

PROSPEROUS. EDUCATED. HEALTHY. EQUITABLE.

THE PORTLAND PLAN

APRIL 2012



Introduction	1
A Framework for Equity	17
Integrated Strategies	27
■ Thriving Educated Youth	33
■ Economic Prosperity and Affordability	45
Traded Sector Job Growth	48–49
Household Prosperity and Affordability	50–51
■ Healthy Connected City	73
The Healthy Connected City Network	78–79
How will the Healthy Connected City Adapt to Portland’s Distinct Areas?	94–95
Implementation	99
Measures of Success	105
Portland Plan Process	141
Appendices	
A. Actions by Topic	A-1
B. List of Abbreviations	B-1
C. Key Related Plans	C-1
Acknowledgements	
<hr/>	
Portland is a Place for All Generations	24–25
What is Gentrification and Displacement?	70–71
East Portland	96–97

"At Portland State, the city is our classroom, and we are proud to be lead partners in improving our community's future. The Portland Plan is clearly aligned with our vision to support economic vitality, environmental sustainability and quality of life in the Portland region and beyond."

Wim Wiewel, *PSU*

"While much of Portland's past planning efforts have targeted the city's physical infrastructure, like roads and buildings, the Portland Plan focuses on making Portland a more prosperous, educated, healthy and equitable city for all of us. This plan is well aligned with the county's role as a safety net for anyone in our community who needs help to thrive. We are excited to move ahead as partners in the implementation of this roadmap to 2035."

Deborah Kafoury, *Multnomah County*

"We want a city that is known for its sustainability and equity. We're committed to an equitable Portland, where every person has the chance to succeed."

Midge Purcell, *Urban League*

"The Plan draws deeply from PDC's strategies and reinforces our efforts to spur business cluster growth and entrepreneurship, stimulate urban innovation and employment districts and enhance neighborhood business vitality."

Scott Andrews, *Portland Development Commission*

"The Portland Plan presents a sweeping vision, but it's also backed up by concrete actions we can all be a part of. Most importantly, the Plan places a top priority on our kids, because they deserve our very best and because Portland's future prosperity and success are absolutely tied to how well we support our young people today."

Dan Ryan, *All Hands Raised (formerly Portland Schools Foundation)*

"We're committed to working on the Portland Plan and building on our great public transit and making it a model of 21st century transportation systems."

Neal McFarlane, *TriMet*

"We commend the City of Portland for the tremendous undertaking of developing a strategic vision for the City for the next 25 years. Home Forward is prepared to continue our collaboration, and partnership to achieve the desired outcomes of the Portland Plan."

Steve Rudman, *Home Forward*

The Portland Plan is a collaboration of more than 20 municipal, regional and community agencies and organizations.

PORTLAND PLAN PARTNERS

City of Portland	Oregon Department of Land Conservation and Development (ODLCD)
Multnomah County	Oregon Department of Transportation (ODOT)
Metro	West Multnomah Soil and Water Conservation District (WMSWCD)
TriMet	East Multnomah Soil and Water Conservation District (EMSWCD)
Portland Development Commission (PDC)	Multnomah County Drainage District (MCDD)
Portland State University (PSU)	WorkSystems, Inc. (WSI)
Mount Hood Community College (MHCC)	Multnomah Education Service District (MESD)
Portland Public Schools (PPS)	Port of Portland (Port)
David Douglas School District (DDSD)	Regional Arts and Culture Council (RACC)
Parkrose School District (PSD)	City of Portland Bureaus, Offices and Commissions
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)	

THE PORTLAND PLAN

The Portland Plan embraces the letter and spirit of federal civil rights laws, including the Civil Rights Act (CRA) and the Americans with Disabilities Act (ADA). The Portland Plan is guided by the principles of Title VI of the CRA and Title II of the ADA, which promote fairness and equity in the programs, services and activities of public entities, including the opportunity for participation. Identifying disparities to close the gaps, delivering equitable public services and engaging meaningfully with the community are all critical components of complying with federal civil rights law.

Adopted by the Portland City Council by Resolution 36918, as amended, on April 25, 2012.

PROSPEROUS. EDUCATED. HEALTHY. EQUITABLE.

For generations, Portlanders worked with intention to create a city that is culturally vibrant, intellectually curious, innovative and beautiful. Instead of creating sprawl as in many other growing urban areas — Portland linked land use, transportation, economic development, greenspaces and people, and poured effort and resources into building strong neighborhoods.

Together, Portlanders cleaned the river, improved air quality and became the first city in the U.S. to adopt a plan to lower carbon emissions. Portland reintroduced the modern streetcar, promoted new ways of managing waste and stormwater and became a major international freight gateway and hub for the clean tech revolution. Over the past 40 years, Portland has shown it could grow a vital local economy, protect the natural environment and support vibrant places to work and live.

Today, despite these many successes, times are tough and resources are scarce. Education, jobs, housing and other issues need attention, and there are major challenges on the horizon. In this context, it is easy to think ambitious plans aren't achievable or affordable. But to effectively tackle these challenges, Portland must set a focused, strategic path forward — a path based on a clear understanding of conditions and trends, challenges and strengths.

Portland needs a plan that guides the city to build strong partnerships, align resources, and be more resilient, innovative and always accountable.

The Portland Plan is a different kind of plan.



HOW IS THE PORTLAND PLAN DIFFERENT?

The Portland Plan is strategic and practical with measurable objectives. With an eye toward the year 2035, the Portland Plan sets short- and long-range goals for the city. It focuses on a core 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 resources 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. The plan 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 for more than 20 public agency partners.

The plan directs city government and partners to be flexible and nimble, while working toward identified priorities. It sets the framework for near-term action in a Five-Year Action Plan 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 also 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 Portland's people: 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 history and existing conditions, 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 by 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, ethnically and age diverse city with more newcomers. At the same time, Portland's diverse communities have not had, and many still do not all have, equitable access to opportunities to advance their well-being and achieve their full potential. Greater equity in the city as a whole is essential to our long-term success. Equity 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 districts have distinct issues based on 1) unique topographies, 2) natural features and 3) when and how each area developed and 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, histories and natural environment Portlanders share.

High-quality basic services are fundamental to success. We cannot make Portland prosperous, educated, healthy and equitable without providing reliable and quality basic 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. And, like other Pacific Rim cities, Portland is at risk of a major earthquake. While these issues will affect all Portlanders, some people and communities are even more vulnerable. Environmental health and natural resource quality may also degrade during economic downturns and natural emergencies. In order to recover from these potential major setbacks, Portland must become more resilient in a variety of ways and at a variety of levels. We need well-designed, flexible and strong infrastructure (physical, social, ecological 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, education, health and equity. To get more from existing budgets, the Portland Plan emphasizes actions that align efforts and investments, have multiple benefits and improve efficiency.

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.

Note: Forty-four percent of the estimated \$7.9 billion annual public agency spending related to Portland Plan goals is in ongoing 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. This data is primarily based on FY2011 budget information. However, a few agencies could not provide this information, and provided FY2010 or FY2012 data.

PUTTING THE PLAN INTO ACTION

PARTNERSHIP EXAMPLES

1 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.

2 Greater Portland Inc. is the Portland-Vancouver region's economic development partnership. It brings private sector industry, elected officials and economic development groups together with state and local agencies. The partnership carries 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.

3 The Diversity and Civic Leadership Program is a partnership between the City of Portland and five community-based organizations: Center for Intercultural Organizing (CIO), 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.



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 its 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 multiple government agencies and regulated utilities to provide these necessities — such as clean drinking water, responsive fire and police services, safe and affordable transportation choices, parks, electricity, 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 PROSPEROUS, EDUCATED, HEALTHY AND EQUITABLE, QUALITY, 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 and new residents and businesses. And these improvements must be made in a way that meets federal, state and regional regulations. As the world changes, the way public services are delivered 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 and goals for the city. 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 to providing services that meet multiple goals with limited funding. In a time of diminished resources, an emphasis on multi-objective actions is not in competition with basic services; it is a strategy to ensure effective service delivery.

The Portland Plan also includes specific objectives, policies, and actions that relate to basic public services. 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)
- Public education/training (school districts, colleges, universities, WorkSystems)
- 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, Home Forward)
- And many more

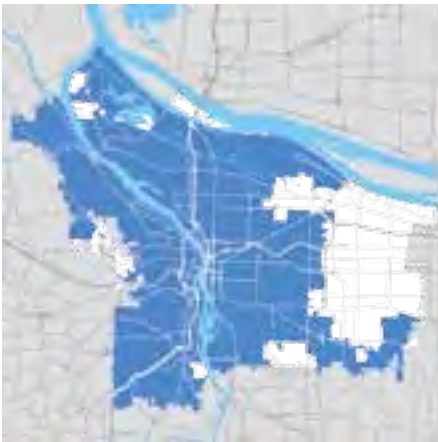


WHAT'S THE BASIC SERVICE CONNECTION?	KEY RELATED SECTIONS	SAMPLE POLICY OR EARLY ACTION
FRAMEWORK FOR EQUITY		
<p>Public agencies aim to provide basic services to all Portlanders. However, due to past decisions, and the history of annexations and development, services are not distributed equitably across the city.</p> <p>The Framework for Equity encourages providers to address these disparities and better include the public in decisions.</p>	<ul style="list-style-type: none"> ■ Close the gaps ■ Increase internal accountability ■ Engage the community 	<p>Prioritize investment in public services to address disparities and improve performance.</p>
THRIVING EDUCATED YOUTH		
<p>Education provided by our school districts, colleges, universities and workforce training providers is a basic service.</p> <p>There is a range of services from other Portland Plan partners that can affect the success of youth and families, ranging from health and recreation to justice and social services, to transit and housing or the quality of our neighborhoods and natural environment.</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 	<p>Enable educational and community facilities to serve multiple purposes, help combine and leverage public capital funds and build a sense of community ownership.</p>
ECONOMIC PROSPERITY AND 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> <p>Cost-effective and reliable services affect affordability and quality of life for Portlanders. They are a basic part of economic competitiveness.</p>	<ul style="list-style-type: none"> ■ Public and private urban innovation ■ Trade and freight hub ■ Neighborhood business vitality ■ Access to housing 	<p>Build on Portland's innovative 2006 Freight Master Plan to integrate freight mobility into land use, neighborhood, environmental and sustainability planning.</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> <p>These form the foundation of healthy neighborhoods with their centers, greenways and other connections.</p>	<ul style="list-style-type: none"> ■ Decisions that benefit health and safety ■ Vibrant neighborhood centers ■ Connections for people, places, water and wildlife 	<p>Manage and maintain public infrastructure to provide essential public services for all residents.</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, growing 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. 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 through population growth.

Annexations — The shaded areas of the maps show the City of Portland boundary.



