the issue—the widening gap between the rich and poor—can help civic leaders and residents alike take on the complex challenge to reduce the disparity. How? And by how much? That will be the challenge of future public policy decisions to carry out the right set of actions to continuously improve this metric.

Income Distribution (City of Portland, 2005-09)



Diversity index

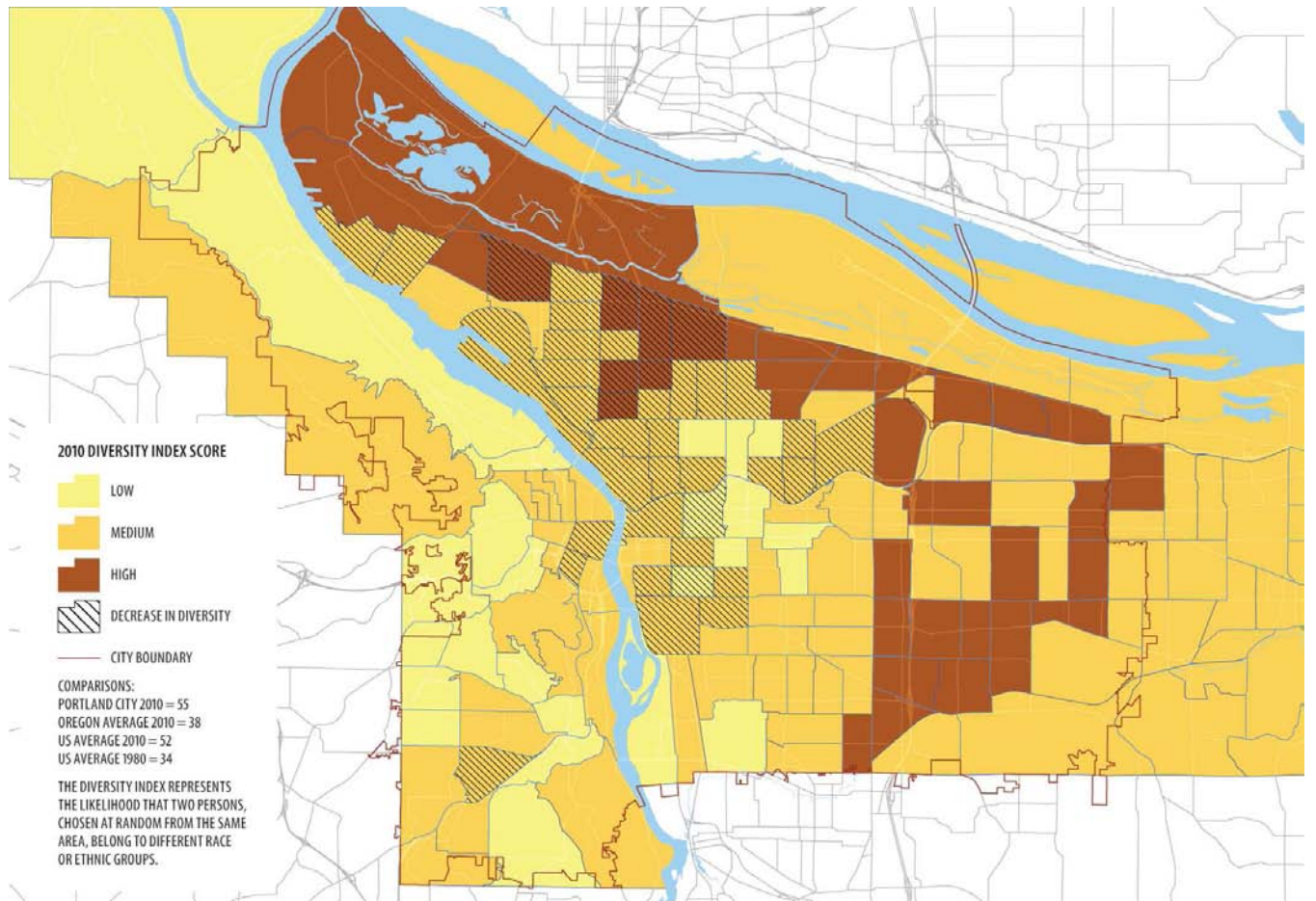
The diversity index reports the percentage of times two randomly selected people differ by race/ethnicity. The index considers persons of Hispanic or Latino origin and all races. A higher number indicates more diversity.

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

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

The distribution and change in diversity suggests that non-white residents are increasingly being pushed to the outer edges of the city, where housing is more affordable, but transit service is less frequent, many streets are unimproved and there are fewer pedestrian-accessible commercial services.

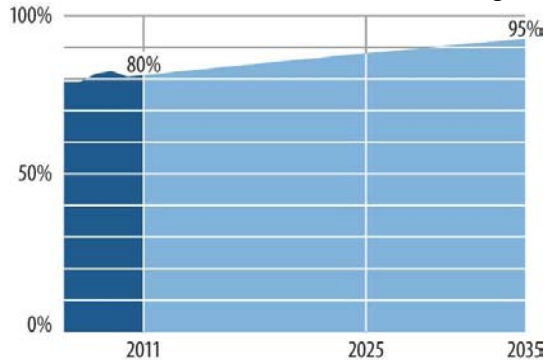
Increasingly, the eastern edge of the city is becoming more and more diverse. Not only are more and more people of color locating there, but also white residents, many of whom are recent immigrants from Eastern Europe and the Middle East. Given that these groups disproportionately earn less income, East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



2. Resident satisfaction

Objective: By 2035, 95 percent of Portlanders are satisfied with living in the city and in their neighborhood.

Percent of Portlanders Satisfied Living in the City



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

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

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

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

How aggressive is this target?

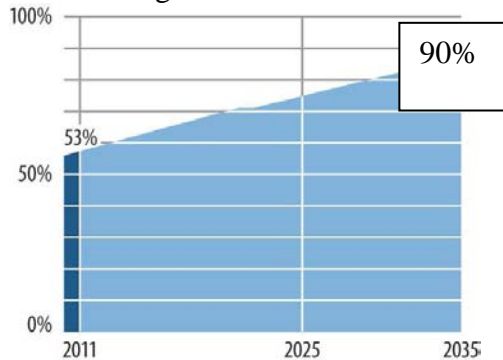
Over the next 25 years, it can be met if we achieve about a one-half percent improvement every year.

3. Educated youth

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

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

On-time High School Graduation Rate



Today, the on-time high school graduation rate, which measures the percentage of students who complete high school in four years, is well below an acceptable level in most Portland area school districts. The weighted on-time graduation rate for all school districts in Portland is 60 percent. With the exception of the Riverdale School District, the 2007-2008 to 2010-2011 cohort graduation rates for the city of Portland’s three main public school districts were below 70 percent and two others were below 60 percent.

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

Why measure the graduation rate?

