



East Portland Action Plan

A guide for improving livability in outer East Portland

Recommended December 2008



City Council Public Meeting

Date: Wednesday, December 17, 2008

Time: 6:30 PM

Location: Midland Library, 805 SE 122nd Avenue

You may give City Council your comments on the East Portland Action Plan by:

- Testifying at the City Council meeting on December 17, 2008, or
- Sending your written comments to the Council Clerk at: 1221 SW Fourth Avenue, Room 140, Portland, Oregon, 97204; or e-mail to kmoore-love@ci.portland.or.us or fax to 503-823-4571. **Written testimony must be received by the date of the hearing.**

An electronic version of the report is posted on the project website: www.portlandonline.com/planning/epap. Hard copies are available at the following locations:

- Bureau of Planning offices at 1900 SW 4th Avenue, 7th floor. (503-823-7700. You may also request to have a copy mailed to you.)
- East Portland Neighborhood Office, 1017 NE 117th Avenue (503-823-4550)

NOTE: Please call ahead for hours of operations for the Bureau of Planning and East Portland Neighborhood Office.

The Bureau of Planning is committed to providing equal access to information and hearings. If you need special accommodation, please call 503-823-7700 (TTY 503-823-6868).

Acknowledgements



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Ted Wheeler - Chair of Multnomah County Board of Commissioners
Jeff Merkley - Speaker of the Oregon House of Representatives

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Introduction

East Portland, with a population over 125,000 and growing, is composed of 13 neighborhoods and five business districts. The area represents almost one-quarter of the City of Portland's population. Located primarily east of the I-205 freeway and west of the city of Gresham, East Portland includes some of the most recent areas to be annexed to the City.

As a community, there are many attributes of which East Portland is proud: strong schools, family-friendly neighborhoods, cultural diversity and the beautiful natural environment. These assets are enhanced by the hard work of neighborhood associations, the faith community, local government and non-profit organizations working in the area.

However, East Portland is transitioning from its once suburban and semi-rural form into an increasingly urban community – a fact that brings both benefits and challenges to the area. This change is heightening awareness of the area's needs and issues.

In particular, some of the fastest growing neighborhoods in the City are in East Portland. This rapid growth is straining existing infrastructure and community resources and services which have not kept up with demand. People are moving to the area in part because the large supply of existing and new housing is still affordable compared to many other Portland neighborhoods. However, the design and quality of new housing is sometimes inconsistent with the desired neighborhood character.

The demographics of the population are also changing. Racial, ethnic, and cultural diversity has increased in recent years, offering exciting opportunities. At the same time, the range of cultures and languages presents challenges to building a sense of community. The area has quality schools and is attractive to families, but some school districts in the area are near capacity with the influx of children. Finally, a regional shift in the location of people in poverty creates new challenges as East Portland accommodates a larger number of economically disadvantaged households.

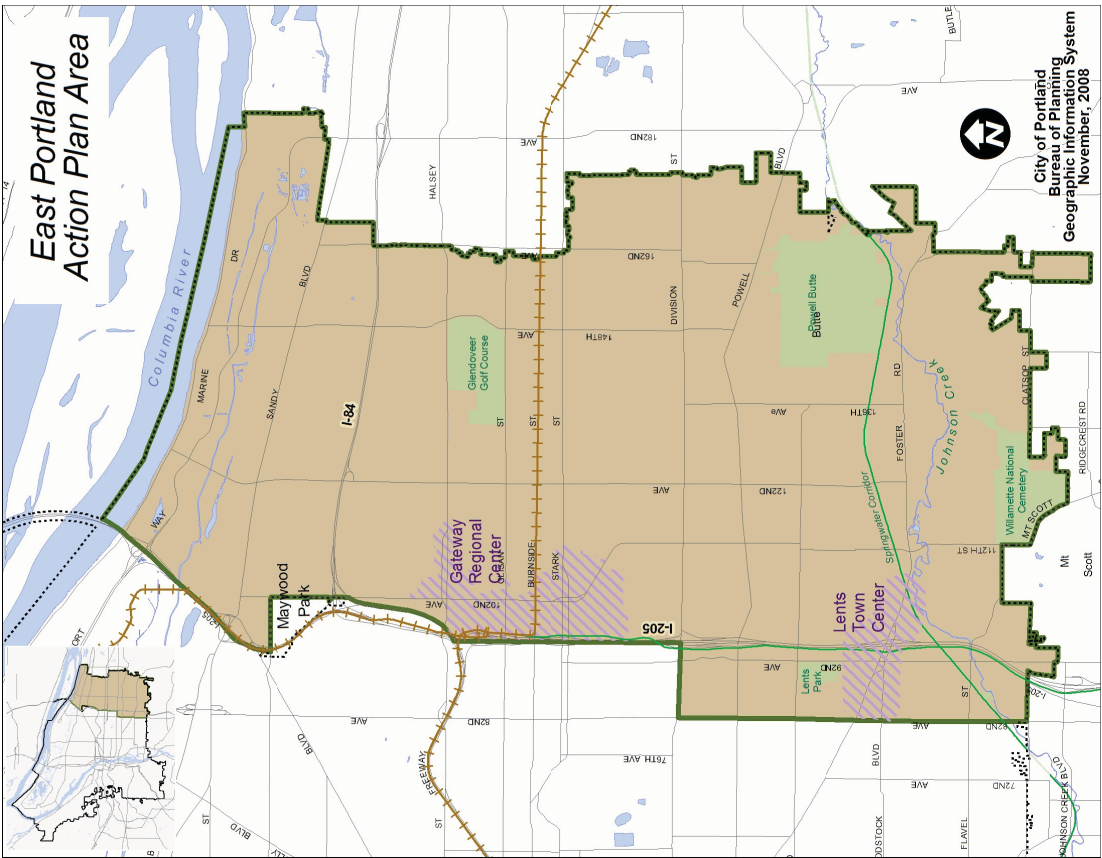
The East Portland Action Plan (“Action Plan”) is designed to identify gaps in policies, services and improvements in the area and identify opportunities to address these gaps while complementing existing efforts. The Action Plan is the result of eight months of diligent work by the East Portland Action Plan Committee (“Committee”). The Committee was established by the City of Portland and convened in December 2007 for the specific task of providing “leadership and guidance to public agencies and other entities on how to strategically address community-identified issues and allocate resources to improve livability for neighborhoods in the East Portland Neighborhood Office (EPNO) coalition area.”

The result of the Committee’s work, the Action Plan, contains **Strategies** and **Actions** to provide guidance and direction to public agencies, non-profit organizations, businesses and individuals to address the broad array of opportunities and challenges facing East Portland. These Strategies and Actions are in support of the ultimate goal of the Action Plan, which is to improve the quality of life, help foster strong community connections, increase the area’s regional significance and improve equity for East Portland residents.

East Portland Demographics

East Portland	1990	2000	2013*
Population	103,012	123,302	141,345
% of Portland Population	21.2%	23.3%	24.4%
Average Household Size	2.51	2.63	2.65
Median Household Income	\$27,207	\$38,329	\$62,722
% of Portland Median Income	105.4%	95.5%	97.2%
% Population age 19 or younger	26.8%	28.2%	26.6%
% Population age 65 or older	14.6%	14.2%	13.6%
% White Alone	89.1%	78.1%	71.1%
% Non-White	10.9%	21.9%	28.9%
% Hispanic Origin	3.0%	8.5%	13.4%
% Owner Occupied Housing	58.2%	57.5%	57.7%
% Renter Occupied Housing	37.5%	37.0%	35.1%
% Households Below Poverty	10.0%	11.1%	n/a

Source: ESRI Business Analyst, 2008



See Appendix A for additional study area maps.

How to Use This Document

PURPOSE

The Action Plan is a dynamic document expected to change over time as strategies are implemented and as East Portland changes. It is intended for use by government agencies and community stakeholders alike. Local governments should look to the Action Plan to guide work programs and to seek community partnership opportunities. Elected officials should consider the principles, desired outcomes, and community priorities when setting policy and making decisions that affect East Portland. Community stakeholders should use the Action Plan as a tool for advocacy and community building.

As described in the section *Next Steps for Implementation*, it is anticipated that there will be an ongoing community-based work group tasked with shepherding implementation of the Plan. Given that charge, this group can play a role in providing a unified voice to express the wishes and concerns of East Portland residents.

The Action Plan's **Action Tables** present a list of community-defined needs and opportunities to improve livability in East Portland over the next five-plus years. These tables consist of Strategies and Actions. The Strategies describe the broad approach to improving livability and are supported by specific Actions. The Actions are intended to illustrate the intent of the work that needs to be done, with detailed scoping of the Actions to occur when work on the action begins. The Action Tables also list the suggested Lead Implementer for each Action who will be involved in later scoping of the Actions, as well as possible partners for implementation.



The Committee, in collaboration with the larger community, developed the list of Strategies and Actions - balancing the universe of opportunities with the practicality of implementation within the Plan's five-plus year time horizon. The Committee recognized that the Action Tables include more Actions than can be completed in the Action Plan's time horizon. They also recognized that there is much more to do beyond this time frame to ensure the vitality of East Portland.

ORGANIZATION

This document has four major sections:

Background and Process: Background information explaining the origins of the project, the public process undertaken, and the schedule for development and implementation of the Action Plan.

Principles for Improved Livability: The East Portland Principles for Improved Livability are the desired outcomes of the Action Plan. The Principles form the basis for measuring progress as the Action Plan is implemented.

Action Tables: The Action Tables list the strategies and actions of the Action Plan. The Action Tables embody the desires of the community and form the centerpiece of the Action Plan. Strategies and actions are organized by the *VisionPDX* categories of *Built*, *Environmental*, *Economic*, *Learning*, and *Social*. The tables contain details about who may potentially lead the implementation, partners necessary for pursuing actions, whether capital funding is required and the recommended timeframes for implementation of actions (0-2 years, 2-5 years, or 5+ years).

Steps for Implementation: A summary of the Committee's priorities and the anticipated steps to be put in place to administer the Action Plan. This section also provides the framework for future assessment and updates of the Action Plan.

Background and Process

East Portland Action Plan Committee Charge

The East Portland Action Plan Committee was charged with providing leadership and guidance to public agencies on how to strategically address community-identified issues and allocate resources to improve livability for neighborhoods in the East Portland Neighborhood Office (EPNO) coalition area.

Desired Outcomes

- Identify and launch one to two near-term, high-priority projects to address livability.
- Develop an Action Plan that identifies actions that can be implemented by multiple partners and agencies in the near- and long-term.
- Agree on principles to inform long-term work plans for Multnomah County, the City of Portland and other relevant public agencies.

SUMMARY OF PROJECT ORIGINS

The Action Plan was initiated in 2007 when representatives from the City of Portland and Multnomah County met with then State Speaker of the House Jeff Merkley, whose district included East Portland, to discuss issues and challenges facing the area. Speaker Merkley identified several livability issues that he believed were moving the community to a “tipping point” and warranted attention. Some of these issues included a shifting of poverty to the area, the quality and design of new housing, missed opportunities for economic development, a lack of investment and concerns about public safety.

At the same time the City of Portland Bureau of Planning was undertaking the *East Portland Review*, a study documenting the area’s demographic changes, development trends, and community issues (Appendix H). The *East Portland Review* validated many of the concerns expressed by Speaker Merkley as well as other community stakeholders over the past few years. The East Portland Action Plan was developed as the vehicle to further study the issues, bring expertise to the discussions, elevate attention, and ultimately identify solutions to address the challenges facing East Portland.