1980



1980-1990



1990-2000

A more diverse Portland

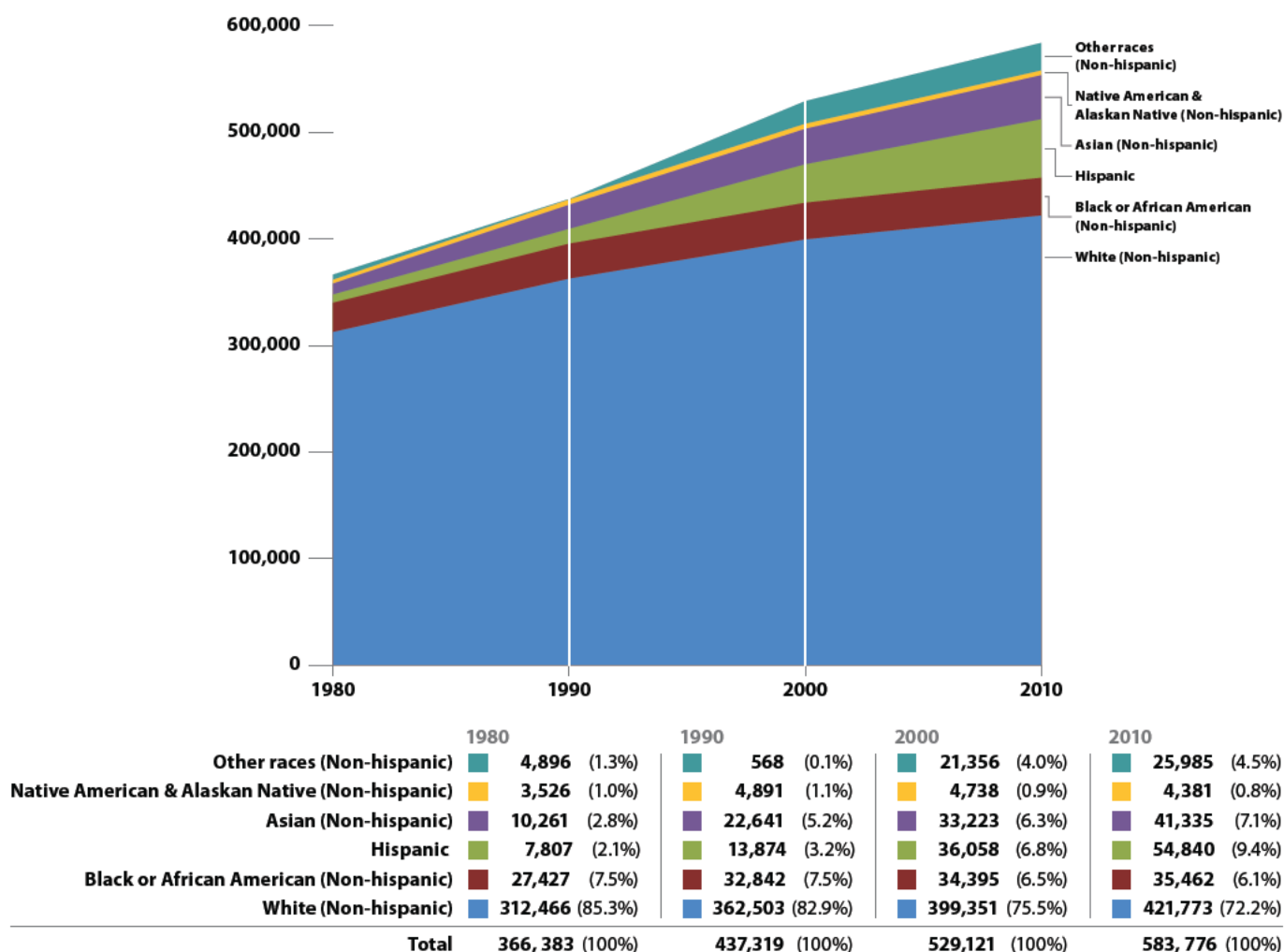
For most of its recent history, Portland was an overwhelmingly white city, but as population increased, so has Portland's racial and ethnic diversity. Portland's non-white population was 15 percent of the total population in 1980 and 27 percent in 2010. The national average is 33 percent.

Historically, communities of color are undercounted in the U.S. census. The report *Communities of Color in Multnomah County: An Unsettling Profile*, from the Coalition of Communities of Color and Portland State University, documents this undercount. For example, the 2010 U.S. Census reported 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.

PORTLAND'S YOUTH POPULATION IS DIVERSE AND GROWING.

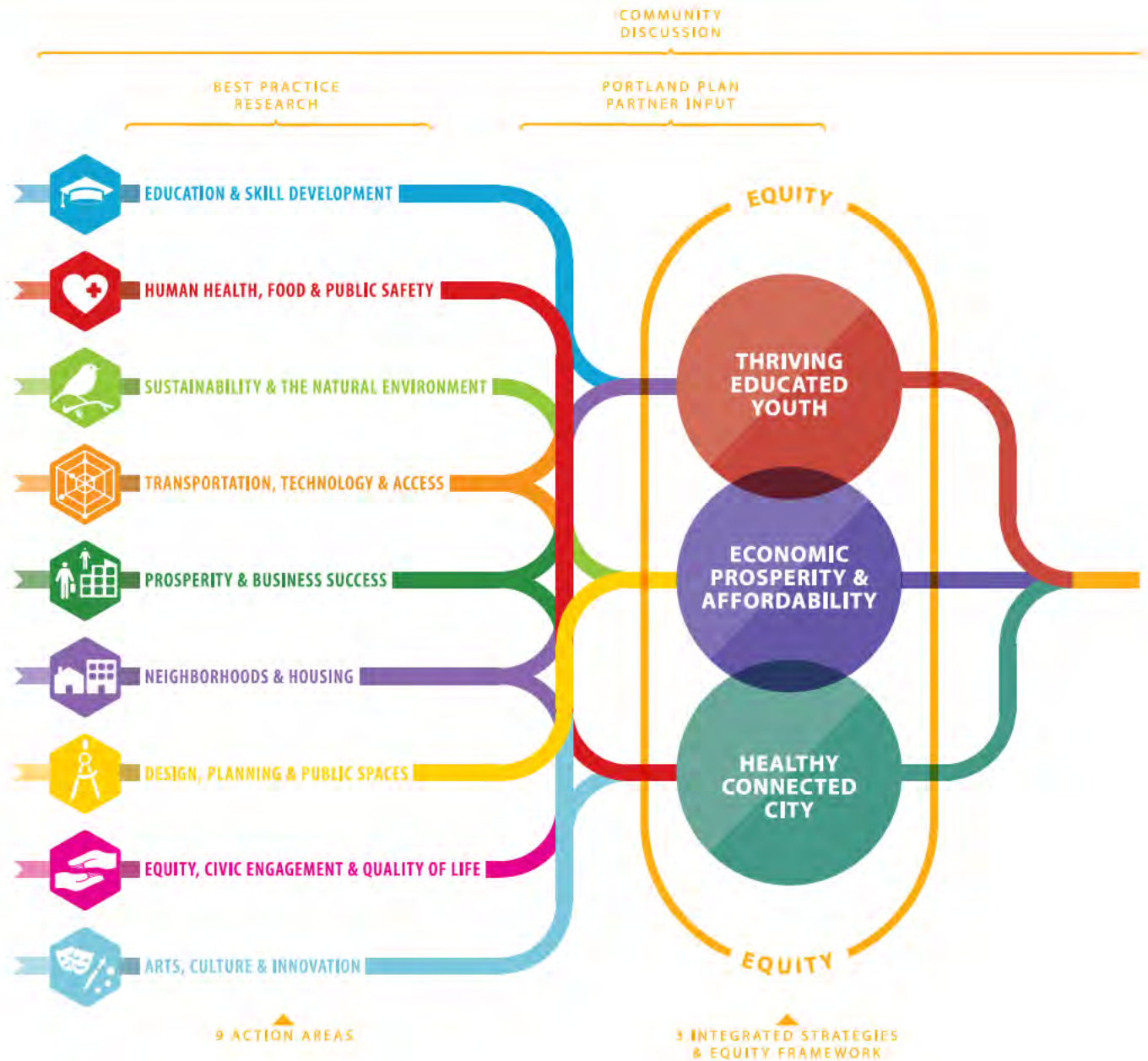
When we look at youth (25 and under), Portland's growing diversity is more pronounced. According to the 2010 U.S. census, more than 36 percent of Portland's youth are Black or African American, Native American, Native Hawaiian, Pacific Islander, Native Alaskan, Asian or identify as another race or two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

Growth in population diversity in Portland



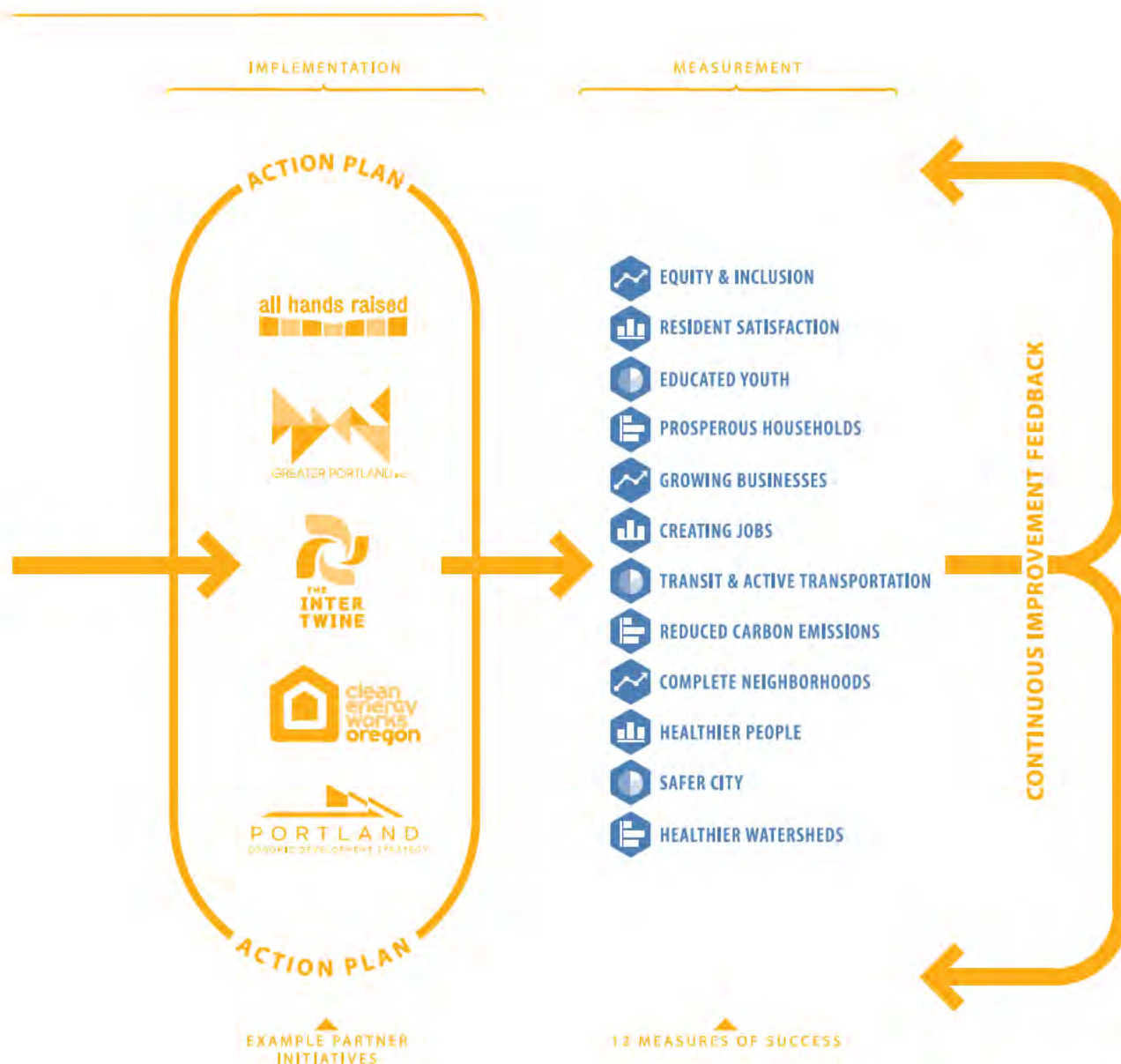
It is important to note that the Race Groups and Ethnicity categories in the U.S. Census had definition changes between 1980 and 2010. For instance, "Some Other Race" was introduced in 2000. The term "Hispanic" was introduced in 1990; in 1980, the group label was "Spanish origin." It is noteworthy that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

PORTLAND PLAN PROCESS



Action Areas — The nine Portland Plan action areas were the starting point for completing background research and for setting goals and objectives for 2035. Next to each action in the plan are icons that represent the action areas.