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

Today’s economy is skill dependent. Most living-wage jobs now require education or training beyond high school. In addition, according to Talent Dividend Metrics: A Program Report, (Cortright, J. Impresa Consulting, April 2010), increasing the number of individuals who earn a two-year or four-year degree by age 24 by one percent is

Not Annotated

estimated to boost the local economy by \$1.6 billion annually. If local schools have low on-time graduation rates, is it less likely that Portland youth will later complete post-secondary education or training programs.

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

How aggressive is this target?

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

High Performer: Our goal is in line with Germany, Japan and Norway, among a few other countries, that graduate over 90 percent of their secondary students at the typical age of graduation.

Four-year high school graduation rates in Portland area school districts
2007-2011 Cohort
Class of 2011

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

Source: Oregon Education Department. January 25, 2012.

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

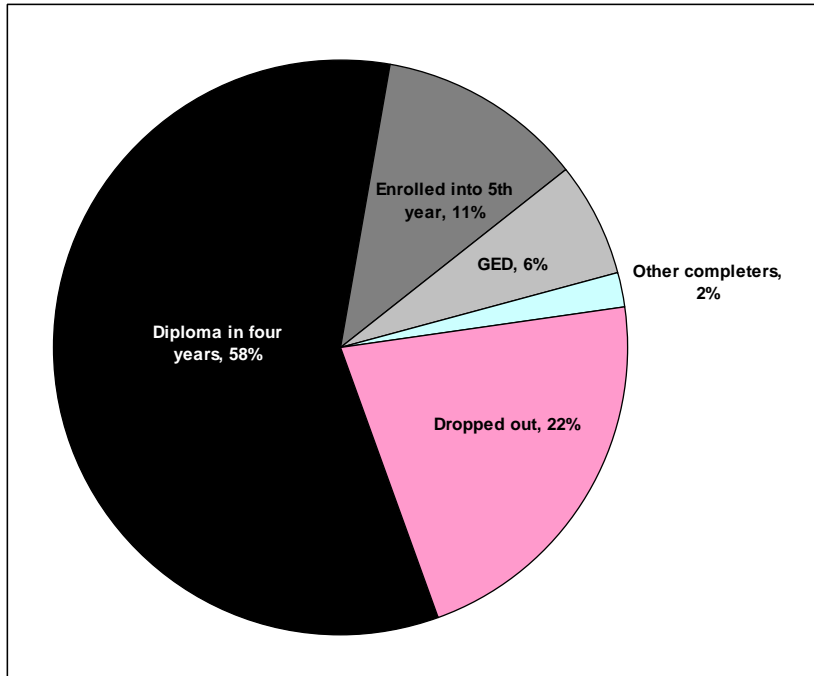
Results after four years of high school

Cohort 2007-2011

Class of 2011

Diploma in four years	58%
Enrolled into 5th year	11%
GED	6%
Other completers	2%
Dropped out	22%

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



Source: Oregon Education Department. January 25, 2012.

Four-year high school graduation rate in Portland area school districts by race or ethnicity, class of 2011

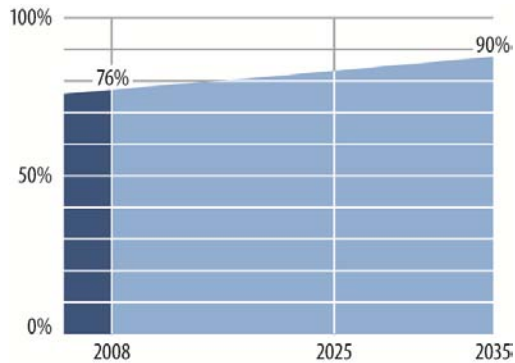
Race or Ethnicity	Number of Students	Graduates	Graduation Rate
Asian	633	435	69%
White	3073	1929	63%
Black	770	385	50%
Hispanic	998	447	45%
Native American	95	39	41%
Multi-ethnic	233	135	58%

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

4. Prosperous households

Objective: By 2035, 90 percent of Portland households are economically self-sufficient.

Self-sufficient Households



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

Why measure household self-sufficiency?

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

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

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

How aggressive is this target?

Meeting the 90 percent target of self-sufficient households will require aggressive new tools to reduce barriers to upward mobility for the working poor, such as training for

disadvantaged workers, affordable childcare, and initiatives to reduce racial and ethnic disparities.

Portland’s Economic Opportunity Initiative, launched in 2004, refocused local poverty-reduction efforts, and it has been replicated as a national model. The program goal is to increase the income and assets of low-income participants by 25 percent within three years, primarily through job training and placement. In 2008-09, the program served about 2,600 participants, and three-year graduates achieved success with 90 percent of the program’s workforce goals.

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

Percent of Portlanders who are economically self sufficient (2008)

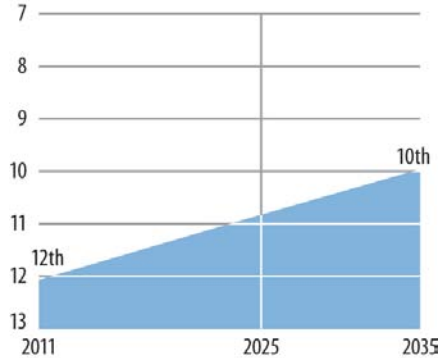
Geography	Income Category			Total
	Below Poverty	Above Poverty, Below Self-Sufficiency	Above Self-Sufficiency	
Multnomah County (Portland)	10.3%	13.2%	76.5%	100%
Washington County	6.7%	18.9%	74.3%	100%
Clackamas County	6.1%	18.7%	75.2%	100%

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

5. Business Growth

Objective: By 2035, the metropolitan region ranks 10 or better among U.S. cities, in terms of export value.

Export Production Rank



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

Why measure export production?

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

Part of this export economy depends on the state's global trade gateway in Portland's harbor and Columbia Corridor industrial districts. The 80,000 jobs in these districts are a core part of the city's living-wage job base and support employment and businesses statewide. The strength of Portland's trade gateway compared to other West Coast ports has been mixed. The region's share of the West Coast's waterborne export trade (in terms of product value) increased slightly from 8.7 percent in 2003 to 8.9 percent in 2010. However, during that same time period, the value of exported waterborne cargo decreased (in terms of Portland's percent of the total from all West Coast ports) from 4.5 percent in 2003 to 4.0 percent in 2010.

Examples of recent success

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

major for-lease warehouse development since 2008, helping to turn the corner in our recession recovery.

How aggressive is this target?