Portland Mayor Tom Potter, Multnomah County Chair Ted Wheeler and Speaker Merkley officially launched the East Portland Action Plan process when they convened the first East Portland Action Plan Committee meeting in December 2007. At this first meeting, the Committee charge and desired outcomes were established. These have guided the Committee’s work over the course of the Action Plan’s development.

PROCESS SUMMARY AND TIMELINE

Recruitment for the East Portland Action Plan Committee began in Fall 2007 with a solicitation for community residents and business representatives. Eighteen members were selected to serve on the committee from over 65 applicants. This group of local neighbors and businesspeople was augmented by elected officials and representatives from the City of Portland, Multnomah County, TriMet, the State of Oregon, and Metro as well as school districts and key non-profit agencies working in East Portland. Together, the group included the perspectives of local and agency stakeholders to identify and address issues facing the community.

Additionally, the Action Plan process included a group of technical and agency advisors representing the City of Portland, Multnomah County, TriMet, Metro, the Housing Authority of Portland, the City of Gresham and the area's five school districts. The role of this group was to understand community issues and aspirations and to work with the Committee and project staff to develop or revise action ideas.

The Committee, staffed by the Bureau of Planning and a consultant team, met monthly from December 2007 to July 2008 to identify and refine key strategies and actions to improve livability. Subcommittee meetings to address specific issues were held in January, February, May, June, and July. See Appendix C for Agendas and Meeting Notes. A community Open House to review preliminary action ideas and strategies was held on April 2, 2008 at the East Portland Community Center. Over 130 community members attended the event and commented on the ideas generated by the Committee. A summary of the Open House is included in Appendix D and provides details about the event and community comments.

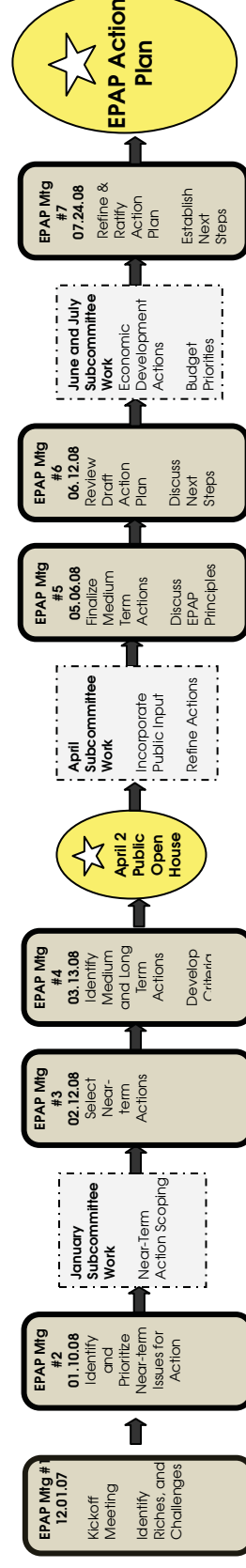


In July 2008, the Committee concluded its phase one work with this recommended Action Plan for improved livability in East Portland. Early implementation of Actions began in Spring 2008 and will continue over time as resources become available. In addition, the Portland City Council appropriated \$500,000 for additional implementation in fiscal year (FY) 2008-09.

The second phase of the Action Plan process involved establishing a subset of the full Committee to consider which specific Actions should be funded with the FY 2008-09 budget appropriation. This group, known as the East Portland Action Plan Implementation Group, met three times between September and November 2008 for this purpose. Additionally, input on funding was sought from the East Portland Neighborhood Office Chairs and from the community at an open house in October 2008.

The Portland City Council will meet on December 17, 2008 to consider adoption of the action plan and initial implementation approach. The Multnomah County Board of Commissioners is expected to consider the Action Plan in early 2009.

EAST PORTLAND ACTION PLAN Committee Planning Process December 2007-July 2008



Principles for Improved Livability

Throughout the planning process the Committee and other citizens provided input into the Action Plan in a variety of ways — through dialogue, by identifying key assets and challenges facing the area, by developing specific criteria for the types of actions the Action Plan should include, and by the very Strategies and Actions that they identified for the Action Plan. Through this process, several key themes emerged which serve as the Action Plan's guiding principles. As such, these **Principles** can provide the context for future policy making and for measuring progress toward achieving greater livability in East Portland.

PRINCIPLE 1. MITIGATE NEGATIVE TRENDS

- **Stabilization.** A primary objective of the Action Plan is to begin to reverse negative trends affecting the area's quality of life, in both real and perceived ways. As demonstrated in the *East Portland Review* and echoed by the members of the Committee, the area is facing a number of issues and challenges, which if left unchecked, may become increasingly difficult to solve. Some of the more immediate challenges facing the area are increased graffiti, concerns about public safety and the need to improve communication among the area's diverse population. As a first step, the Action Plan seeks to implement visible and effective actions to address these concerns.
- **Livability.** Beyond the immediate goal of stabilizing East Portland, the Action Plan identifies strategies and actions to improve the quality of life, or livability. These Strategies and Actions address a variety of issues and include elements of livability such as improved housing design and development quality, the creation of a targeted economic development strategy and the increased provision of safety net services.

East Portland Action Plan -- December 2008

The Riches

- Community spirit and pride
- Real, no-nonsense people
- Connection to nature and farming
- Growing and sustained diversity
- Location in the region
- Supportive of families
- Hardworking neighbors
- Walkable neighborhoods
- Passionate and involved residents
- Untapped potential

The Challenges

- Increasing poverty
- Lack of basic infrastructure and funding
- Lack of community wealth
- Negative perceptions
- Public safety threats

The Action Plan Committee defined the Riches of East Portland and the Challenges. Together, these helped guide development of the Principles and Strategies/Actions for improved livability.

PRINCIPLE 2. ATTAIN AND SUSTAIN EQUITY

- **Equity.** A universal concern among Committee members is whether East Portland is receiving a fair share of resources and attention by policy makers. Some of these real and perceived inequities are the result of the past practices that guided the area's development before annexation by the City. In addition, the Committee is concerned that East Portland is receiving a disproportionate share of new housing development without the commensurate level of infrastructure, services and amenities. Other dimensions of inequity in East Portland, such as lack of convenient access to grocery stores, are illustrated in the *Regional Equity Atlas* (Coalition for a Livable Future, 2007).
- **Sustainability of Effort.** The type and complexity of issues facing East Portland will not be solved with quick fixes or one-time efforts. An underlying principle in the Action Plan is to ensure that efforts to improve equity receive ongoing attention.

PRINCIPLE 3. BUILD ON COMMUNITY ASSETS AND CONNECTIONS

- **Community Assets.** East Portland has many assets including a wide array of housing, a range of employment opportunities, diverse school choices and distinct community pride. In particular, the area has a special focus on families and cultural diversity that other areas are trying to create. The Action Plan seeks to tap into these assets and promote them to the region.
- **Linkages and Connections.** The Action Plan recognizes linkages between issues, such as the impact of development on schools and the connection between workforce training and the ability for local businesses to attract qualified employees. The concept of connections between people and partners is another important aspect of the Action Plan. In support of this, an entire subcategory of the Action Plan is devoted to Community Building to improve interaction among communities, empower residents, strengthen East Portland's identity and develop places where people can gather.

The Committee defined “**community building**” as activities that:

- Contribute to community ownership of East Portland and/or the Action Plan
- Aid in making community connections
- Bring people together, person-to-person
- Organize around and assist with the changing nature of East Portland
- Fully engage under-represented individuals and communities
- Offer a voice for and enhance community diversity
- Lead to trust-building between communities within East Portland that have different values and relationships
- Bring about political engagement
- Include a role for authentic, community-based organizers
- Strengthen the common bonds between East Portland stakeholders
- Build a community network of support



PRINCIPLE 4. CAPITALIZE ON EAST PORTLAND'S PLACE IN THE REGION

- **Place and Role in the Region.** East Portland is served by two light rail lines, two freeways and a network of streets and transit routes which provide exceptional connectivity in the Portland metropolitan region. Additionally, East Portland encompasses the Gateway Regional Center, the Lents Town Center, several MAX stations and community Main Streets such as NE Sandy Boulevard, SE Division Street, and SE 122nd Avenue. These places present opportunities to accommodate new jobs, retail, services and housing. Given that it is often less expensive to upgrade existing infrastructure than to build new at the region's edge, East Portland is a logical place for public and private investment and should be promoted as such through local, regional and state policy and funding decisions.
- **Gateway to Nature.** East Portland is both the home of and gateway to parks, open space and significant natural areas. Locally, it includes such assets as Powell Butte, Johnson Creek, Zenger Farm and the Columbia River. As a gateway, it provides access to Oxbow and Blue Lake Regional Parks, the Columbia Gorge National Scenic Area and the Mt. Hood National Forest. These assets should be promoted within the region, making East Portland a destination as well as a point of departure.

East Portland Strategies and Actions



The following Action Tables outline strategies for accomplishing the community's desired outcomes and action items to achieve those outcomes. The tables are organized under the *VisionPDX* Five Elements of Portland: Built, Environmental, Economic, Learning, and Social. Within each of these elements, the strategies have been organized into Issue Areas for ease of use:

<u>VISIONPDX</u>	<u>EAST PORTLAND ISSUE AREA</u>
Built	- Housing and Development Policy - Commercial and Mixed-Use Development - Transportation - Public Infrastructure and Utilities
Environmental	- Parks and Open Space - Natural Areas and Environmental
Economic	Economic Development and Workforce Training
Learning	Education Infrastructure and Programs
Social	- Public Safety - Safety Net Services and Housing Assistance - Community Building - Equity

ANATOMY OF THE ACTION TABLES

The parts of the Action Tables are:

Strategy: Targeted approach for addressing East Portland's Principles for Improved Livability.

Action: Specific steps and approaches to realize a Strategy.

Lead Role: The community partner best suited for scoping and organizing the efforts of the Action. The Lead will have a role in organizing the implementation, but may not necessarily be the primary implementer.

Partners: Community partners critical for success of the Action.

Capital Funds Required: Notation of Actions that will require access to capital improvements funds to move forward, or will lead to such a need. Exact budgetary needs will be identified as activities are scoped.

Effort Level: A rough estimate of the relative amount of focus or energy a particular Action requires for successful implementation. The Effort Level describes a blend of potential staff intensity and duration of Action to implement, on a scale of 1 to 3, with 1 equaling some effort and 3 equaling significant intensity and/or duration.

Implementation Timeframe: Desired time period to pursue the Action. The timeframes listed primarily reflect the Committee's aspirations and priorities. However, timeframes also reflect the "readiness" of an Action and an implementer's ability to act. Note that in some cases an Action may be indicated as "underway" but also require additional work in a future timeframe.

A summary of the Strategies for each Action Table category precedes the full Action listing.