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 Action Plan's 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 explain how the actions will be evaluated. Progress toward making Portland prosperous, educated, healthy and equitable will be tracked. The measures are like vital signs for the city; each one provides insight into Portland's overall health.

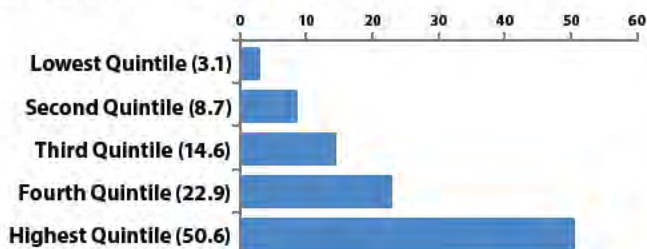
PORTLAND PLAN MEASURES AT-A-GLANCE

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 Portland is today and where Portland wants to be by 2035. The purpose of these measures is to provide a 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.

Please see the Measures of Success section (pages 105–139) for more information.

1 EQUITY AND INCLUSION

INCOME DISTRIBUTION (CITY OF PORTLAND, 2005–09)



DIVERSITY INDEX

55

While racial and ethnic diversity, overall, is growing, it varies across the city. The diversity index shows that between 2000 and 2010, diversity declined in inner North and Northeast neighborhood and increased in East Portland. The information suggests that non-white residents are being pushed to areas where housing is more affordable, but transit service is less frequent and with unimproved fewer pedestrian-accessible commercial services.

3 EDUCATED YOUTH

HIGH SCHOOL ON-TIME GRADUATION RATE



Right direction, but challenges ahead

4 PROSPEROUS HOUSEHOLDS

TODAY



PERCENT ABOVE SELF-SUFFICIENCY

2017 TARGET



Right direction, but will still be a challenge to meet goal

2035 GOAL



2 RESIDENT SATISFACTION

PERCENT SATISFIED LIVING IN THE CITY

TODAY 2017 TARGET 2035 GOAL



Right direction, steadily increasing

5 GROWING BUSINESSES

EXPORT VALUE, CITY RANK

TODAY 2017 TARGET 2035 GOAL



Right direction

6 JOB GROWTH

NUMBER OF JOBS



Still need more jobs

7 TRANSIT AND ACTIVE TRANSPORTATION

TODAY

PERCENT WHO TAKE
TRANSIT, WALK, BIKE
OR LESS POLLUTING
OPTIONS TO WORK

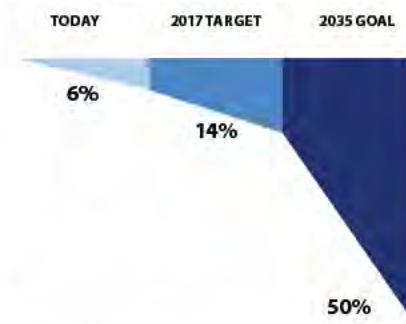
2017 TARGET

Right direction, but
will still be a challenge
to meet goal

2035 GOAL

**8** REDUCED CARBON EMISSIONS

PERCENT BELOW 1990 LEVELS

Emissions steadily decreasing,
but much more work to do**9** COMPLETE NEIGHBORHOODSCOMPLETE
NEIGHBORHOOD INDEXLess than half of city
considered "complete"

ACCESS TO HEALTHY FOOD

Right direction, slow
incremental progress

ACCESS TO PARKS



Incremental progress

PERCENT WITHIN HALF MILE
OF PARK OR GREENSPACE**10** HEALTHIER PEOPLE

ADULTS AT A HEALTHY WEIGHT



Declining

EIGHTH GRADERS AT A HEALTHY WEIGHT



No trend data

11 SAFER CITYPERCENT WHO FEEL SAFE
WALKING ALONE AT NIGHT IN
THEIR NEIGHBORHOOD

Right direction, increasing

PART 1 CRIMES PER 1000



Right direction, declining

12 HEALTHY WATERSHEDS

WATER QUALITY INDEX	TODAY	2035 GOAL	TREND	
Willamette River	67	75	Right direction, all steadily improving	
Columbia Slough	52	60		
Johnson Creek	53	60		
Fanno Creek	56	60		
Tryon Creek	41	60		
	TODAY	2017 TARGET	2035 GOAL	TREND
TREE CANOPY	26% (2002)	28%	≥ 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 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.

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 emerged to 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 to expand 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 and virtually eliminated overflows to the Columbia Slough.



BUT WE MUST ADDRESS KEY CHALLENGES THAT IMPEDE 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 housing and 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.

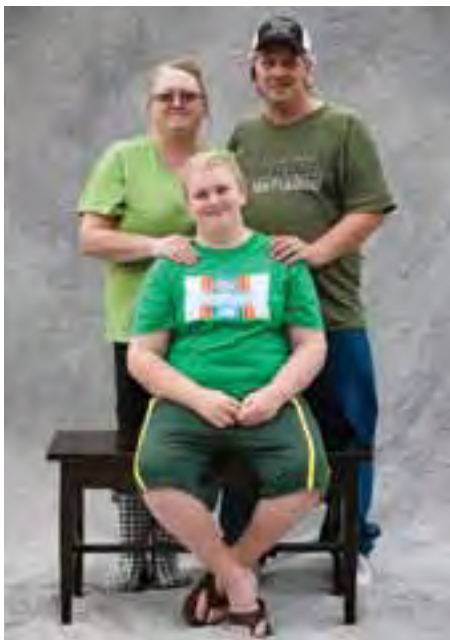
Chronic disease rates have increased, and more than half of Multnomah County residents are overweight or obese.

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 a significant 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

MAKING EQUITY REAL

Advancing equity in Portland means improving the way the city works — starting with how the city government and its partners make decisions, invest, and engage with Portlanders and each other to measure success.

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 its partners conduct ourselves, and it outlines the ends we would like to achieve and the means used to get there. It includes specific actions that the city and its 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.

The portraits featured in A Framework for Equity were provided by My Story students. My Story offers photography workshops that inspire young people to explore their lives through the lens of a camera. My Story collaborates with families, schools and community organizations in developing projects that engage the imagination and creativity of young people, building confidence in their abilities, and providing opportunities for them to share their stories with the world.

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 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 greenspaces, decent housing and healthy food.
- The benefits of growth and change are equitably shared across our communities. No one community is overly burdened by the region's growth.
- 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.



IN 2011, THE PORTLAND CITY COUNCIL VOTED TO CREATE THE OFFICE OF EQUITY AND HUMAN RIGHTS (OEHR). 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.

WHY EQUITY MATTERS

Prosperity

Portland wins when everyone achieves their full potential — when businesses thrive in our community, when children graduate from school college- and career-ready and when we all have access to healthy food. Portland's 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. It requires that everyone thrive and everyone participate.

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 must be a leader in social sustainability. By focusing on ways to build equity and accountability, Portland will lead the development of 21st century business practices and tools, and that has value in a knowledge-based economy.

CLOSE THE GAPS

WE WILL ...

- A** ► Collect the data we need to understand the conditions and challenges facing communities with disparities. We will use alternative data sources and research methods where needed.
- B** ► Track and report spending and public service delivery measures by place and community.
- C** ► Raise awareness, increase understanding and build capacity to identify critical disparities, in an inclusive manner.
- D** ► Assess equity impacts of policies, programs, public services, investments and infrastructure delivery that may appear fair, but marginalize some and perpetuate disparities.
- E** ► Develop strategies to mitigate equity impacts, including reallocating public resources to address critical disparities.
- F** ► Build a public database of what works. Prioritize policies, programs and actions to make measurable progress towards more equitable outcomes.
- G** ► Tailor approaches to disparity reduction so they are relevant to the primary needs of each at-risk community.

5-YEAR ACTION PLAN

Number	Actions	Partners
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.	City, OMF
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 building metrics related to well-being and equity.	OEHR, Other public agencies, Nonprofits
3	Evaluate equity impacts. Assess equity impacts as part of public budget, program and project list development. 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.	City, OMF, OEHR, Other public agencies
4	Improve evaluation methods. Develop and share new ways to evaluate equity impacts. Build the capacity of city bureaus and Portland Plan partners to use these approaches: <ul style="list-style-type: none"> ■ 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 the approach into budget process. ■ Ongoing improvement to this process and capacity. 	City, Other public agencies
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.	City, Other public agencies

A Framework for Equity

Element 2

ENGAGE THE COMMUNITY

WE WILL ...

- H** ▶ Be transparent and accountable through effective public engagement throughout the policy making process — from setting priorities to implementing programs and evaluating their success.
- I** ▶ 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.
- J** ▶ Provide early engagement of community members, including the resources to make the engagement meaningful and responsive to their needs and priorities.
- K** ▶ Design forums and select venues that are culturally appropriate.