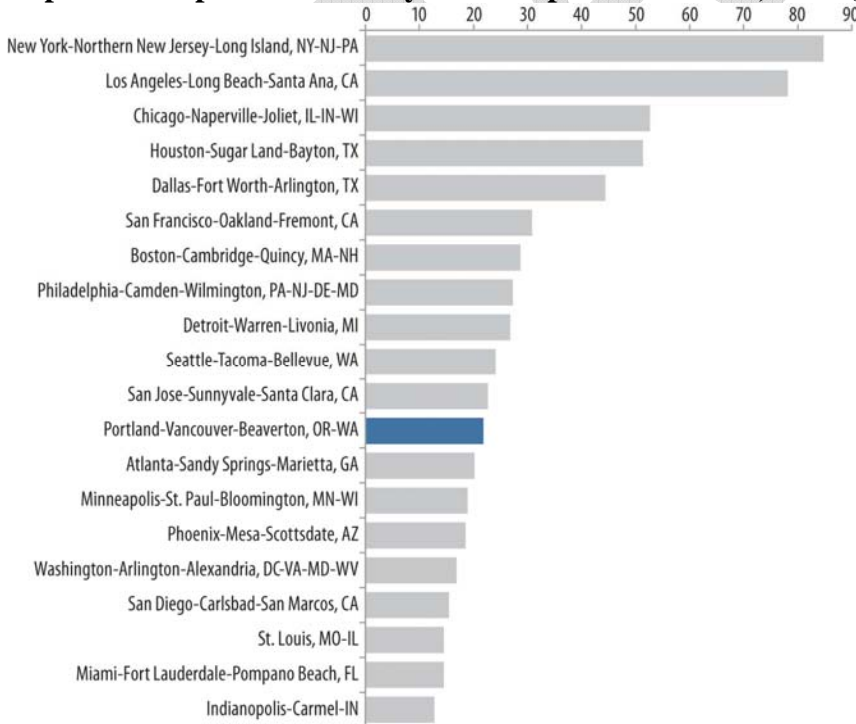
Meeting the target will require aggressive responses. Freight mobility is challenged by the forecast doubling of regional freight tonnage by 2035, tightening transportation budgets, and increasing urban congestion. The region must fully implement the Metropolitan Export Initiative (MEI), increase the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

High Performers: Metropolitan areas throughout the world experienced the impact of the recession and recovery quite differently. Some are still experiencing lingering effects, while some others even avoided the recession or are on a path to full recovery. Among those that are on the road to full recovery include Singapore, Rio De Janiero, Melbourne and Austin, all of which are among the top 30 economic performing cities during the recovery period (2009-2010).

What is the traded sector?

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

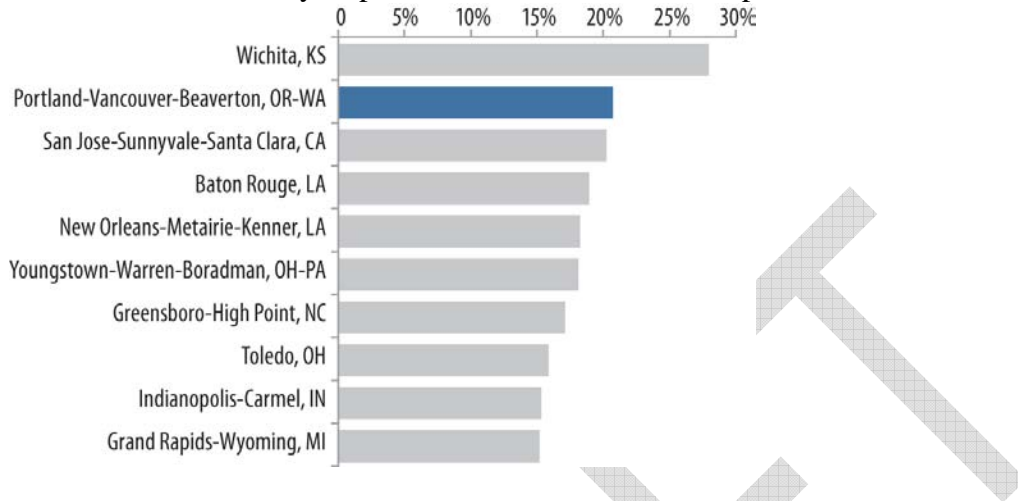
Top 20 Metropolitan Areas by Total Exports Produced, 2008 (in billions of dollars)



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

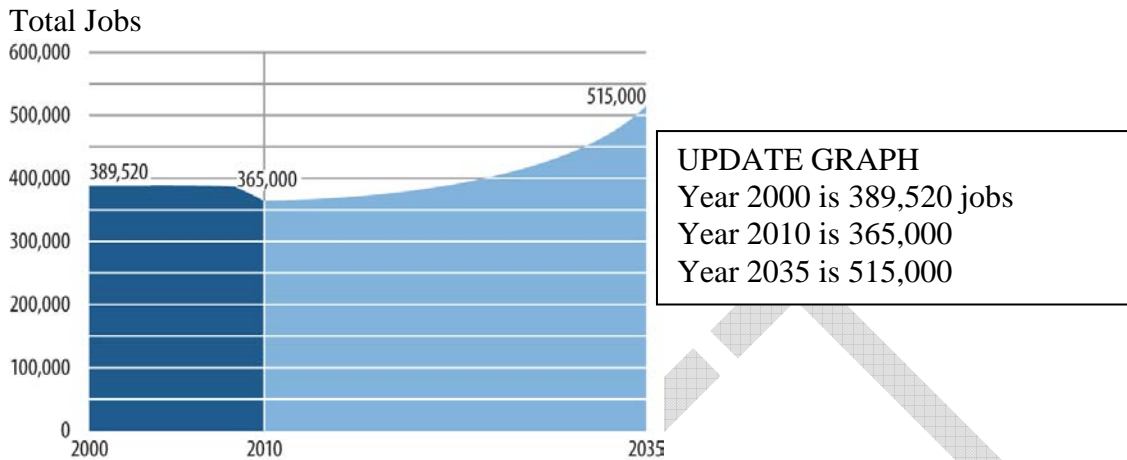
Metro Areas Ranked by Exports as Share of Gross Metropolitan Product



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

6. Job growth

Objective: By 2035, Portland will be home to over 515,000 jobs, providing a diverse and robust job base for Portlanders.



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

How aggressive is this target?

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

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

Why measure job growth?

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

Target sector business development, innovation, and international trade

Portland's adopted Economic Development Strategy calls for supporting the traded sector industries in which Portland has a competitive advantage—Advanced Manufacturing, Athletic and Outdoor, Clean Technology and Software and Research, and

Commercialization—to increase the global competitiveness of these engines of economic growth and to retain and create living-wage jobs. The strategy includes investing in urban innovation to position Portland at the cutting edge of sustainable solutions and maintain the vibrancy of our central city.

Infrastructure

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

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

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

Land supply

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

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

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

- Portland has an estimated 1,050 acres of potential brownfields, which represent nearly one-third of the developable employment land supply. Due to the cost of clean up, market studies tell us that the private sector is likely to only clean up and

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redevelop about one-third of these brownfields by 2035, so we will need new programs and incentives to encourage clean-up and reuse of more of these areas.