ACTION TABLES ABBREVIATION GLOSSARY

APNBA Alliance of Portland Neighborhood Business Associations	MULTCO Multnomah County
AUD City Auditor's Office	NA Neighborhood Associations
BA Business Associations	ODOT Oregon Department of Transportation
BDS Portland Bureau of Development Services	OECD Oregon Economic & Community Development Department
BES Portland Bureau of Environmental Services	OMF Portland Office of Management and Finance
BHCD Portland Bureau of Housing and Community Development	ONI Portland Office of Neighborhood Involvement
BOEC Portland Office of Emergency Communications	OSD Portland Office of Sustainable Development
BOP Portland Bureau of Planning	PCC Portland Community College
BTA Bicycle Transportation Alliance	PDC Portland Development Commission
CDC Community Development Corporations	PDOT Portland Office of Transportation
CITY CNCL Portland City Council	PF&R Portland Fire and Rescue
CLACKCO Clackamas County	PP&R Portland Parks and Recreation
EIA Elders in Action	PPB Portland Police Bureau
EPCC East Portland Chamber of Commerce	PSD Parkrose School District
EPN East Portland Neighbors	PSF Portland Schools Foundation
EPNO East Portland Neighborhood Office	PVT Private Sector
HAP Housing Authority of Portland	PWB Portland Water Bureau
HIST SOC Local Historical Societies	RIV ADV River Advocacy Groups
IRCO Immigrant and Refugee Community Organization	RSD Reynolds School District
JCWC Johnson Creek Watershed Council	SBA Small Business Administration
MESD Multnomah Education Service District	SD East Portland School Districts
MFS Metropolitan Family Service	WPC Willamette Pedestrian Coalition
MHCC Mt. Hood Community College	ZENGER Zenger Farm

BUILT STRATEGIES SUMMARY

HOUSING AND DEVELOPMENT POLICY

- HD.1 Improve the design and quality of new housing structures
- HD.2 Improve the appearance, quality and safety of existing housing stock
- HD.3 Improve public notification for new development and enhance community knowledge, capacity and influence
- HD.4 Review and assess public policies and incentives for housing development
- HD.5 Improve regulations and implementation of City code to increase benefit and reduce impacts
- HD.6 Review and assess Comprehensive Plan Map and implementation in East Portland

COMMERCIAL AND MIXED USE

- CM.1 Provide commercial and mixed use development opportunities throughout East Portland
- CM.2 Promote vital and healthy multi-use commercial areas

TRANSPORTATION

- T.1 Improve transit service throughout East Portland
- T.2 Increase safety and convenience of walking throughout east Portland
- T.3 Increase safety and accessibility of bicycling in East Portland
- T.4 Improve safety and multi-modal function of arterial and collector streets throughout East Portland
- T.5 Improve the unimproved local streets in East Portland
- T.6 Improve connectivity in East Portland
- T.7 Foster equity in transportation decisions and services

PUBLIC INFRASTRUCTURE AND UTILITIES

- I.1 Assure continued water quality and water service to East Portland
- I.2 Upgrade and maintain public utilities and infrastructure systems throughout East Portland
- I.3 Explore green infrastructure partnerships to maximize benefits



BUILT

Housing and Development Policy

Strategy									
Action	Possible Lead Role	Possible Partners	Capital Funds Req'd	Effort Level	Implementation Timeframe				Notes
					Underway?	0 - 2 yrs	2 - 5 yrs	5+ yrs	
HD.1 Improve the design and quality of new housing structures									
HD.1.1 Explore design tools and update Community Design standards tailored to East Portland development styles and neighborhoods.	BOP	BDS, NA		3		•			Consider in Portland Plan or specific project
HD.1.2 Explore design requirements and/or mandatory design overlays for multi-dwelling development in high-impact infill areas.	BOP			3		•			Consider in Portland Plan or specific project
HD.1.3 Explore code provisions to improve corner-lot building orientation.	BOP			2		•			Consider in Portland Plan or specific project
HD.1.4 Initiate pilot projects for development of high-quality housing compatible with existing development and natural features.	CDC	BOP, PDC, BHCD, HAP	Yes	3		•			Seek to leverage existing efforts such as Metro's "Integrating Habitat" design competition
HD.1.5 Implement Courtyard Design Competition ideas and standards.	BOP	PDC, PVT		3		•			
HD.1.6 Explore financial incentives or other mechanisms to upgrade materials and design quality of multi-dwelling development (MFR façade program).	BOP	BHCD, BDS, PDC		3			•		Consider in Portland Plan or specific project
HD.2 Improve the appearance, quality and safety of existing housing stock									
HD.2.1 Increase proactive code enforcement for housing, improve information about reporting and mechanisms to address issues.	BDS	ONI, BHCD		2		•			Consider pilot program; combine with incentives such as rehab loans and clean-ups (see PS.7.1).
HD.2.2 Develop a Rental Inspection Program to ensure that minimum life and health standards are maintained in multifamily housing.	BDS	BHCD		3			•		
HD.2.3 Create a housing rehabilitation program to improve the safety and appearance of existing housing stock.	BHCD	PDC, CDC	Yes	2	•		•		Use URA funds where available as a pilot; augment for other areas outside URAs
HD.2.4 Expand community non-profit home repair and rehabilitation assistance programs to cover greater number of households.	CDC	BHCD, PDC	Yes	2		•			CDC programs underway; leverage, expand, and publicize to eastern neighborhoods

BUILT

Housing and Development Policy

Strategy	Action	Possible Lead Role	Possible Partners	Capital Funds Req'd	Effort Level	Implementation Timeframe				Notes
						Underway?	0 - 2 yrs	2 - 5 yrs	5+ yrs	

HD.3 Improve public notification for new development and enhance community knowledge, capacity and influence in land use

HD.3.1	Develop a mechanism to notify school districts of residential development permits.	BDS	BOP, SD, ONI		1		•			
HD.3.2	Expand development regulation information in multiple languages; assist non-English speakers' understanding of the process.	BDS	ONI		2	•	•			Some available now, such as four languages on website
HD.3.3	Improve outreach and involvement of East Portland residents and businesses in Portland Plan; expand capacity of EPNO land use chairs group to engage in Portland Plan.	ONI, EPNO	BOP		1		•			Consider additional staffing to improve engagement
HD.3.4	Develop classes to improve technical capacity and expertise in land use for/among neighborhood leaders.	BOP, BDS	ONI		2		•			Expand beyond the introductory-type trainings currently offered
HD.3.5	Consider and develop a mechanism to provide better notification to neighbors of multi-dwelling developments that do not require a land use review.	BDS	ONI, BOP		2		•			Consider site posting or other mechanism - test as pilot project in East Portland

HD.4 Review and assess public policies and incentives for housing development

HD.4.1	Explore policies and mechanisms to address timing and funding of services when development occurs (including schools, parks, streets, etc).	BOP	CITY ATTY, BDS, BHCD, METRO, PDOT, BES		3			•		Address in Portland Plan
HD.4.2	Align development standards and policies among bureaus to improve coordination and resolve internal conflicts.	BOP	BDS		2	•		•		Educate bureaus about issues to facilitate coordinated solutions
HD.4.3	Review and assess housing development tax abatement benefits and impacts in East Portland; consider adjustments as warranted.	BOP, AUD	BHCD, HAP, CDC, PDC, SD		1		•			Assess impacts in audit/study



BUILT

Housing and Development Policy

Strategy	Action	Possible Lead Role	Possible Partners	Capital Funds Req'd	Effort Level	Implementation Timeframe				Notes
						Underway?	0 - 2 yrs	2 - 5 yrs	5+ yrs	

HD.5 Improve regulations and implementation of City code to increase benefit and reduce impacts of new housing

HD.5.1 Explore mechanisms to provide on-site play areas and open space in multifamily housing developments.	BOP	BDS, BHCD, HAP			2		•			Consider in Portland Plan; explore/implement as possible in advance
HD.5.2 Amend zoning code to improve flag lot development and privacy issues.	BOP	BDS			2	•	•			Address RICAP; explore in Portland Plan
HD.5.3 Improve/institute a tree preservation and replacement code.	BOP	PP&R, BES, BDS			2	•				Address in tree code and policy initiative
HD.5.4 Review relationship of zoning density and lot size to address East Portland infill context.	BOP	BDS			3		•			Consider in Portland Plan; explore/implement as possible in advance
HD.5.5 Develop better guidelines and regulations for transitions between relatively high and moderate intensity zones to mitigate decreased sunlight access and privacy impacts.	BOP	BDS			2		•			Consider in Portland Plan; explore/implement as possible in advance
HD.5.6 Provide community amenities and improve design to encourage housing that is attractive to households with a range of incomes.	BOP	BDS, HAP, BHCD, PDG		Yes	3		•			Study possibilities in Portland Plan

HD.6 Review and assess Comprehensive Plan Map and implementation in East Portland

HD.6.1 Assess outcomes of the Outer Southeast Community Plan, update where needed.	BOP	PDOT, BHCD, BES			2	•		•		Consider in Portland Plan
HD.6.2 Evaluate location and intensity of current residential zoning including density bonuses.	BOP				3			•		Consider in Portland Plan; explore/implement in advance
HD.6.3 Initiate a pilot project in East Portland to test new land use concepts: consider land development, transportation and connectivity, services.	BOP	BUREAUS			3		•			Consider Powellhurst-Gilbert to explore issues with broader Portland Plan implications
HD.6.4 Engage school districts in long range planning for land use and service provision.	BOP, SD	BDS, PDOT			2		•			Address SB 336 facility and land development planning issues

BUILT

Commercial and Mixed Use Development

Strategy	Action	Possible Lead Role	Possible Partners	Capital Funds Req'd	Effort Level	Implementation Timeframe				Notes
						Underway?	0 - 2 yrs	2 - 5 yrs	5+ yrs	

CM.1 Provide commercial and mixed use development opportunities throughout East Portland

CM.1.1	Review commercial and mixed use zoning throughout East Portland; consider adding to deficient areas to provide neighborhood services; consider access and walkability equitably throughout area.	BOP			3			•		20-minute neighborhood idea - consider in Portland Plan
CM.1.2	Promote redevelopment in "centers" and along "main streets."	PDC	BOP, METRO	Yes	2	•	•			Promote through funding partnerships
CM.1.3	Support commercial revitalization in business and mixed use districts.	PDC	BOP, CDC, EPCC, APNBA, BHCD		2		•			Explore potential for commercial CDC, and BID development
CM1.4	Explore expansion of financial tools for community revitalization, including tax increment financing.	BOP	PDC, METRO		3			•		Focus efforts on Region 2040 areas: transit station, main streets and town centers.