5-YEAR ACTION PLAN

Number	Actions	Partners
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.	City, ONI, BPS
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.	City
8	Language and cultural interpretation. Develop and implement a coordinated language and cultural interpretation strategy and program for the City of Portland and partner agencies.	City, Other public agencies

A Framework for Equity

Element 3

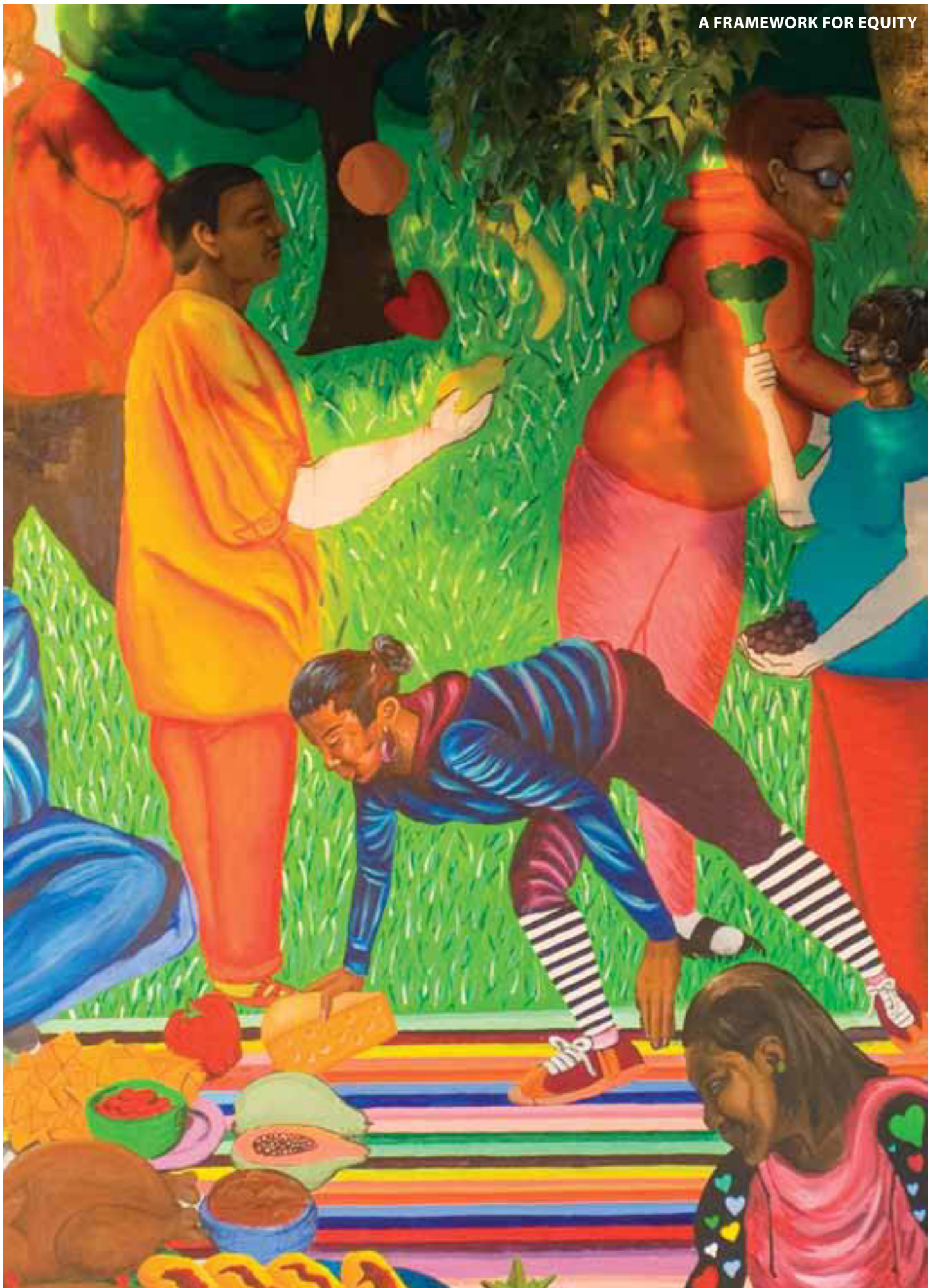
BUILD PARTNERSHIPS

WE WILL ...

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

5-YEAR ACTION PLAN

Number	Actions	Partners
9	Share best practices. Inventory current equity practices among the Portland Plan partner agencies. Periodically, convene Portland Plan implementers to coordinate equity work tasks and devise mutual accountability measures.	City, Other public agencies, Nonprofits
10	Collaboration. Strengthen collaboration between City bureaus, partners, equity advocates, and the community to more fully integrate equity in decision-making.	City, Other public agencies, Nonprofits



A Framework for Equity

Element 4

LAUNCH A RACIAL/ETHNIC JUSTICE INITIATIVE

WE WILL ...

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

5-YEAR ACTION PLAN

Number	Actions	Partners
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.	City, OEHR, OMF, PCOD, Other public agencies
12	Community dialogue. Hold public forums on race and the importance of equity.	City/OEHR, PCOD, Other public agencies
13	Diverse advisory boards. Recruit, train and appoint minority members to City of Portland advisory boards who represent the city's diverse population.	City, ONI

A Framework for Equity

Element 5

INCREASE FOCUS ON DISABILITY EQUITY

WE WILL ...

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

5-YEAR ACTION PLAN

Number	Actions	Partners
14	Implement Disabilities Transition Plan. Complete and begin to implement the City of Portland's ADA Title II Transition Plan to remove barriers and conditions that prevent people with disabilities from accessing, participating and benefiting from city programs, services and activities. <ul style="list-style-type: none"> ■ Educate and train city and partner staff about ableism and disability awareness ■ Educate staff on the legal requirements and implementing regulations of ADA 	City, OMF, PCOD
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.	City, OMF, PCOD, other public agencies

INCREASE INTERNAL ACCOUNTABILITY

WE WILL...

- V** ▶ 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.
- W** ▶ Report out and make available equity outcomes and compliance reports.

5-YEAR ACTION PLAN

Number	Actions	Partners
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.	City, OMF
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.	City, OMF, OEHR, PCOD
18	Bureau equity plans. Evaluate bureau equity plans of City bureaus and partner agencies for their overall effectiveness in promoting staff diversity.	City, Other public agencies
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.	City, Other public agencies
20	Community resource access. Evaluate how public information, application requirements and fees impact access of diverse communities to community resources and business opportunities.	City, Other public agencies, Nonprofits



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 VISION FOR SUCCESS.



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 support and opportunities for youth to thrive; this will ultimately benefit all Portlanders and is key to reducing disparities among our communities.

Although Portland has been named one of the best places to retire in the U.S. on national lists, over the next 25 years Portland must become a more age-friendly city. The aging of the Baby Boom and Gen X generations and their increasing longevity will present challenges and opportunities that will be a key part of how we plan for the future of our city. The Portland Plan moves forward on making Portland a more age-friendly city in several ways:

- **Framework for Equity.** The Framework for Equity recognizes that Portland must become a city where access to opportunity, safe neighborhoods, safe and sound housing, healthy food, efficient public transit and parks and greenspaces are 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 has 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 older adults and mobility-limited residents in places, such as neighborhood centers, 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. Safety and accessibility of some of Portland's major transit streets can be enhanced by sidewalks and marked crosswalks. 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. They will include features that support community livability and environmental sustainability.
- **Medical institutions.** Portland's aging population will increase the demand for medical services. The Portland Plan responds to this growing need by calling for new approaches to accommodate the growth of institutional facilities and neighborhood centers that may support health facilities, and for 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.

Ten actions that help make Portland a more physically accessible and age-friendly city

Action 1: Enforce Title VI

Action 2: Track the information needed to understand disparities

Action 14: Implement the Disabilities Transition Plan

Action 78: Remove barriers to affordable housing

Action 82: Physically accessible housing

Action 84: Align housing and transportation investments

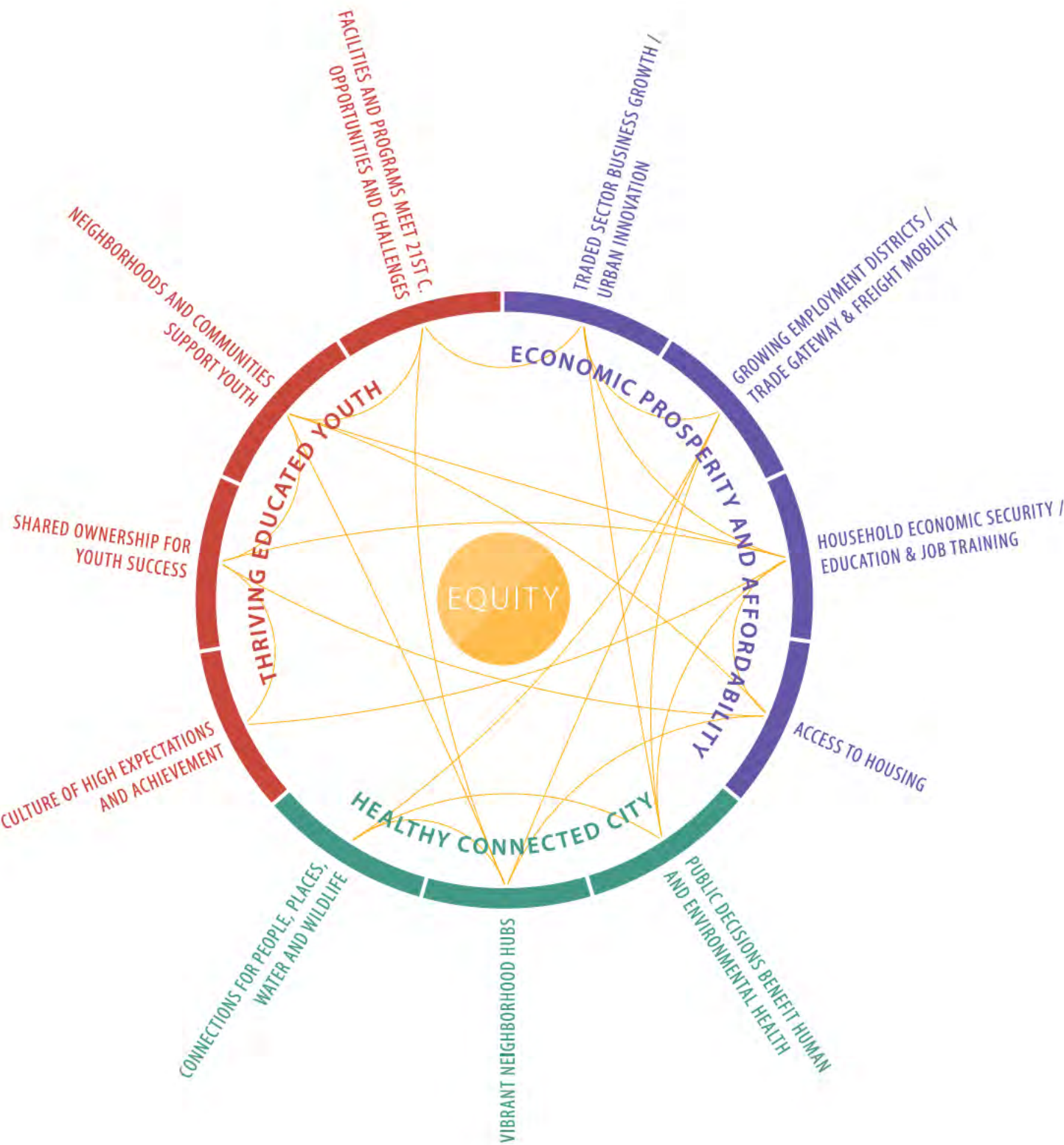
Action 103: Age-friendly city

Action 106: Quality, affordable housing

Action 107: Transit and active transportation

Action 126: Pedestrian facilities





INTEGRATED STRATEGIES

The Portland Plan has three integrated strategies that provide a foundation for alignment, collective action and shared success.