- Portland has approximately 300 acres of industrial land with environmental resources, such as wetlands or riparian areas. Part of this land could be developed, but mitigation costs must be considered.
- The remainder of the land supply needed to meet the 2035 jobs forecast must come from increasing the number of jobs per acre in our existing employment districts. This comes from new business development, changes in the types of businesses, and capitalizing on Portland's competitive advantages.

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

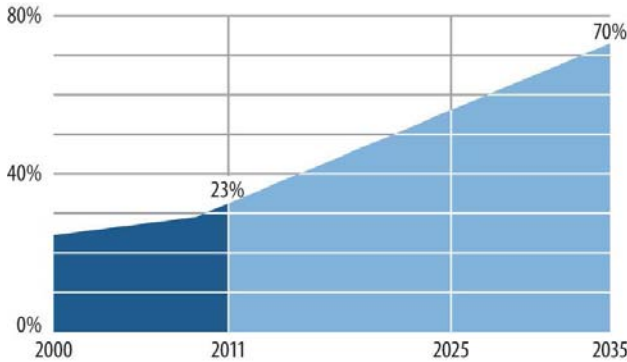
Education and job training

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

7. Transit and active transportation

Objective: By 2035, 70 percent of Portlanders walk, bike, take transit, carpool or work at home.

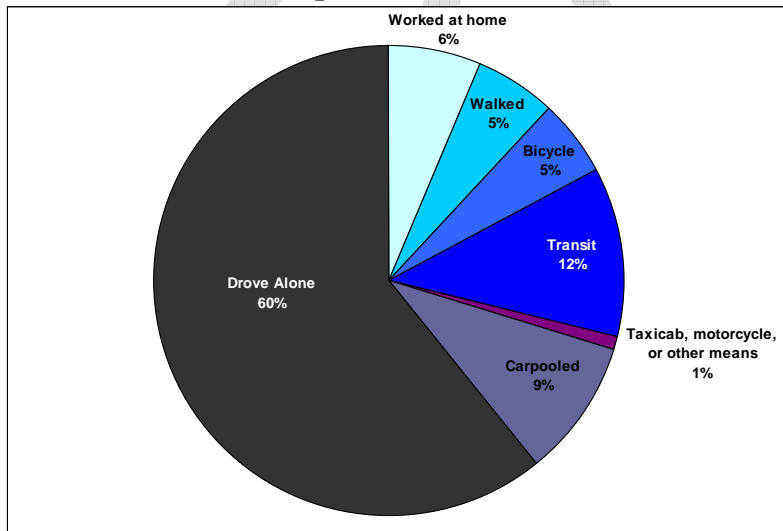
Percent of Portlanders who don't drive or drive alone to work



Note: This chart will be updated to include those who work at home.

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

Work Commute Transportation Modes



Source:

Work commute transportation modes

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

We picked a 70 percent transit and active transportation to work mode split target because that is what the Climate Action Plan and related science suggests will be

necessary to achieve our adopted carbon emissions reduction goal. Specifically, the goal would be transit (25%), bike (25%), walk (7.5%), additional telecommute (2.5%) and carpools (10%). The biggest change from today is in the bike commute rate, in part because bike investments have proven to be the least-cost way to change travel behavior. We have made real progress changing this number in recent years, but a continued shift will not happen without a much clearer funding strategy.

Why measure transit and active transportation to work?

Human health – Walking, biking, and walking to and from transit are easy ways to add physical activity to your daily routine. As noted in the Healthy Portlanders measure, adding exercise to your routine has many positive personal health benefits.

Reduced carbon emissions – Taking transit, carpooling, walking and biking reduce local carbon emissions. For more information on why reducing carbon emissions is important, see Portland’s Climate Action Plan (<http://www.portlandonline.com/bps/climate>) and the reduced carbon emissions measure in this plan.

Freight mobility – Increased use of active transportation can help relieve traffic congestion on major transportation routes, which can improve intercity freight mobility. The City, in partnership with Metro and other regional and local agencies, will work to continually improve freight reliability—measured by reduction in vehicle hours of delay per truck trip. The City will defer to the goals set by Metro: by 2035, reduce vehicle hours of delay per truck trip by 10 percent compared to year 2005 levels of delay.