CM.2 Promote vital and healthy multi-use commercial areas

CM.2.1	Expand storefront improvement grant program throughout East Portland commercial areas.	PDC	BOP, APNBA, BHCD	Yes	2	•	•			Determine areas where expanded investment is warranted
CM.2.2	Develop unique/iconic signage and artwork for business districts and key transit stations.	BA	PDC, RACC	Yes	2		•			Consider graphic design program students for design support
CM.2.3	Scope projects and support pedestrian infrastructure improvements in business districts.	PDOT	ODOT, BA/NA	Yes	2	•		•		Explore options to fund: RFF, SDCs, BIDs
CM.2.4	Explore potential for an arts and entertainment facility or district to serve East Portland.	PDC, RACC	BOP	Yes	2			•		
CM.2.5	Develop and promote "international marketplace" concept for 82nd Avenue.	BA	ONI, APNBA, PDC		2		•			Consider Asian theme
CM.2.6	Develop business districts maps and marketing materials.	EPCC	APNBA, ONI, BA		1		•			Consider graphic design program students for design support
CM.2.7	Develop public spaces and community uses in commercial areas.	BOP	BA, NA, PDC	Yes	3			•		Consider in Portland Plan; implement in advance if feasible
CM2.8	Re-examine development regulations and fees for key East Portland business districts (i.e Gateway, Lents, Division, Parkrose); reduce barriers to quality development and job creation.	BOP	BDS, PDC		2			•		Consider in Portland Plan



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BUILT

Transportation

Strategy	Action	Possible Lead Role	Possible Partners	Capital Funds Req'd	Effort Level	Implementation Timeframe				Notes
						Underway?	0 - 2 yrs	2 - 5 yrs	5+ yrs	

T.1	Improve transit service throughout East Portland									
T.1.1	Develop prioritized list for improvements to existing transit stops.	PDOT, ONI	TRIMET, NA, BA, EPNO, ODOT		1		•			Assess passenger service warrants, including senior and disabled needs
T.1.2	Study potential to increase north-south lines and improve frequency of transit service to serve far East Portland neighborhoods.	TRIMET			2		•			Consider routes: 148th Avenue, 162nd Avenue; frequency on 122nd Avenue
T.1.3	Explore opportunities for expanded transit service and improved connections between East Portland neighborhoods and Columbia Corridor employment areas.	TRIMET	PDOT, BOP		2		•			Consider extension/routing of 122nd Avenue line
T.1.4	Study transit service demand in the Foster/Jenne Road/Pleasant Valley area; plan and implement accordingly.	TRIMET			2		•			
T.1.5	Evaluate utilization/capacity and management of park-and-ride facilities along MAX Green Line 12 months after opening; plan and implement changes accordingly.	TRIMET			2		•			
T.1.6	Implement a pilot project for controlled-access MAX platforms along the Blue Line.	TRIMET	PDOT, ODOT	Yes	3		•			Pilot project in planning stages - focusing on CPTED principles
T.1.7	Expand City of Portland and TriMet partnership linking sidewalk improvements with transit stop improvements.	PDOT	TRIMET, ODOT	Yes	2		•			Consider joint funding opportunities RFF, other sources

T.2	Increase safety and convenience of walking throughout East Portland									
T.2.1	Prioritize East Portland schools for Safe Routes to School sidewalk and crossing improvements. (see T.7.1)	PDOT	ODOT, SD, EPN	Yes	3		•			Three schools in East PDX part of Safe Routes to School program
T.2.2	Study, identify and scope funding for pedestrian crossing safety improvements on Glisan, Halsey, Stark, Division, 122nd, and Foster.	PDOT	EPN, NA, BA	Yes	3		•			
T.2.3	Review policies and procedures to ensure pedestrian improvements concurrent with all new development.	PDOT	BDS, BOP		2		•			Possible Portland Plan issue
T.2.4	Review policy: prioritize adding sidewalk connections over expanding/widening existing connections.	PDOT			1			•		Consider in TSP update
T.2.5	Improve landscaping, cleanliness, and patrolling of multi-use paths and neighborhood pedestrian paths.	PDOT	ODOT, PP&R, NA		3		•			

BUILT

Transportation

Strategy

Action	Possible Lead Role	Possible Partners	Capital Funds Req'd	Effort Level	Implementation Timeframe			Notes
					Underway?	0 - 2 yrs	2 - 5 yrs	

T.3 Increase safety and accessibility of bicycling in East Portland

T.3.1 Install striped bike lanes on all major arterials throughout East Portland; prioritize areas with gaps in the bike network.	PDOT	ODOT	Yes	2		•		Evaluate in Bicycle Master Plan
T.3.2 Increase street sweeping on arterials with bike lanes and paths.	PDOT			2	•			
T.3.3 Develop complete and more well-defined bike system plan for East Portland; consider/incorporate safety innovations such as divided bike lanes, "bike boxes", path systems.	PDOT		Yes	3		•		Evaluate in Bicycle Master Plan
T.3.4 Improve and promote Springwater Corridor trail as commuting route; consider adding trailheads/parking.	PP&R	PDOT	Yes	2			•	
T.3.5 Provide bike outreach info with East Portland focus.	BTA	PDOT		2		•		
T.3.6 Assess bike safety issues in key areas - Mall 205, Lents, and Division Street; implement improvements.	PDOT	BTA, NA, BA	Yes	2		•		Evaluate in Bicycle Master Plan

T.4 Improve safety and multi-modal function of arterial and collector streets throughout East Portland

T.4.1 Identify and implement low cost/high impact maintenance improvements on SE Powell Boulevard.	ODOT			1		•		
T.4.2 Implement Powell Boulevard Safety Improvements: 122nd Avenue to 136th Avenue.	ODOT		Yes	3			•	
T.4.3 Initiate Powell Boulevard street improvement planning; consider TGM grant to begin process.	ODOT, PDOT	BOP, BES	Yes	3		•		Dependent on City to initiate an application for a TGM grant.
T.4.4 Implement 102nd Boulevard Improvements - Phase 2.	PDOT		Yes	1	•	•		Support funding
T.4.5 Study/ implement signal timing changes on Burnside at 102nd, 122nd, and 148th to improve traffic flow, reduce congestion.	PDOT	TRIMET	Yes	2		•		
T.4.6 Develop sidewalks on 104th Avenue.	PDOT	PDC	Yes	3		•		Consider in Lents URA work plan and priorities
T.4.7 Develop and implement safety improvement plans for collectors adjacent new development areas: 117th and 136th Avenues.	PDOT		Yes	3			•	Consider in TSP update or other stand-alone study
T.4.8 Implement 122nd Avenue Safety Improvements at high crash intersections.	PDOT		Yes	2		•		



BUILT

Transportation

Strategy	Action	Possible Lead Role	Possible Partners	Capital Funds Req'd	Effort Level	Implementation Timeframe			Notes
						Underway?	0 - 2 yrs	2 - 5 yrs	
T.4.9	Implement Sandy Boulevard Safety Improvements: 122nd Avenue to 141st Avenue.	ODOT		Yes	3			•	
T.4.10	Initiate Sandy Boulevard street improvement planning; consider TGM grant to begin process.	ODOT, PDOT	BOP, BES	Yes	3			•	Dependent on City to initiate an application for a TGM grant.
T.4.11	Refurbish and maintain landscape traffic islands: Sandy Blvd (102nd to 122nd); 122nd Avenue (North of Glisan).	PDOT	ODOT	Yes	2		•		
T.4.12	Repair potholes throughout area.	PDOT			2	•			Ongoing. Limited to improved streets
T.4.13	Consider role of SE 136th Avenue Division to Foster - update local and regional designations.	PDOT	METRO		2		•		Consider in TSP update and Portland Plan
T.4.14	Explore SDC and other funding opportunities for improving SE 136th Avenue, Division to Foster.	PDOT			1	•		•	
T.4.15	Advocate to make improvements to Powell Boulevard (US 26) east of I-205 a regional priority.	EPN, BA	PDOT, ODOT, METRO		2		•		

T.5 Improve the unimproved local streets throughout East Portland

T.5.1	Develop best practices pilot project to accelerate local street improvements; explore funding options, design standards, criteria for qualification.	PDOT	BOP, BES	Yes	3			•	
T.5.2	Develop information and outreach campaign to residents along unimproved streets to increase participation in Local Improvement Districts (LIDs).	PDOT	ONI, PDC		2		•		
T.5.3	Evaluate and modify policy and administration for building sidewalks on public streets during development process (address waiver of remonstrance issue).	PDOT	BDS		1		•		
T.5.4	Study and develop an alternative street standard for local streets in East Portland.	PDOT			1			•	Consider solutions for incremental improvement or alternative treatment - possible TSP update

BUILT

Transportation

Strategy

Action	Possible Lead Role	Possible Partners	Capital Funds Req'd	Effort Level	Implementation Timeframe			Notes
					Underway?	0 - 2 yrs	2 - 5 yrs	

T.6 Improve connectivity throughout East Portland

T.6.1 Develop a complete and more well-defined future street plan for East Portland.	PDOT	BOP, BDS, BES		3			•	Consider in TSP update, Portland Plan or as stand-alone project
T.6.2 Develop priorities for decision-making on transportation improvements; consider connections to parks/open space/schools, "green street" design, public safety needs.	PDOT			2		•		Consider in TSP update, Portland Plan or as stand-alone project
T.6.3 Initiate a Powellhurst-Gilbert connectivity and urban form study. (see H.6.3)	BOP, PDOT	BES, BDS, PDC		2		•		Consider for early exploration to inform Portland Plan
T.6.4 Explore ways to improve the function, safety and convenience of the I-205 interchanges at Division Street and Powell Boulevard.	PDOT	ODOT, BOP, METRO		3			•	Not included in Metro's long range plan. Consider when funding for I-205 changes become available
T.6.5 Institute policy and develop plan to provide accessible transportation options (sidewalks, streets, connections) for people with physical disabilities.	PDOT	ODOT		2			•	
T.6.6 Acquire property and develop streets in Central Gateway.	PDC	PDOT	Yes	3			•	Process to consider options underway

T.7 Foster equity in transportation decisions and services

T.7.1 Prioritize East Portland schools in "safer routes to school" funding and implementation. (see T.2.1)	PDOT	EPN	Yes	1		•		
T.7.2 Identify and prioritize East Portland street improvement projects.	PDOT	EPN, ONI	Yes	2		•		
T.7.3 Prioritize transportation safety improvements at high-crash intersections.	PDOT	ODOT	Yes	2	•			
T.7.4 Establish East Portland Neighborhood Office transportation committee to prioritize projects and advocate with committees and elected-officials.	ONI	ODOT, METRO, PDOT, EPN		1		•		Develop EPNO priority list; meet quarterly
T.7.5 Engage Bicycle Transportation Alliance, Elders in Action and Willamette Ped Coalition in advocating for East Portland safety improvements.	ONI	BTA, EIA, WPC, PDOT		1		•		
T.7.6 Study impact of Urban Growth Boundary expansion on future traffic on Foster Road, Powell Boulevard and other key streets. Develop regional funding approach for necessary improvements.	Metro	PDOT, CLACKCO		2			•	Coordinate with plans for Damascus and north Clackamas County



BUILT

Public Infrastructure and Utilities

Strategy	Action	Possible Lead Role	Possible Partners	Capital Funds Req'd	Effort Level	Implementation Timeframe				Notes
						Under way?	0 - 2 yrs	2 - 5 yrs	5+ yrs	

I.1 Assure continued water quality and water service to East Portland

I.1.1	Initiate Powell Butte Reservoir drainage improvements.	PWB		Yes	2			•		
I.1.2	Construct a second reservoir at Powell Butte to serve citywide water needs.	PWB		Yes	3				•	
I.1.3	Re-pipe Powell Valley Road Water District wells for improved capacity and emergency service.	PWB		Yes	2			•		
I.1.4	Add additional wells to Columbia Groundwater well fields to increase supply and capacity.	PWB		Yes	3	•			•	

I.2 Upgrade and maintain public utilities and infrastructure systems throughout East Portland

I.2.1	Develop a concurrency plan that matches infrastructure needs with the pace of development, especially housing.	BOP	PDOT, SD		2			•		Consider in Portland Plan
I.2.2	Examine policy and opportunities for street lighting on unimproved and substandard streets.	PDOT			2			•		