 **THRIVING EDUCATED YOUTH**

 **ECONOMIC PROSPERITY AND AFFORDABILITY**

 **HEALTHY CONNECTED CITY**

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

HOW TO READ A PORTLAND PLAN STRATEGY.

2035 Goals and Objectives

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

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 will be achieved by focusing on actions and policies that:

- **Build a culture of high expectations and achievement for all Portland youth.** 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.** The economy and community all benefit when children and youth flourish academically, physically, emotionally and socially.
- **Create complete neighborhoods and communities that support youth success.** Youth need safe homes, access to physical and social resources, and caring adults outside of as well as inside the classroom.
- **Support facilities, systems and programs that meet 21st century opportunities and challenges.** Buildings, technology and programs must be accessible, durable and adaptable to meet emerging needs.

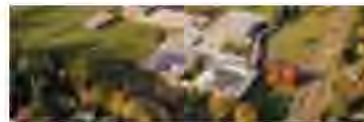
Achieving this goal requires focus and collaboration among a broad spectrum of community partners, including educational institutions, businesses, public agencies and community-based organizations. The Cradle to Career Partnership in Multnomah County has committed to driving durable and systemic change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

1. Eliminate disparities in children and youth success;
 2. Link community and family supports to children and youth success; and
 3. Ensure 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 the four strategy elements. Additional guiding policies and five-year actions complement and support the collective efforts of the Cradle to Career partnership.

www.pdxplan.com | April 2012

22

THRIVING EDUCATED YOUTH



2035 OBJECTIVES

- 1 **Success at each stage of growth:** All youth enter school ready to learn and continue to succeed academically, emotionally and socially, so they 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 are eliminated. All students are well-prepared for life after high school, and graduation rates are 90–100 percent for all students. See *Educated Youth in the Measures of Success* for more information.
- 3 **Post-secondary participation and success:** Ninety to 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 and 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 are readily available for all youth.
- 7 **Youth voice:** Young people have multiple opportunities to meaningfully participate in decisions that affect their lives, and policymakers value and consider youth perspectives before decisions are made.
- 8 **Learning environments:** All indoor and outdoor learning environments are designed to stimulate creativity, meet safety and accessibility regulations, and offer 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.

www.pdxplan.com | April 2012

23

Strategy Elements

The policies and actions in each strategy are grouped into strategy elements. Actions and policies in each strategy element each share common themes.

Guiding Policies

The purpose of the Guiding Policies is to help the City of Portland and partners make 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 other local plans.

Each policy has a unique identifier (T-1). The letter refers to the strategy and the number refers to the location of the policy within the strategy. The policy identifiers and Five-Year Action numbers do not correspond with each other.


5-Year Action Plan

The actions are the specific steps 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. Actions that should significantly reduce disparities are labeled Equity actions.

THE PORTLAND PLAN

Thriving Educated Youth 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 to 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 among 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 or 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.

36

April 2012 | www.pdxplan.com

GUIDING POLICIES

T-1 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.

T-2 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.

T-3 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).

37

5-YEAR ACTION PLAN

Location	Refined Action Areas	Action	Partner
EQUITY 21	Education and Skill Development	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.	City, PCC, MHCC, WSI
EQUITY 22	Education and Skill Development	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 ASBIE, TNO and Middle College programs.	School Districts, PCC, MHCC, PSU
EQUITY 23	Education and Skill Development	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, without crippling their credit, and find work.	Office of Government Relations
EQUITY 24	Education and Skill Development	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.	Office of Government Relations
EQUITY 25	Education and Skill Development	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.	City, PCC, Greater Portland Inc.
EQUITY 26	Education and Skill Development	Cultural competency: Increase the cultural competency of teachers, counselors, case workers and school administrators so they are well-prepared to educate and work with Oregon's increasingly diverse population and to address disparities in discipline rates and practices.	School Districts, PCC, PSU, MHCC, Nonprofits
EQUITY 27	Education and Skill Development	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.	School Districts, Nonprofits

ACTION AREAS

1. PROSPERITY AND OVERALL SUCCESS

2. HUMAN HEALTH, PUBLIC SAFETY AND INNOVATION

3. DESIGN, PLANNING AND PUBLIC SPACES

4. EDUCATION AND SKILL DEVELOPMENT

5. TRANSPORTATION, TECHNOLOGY AND ACCESS

6. HOUSING AND COMMUNITY DEVELOPMENT

7. SUSTAINABILITY AND THE NATURAL ENVIRONMENT

8. QUALITY OF LIFE AND WELL-BEING

9. ARTS, CULTURE AND INNOVATION

www.pdxplan.com | April 2012

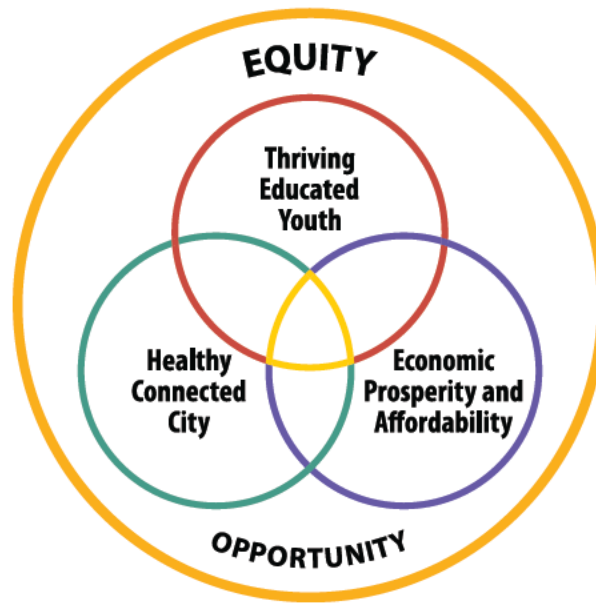
Action Areas

The nine Portland Plan action areas were the starting point for completing background research and for setting goals and objectives for 2035.

Partners

Partners are the agencies or organizations that will lead or support implementation of the action.





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.

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 to succeed 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 reduce household costs, support local hiring and improve job training options for Portlanders so that more people and future generations can share in and contribute to the city's success.

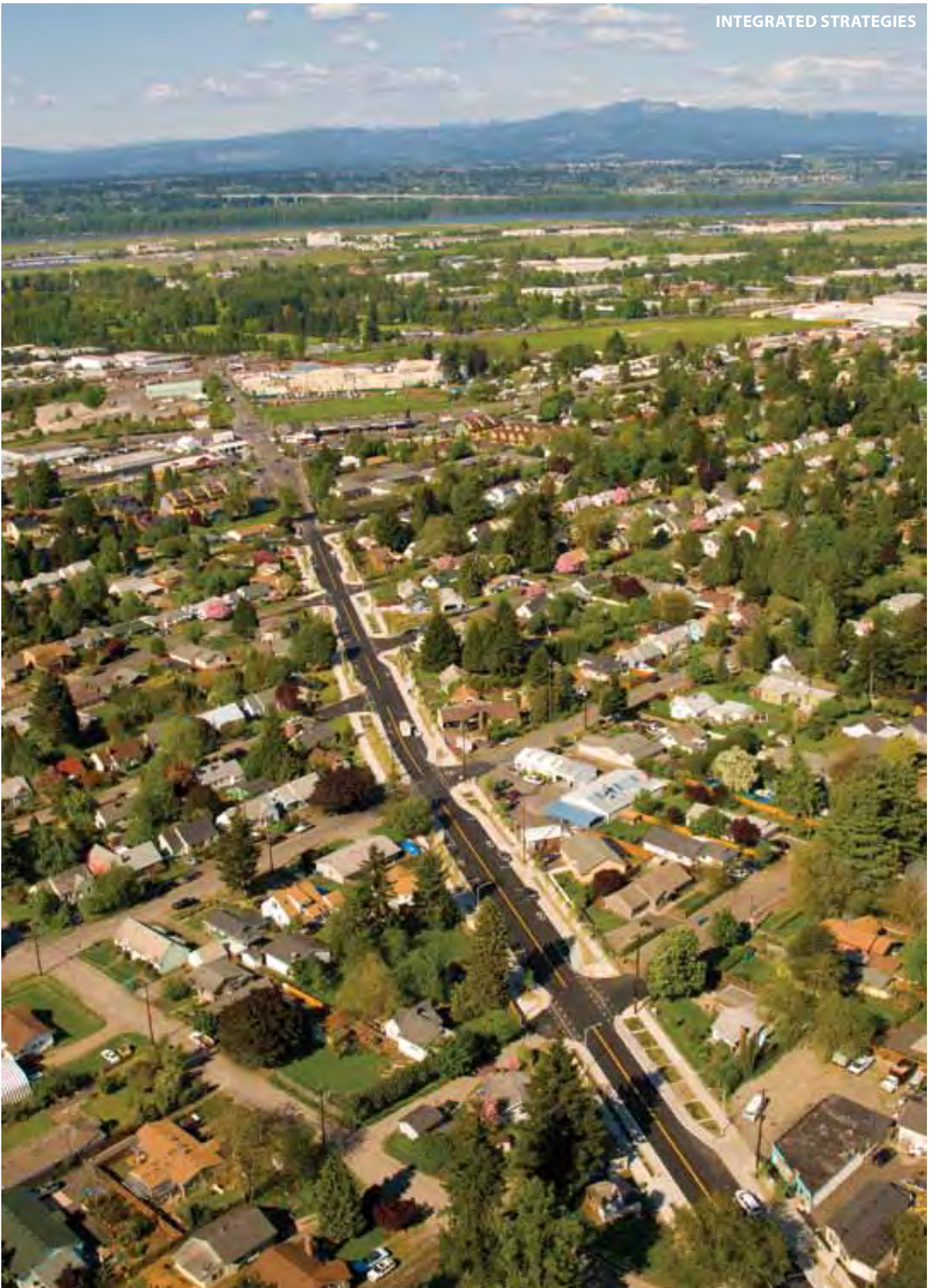
The Economic Prosperity and Affordability Strategy includes actions to support business retention as neighborhoods change.

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.

Currently, 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 of connected communities 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 will be achieved by focusing on actions and policies that:

- **Build a culture of high expectations and achievement for all Portland youth.** 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.** The economy and community all benefit when children and youth flourish academically, physically, emotionally and socially.
- **Create complete neighborhoods and communities that support youth success.** Youth need safe homes, access to physical and social resources, and caring adults outside of as well as inside the classroom.
- **Support facilities, systems and programs that meet 21st century opportunities and challenges.** 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. Eliminate disparities in children and youth success;
2. Link community and family supports to children and youth success; and
3. Ensure 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 the four strategy elements. Additional guiding policies and five-year actions complement and support the collective efforts of the Cradle to Career partnership.



PORTLAND TODAY

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.

At-risk youth: Many of Portland's youth do not have positive adult role models or mentors, stable housing or adequate financial and social support systems to increase their likelihood of success. 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.

Graduation rate: Only 60 percent of high school students in Portland's five largest school districts graduate in four years. Four-year 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. *See Educated Youth in the Measures of Success for more information.*

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 local community colleges and universities are in the 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 also bear the costs of student loans without the benefit of a degree or certificate.