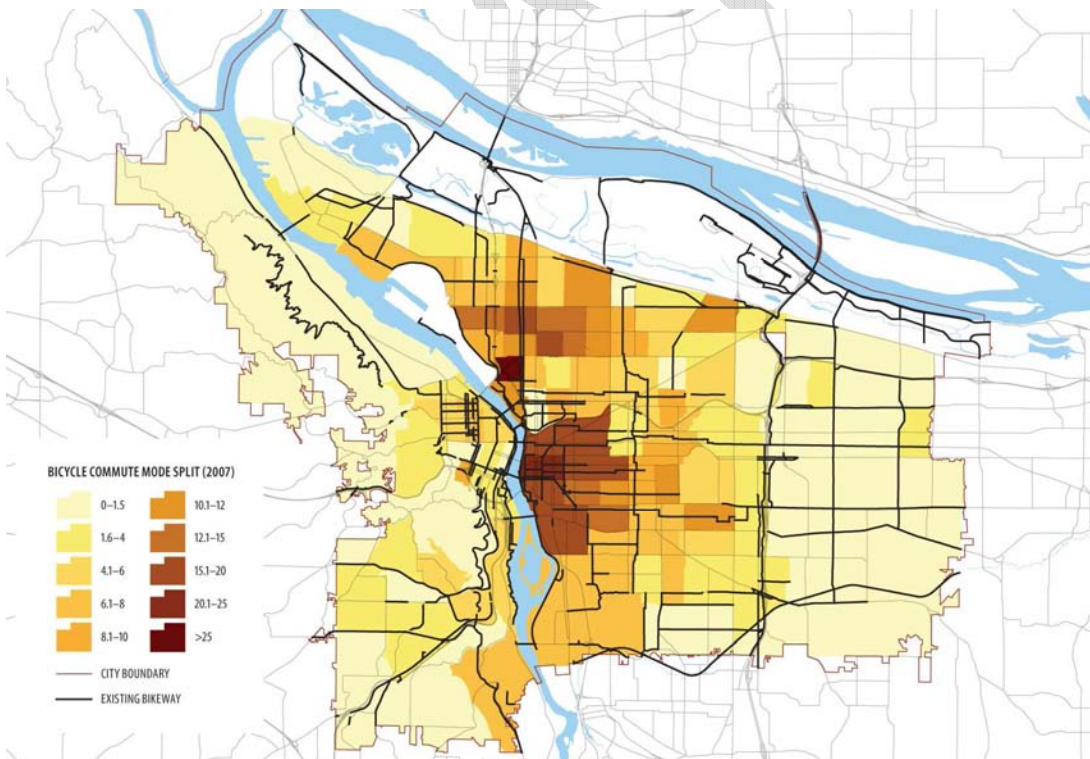
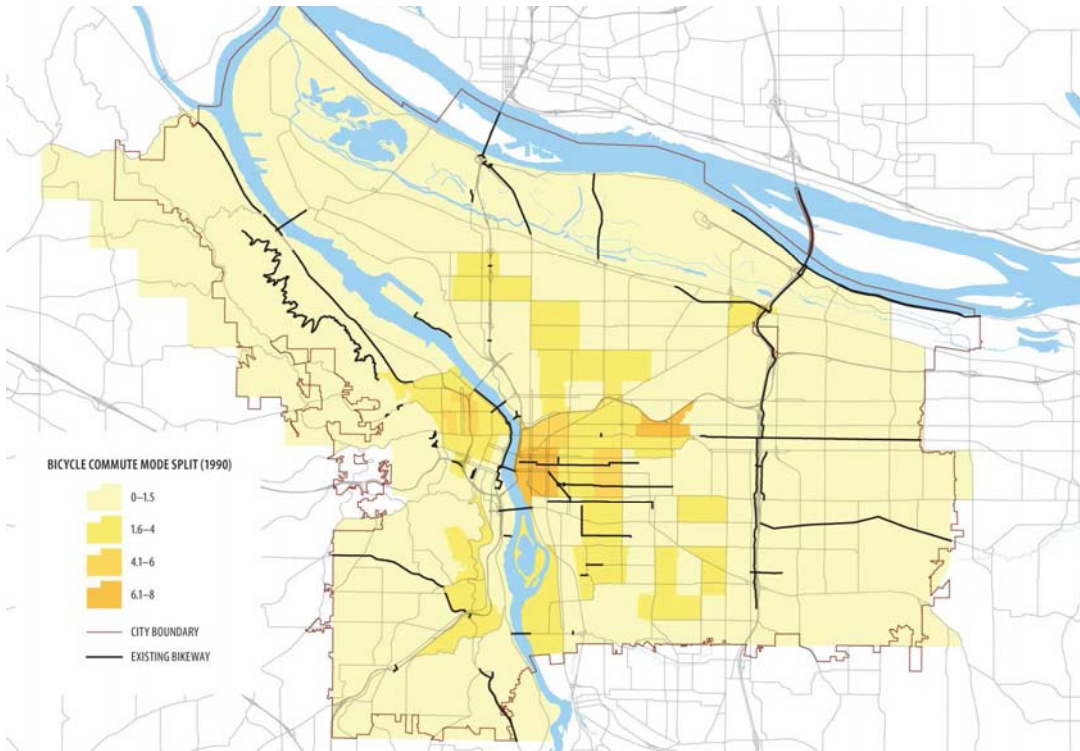
How aggressive is this target?

An annual increase of 1.6 percent is needed to achieve a 70 percent transit and active transportation mode split.

Fortunately, we have seen positive movement on this objective in recent decades. As the two maps on the next page show, the bike mode split significantly increased between 1990 and 2007. Today, in some neighborhoods, the bicycle commute rates are above 20 percent.

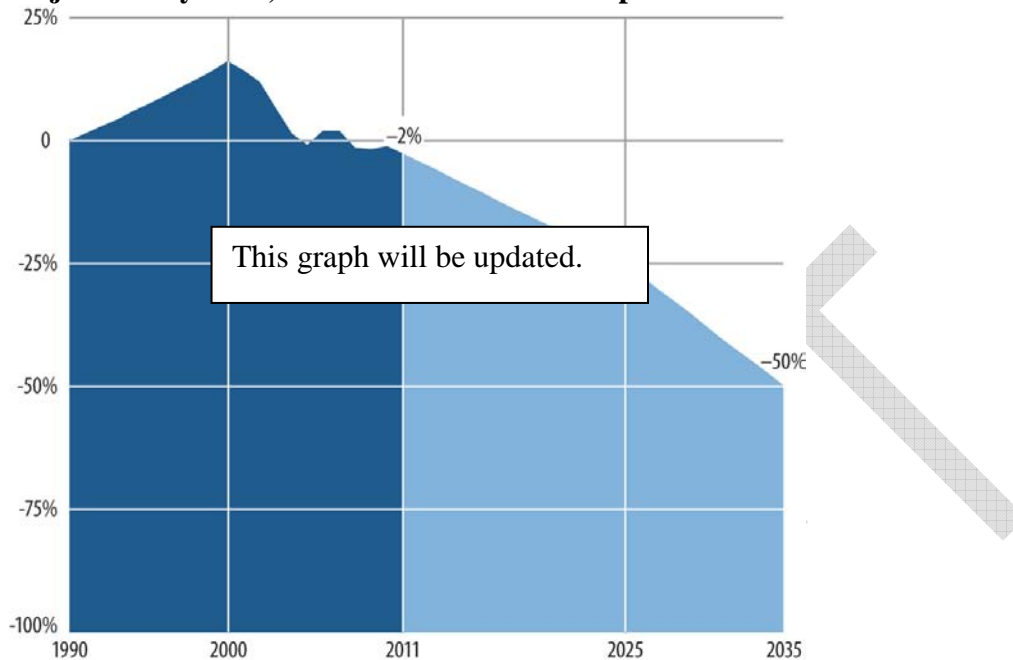
In addition to continuing to make biking safe and easy for more Portlanders, progress is also required to make it easier and safer for more Portlanders to access frequent transit service year round. In many of the densely populated areas in East Portland, transit access is limited due to lack of sidewalks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

High Performers: Berlin, Copenhagen, Stockholm and Zurich have some of the best urban transportation options in the world. In these cities, over 60 percent of commuters use alternative forms of getting to work. Amsterdam and Copenhagen are among the most bicycle-friendly cities in the world.



8. Reduced carbon emissions

Objective: By 2035, carbon emissions are 50 percent below 1990 levels.



Portland has successfully reduced carbon emissions by more than 25 percent per capita since 1990. And, even with a population increase of more than 25 percent since 1990, total emissions have dropped 6.5 percent.

During this same period, U.S. total carbon emissions increased by 12 percent. Clearly, Portland is heading in the right direction—even reducing total emissions while creating more jobs.

But, we need to do more. Climate scientists have determined that reductions of 50 to 80 percent below 1990 levels by 2050 are needed to avert increasingly warmer, more volatile weather patterns, rising sea levels and other potentially catastrophic impacts from climate change.

Why measure carbon emissions?

The physical impacts of a changing climate are matched by social challenges and compounded by rising energy prices. Low-income and vulnerable citizens face disproportionate impacts of climate change — exposure to heat stroke in their homes, for example — while having fewer resources to respond to these changes. Climate change and rising energy prices have the potential to exacerbate social inequities.