I.3 Explore green infrastructure partnerships to maximize benefits

I.3.1	Address stormwater management in the 122nd Avenue area south of Division Street.	BES	PDOT, ODOT	Yes	2		•			Address UIC/sump issues
I.3.2	Consider opportunities to partner with PDOT and ODOT for multimodal improvements when addressing stormwater issues.	BES	PDOT, ODOT	Yes	1		•			Explore opportunities for green streets and pedestrian safety and comfort improvements
I.3.3	Explore regional stormwater management solutions that provide public open space and recreation benefits.	BES	PDOT, BOP, ODOT, PP&R, NA, METRO	Yes	2		•			Explorer in Portland Plan; consider Powellhurst-Gilbert/Holgate Lake area
I.3.4	Explore opportunity for regional stormwater solution along Sandy Boulevard from 102nd Avenue to 162nd Avenue.	BES	ODOT, BA	Yes	3			•		Consider in Portland Plan
I.3.6	Consider green stormwater solutions as part of transportation safety improvement projects on SE Powell Boulevard and NE Sandy Boulevard.	ODOT	BES, PDOT		1			•		

ENVIRONMENTAL STRATEGIES SUMMARY

PARKS AND OPEN SPACE

- P.1 Increase schools/parks joint use facilities in East Portland
- P.2 Improve existing parks in East Portland
- P.3 Improve existing trails in East Portland
- P.4 Develop new parks and community facilities in facility-deficient areas throughout East Portland
- P.5 Develop new multi-use trails and green corridors
- P.6 Create access to and develop facilities for water bodies

NATURAL AREAS AND ENVIRONMENT

- NA.1 Improve environmental function of urbanized areas and mitigate impacts
- NA.2 Improve natural areas throughout East Portland
- NA.3 Increase public access to natural areas
- NA.4 Attain environmental equity in East Portland



ENVIRONMENTAL

Parks and Open Space

Strategy									
Action		Possible Lead Role	Possible Partners	Capital Funds Req'd	Effort Level	Implementation Timeframe			Notes
						Under- way?	0 - 2 yrs	2 - 5 yrs	5+ yrs
P.1 Increase schools/parks joint use facilities in East Portland									
P.1.1 Expand partnerships between school districts and Portland Parks to increase joint use and expand recreation opportunities.		PP&R	SD		2		•		Rosa Parks School/Park model
P.1.2 Develop and implement a school/parks master plan for key opportunity locations.		PP&R	SD	Yes	2		•		Glenfair and Kelley are good pilot project candidates
P.1.3 Explore partnership opportunities to create and sustain "community-center" activities at key schools.		PP&R, SD			2			•	Consider Parkrose High School and other appropriately located facilities
P.2 Improve existing parks in East Portland									
P.2.1 Seek private funding partnerships for parks improvements, including foundation grants, donations, etc.		PP&R	NA, EPN	Yes	3		•		
P.2.2 Develop and improve facilities at East Portland parks that are currently undeveloped.		PP&R	NA, EPN	Yes	3		•	•	Some underway; others depend on future funding
P.2.3 Improve Lents Park sports fields to optimize play time and children safety.		PP&R	PDC	Yes	2		•		
P.2.4 Expand community gardens throughout East Portland parks; continue partnerships with farmers markets and Oregon Food Bank.		PP&R		Yes	2				Explore opportunities identified in "Diggable Cities" report
P.2.5 Improve facilities that support multi-modal access to parks: bike storage, ADA-compliant and convenient paths, transit orientation.		PDOT	PP&R	Yes	3			•	Consider in TSP update
P.2.6 Increase number of skate parks and other teen-oriented facilities at East Portland parks.		PP&R	NA	Yes	2		•		Ed Benedict Skate Park underway
P.2.7 Prioritize funding for development of unimproved park spaces: Beech, Clatsop, Parklane, Eastridge, East Holladay.		PP&R	CITY CNCL	Yes	3		•		Master Plan underway; implementation dependent on funding

ENVIRONMENTAL

Parks and Open Space

Strategy										
Action	Possible Lead Role	Possible Partners	Capital Funds Req'd	Effort Level	Implementation Timeframe			Notes		
					Underway?	0 - 2 yrs	2 - 5 yrs		5+ yrs	
P.3 Improve existing trails in East Portland										
P.3.1 Plan and develop Springwater Trailhead facilities at key locations.	PP&R	PDC, METRO	Yes	3			•			
P.3.2 Fill gaps and extend the Columbia Slough Trail.	PP&R	PDOT	Yes	2			•			
P.3.3 Fill gaps and extend the Marine Drive Trail.	PP&R	PDOT	Yes	2			•			
P.3.4 Explore feasibility of a mountain bike area on Powell Butte to reduce conflict with hikers/walkers.	PP&R			2		•				
P.4 Develop new parks and community centers in facility-deficient areas throughout East Portland										
P.4.1 Identify and fund a "community-built park" as per VisionPDX: pilot program in East Portland.	EPN	PP&R, NA, BOP	Yes	3		•			Coordinate with Vision into Action Program	
P.4.2 Study the need for an additional community center in East Portland.	PP&R			3				•	Consider in Portland Plan or Parks Vision 2020 update; consider eastern district location; explore interjurisdictional partnerships	
P.4.3 Develop a community facility and/or outdoor pool in East Portland.	PP&R		Yes	3				•	Consider eastern district locations; explore interjurisdictional partnerships	
P.4.4 Continue planning and promotion of "Gateway Green" open area.	PVT	ODOT, BOP, PDC, PP&R	Yes	2		•			ODOT property at I-205/-I84 junction	
P.4.5 Purchase land for park development; prioritize neighborhoods with parks deficiency.	PP&R	PDC, EPN, METRO	Yes	3		•			Reevaluate needs in Portland Plan or Parks Vision 2020 update	
P.4.6 Consider and develop 'small-site' park standards and plan for East Portland.	PP&R	PDC		2			•		Tailor for Gateway Regional Center	
P.4.7 Continue and expand installing park improvements on Water Bureau properties.	PWB	EPN	Yes	2		•			HydroPark model	



ENVIRONMENTAL

Parks and Open Space

Strategy	Action	Possible Lead Role	Possible Partners	Capital Funds Req'd	Effort Level	Implementation Timeframe				Notes
						Under way?	0 - 2 yrs	2 - 5 yrs	5+ yrs	
P.4.8	Prioritize acquiring and developing access to/frontage for existing parks: Bundy Park, Raymond Park, West Powellhurst Park.	PP&R	PDOT, EPN, BDS, METRO	Yes	2		•			Acquire parcels to increase visibility and viability
P.4.9	Prioritize acquisition and development of parks in existing underserved areas or where significant residential development is anticipated: Gateway, Powellhurst/Gilbert, MAX station areas.	PP&R	PDC, BOP, METRO	Yes	3			•		Consider in Portland Plan
P.5 Develop new multi-use trails and green corridors										
P.5.1	Identify streets that can provide north-south connections for linear parkways that combine bike trails and walkways (such as 139th Avenue).	PDOT	PP&R, BOP, EPN		1			•		Coordinate with TSP update and/or Portland Plan
P.5.2	Develop the Sullivan's Gulch trail.	ODOT	PP&R	Yes	3			•		
P.6 Create access to and develop facilities for water bodies										
P.6.1	Develop a low-cost paddling facility near the I-205 bridge to access Government Island.	METRO	RIVER ADV.	Yes	3				•	
P.6.2	Consider, plan, and develop launch points along Johnson Creek.	BES		Yes	3				•	
P.6.3	Create access to Fairview Lake/Mud Lake for light watercraft.	MULT CO		Yes	2			•		
P.6.4	Develop access/easement plan to maintain access to Columbia slough and river as area develops.	BOP	BES, PDOT, PP&R, MULTCO		2			•		Consider in Portland Plan

ENVIRONMENTAL

Natural Areas and Environment

Strategy

Action	Possible Lead Role	Possible Partners	Capital Funds Req'd	Effort Level	Implementation Timeframe			Notes
					Underway?	0 - 2 yrs	2 - 5 yrs	
						yrs	yrs	
NA.1 Improve environmental function of urbanized areas and mitigate impacts								
NA.1.1 Create and implement program to maximize native/low-maintenance/drought-tolerant landscaping of public spaces throughout East Portland: public buildings/properties, street medians, schools.	BES	PP&R, PWB, METRO, PDOT		2			•	
NA.1.2 Increase street tree plantings throughout East Portland.	BES, PP&R	NA, FOT, PDOT, BOP	Yes	2		•		Work with FOT - identify key arterial street and key local street as pilot project
NA.1.3 Develop standards to maximize application of "green streets" to serve multiple neighborhood objectives: stormwater management, pedestrian safety, green space.	PDOT	BES, PDC		1		•		To occur with green street development
NA.1.4 Develop Citywide Tree Code initiative to address tree code and development issues.	BOP	BES, PP&R		2	•			
NA.1.5 Expand school composting program.	SD	BES, OSD		2	•			See Sacramento School model

NA.2 Improve natural areas throughout East Portland

NA.2.1 Improve Johnson Creek habitat and flood storage.	BES	JCWC	Yes	3	•			
NA.2.2 Advance Powell Butte wildfire protection.	BES	WATER, PP&R, PF&R		1	•			
NA.2.3 Eradicate invasive plant species in public and natural areas.	BES	PP&R, NON-PROFITS		2	•			



ENVIRONMENTAL

Natural Areas and Environment

Strategy										
Action	Possible Lead Role	Possible Partners	Capital Funds Req'd	Effort Level	Implementation Timeframe				Notes	
					Underway?	0 - 2 yrs	2 - 5 yrs	5+ yrs		
NA.3 Increase public access to natural areas										
NA.3.1 Create passive recreation development standards that are sensitive to habitat needs and seek to minimize impacts to neighboring residents.	BES, PP&R	ONI		2			•			
NA.3.2 Develop opportunities for increased public access to BES/City-owned properties for passive recreation.	BES	PP&R	Yes	3		•				
NA.3.3 Purchase land in the Lava Domes area to begin "Forest Park East."	METRO	PP&R, BES	Yes	2	•	•				
NA.3.4 Support Zenger Farm outreach and wetland restoration programs.	BES	ZENGER, OSD, PP&R, SD, PDC		1	•	•				
NA.3.5 Develop and implement East Portland natural areas public education program to increase awareness and use (where appropriate).	BES	METRO, ONI		2		•				
NA.4 Attain environmental equity in East Portland										
NA.4.1 Increase active and passive recreation space on par with citywide recreation space and best practices standards.	PP&R	METRO	Yes	3			•			Evaluate in Portland Plan and Parks Vision 2020 update
NA.4.2 Require incorporation of environmental sustainability practices for all projects receiving public funding.	OSD	BES, CITY CNCL, MULTCO, METRO		2	•					City of Portland Green Building Policy addresses sustainability practices for all City funded projects

ECONOMIC STRATEGIES SUMMARY

ECONOMIC DEVELOPMENT AND WORKFORCE TRAINING

- EC.1 Develop and implement a comprehensive economic development plan and policy agenda
- EC.2 Promote key opportunity sites for economic development
- EC.3 Promote and support small and independent Portland-based and -owned businesses
- EC.4 Increase and promote workforce training and employment opportunities for East Portland residents



ECONOMIC

Economic Development and Workforce Training

Strategy	Action	Possible Lead Role	Possible Partners	Capital Funds Req'd	Effort Level	Implementation Timeframe			Notes
						Underway?	0 - 2 yrs	2 - 5 yrs	

EC.1 Develop and implement a comprehensive economic development plan and policy agenda