Lack of supportive youth-adult partnerships: Volunteering 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, including those with adults of their own culture, but such partnership opportunities are significantly limited.

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.

Limited youth voice: Youth (ages 0–25) 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.

Aging learning environments: Aging buildings and years of deferred maintenance are a concern for school districts and for the public. For example, Portland Public Schools needs at least \$1.6 billion 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.

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 in a near perpetual state of crisis.



2035 OBJECTIVES

1

Success at each stage of growth: All youth enter school ready to learn and continue to succeed academically, emotionally and socially, so they 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 are eliminated. All students are well-prepared for life after high school, and graduation rates are 90–100 percent for all students. *See Educated Youth in the Measures of Success for more information.*

3

Post-secondary participation and success: Ninety to 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 and 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 are readily available for all youth.

7

Youth voice: Young people have multiple opportunities to meaningfully participate in decisions that affect their lives, and policymakers value and consider youth perspectives before decisions are made.

8

Learning environments: All indoor and outdoor learning environments are designed to stimulate creativity, meet safety and accessibility regulations, and offer 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.

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, immigrants, 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 to 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 among 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 or 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

▶ T-1	<p>Build strategic and effective partnerships among public agencies, formal and informal educators, community-based partners, businesses and youth to:</p> <ul style="list-style-type: none"> a. Express and reinforce high expectations for young people to prepare them for high achievement and graduation. b. Expose youth to college opportunities at early stages of high school. c. Sustain and expand internships, apprenticeships and other work-based experiential learning opportunities for high school youth. d. Increase enrollment of high school graduates in the higher education system. e. Increase the number of degrees awarded locally. f. Align educational programs with targeted workforce development.
▶ T-2	<p>Provide ongoing support and training to teachers, advisors, administrators, parents, other adults and students to ensure that programs and practices inside and outside the classroom are responsive to Portland's diverse cultures.</p>
▶ T-3	<p>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).</p>

5-YEAR ACTION PLAN

	Number	Related Action Areas	Actions	Partners
EQUITY	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.	City, PCC, MHCC, WSI
	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.	School Districts, PCC, MHCC, PSU
EQUITY	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, without crippling their credit, and find work.	Office of Government Relations
EQUITY	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.	Office of Government Relations
	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.	City, PDC, Greater Portland Inc.
EQUITY	26	 	Cultural competency: Increase the cultural competency of teachers, counselors, case workers and school administrators so they are well-prepared to educate and work with Oregon's increasingly diverse population and to address disparities in discipline rates and practices.	School Districts, PCC, PSU, MHCC, Nonprofits
EQUITY	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.	School Districts, Nonprofits

ACTION AREAS



PROSPERITY AND BUSINESS SUCCESS



EDUCATION AND SKILL DEVELOPMENT



SUSTAINABILITY AND THE NATURAL ENVIRONMENT



HUMAN HEALTH, PUBLIC SAFETY AND FOOD



TRANSPORTATION, TECHNOLOGY AND ACCESS



EQUITY, CIVIC ENGAGEMENT AND QUALITY OF LIFE



DESIGN, PLANNING AND PUBLIC SPACES



NEIGHBORHOODS AND HOUSING



ARTS, CULTURE AND INNOVATION

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, Ohio and 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.

The Cradle to Career initiative is based on the premise that the community at large — parks and recreation providers, service organizations, public safety partners, businesses and neighbors, among many others — not just educational institutions, are responsible for youth success.

Through Cradle to Career partner agencies and organizations work collectively toward a shared set of goals deemed to create 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 shaping and implementing 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 decisions and actions.

The Cradle to Career strategic priorities are:

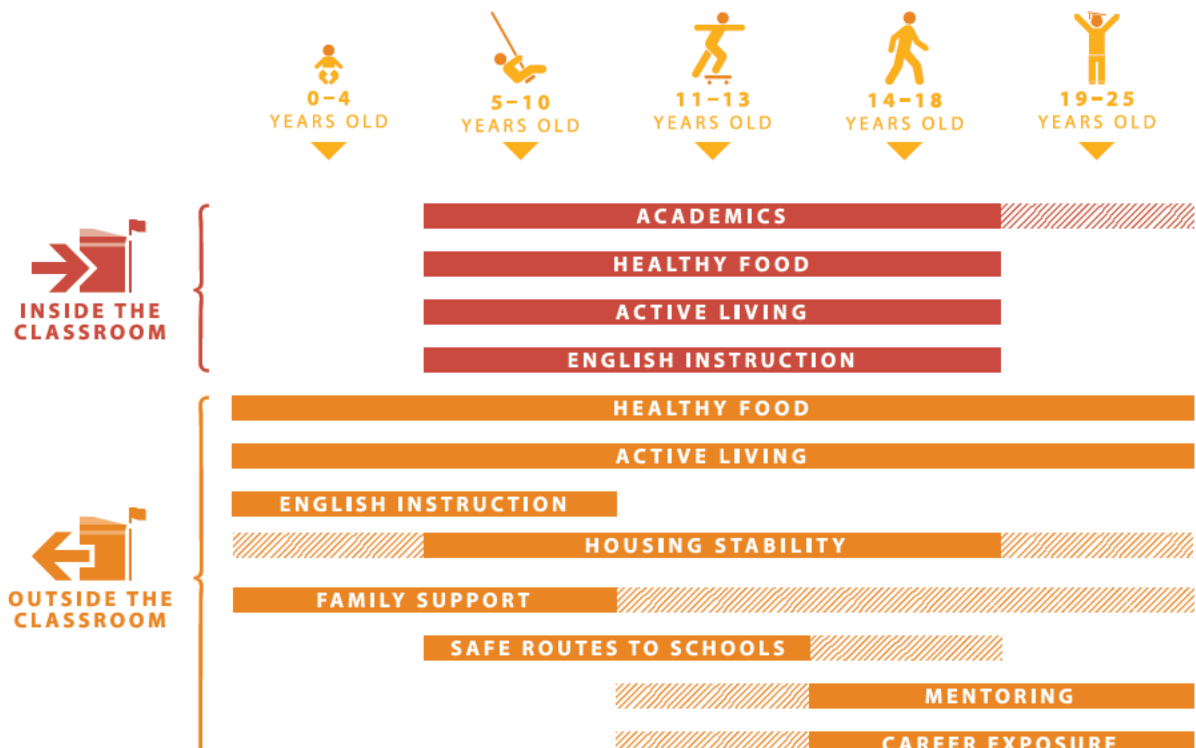
- Eliminate disparities in children and youth success.
- Link community and family supports to children and youth success.
- Ensure that every child enters school ready to learn.

GUIDING POLICIES

	Conduct outreach and dialogues with the public, including youth and their families, about educational goals, desired outcomes and strategic interventions that will improve the success of our public schools.
T-4	
	Base decisions on collectively developed indicators, ensuring that data is disaggregated to understand and address disparities in achievement.
T-5	
	Focus strategies and resources towards needs-based interventions that yield the highest impact, with a focus on continuous improvement.
T-6	
	Support funding strategies and partnerships to ensure increased affordability and access to early childhood and higher education.
T-7	
	Provide meaningful opportunities for youth to participate in decisions that affect their lives.
T-8	
	Encourage intergenerational mentoring, tapping the knowledge and experience of Portland's older adults.
T-9	

5-YEAR ACTION PLAN

Number	Related Action Areas	Actions	Partners
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.	All Hands Raised, SUN Service System, Nonprofits, School Districts
EQUITY 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.	All Hands Raised, Nonprofits
EQUITY 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. Advocate for sustainable funding for the Children's Levy.	Portland Children's Levy, Nonprofits
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.	BPS; 211 Info
EQUITY 32		Youth empowerment: Refresh and reaffirm the Youth Bill of Rights.	City, Multnomah Youth Commission, Multnomah County



NEIGHBORHOODS AND COMMUNITIES THAT SUPPORT YOUTH



Strong, positive relationships with caring and supportive adults are critical to youth success. Enriching after-school and summer activities and safe schools and neighborhoods free of bullying and gang activity are also important. 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 nonprofit 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

▶	
T-10	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.
▶	
T-11	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.
▶	
T-12	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.
▶	
T-13	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.
▶	
T-14	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.
▶	
T-15	Make it easier for students to get to school, work and other needed services on public transit.

5-YEAR ACTION PLAN

	Number	Related Action Areas	Actions	Partners
EQUITY	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.	Multnomah County, City, School Districts, SUN Service System, Nonprofits
	34		Housing stability: Target rental assistance programs to low-income households with students, particularly where schools are experiencing high student mobility rates.	PHB, Home Forward, Multnomah County, SUN Service System, Nonprofits
	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.	Multnomah County, School Districts
	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.	City, Multnomah County, Nonprofits, Businesses
	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.	PP&R, SUN Service System, Nonprofits
EQUITY	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.	PBOT, School Districts, SUN Service System, Multnomah County Health Department, Metro, Nonprofits
	39		Transit access: Maintain the Youth Pass program that provides TriMet passes to high school students at Portland Public Schools during the school year. Explore expanding this program beyond Portland Public Schools.	TriMet, PPS, David Douglas, Centennial, Parkrose and Reynolds School Districts
	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.	Portland Police Bureau Youth Services Division, Nonprofits, School Districts

COMMUNITY CENTER.
 ESL CLASSROOM.
 PLAYGROUND.
 MY SCHOOL IS ALSO MY GARDEN.
 HEALTH CLINIC.
 FOOD PANTRY.
 WORKOUT SPACE.

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 environmental education, training and professional development as well as options that focus on innovation, creativity and entrepreneurship.

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, state law could be changed 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.
T-16	
▶	Operate more efficiently, predictably and in a more cost-effective manner through intergovernmental agreements among the City of Portland, government agencies and school districts.
T-17	
▶	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.
T-18	
▶	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.
T-19	
▶	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.
T-20	
▶	Utilize school grounds and facilities as greenspaces, community gardens, playgrounds and other physical activity resources for neighborhoods with little or no other access to greenspaces.
T-21	
▶	Provide accessibility for students, staff and visitors with disabilities by incorporating universal design practices into new and rehabilitated school facilities.
T-22	

5-YEAR ACTION PLAN

Number	Related Action Areas	Actions	Partners
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.	BPS, SUN Service System, School Districts
42		Joint use agreements: Develop or update joint-use agreements between Portland Parks and Recreation and all local school districts. Explore coordinated operations, grounds management and shared facilities, particularly in areas underserved by community centers.	PP&R, School Districts
43		Regular consultation: Develop agreements between the City of Portland and each school district to outline protocols for consultation related to issues and decisions of mutual interest and concern.	BPS, School Districts
44		Support different learning needs: Inventory local facilities and programs to assess their ability to accommodate differing abilities and learning styles.	OEHR, School Districts
45		Safety and physical accessibility: Fund seismic and accessibility upgrades at public schools. Develop a specific revenue stream for seismic and ADA improvements in school facilities.	School Districts, City, PBEM
46		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.	Office of Government Relations, Nonprofits, RACC
47		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.	Intertwine Alliance, SUN Service System, Multnomah Educational Service District, BES
48		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.	Parkrose and David Douglas School Districts, MHCC, PSU
EQUITY 49		Campus investment: Support Portland Community College's planned transformation of its Southeast Center into a vibrant full-service campus and community anchor, as well as PCC's planned expansion of its Cascade Campus, by helping to catalyze complementary local development and investing in supportive community-serving infrastructure.	PCC, City



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 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 business survival and growth.
- **Support public and private urban innovation.** Portland has expertise and businesses that have capitalized on research, technology and sustainability practices developed and used in Portland. In particular, green technology businesses are growing and this sector can thrive as an export industry.
- **Support Portland's advantages as a trade and freight hub.** Portland's 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 maintain and grow Portland's share of regional job growth and ensure these districts prosper.
- **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 neighborhoods and meeting Portland Plan equity objectives.
- **Ensure access to education and job skills needed by Portlanders and industry.** The economy has become more skill-dependent. Portland's systems for education and workforce training and development must be high-quality and effective to help meet household economic needs, reduce disparities and maintain 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 actions 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 has one and can afford to meet their basic needs.