Changes in weather and moisture patterns will affect stream flow, groundwater recharge and flooding, and may increase risks of wildfire, drought, and invasive plant and animal species. Evolving weather, air and water temperature and humidity and soil moisture will

affect resident and migratory fish and wildlife species and their habitats, and may increase risks to their survival.

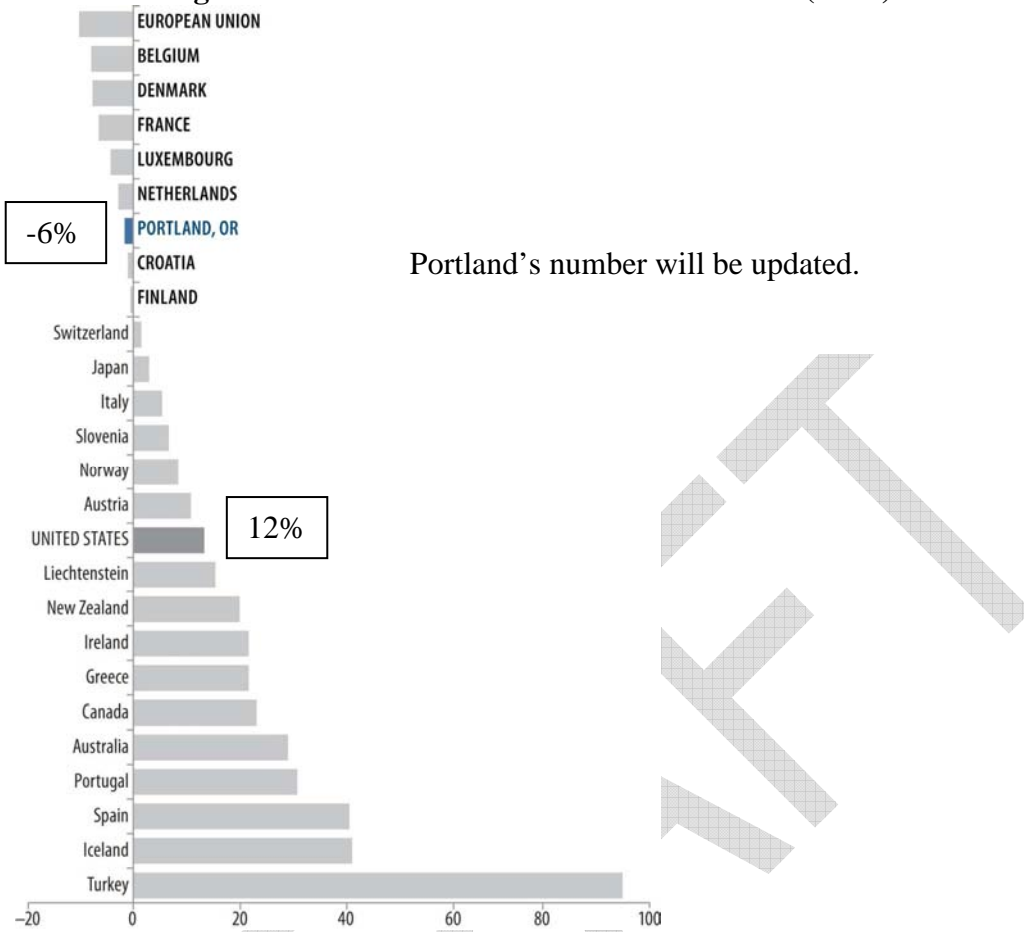
Currently, Portland residents and businesses spend more than \$1.6 billion per year on energy, with more than 80 percent of those dollars going toward gasoline, diesel, coal and natural gas, all of which generate substantial carbon emissions. Because Oregon has almost no fossil fuel resources, dollars spent on these energy sources contribute little to the local economy. By redirecting energy dollars to pay for efficiency improvements and non-fossil fuel energy, businesses and residents spend more money locally, thus expanding markets for locally produced products and services.

How aggressive is this target?

This is a very ambitious target, but the City is committed to reaching it. In 2009, the Portland City Council adopted the Climate Action Plan, with a goal to reduce local carbon emissions in all sectors 80 percent by 2050. This “80% by 2050” reduction is based on climate research supported by international climate change organizations. It is supported by the International Panel on Climate Change (IPCC) and recognized firmly by the United Nations Framework Convention on Climate Change. The Portland Plan supports and will help implement the Climate Action Plan goal. For more information about how we will work to meet this target, check out the Climate Action Plan: <http://www.portlandonline.com/bps/climate>

High Performer: Germany and the United Kingdom have reduced their overall carbon emissions by about 20 percent below 1990 levels.

Percent change relative to 1990 Baseline Greenhouse Gas (GhG) Emissions

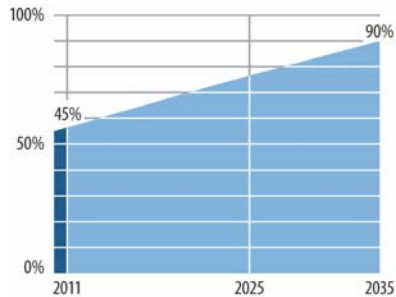


Source: National greenhouse gas inventory data for the period 1990-2008. Framework convention on Climate Change. United Nations. November 4, 2010.
<http://unfccc.int/resource/docs/2010/sbi/eng/18.pdf>
Accessed January 25, 2011.

9. Complete neighborhoods

Objective: By 2035, 80 percent of Portlanders live in a complete neighborhood.

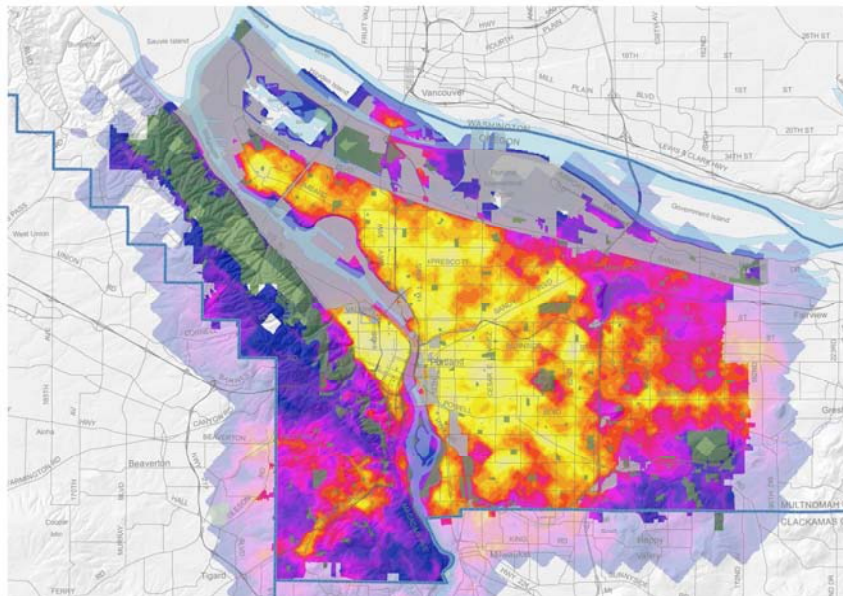
Percent of Portlanders who live in complete neighborhoods



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

The City developed the 20-minute neighborhood index to measure access to these amenities, products and services. If a neighborhood achieves a score of 70 or higher, on a scale of zero to 100, it is considered a complete neighborhood.