EC.1.1 Undertake a comprehensive assessment of East Portland's strengths, weaknesses, opportunities and threats for economic development, including work skills profiles.	PDC; EPN	BOP, PCC, OEDD		2		•			
EC.1.2 Identify family-wage target industries and develop a plan to pursue such industries; identify partnerships, funding and timeline necessary to implement the plan.	PDC	BOP, PCC, OEDD		2		•			
EC.1.3 Develop and implement marketing plans to recruit target industries.	PDC	APNBA		2			•		
EC.1.4 Develop an advocacy agenda for promoting economic development in East Portland. Identify opportunities to influence public policy, planning, and funding decisions that affect economic development and investment in the area.	EPCC, APNBA	BA, NA		2		•			

EC.2 Promote key opportunity sites for economic development

EC.2.1 Inventory and prioritize developable and redevelopable industrial and employment lands for recruitment of target industries.	PDC	BOP		2		•			Consider in Portland Plan or as special project
EC.2.2 Identify and prioritize commercial nodes and commercial street frontages suitable for storefront and/or "main street" improvements; consider other design and infrastructure improvements.	BOP	PDC, APNBA, BA, NA		2		•			
EC.2.3 Identify and promote opportunities for siting public institutions in the area, such as government offices and court houses.	EPN, NA, BA	BOP, PDC		2		•			Consider in Portland Plan; advocacy with officials

ECONOMIC

Economic Development and Workforce Training

Strategy	Action	Possible Lead Role	Possible Partners	Capital Funds Req'd	Effort Level	Implementation Timeframe			Notes
						Under way?	0 - 2 yrs	2 - 5 yrs	

EC.3 Promote and support small and independent East Portland-based and -owned businesses

EC.3.1 Identify and develop strategy to remove barriers to small business development in East Portland.	PDC, EPN	BOP, EPCC	2			•			
EC.3.2 Conduct East Portland-specific workshops about business development and revitalization.	EPCC, APNBA	PDC, BDS, PCC, SBA	2			•			
EC.3.3 Fund the Economic Opportunity Initiative for micro and small business development.	BHCD		2			•			
EC.3.4 Develop a centrally-located small business resource center.	APNBA	PDC	3	Yes			•		
EC.3.5 Expand outreach for the Economic Opportunity Initiative (EOI) for small business development throughout East Portland.	BHCD		2			•			

EC.4 Increase and promote workforce training and employment opportunities for East Portland residents

EC.4.1 Promote East Portland as opportune location for trade/technical schools and other educational institutions.	PDC	BHCD, CHAMBER, BA, ONI	2			•			
EC.4.2 Develop and build relationships between business community and other community organizations for mentoring, skill building, fundraising and development.	APNBA, EPCC	BA, PDC, NA	1			•			Develop schools/business and other partnerships to increase connections
EC.4.3 Develop clearing house/program to connect East Portland residents with workforce training and education programs that lead to career track, living wage jobs.	PDC	BHCD, NON-PROFITS, BA, MHCC, PCC, EPCC	2			•			
EC.4.4 Develop a comprehensive plan to train, place and advance East Portland residents in career track, living wage jobs.	BHCD					•			
EC.4.5 Connect East Portland residents to family-wage employment outside of the area by identifying and removing barriers, such as limited transportation options.	TRIMET METRO PDOT	EPCC, BA					•		



LEARNING STRATEGIES SUMMARY

EDUCATION INFRASTRUCTURE AND PROGRAMS

- L.1 Improve early childhood education
- L.2 Increase availability of youth-focused programs
- L.3 Strengthen stability and quality of East Portland K-12 schools
- L.4 Increase the academic success of East Portland K-12 students
- L.5 Increase community college and K-12 school districts coordination
- L.6 Increase partnerships among and with East Portland K-12 school districts
- L.7 Increase parental involvement in and access to public K-12 schools
- L.8 Increase community library services and facilities

LEARNING

Education Infrastructure and Programs

Strategy									
Action	Possible Lead Role	Possible Partners	Capital Funds Req'd	Effort Level	Implementation Timeframe			Notes	
					Under-way?	0 - 2 yrs	2 - 5 yrs		5+ yrs
L.1 Improve early childhood education									
L.1.1 Provide free full-day kindergarten at all East Portland public elementary schools.	SD	STATE		3				•	Advocate with State officials, Legislature
L.1.2 Advocate through legislature and others for statewide funding of early childhood programs for East Portland.	SD			2		•			
L.1.3 Increase academic component for East Portland kindergarten students.	SD			3		•			Develop best practices target
L.2 Increase availability of youth-focused programs									
L.2.1 Encourage needs-based funding for SUN schools - prioritize where indicators warrant resources (i.e., poverty).	MULT CO	SD		1		•			Evaluate needs
L.2.2 Start "Mentor East" campaign with a focus on recruiting local seniors. Create alliance with other organizations such as Big Brother/Big Sister organizations to increase mentoring, especially within minority communities.	MFS	MULTCO, NON-PROFITS		2		•			
L.2.3 Create pilot local student exchange program -- cultural exchange within East Portland.	SD	IRCO		2					Tie into language immersion programs
L.2.4 Increase funding to after-school programs such as Boys and Girls Club, Police Activities League, etc.	MULT CO			2		•			
L.2.5 Increase access to community-based youth athletics; reduce barriers such as registration fees.	SD, PP&R, MULT CO			1		•			
L.2.6 Develop a teen center in East Portland.	PP&R, SD		Yes	3				•	Consider as part of Portland Plan or parks plan and school plan updates



LEARNING

Education Infrastructure and Programs

Strategy	Action	Possible Lead Role	Possible Partners	Capital Funds Req'd	Effort Level	Implementation Timeframe				Notes
						Under way?	0 - 2 yrs	2 - 5 yrs	5+ yrs	

L.3 Strengthen stability and quality of East Portland K-12 schools

L.3.1	Develop a marketing campaign for East Portland schools showcasing high achievement and innovation.	SD	MESD, NA		2		•			
L.3.2	Develop connections between high school students and higher education and workforce development, such as SUN schools' business consultants.	SD	MHCC, PCC, EPCC		2		•			
L.3.3	Create a County service provider forum to develop student "wraparound" services plan for East Portland.	MULT CO	SD		3	•				Wrap-Around Oregon, County MOU Group, etc.
L.3.4	Advocate with the City Council and Legislature to increase school funding for East Portland schools through system development charges.	SD			2		•			
L.3.5	Assess school resources and curriculum in PPS' East Portland schools in relation to other PPS schools; adjust as needed.	PPS			3		•			

L.4 Increase the academic success of East Portland K-12 students

L.4.1	Include East Portland youth in education planning activities.	SD	MULTCO, MESD		1	•				
L.4.2	Identify at-risk students and develop targeted services, alternate education opportunities through community colleges.	SD	MULTCO, MESD		2	•				
L.4.3	Expand cost-effective college credit program opportunities for high school students.	SD	PCC, MHCC		2	•				
L.4.4	Augment Career Consortium (inter-district programs) to expand opportunities and coordinate better between districts.	SD	MESD		1		•			

L.5 Increase community college and K-12 school districts coordination

L.5.1	Support, promote and expand Mt. Hood Community College's presence and offerings in East Portland.	MHCC		Yes	3			•		
L.5.2	Develop programs to locate and assist adults (25 years or older) to complete high school education.	SD	MHCC		2		•			

LEARNING

Education Infrastructure and Programs

Strategy	Action	Possible Lead Role	Possible Partners	Capital Funds Req'd	Effort Level	Implementation Timeframe				Notes
						Under way?	0 - 2 yrs	2 - 5 yrs	5+ yrs	

L.6 Increase partnerships among and with East Portland K-12 school districts

L.6.1	Explore opportunity to add community center programming in East Portland school facilities.	PP&R	SD	Yes	3			•		Explore opportunities in key facilities
L.6.2	Consider and include East Portland school districts in Portland Schools Foundation activities and leadership.	PSF	SD		1		•			
L.6.3	Create a forum for ongoing communication that includes leaders from school districts, community colleges, business community and the East Portland Neighborhoods organization.	EPNO	SD, EPN, EPCC, MHCC, PCC		1		•			Create a "Leaders Roundtable" for East Portland
L.6.4	Adopt policy to engage all Portland school districts in matters of citywide policy affecting schools.	CTY CNCL, BOP			1		•			Consider in Portland Plan Comprehensive Plan update

L.7 Increase parental involvement in and access to public K-12 schools

L.7.1	Identify issues and develop program to reduce cultural barriers to school/parent interaction.	SD	IRCO		2		•			
L.7.2	Provide bi-lingual, bi-cultural staff at schools with large immigrant populations to serve as parent involvement coordinators and liaisons.	SD	IRCO		2	•				

L.8 Increase community library services and facilities

L.8.1	Study library service needs and develop plan to increase branch Library services for underserved parts of East Portland.	MULT CO	EPN	Yes	3			•		
L.8.2	Explore restoring the library at Parkrose High School.	PSD	MULT CO	Yes	3		•			
L.8.3	Add book drops, activity center or small scale "storefront" or branch libraries to broaden service in the area.	MULT CO		Yes	3				•	Accelerate timeline if funding becomes available



SOCIAL STRATEGIES SUMMARY

PUBLIC SAFETY

- PS.1 Develop a public safety “messaging” program to increase community policing efforts
- PS.2 Broaden East Portland Precinct’s outreach and community involvement
- PS.3 Expand availability of gang preventions programs and equitable allocation of resources toward such programs
- PS.4 Increase comprehensive, sustained graffiti prevention and clean-up programs
- PS.5 Improve public safety on TriMet facilities in East Portland
- PS.6 Increase public safety through design and physical improvements
- PS.7 Increase enforcement of code violations and develop tools for improved neighbor relations

HOUSING ASSISTANCE AND SAFETY NET SERVICES

- SN.1 Assist in stabilizing low income residents/families
- SN.2 Support diversity in neighborhoods
- SN.3 Increase support for independent elderly and disabled people
- SN.4 Establish ‘resident activities coordinators’ at multi-family dwellings
- SN.5 Provide life skills training and education opportunities for East Portland residents
- SN.6 Promote healthy communities in East Portland

COMMUNITY BUILDING

- CB.1 Increase interaction among cultural communities and geographic neighborhoods
- CB.2 Empower and engage East Portland residents and businesses in civic decision-making
- CB.3 Involve East Portland residents in community projects and building community identity
- CB.4 Create community gathering places in East Portland to increase community identity and pride
- CB.5 Foster and market East Portland’s positive attributes
- CB.6 Strengthen and increase participation in neighborhood services
- CB.7 Enhance East Portland’s sense of community through historic resource identification and preservation efforts

EQUITY

- EQ.1 Foster and equitable distribution of public resources for East Portland
- EQ.2 Foster regional equity in the distribution of affordable housing
- EQ.3 Implement Actions in the East Portland Action Plan

SOCIAL

Public Safety

Strategy

Action	Possible Lead Role	Possible Partners	Capital Funds Req'd	Effort Level	Implementation Timeframe				Notes
					Under way?	0 - 2 yrs	2 - 5 yrs	5+ yrs	

PS.1 Develop a public safety "messaging" program to increase community policing efforts

PS.1.1 Increase community reporting of livability crimes through non-emergency phone number: Multi-lingual "It's OK to Call" campaign.	PPB	ONI, PP&R, EPCC, BA, BOP		2					Near Term Action Priority: Add signage at key locations (parks, public places) w/PPB call info, provide pocket brochure to schools/teens, outreach to businesses and churches
PS.1.2 Increase and broaden domestic violence outreach through culturally-specific messaging campaign.	PPB	NON-PROFITS, FAITH, ONI		2					
PS.1.3 Expand community policing outreach to engage non-English/ethnic/minority and faith communities.	PPB	NON-PROFITS, FAITH, ONI		1					
PS.1.4 Institute a "311" phone system that allows residents to place a single phone call for information and services.	BOEC	PPB		3					Citywide effort