PORTLAND TODAY

Trade and growth opportunities: In 2008, Portland ranked 12th among U.S. metropolitan areas for total exports, which is a high ranking for Portland's size and relatively small regional consumer base. Among the export and other traded sector industries, Portland's four "target business clusters" provided 52,000 jobs in the city in 2008.

Urban innovation to grow local firms: Portland's land use, transportation and green development innovations and the local businesses that design, manufacture and implement them have attracted national recognition. Portland is consistently recognized as an innovative urban laboratory. This has strategically positioned the city for key growth opportunities in the expanding green economy and technology industries.

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.

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 between 2000–2008.

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.

Lack of neighborhood business vitality: In recent years, many 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. Many neighborhood business districts have the potential to capture more local sales.

Increased cost of living: Average earnings in Multnomah County have not kept up with the rising costs of housing and living over the last decade. This shrinking value of paychecks is particularly burdening low- and middle-income workers.

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 2030 forecasts predict a steep increase in the number of cost burdened households (renters and owners) for the region.

Household economic insecurity: Only 77 percent of Multnomah County households were estimated to be economically self-sufficient in 2005–07 (before the recent recession). The other 23 percent were not earning enough to cover costs for basic needs at local prices.

Energy and resource resilience: Climate change, rising and uncertain gasoline prices and supplies, earthquakes and other environmental and future risks affect the costs of living and doing business. Recent examples of rising costs due to mitigating environmental and other risks include the Big Pipe stormwater project, water system risks, energy infrastructure vulnerabilities, and the Portland Harbor Superfund Site.



2035 OBJECTIVES

- 11

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.
- 12

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 produces the "next generation" high-performance urban places and systems that foster creativity and invention.
- 13

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.
- 14

Grow number of jobs: Portland has 27 percent of the region's new jobs, more of which provide a living wage, 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.
- 15

Neighborhood business vitality: At least 80 percent of Portland's neighborhood market areas are economically healthy. They 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.
- 16

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.
- 17

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 incomes and persons with disabilities.
- 18

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.
- 19

Household economic security: Expand upward mobility pathways so that at least 90 percent of households are economically self-sufficient.
- 20

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


**\$1 BILLION
EXPORTS =
5,400 JOBS**


COMPUTER & ELECTRONIC
PRODUCT MANUFACTURING



ROYALTIES



BUSINESS, PROFESSIONAL
& TECHNICAL SERVICES

OTHER



PRIMARY METAL MANF.



MACHINERY MANUF.

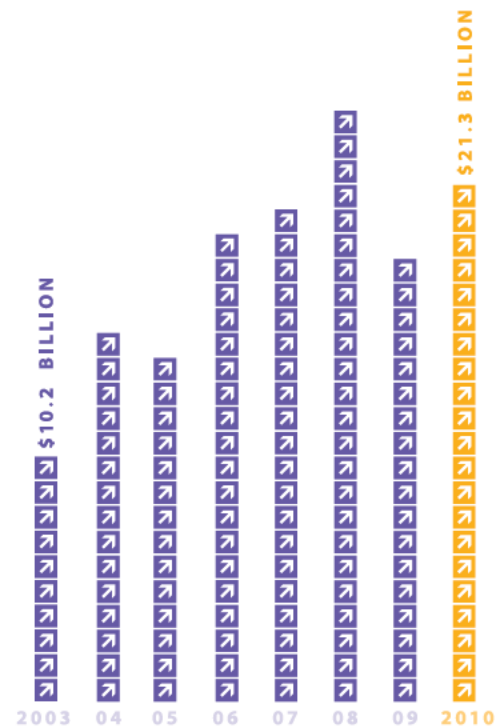
**EXPORT
INDUSTRIES**

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 importing 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.



**GROWTH
IN EXPORTS
DOUBLED**
2003-2010

How strong is Portland's traded sector job base?

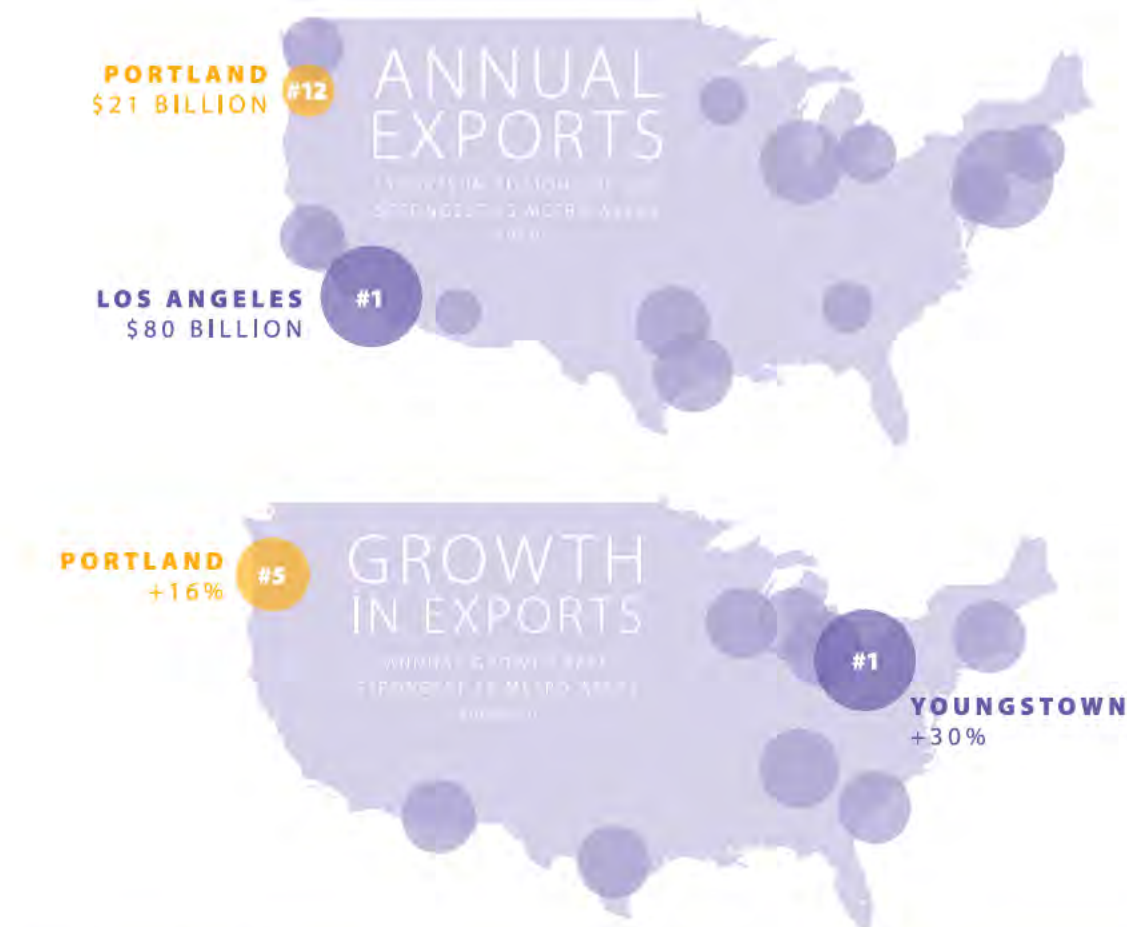
- In 2008, the Portland region's traded sector businesses brought \$22 billion of export income into the regional economy, which was 21 percent of total regional output.
- Portland ranked second among U.S. metropolitan areas in export growth over five years (2008).
- 118,700 jobs in Portland's industrial 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 can be and must be stronger. A more competitive and supportive environment for traded sector businesses is needed 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 traded sector businesses will increase the durability of our local economy and will make Portland a 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, shops and other neighborhood commercial businesses, also play an important role in import substitution. They help define community character, can reduce the need to travel for goods and services, and contribute extensively to Portland's overall attractiveness and resilience.





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. It has become increasingly clear that we cannot assume that a rising tide lifts all boats. Disproportionate 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.

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.

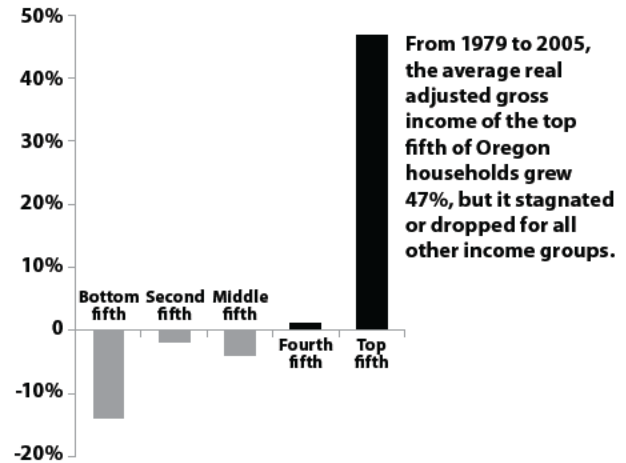
Declining affordability in the housing market and steadily increasing transportation costs make the economic challenges facing Portland households even worse. As stated in the Portland Housing Bureau's strategic plan, "too many Portlanders cannot find an affordable home for their family. They cannot 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."

In their search for more affordable housing, which is often located far from the city center, many working households may have unintentionally increased their combined housing and transportation cost burden.

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.

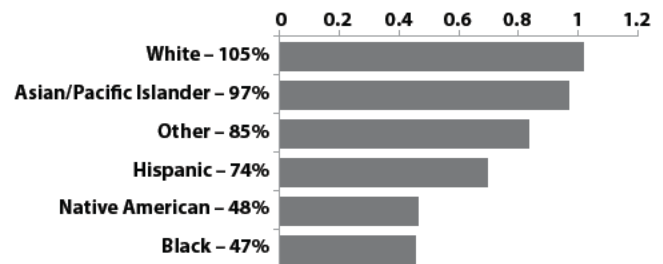
This section of the strategy includes policies and actions that will make opportunities for prosperity and affordability more broadly accessible.

An Oregon economy for the few . . .