20-Minute Neighborhoods Index



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Implementation

The Portland Plan brings some of Portland’s most influential plans and projects together under a shared title and action plan. The purpose of doing this is to:

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

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

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

Collaborative partnerships

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

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

Lead an action

Lead partners will:

- Adopt, fund, schedule and coordinate the implementation of one or more Portland Plan actions that match their organization’s mission.
- Recruit, coordinate, recognize and support additional partners that can help implement action(s), including community organizations and businesses.
- Complete a brief, annual status report on each action they agreed to implement.
- Participate in Portland Plan meetings and community forums.

- Coordinate with other partners to request modifications or add new ideas.

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

Support an action

Supporting partners will:

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

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

Take your own action.

Portland's engaged residents, businesses and community organizations are among the city's greatest strengths. Portlanders continued support is essential to the Portland Plan's success. The Portland Plan goals of prosperity, education, health and equity can only be achieved if businesses and community organizations as well as individual Portlanders take complementary supporting actions that align with their missions, interests and capacities.

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

Reporting and action plan updates

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

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

Goal-based budgeting

The Portland Plan will help provide the City of Portland with a coordinated and measurable approach for organizing and prioritizing annual budget requests. The budget and workplan will be more effective and efficient, by both working collaboratively with other organizations and purposefully prioritizing actions in the City's budget process that will help meet the Portland Plan goals.

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

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

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

A diverse toolbox

The plan relies upon the City and its partners to be innovative with new market-based tools, intergovernmental agreements, education and technical assistance, advocacy, capacity building and leading through model behavior. There are three primary ways that Portland Plan partners can fund plan implementation: (1), through revenue generation; (2), by changing the way we deliver services such as making targeted amendments to service standards; and (3), by achieving strategic action alignment across local, state and federal budgets. Partners do not intend to rely on increased revenue to support the Portland Plan actions. In some cases, it may be necessary to restructure revenue models that rely on outdated assumptions.

Five-Year Action Plan

Action 128 – Year-one action identification:

Identify which actions will commence during the FY2012-13 budget, given partner organization's approved budgets.

Partner: OMF, BPS

Action 129 -- Community action support (on-going):

Update the Portland Plan website, www.pdxplan.com, to include recommendations and ideas for how Portlanders can develop complementary Portland Plan actions. *This action is implemented on an on-going basis.*

Partner: BPS

Action 130 -- Action progress review (on-going):

Institute a process by which lead partners track and coordinate progress.

Partner: OMF, BPS

Action 131 -- Partner budget alignment (on-going):

Convene Portland Plan partners to align future organizational budgets according to Portland Plan priorities.

Partner: OMF

Action 132 -- Amend City of Portland budget instructions

Develop City budget instructions that clearly identify which Portland Plan measures or goals that City bureaus need to track each year.

Partner: OMF

Action 133-- Federal and State of Oregon partnerships

Work with the Office of Government Relations to form Portland Plan-based partnerships with State of Oregon and Federal agencies.

Partner: OMF, BPS, OGR

Action 134 – Comprehensive plan update

Complete the Comprehensive Plan to meet State-mandated long-term planning for growth, land use, transportation, economic development and community involvement.

Partner: BPS

Action 135 -- Annual action identification

By the end of 2012, partners identify which actions they recommend for funding in FY 2013-14. Continue this annual process through FY2016-2017

Partner: OMF

Action 136 -- Action plan update (on-going)

Update the Portland Plan website, www.pdxplan.com, to include information on which actions are up for consideration in the upcoming budget year. *This action happens yearly.*

Partner: BPS

Action 137 -- Action plan assessment

Complete a year three assessment (FY2014-15) of action implementation and track progress against the Measures of Success

Partner: OMF, BPS

Action 138 -- Update action plan for FY2017-18 through FY2021-22

Develop and update the action plan for Fiscal Years 2017-18 through 2021-22 and present the updated action plan to the City Council by the end of 2016.

Partner: BPS and OMF

DRAFT

The Portland Plan Process

The Portland Plan is the result of continued work and commitment of thousands of Portlanders, numerous community organizations, businesses, government agencies and many staff who devoted their interest, intellect and passion to the creation of a strategic plan for all of Portland.

Process

The Portland Plan has roots in visionPDX, a process that involved more than 17,000 Portlanders who identified a vision for Portland’s future. Together, we determined what values we want our city to embody in the year 2030:

- Equity and access;
- Environmental, economic and social sustainability; and
- Distinctive neighborhoods and community connections

Beginning in 2009, staff developed a series of more than 20 background reports on numerous topics, including human health and safety, energy, economic development, watershed health and historic resources. The purpose of the background reports was to develop a well-researched and thorough understanding of Portland’s existing conditions.

During phase one of the Portland Plan process (fall-winter 2009-10), Portlanders reviewed this research, helped refine the facts, submitted hundreds of detailed comments and ranked their top priorities. Nearly 2,500 people participated in the phase one workshops, community presentations and other outreach events. An additional 13,000 youth and adults completed surveys. Jobs, education, equity, public health and sustainability came out as the top five priority objectives. Based on public input, staff developed a set of goals for 2035 organized into nine action areas, for public review in phase two.

In phase two (spring 2010), nearly 1,500 people attended events to help evaluate and prioritize the draft goals and objectives for the plan. An additional 6,500 people responded to the phase two survey by mail or online. Portlanders identified the following value statements and goals as being especially important:

- We can’t move forward without addressing equity
- The economy will drive broader success
- Education is key to prosperity
- Portlanders want healthy streams and watersheds
- Sustainability and prosperity are not polar opposites
- We want safe, accessible and walkable neighborhoods
- Maintaining the existing infrastructure should be a priority

Phase three (summer-winter 2010-11) focused on developing smart, integrated strategies to move Portland forward in the areas where we need it most. Over the summer at more

than 35 community fairs, festivals and meetings, Portlanders built strategies around these big ideas:

- Build a stronger economy.
- Raise the bar for quality education.
- Create 20-minute complete neighborhoods.
- Green the built environment.
- Strengthen schools as community centers.