PS.2 Broaden East Portland Precinct's outreach and community involvement

PS.2.1 Develop and initiate a quarterly "East Portland Community Policing Citizen Award" program.	PPB	ONI		1					
PS.2.2 Expand "EPIC" (East Portland Involved Citizens) block captain program to all neighborhoods in East Portland.	ONI	PPB		1					
PS.2.3 Increase participation in the East Precinct Advisory Committee.	PPB	ONI		2					Focus on underrepresented communities
PS.2.4 Engage the community to proactively reduce property crime through information sharing and other programs.	PPB	ONI		2					Provide specific auto theft prevention information
PS.2.5 Refine police recruitment criteria to ensure police force in East Portland reflects community diversity.	PPB			2					



SOCIAL

Public Safety

Strategy									
Action		Possible Lead Role	Possible Partners	Capital Funds Req'd	Effort Level	Implementation Timeframe			
						Under way?	0 - 2 yrs	2 - 5 yrs	5+ yrs
PS.3 Expand availability of gang prevention programs and equitable allocation of resources toward such programs									
PS.3.1 Audit resource allocation for gang prevention in East Portland - adjust based on findings.		AUD	PPB, MULTCO		2		•		See EQ1.1
PS.3.2 Increase resources for gang prevention focus on East Portland.		PPB			2		•		
PS.3.3 Continue and expand inter-jurisdictional partnerships to ensure borderless crime-fighting.		PPB	GRESHAM, CLACKCO, MULTCO		1		•		
PS.4 Increase comprehensive, sustained graffiti prevention and clean-up programs									
PS.4.1 Create graffiti prevention and abatement task force with implementation plan: Graffiti clean-up kits and hotline.		ONI	PPB, EPCC, BA		2		•		
PS.4.2 Use Multnomah County Corrections work crews for graffiti and garbage cleanup as appropriate.		MULT CO	ONI		2	•			Work crews have limited graffiti removal ability due to security issues
PS.4.3 Initiate and sustain a targeted graffiti clean up of key East Portland areas.		ONI	NA, BA		2		•		
PS.4.4 Develop an on-going "Adopt a Block" graffiti removal program with resources.		ONI	NA, BA, EPCC		2		•		
PS.4.5 Develop youth fundraising and graffiti clean-up program - provide seed money to community groups for monthly clean-ups.		ONI, EPNO	PPB, EPCC, BA		2		•		

SOCIAL

Public Safety

Strategy

Action	Possible Lead Role	Possible Partners	Capital Funds Req'd	Effort Level	Implementation Timeframe				Notes
					Under way?	0 - 2 yrs	2 - 5 yrs	5+ yrs	

PS.5 Improve public safety on TriMet facilities in East Portland

PS.5.1 Post safety and contact information on vehicles and stations such as "customer code of conduct" and how to contact TriMet driver on MAX trains.	TRIMET			2		•			
PS.5.2 Provide enhanced security in Park and Ride lots such as patrolling, lighting, maintenance.	TRIMET PPB		Yes	2		•			
PS.5.3 Sustain TriMet's security measures on MAX trains and at stations: uniformed personnel, fare checking, lighting, patrolling, etc.	TRIMET PPB		Yes	2	•				
PS.5.4 Develop phones/emergency communications at every MAX station.	TRIMET		Yes	2		•			

PS.6 Increase public safety through design and physical improvements

PS.6.1 Audit street lighting levels in key neighborhood crime "hot spots"; Identify needed improvements.	ONI	PPB, PDOT	Yes	2		•			
PS.6.2 Conduct Crime Prevention Through Environmental Design (CPTED) assessments for key high crime business districts; identify needed improvements including sidewalks.	ONI	PPB, BOP, NA, BA	Yes	2		•			
PS.6.3 Make safety and aesthetic improvements along the Springwater Corridor, especially at trailheads.	PP&R	PDOT, PPB	Yes	2			•		
PS.6.4 Study potential for community policing contact stations at MAX stations.	PPB	TRIMET, ONI	Yes			•			Consider 122nd, 148th, 162nd stations

PS.7 Increase enforcement of code violations and develop tools for improved neighbor relations

PS.7.1 Proactively and methodically address neighborhood code compliance issues, not just in response to complaints.	BDS	BHCD, NA		2		•			See HD.2.1
PS.7.2 Require Good Neighbor agreements for significant new residential development.	ONI	BDS, NA, BA		1		•			Explore policy issues



SOCIAL

Housing Assistance and Safety Net Services

Strategy	Action	Possible Lead Role	Possible Partners	Capital Funds Req'd	Effort Level	Implementation Timeframe				Notes
						Underway?	0 - 2 yrs	2 - 5 yrs	5+ yrs	
SN.1 Assist in stabilizing low income residents/families										
SN.1.1	Increase energy assistance for low income residents in East Portland.	BHCD	MULTCO, CDCs, HAP		2	•	•			
SN.1.2	Pilot a rent assistance program to assist families to remain in one home throughout the school year.	BHCD	MULTCO, CDCs, HAP		3		•			
SN.1.3	Expand the Lents Homeownership Initiative model to all of East Portland: stakeholder-driven, marketing campaign, community leadership.	CDCs	BHCD, ONI		3		•			
SN.1.4	Increase funding and outreach for home maintenance assistance to low income homeowners.	MULT CO	MULTCO, CDCs		1		•			
SN.1.5	Develop new and expand existing weatherization grants program to fund energy efficiency upgrades in exchange for guaranteed rents.	MULT CO	CDCs		2		•			
SN.1.6	Support safe, convenient, and cost-effective childcare throughout East Portland.	MULT CO			3		•			
SN.1.7	Increase services for single, homeless adults in East Portland.	BHCD	CDCs		3	•				Scope with BHCD and CDCs
SN.2 Support diversity in neighborhoods										
SN.2.1	Increase sustainable homeownership for moderate income households.	BHCD	PDC, CDCs, HAP		2		•			Explore needs for ongoing maintenance, etc.
SN.2.2	Increase opportunities for minority homeownership.	BHCD	PDC, CDCs		2	•	•			
SN.3 Increase support for independent elderly and disabled people										
SN.3.1	Create a good neighbor program through block captains, tailored to reach out to elderly and disabled residents.	ONI	BHCD, MULTCO, CDCs, NA ASSNS		2		•			Develop social infrastructure and community building
SN.3.2	Provide funding assistance for seniors to make energy efficiency upgrades.	MULT CO	BHCD, CDCs, PDC, HAP		3			•		Convert to energy-efficient heat

SOCIAL

Housing Assistance and Safety Net Services

Strategy										
Action		Possible Lead Role	Possible Partners	Capital Funds Req'd	Effort Level	Implementation Timeframe			Notes	
						Under way?	0 - 2 yrs	2 - 5 yrs	5+ yrs	
SN.4 Establish 'resident activities coordinators' at multi-family dwellings										
SN.4.1	Institute policy requiring ongoing provision of coordinator for publicly-financed housing properties.	CITY CNCL	PDC, BHCD, HAP		3			•		
SN.4.2	Develop mechanism to require or provide incentives for the hiring of a coordinator at existing multi-family housing, public and private.	CITY CNCL	PDC, BHCD, HAP		3			•		
SN.4.3	Develop recreation and interaction activities for younger multi-family housing residents.	GDC, PVT	PP&R		3			•		
SN.5 Provide life skills training and education opportunities for East Portland residents										
SN.5.1	Institute the Portland Police Bureau's Project Clean Slate in East Portland and fund on an on-going basis.	PPB	NON-PROFITS		2		•			
SN.5.2	Develop an outreach program to parents to educate them on their rights to advocate for their children.	SD	MULTCO		1		•			
SN.5.3	Expand availability of English language learning and civics education classes for parents.	SD	IRCO, MULTCO		2		•			
SN.6 Promote healthy communities in East Portland										
SN.6.1	Use Health Impact Assessments to evaluate and mitigate impacts of the built environment on public health in East Portland.	MULT CO, BOP	HEALTHY LIVING BY DESIGN, ONI		2		•			
SN.6.2	Increase information about health clinics in East Portland.	MULT CO	SD, HAP, CDC		1	•	•			
SN.6.3	Expand participation in schools/parks Summer Lunch Program.	SD	PP&R, CDCs, HAP, MULTCO		1	•	•			



SOCIAL

Community Building

Strategy	Action	Possible Lead Role	Possible Partners	Capital Funds Req'd	Effort Level	Implementation Timeframe				Notes
						Under way?	0 - 2 yrs	2 - 5 yrs	5+ yrs	

CB.1 Increase interaction among cultural communities and geographic neighborhoods

CB.1.1 Promote block parties and develop a block party kit that can be distributed to existing organizations, neighborhoods and community events.	ONL, EPN	NA, CDC	1	•						
CB.1.2 Engage ethnic communities in neighborhood activities; provide translation/language services to remove barriers; improve messaging and invitations.	ONL	IRCO, CDC	2		•					
CB.1.3 Create an annual event to celebrate the ethnic cultures of East Portland.	ONL, EPN	NA	2	•						
CB.1.4 Organize walking or biking tours through the area.	ONL, EPN	PDOT, BTA, NA	2		•					
CB.1.5 Provide full/additional resources for community organizing efforts that support ongoing community building and development work (including community small grants program).	ONL, EPNO	NA, CDC	3		•					

CB.2 Empower and engage East Portland residents and businesses in civic decision-making processes

CB.2.1 Build ongoing East Portland Action Plan advocacy group to sustain action plan efforts over time.	EPN	ONL	1		•					
CB.2.2 Host Elected Officials week or Leaders Forum in East Portland.	ONL, EPN, CITY, CNCL	MULTCO, METRO	2		•					Similar to City Council at Jefferson model in 2008
CB.2.3 Develop and hold leadership and civic engagement classes/programs for East Portland citizens to build capacity for participating in lobbying, advocacy, board participation, partnerships, etc.	CITY, CNCL, ONL	MULTCO, EPN	2		•					
CB.2.4 Develop an ongoing program to assess and improve East Portland's participation in City and County policy making and budget setting activities.	ONL, EPN	MULTCO, NA, BA	2		•					

SOCIAL

Community Building

Strategy	Action	Possible Lead Role	Possible Partners	Capital Funds Req'd	Effort Level	Implementation Timeframe				Notes
						Under way?	0 - 2 yrs	2 - 5 yrs	5+ yrs	

CB.3 Involve East Portland residents in community projects and building community identity

CB.3.1	Develop survey instruments and tools for community conversations.	ONI, EPN			2		•			
CB.3.2	Establish a "listening post" or information center at existing community-based events.	ONI, EPN			1		•			
CB.3.3	Initiate "community conversations" at community forums and with existing groups to lay the foundation for community identity.	ONI, EPN			1		•			

CB.4 Create community gathering places in East Portland to increase community identity and pride

CB.4.1	Develop areas that are a source of community pride and identity: foster an 'eastside downtown' and community gathering areas and/or farmers markets.	BOP	PDC	Yes	3			•		Focus on centers and main streets: Gateway, Lents, NE Sandy, SE Division, SE 122nd, SE 82nd, etc.
CB.4.2	Identify target areas for holding community organizing activities such as commercial nodes or neighborhoods focal points such as schools, parks or community centers.	ONI	SD, PP&R, BOP		1		•			Consider locations in Portland Plan
CB.4.3	Develop gateway plans for key entries into East Portland.	BOP	ONI, PDOT, PDC		2		•	•		Identify in Portland Plan
CB.4.4	Support East Portland as the location for a citywide Multicultural Center.	ONI	CITY CNCL, BOP, PP&R	Yes	3	•			•	Advocacy agenda

CB.5 Foster and market East Portland's positive attributes

CB.5.1	Promote positive media stories for East Portland.	ONI, EPNO	NA, BA		1	•				
CB.5.2	Develop a marketing campaign about why East Portland is a great place to buy a home.	EPCC	REALTORS		2		•			
CB.5.3	Inventory East Portland's unique assets and create a long-term marketing/media campaign to publicize; include development of website.	ONI, EPN	EPCC, REALTORS, PDC, BOP, SD		2		•			Promote positive attributes with links to schools and other services; utilize community newspapers



SOCIAL

Community Building

Strategy	Action	Possible Lead Role	Possible Partners	Capital Funds Req'd	Effort Level	Implementation Timeframe				Notes
						Under way?	0 - 2 yrs	2 - 5 yrs	5+ yrs	

CB.6 Strengthen and increase participation in neighborhood associations

CB.6.1 Provide annual mailing to all East Portland addresses about role of neighborhood associations and how to become involved.	ONI				2		•			
CB.6.2 Develop and implement outreach program to residents typically underrepresented in East Portland neighborhood associations: renters, youth, disabled, diverse race and ethnicities, etc.	ONI, EPNO	BHCD, MULTCO, SDs, IRCO			3		•			
CB.6.3 Create an advocate position to seek funding for livability improvements, neighborhood associations and groups.	ONI, EPNO	EPCC, NA, BA			2		•			

CB.7 Enhance East Portland's sense of community through historic resource identification and preservation efforts

CB.7.1 Gather information regarding historical resources and determine focus areas for additional research and potential historic preservation efforts.	BOP	NA, HIST SOC, SDs			2		•			Work with NA and other groups
CB.7.2 Initiate oral history project for East Portland - integrate results into broader historic resources work.	NA, EPNO, BOP	NA, HIST SOC, SDs, BOP			3		•			

SOCIAL

Equity

Strategy									
Action		Possible Lead Role	Possible Partners	Capital Funds Req'd	Effort Level	Implementation Timeframe			Notes
						Under way?	0 - 2 yrs	2 - 5 yrs	5+ yrs
EQ.1 Foster an equitable distribution of public resources for East Portland									
EQ.1.1 Initiate a citywide audit of resource allotment - research tax equity and contributions of East Portland to the tax base.		AUD	BOP		2		•		
EQ.1.2 Initiate county audit of resource allotment in East Portland - tax contribution/use and service needs alignment.		MULT CO			2		•		
EQ.1.3 Conduct a citywide audit of representation of East Portland residents and businesses on City and County commissions.		AUD			1		•		
EQ.1.4 Establish a goal that East Portland will attain parity with other parts of the City in public facilities and capital spending.		CITY CNCL	EPN		2		•		Advocacy role for community
EQ.1.5 Establish annual budget set-aside for East Portland neighborhood-based projects.		CITY CNCL	ONI, OMF	Yes	3		•		
EQ.2 Foster regional equity in the distribution of affordable housing									
EQ.2.1 Explore ways to balance regional affordable housing supply and promote fair share for different parts of Portland.		AUD	CITY CNCL, BOP, HAP, BHCD		3		•		Policy review
EQ.3 Implement Actions in the East Portland Action Plan									
EQ.3.1 Create an ongoing group to monitor EPAP progress and advocate for action.		EPN	BOP, ONI, BA, NA, EPCC		2		•		
EQ.3.2 Annual review of agency budgets vis a vis EPAP priorities.		EPN	AGENCIES/ BUREAUS		2		•		Advocacy and monitoring



Steps for Implementation

PRIORITIES

Throughout the process, East Portland community members shared their values and ideas, as well as their criteria for what types of strategies and actions should be included in the Action Plan. Taken together, these form the foundation for implementing the Action Plan.

The Committee sought to include actions that will serve the area in both the near- and longer-term. Regarding immediate needs, the Committee identified the following eight priority “Issue Areas” for early-year implementation which are subcategories under the five main areas of the Action Plan:

- **Housing and Development Policy**
- **Transportation**
- **Parks and Open Space**
- **Economic Development**
- **Education Infrastructure and Programs**
- **Public Safety**
- **Community Building**
- **Equity**

Stakeholders at the public open house held at the mid-point of the Action Plan process focused their feedback on three priority Issue Areas: Public Safety, Housing and Development and Transportation.

While the eight priorities emerged as the most urgent concerns facing East Portland today, the Committee recognized that these are not the only issues that require improvement and that many Strategies will need to be pursued simultaneously.

Near Term Efforts

Early in the Action Plan process, the Committee identified three Strategies to begin implementing by mid-2008, which were funded by the City during the planning process.

CB.1 Increase interaction among cultural communities and geographic and neighborhoods

PS.4 Increase comprehensive, sustained graffiti prevention and clean-up programs

PS.1 Develop a public safety “messaging” program to increase community policing efforts

Details of these Strategies and related Actions are included in the Action Tables and in Section F of the Appendix.

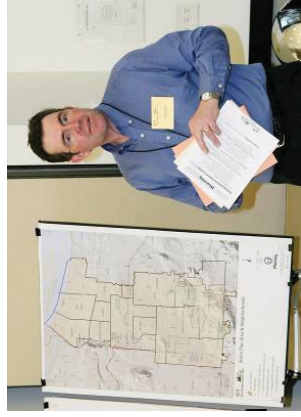
In addition to focusing on the eight priority issue areas in the first year of implementation, the Committee also recommended: (1) continuing to “build community” in the East Portland area, and (2) including Actions that are time sensitive and represent an opportunity that may be lost if not acted upon in the next year, or may be responding to a changing and urgent condition.

The Committee developed criteria to prioritize Strategies and Actions in the Action Plan, which are listed below. Community members involved in ongoing implementation will need to determine the relevancy and weight of these and other potential criteria when considering future year Actions and advocacy activities. As each Action in the Action Plan is implemented, there will be further project scoping to determine exact budgets required and a refined list of necessary partners.

PRIORITIZATION CRITERIA FOR EAST PORTLAND ACTIONS

- Broad visibility
- Low cost/high impact
- Spread out through geographic area
- Stepping stone/foundational action that is economically sustainable
- High impact on children and total number of people impacted
- Community building projects leading to more community involvement
- Reflects East Portland's regional accessibility in the region
- Leverage resources and partners involved in the East Portland Action Plan process
- Unifying actions
- “Real things that we can point to”
- Illustrate larger objectives
- Advances a current issue or opportunity not being addressed now
- Prevents or mitigates a future problem





IMPLEMENTATION APPROACH

In July 2008, the Committee approved the Action Plan, which addresses a wide range of community-identified issues. However, implementation of Actions began in Spring 2008, before the Action Plan was finalized. Actions in the following three Strategy areas were launched as priority near-term Actions:

- CB.1 Increase interaction among cultural communities and geographic neighborhoods.
- PS.4 Increase comprehensive, sustained graffiti prevention and clean-up programs.
- PS.1 Develop a public safety “messaging” program to increase community policing efforts.

Implementation activities continued into Fall 2008 with an EPAP Implementation Group convened to identify which Actions should be funded through a special City of Portland fiscal year (FY) 2008-09 budget appropriation of \$500,000 and to begin to discuss the community’s East Portland Advocacy Agenda. The Implementation Group narrowed down scores of potential actions into a dozen feasible, ready-to-go Actions to consider for funding. East Portland Neighborhood Chairs were invited to provide their input and community members also shared their priorities for implementation actions using the EPAP budget allocation at an open house in October 2008.

The result of this work and community outreach is the following set of Actions recommended for implementation with the FY 2008-09 funding appropriation:

- CM.2.1 Expand storefront improvement grant program throughout East Portland commercial areas.
- CB.6.3 Create an advocate position to seek funding for livability improvements, neighborhood associations and groups.

- P.4.4 Continue planning and promotion of “Gateway Green” open area.
- HD.6.3 Initiate a pilot project in East Portland to test new land use concepts: consider land development, transportation and connectivity, services.
- T.4.3 Initiate Powell Boulevard street improvement planning; pursue TGM grant to begin process.
- T.2.1 Prioritize East Portland schools for Safe Routes to School sidewalk and crossing improvements.
- Create an East Portland Action Plan grant fund to allow groups to propose other actions to fund, ideally with matching resources.

The City of Portland expects to coordinate the establishment of an ongoing East Portland Action Plan subcommittee through the Office of Neighborhood Involvement/ East Portland Neighborhood Office to monitor implementation and advocate for continued action. The City anticipates it will continue to provide organizational and staff assistance to this group through the 2009-10 budget year via the FY 2008-09 budget appropriation.

In addition to the specific Actions to be undertaken with the FY 2008-09 appropriation, public agencies, non-profit organizations, community groups and businesses are encouraged to review their annual work program priorities vis-à-vis the Action Plan to identify other opportunities to implement the Strategies and Actions articulated in the plan.

FUTURE ASSESSMENTS AND UPDATES

The act of updating the Action Plan will entail assessing the Action Plan's progress and any changing conditions, re-establishing priorities and identifying other Actions for implementation and/or advocacy. It is expected that new Actions will be added periodically and those which have been completed or which are no longer necessary due to changing circumstances will be omitted.



Appendix

Under separate cover.

- A. Study Area Map**
- B. Public Process Summary**
 - Charter Document
 - Participant Pledge
 - Timeline
- C. Meeting Agendas, Materials, and Summaries**
 - Committee
 - Meeting #1: Dec 1 '07: Agenda, Comments Cards, Meeting Notes, *East Portland Review Summary*
 - Meeting #2: Jan 10 '08: Agenda, Committee Assignment, Meeting Notes
 - Meeting #3: Feb 12 '08: Agenda, Activities Inventory, Meeting Notes, Meeting Presentation
 - Meeting #4: Mar 13 '08: Agenda, Mid- and Long-Term Criteria, Small Group Exercise Notes, Meeting Notes
 - Meeting #5: May 8 '08: Agenda, Meeting Notes
 - Meeting #6: June 12 '08: Agenda, Meeting Presentation, Meeting Notes
 - Meeting #7: July 24 '08: Agenda, Meeting Notes
 - Subcommittees
 - Jan '08: Subcommittee Framework, Agendas, Near Term Action Selection Criteria, Meeting Presentation, Meeting Notes
 - Apr '08: Agendas, Meeting Notes
 - Jun '08: Agenda, Meeting Notes
 - Jul '08: Agenda, Worksheet, Meeting Notes
- D. Open House Summary Report**
 - Summary Report
 - Open House Introduction/Orientation
 - Action Summaries
 - Questionnaire
 - Invitation Postcard



E. Summary of Stakeholder Interviews

- Memo from Communitas & Slyman Planning Resources

F. Near Term Actions – Project Descriptions

- Action PS.1.1
- Action PS.4.3
- Action CB.1.3

G. EPAP Implementation Group: Agendas, Summaries

- Meeting #1 September 25, 2008
- Meeting #2 October 9, 2008
- Open House October 23, 2008
- Meeting # 3 November 6, 2008

H. *East Portland Review*