In the winter of 2010, we invited outside experts from across the country to share their ideas for how to improve prosperity, education, and health and equity in Portland. Hundreds of Portlanders attended the Portland Plan Inspiring Communities series, where experts in the fields of economic development, environmental justice, education, community health and sustainable systems shared fresh perspectives on what strategies have worked elsewhere.

Based on the priorities and ideas Portlanders identified and national and international research and evidence, staff created three draft strategies and an Equity Initiative to achieve Portlanders' top goals. These were presented for public review, consideration and comment during March 2011 at four Portland Plan Fairs attended by hundreds of Portlanders.

Advisory Groups

Throughout the process of creating the Portland Plan, community and advisory groups — including many community leaders and subject area experts from the Mayor's Portland Plan Advisory Committee to the Community Involvement Committee to the nine different Technical Action Groups — collected evidence and identified best practices being used in other cities and reviewed drafts.

Planning and Sustainability Commission

The Planning and Sustainability Commission (PSC) played a critical role in the development of the Portland Plan. The PSC reviewed and recommended background reports and provided direction during the development of the three integrated strategies and the nine action areas. In addition, members of the PSC were on the Community Involvement Committee and on the Mayor's Portland Plan Advisory Group. The PSC held three public hearings out in the community where they listened to public testimony on the Proposed Draft Portland Plan. The hearings were followed by a series of work sessions during which the PSC discussed written and verbal testimony and developed recommended revisions to the Proposed Draft Portland Plan and directed staff to forward the revised plan to City Council for consideration. The Recommended Draft Portland Plan includes the revisions requested by the PSC.

Community Involvement Committee

The Portland City Council appointed the Community Involvement Committee (CIC) on July 8, 2009. The CIC is comprised of community volunteers, including two Planning

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and Sustainability Commissioners, who met regularly to review the public participation process and ensure that as many voices as possible have been heard and incorporated into the plan. The Council charged the CIC with oversight for all public outreach elements of the Portland Plan. The CIC will continue its work through the development and adoption of the Comprehensive Plan. A complete list of the CIC roster is included in the Acknowledgements section. For more information on community involvement, please read the Public Involvement Report.

Portland Plan Advisory Group

The Portland City Council appointed the Portland Plan Advisory Group on October 23, 2009. The primary charge of the Portland Plan Advisory Group was to pose provocative questions, challenge assumptions, prompt each other and staff to tackle difficult ideas to support the development of a smart and strategic plan, and provide advice to the Mayor and Director of the Bureau of Planning and Sustainability, and by extension, the Planning and Sustainability Commission.

Technical Action Groups

The nine Technical Action Groups, which were organized according to the nine action areas, include the individuals that researched, wrote and/or reviewed the background reports, the directions and objectives, the measures and the integrated strategies for inclusion in the Portland Plan.

Thank you Portlanders for your enthusiasm, insight and commitment!

Appendix A -- Actions by Strategy

This will be completed in layout, after PSC review.

Appendix B – Portland Plan Elements Crosswalk
No requested changes.

List of Abbreviations

Partners, Organizations, Advisory and Staff Groups

BES – Bureau of Environmental Services
BPS – Bureau of Planning and Sustainability
AHR – All Hands Raised
CCC – Coalition of Communities of Color
CIC – Community Involvement Committee
City – City of Portland
CLF – Coalition for a Livable Future
CSD – Centennial School District
DDSD – David Douglas School District
EMSWCD – East Multnomah Soil and Water Conservation District
HF – Home Forward (formerly Housing Authority of Portland)
MCCFC – Multnomah County Commission of Children, Families and Communities
MCDD – Multnomah County Drainage District
MCHD – Multnomah County Health Department
MESD – Multnomah Education Service District
MHCC – Mount Hood Community College
OCT – Office for Community Technology
ODLCD – Oregon Department of Land Conservation and Development
ODOT – Oregon Department of Transportation
OEHR – Office of Equity and Human Rights
OHSU – Oregon Health and Science University
OHWR – Office of Healthy Working Rivers
OMAS – Open Meadow Alternative School
OMF – Office of Management and Finance
OPHI – Oregon Public Health Institute
PBEM – Portland Bureau of Emergency Management
PBOT – Portland Bureau of Transportation
PCC – Portland Community College
PCOD – Portland Commission on Disability
PDC – Portland Development Commission
PIAC – Public Involvement Advisory Committee
PoP – Port of Portland
PPAG – Portland Plan Advisory Group
PP&R – Portland Parks and Recreation
PPB – Portland Police Bureau
PPS – Portland Public Schools
PSC – Planning and Sustainability Commission
PSD – Parkrose School District
PSU – Portland State University
PWB – Portland Water Bureau
RSD – Reynolds School District
SUN – Schools United Neighborhoods System
TAG – Technical Advisory Group

Upstream – Upstream Public Health
WMSWCD – West Multnomah Soil and Water Conservation District
WSI -- WorkSystems, Inc.

Other Abbreviations

ADA – Americans with Disabilities Act
C2C – Cradle to Career
CRA – Civil Rights Act
MWESB – Minority and Women-owned Small Businesses

Key Related Plans

During the development of the Portland Plan, staff reviewed numerous city and partner agency plans and programs to help set priorities and objectives and identify actions. Many of the actions in the Portland Plan are top priority actions from the city and partner agencies' flagship plans, such as the Climate Action Plan and the Economic Development Strategy, and from partner agency programs, such as Schools Uniting Neighborhoods (SUN). Some of the most closely related plans are listed below, but there are many more that provided useful and necessary guidance.

- Cradle to Career Partnership – All Hands Raised
- Neighborhood Economic Development Strategy – Portland Development Commission
- Economic Development Strategy – Portland Development Commission
- Climate Action Plan – City of Portland, Bureau of Planning and Sustainability and Multnomah County
- Watershed Management Plan – City of Portland, Bureau of Environmental Services
- Bicycle Plan for 2030 – Portland, Bureau of Transportation
- Streetcar System Concept Plan – City of Portland Bureau of Transportation
- Pedestrian Master Plan – City of Portland Bureau of Transportation
- Freight Master Plan
- The Interwine – Metro
- Parks 2020 Vision – City of Portland, Parks and Recreation
- East Portland Action Plan – City of Portland, Bureau of Planning and Sustainability
- Health Impacts of Housing in Multnomah County – Multnomah County Health
- Voices from the Community: The visionPDX Input Report – City of Portland, Office of Mayor Tom Potter
- Greater Portland Pulse (formerly Greater Portland-Vancouver Regional Indicators Project) – Metro and PSU
- Schools Uniting Neighborhoods Service System – Multiple agencies
- Housing Strategic Plan – City of Portland, Housing Bureau
- Connecting to Our Future: Portland's Broadband Strategic Plan – City of Portland Office for Community Technology