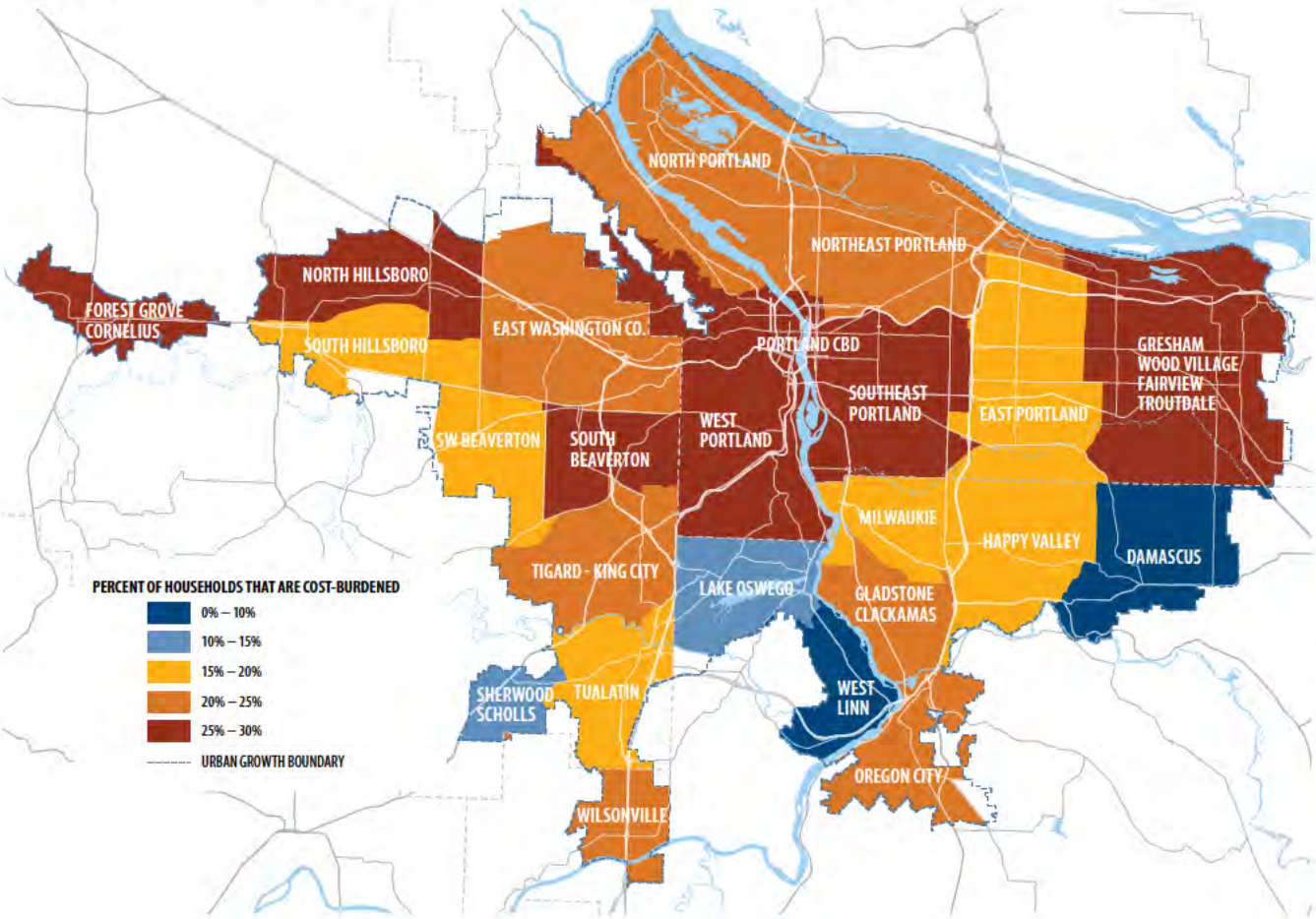


Note: "Households" refers to tax filers with positive adjusted gross incomes. Excludes negative returns for bottom fifth. Adjusted for inflation using 2005 dollars with CPI-U. Source: OCPP analysis of Oregon Department of Revenue data.

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



Share of households that are cost-burdened, HIGH growth scenario (2030)



Source: MetroScope scenarios 911, 2009

Cost-burdened households are households that spend approximately 50 percent or more of the household's income on housing and transportation.

1 IN 4
HOUSEHOLDS
=
COST BURDENED



LESS THAN
48%
OF INCOME
=
HOUSING & TRANSPORTATION

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.

The target industry program focuses the limited public resources for business assistance on growing the traded sector prospects with the 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.
P-1	
▶	Focus business assistance efforts first on retention, then expansion and then recruitment of businesses.
P-2	
▶	Integrate traded sector competitiveness into the city's planning and overall policy directions, with focus on export growth.
P-3	
▶	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.
P-4	
▶	Connect Minority, Women-owned and Emerging Small Business (MWESB) firms with target cluster opportunities.
P-5	

5-YEAR ACTION PLAN

Number	Related Action Areas	Actions	Partners
50		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.	PDC, Business Oregon, Port
51		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.	PDC, Greater Portland Inc., Port
52	 	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.	Greater Portland, Inc., PDC, Port, WSI
53	 	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.	PSU, OHSU
EQUITY 54	  	Worker productivity: Use workforce development programs to help meet the skill needs of targeted industries. Use community workforce agreements to bring the benefits of industry growth to the whole community.	WSI, PDC



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 focus on sustainability is an economic asset and an advantage over peer cities. To stay competitive, the volume and speed of the results in resource conservation and green innovation must increase. The export of knowledge, expertise and production related to urban economic productivity through sustainable practices, technology and greater equity must also increase.

Portland enjoys the position of being one of the most fully functional urban laboratories for innovation in sustainability. The city has valuable experience built on rethinking infrastructure investments; examples include:

1. Active transportation including our transit, streetcar and bicycle systems
2. Green stormwater system
3. The trail-linked open space system

Portland universities and businesses are active in research and development and the commercialization of new technologies. Policies and programs, such as Clean Energy Works Oregon and Solarize Portland have contributed to growing the market for green building technologies and practices and have demonstrated how job creation can be part of reducing energy use and resource consumption.




















Portland has a solid record of business growth related to urban innovation, including startups and niche product development. Examples include 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 and prosperous.

GUIDING POLICIES

▶	Enhance Portland as a national model for sustainability and as a center for business development by commercializing sustainability practices, products and services.
P-6	
▶	Grow the local market for energy efficiency through incentives, market-based mechanisms and other programs. Use energy efficiency improvements to increase Portland’s long-term affordability and resiliency and to reduce carbon emissions.
P-7	
▶	Build on the advantages of the Central City as a center for innovation, commerce, universities, sustainable development, and green technology systems (such as district energy).
P-8	
▶	Pursue universal, affordable and reliable access to high-speed information technology and the devices and training to use it. Support the deployment of high-bandwidth infrastructure through clustering and the co-location of users that need very large broadband capacity.
P-9	
▶	Continue to promote innovation in public projects related to transportation and environmental services, including the following: (1) green infrastructure approaches as part of cleaning up the Willamette River, (2) an innovative active transportation system — transit, walking, use of mobility devices, biking, car and bike sharing, etc., and (3) urban parks and natural areas. These will enhance the livability of the city and give Portland a competitive advantage in retaining and attracting an educated, productive workforce.
P-10	
▶	Support and invest in Portland’s creative talent and leverage our arts and culture community to drive innovation and economic growth.
P-11	
▶	Connect Minority, Women-owned and Emerging Small Businesses (MWESB) with urban innovation opportunities.
P-12	

5-YEAR ACTION PLAN

Number	Related Action Areas	Actions	Partners
55	  	Clean tech and green building innovation: Support existing companies and recruit new firms that design, apply or manufacture high-performance products that support resource conservation and green buildings. 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.	City, PDC, PHB, BPS, PSU, POSI
56	  	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.	PSU, PDC, Greater Portland, Inc.
57	 	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.	ETO, BPS, PHB, PDC
58	 	Arts support: Expand public and private support for Portland's arts and creative sectors.	RACC
EQUITY 59	  	Broadband service: Work with citizens and telecommunications and utility representatives to develop recommendations for improving wireless service in Portland. Review and update the City's comprehensive approach to wireless facilities including database mapping.	OCT
EQUITY 60	  	Community benefits of urban innovation: Use a collaborative process to bring historically underrepresented communities into the workforce through community workforce agreements (as done in the Clean Energy Works program) to bring the benefits of urban innovation initiatives to the whole community.	Nonprofits, OMF
EQUITY 61	  	Broadband equity: Establish a fund for broadband equity and work with nonprofits to increase access to broadband for underserved communities.	OCT

ACTION AREAS



PROSPERITY AND BUSINESS SUCCESS



EDUCATION AND SKILL DEVELOPMENT



SUSTAINABILITY AND THE NATURAL ENVIRONMENT



HUMAN HEALTH, PUBLIC SAFETY AND FOOD



TRANSPORTATION, TECHNOLOGY AND ACCESS



EQUITY, CIVIC ENGAGEMENT AND QUALITY OF LIFE



DESIGN, PLANNING AND PUBLIC SPACES



NEIGHBORHOODS AND HOUSING



ARTS, CULTURE AND INNOVATION

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.

Portland's 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 Portland's 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.

Given geographic and competitive challenges, Portland's celebrated role as a leading exporter is fragile. Portland's 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), and maintaining in 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 contribute to local energy efficiency and carbon reduction. Flexible street corridor design for truck access and active transportation can help increase urban density, lower transportation costs and use 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 freight movement share of our limited transportation system capacity.
P-13	
▶	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).
P-14	
▶	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.
P-15	
▶	Apply best practices that help reduce energy consumption related to freight movement, and help carriers and shippers achieve optimal efficiency.
P-16	
▶	Connect MWESB contracting opportunities with trade gateway infrastructure projects.
P-17	
▶	Increase the use of transit, bikes, walking, carpooling 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.).
P-18	

5-YEAR ACTION PLAN

Number	Related Action Areas	Actions	Partners
62		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.	Metro, PBOT, Port, ODOT, railroads
63		Strategic freight mobility investments: Begin implementation of the next five-year increment of the City's 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.	PBOT, ODOT, Metro, Port
64		International service: Implement strategic investments to maintain competitive international market access and service at Portland's marine terminals and Portland International Airport.	Port



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, 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 redevelop due to higher cleanup costs and perceived risks compared to undeveloped suburban sites. The Portland Harbor Superfund Site is one of the city's and region's largest brownfield problems. 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 located in areas that are also critical to 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 be a regional priority. There is promise in innovative approaches to site design that improve development potential, environmental health and neighborhood livability and increase the number of jobs realized per acre. 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.
P-19	
	Institute a means to consider economic as well as environmental and social metrics in making land use, program and investment decisions. Look for ways to improve social equity as part of economic development actions.
P-20	
	Consider the impact of regulations and fee structures on competitiveness.
P-21	
	Provide capacity for Portland's campus institutions to grow and to remain competitive.
P-22	
	Better link freight transportation and other quality, reliable infrastructure investments with economic health and job growth opportunities in employment districts.
P-23	



5-YEAR ACTION PLAN

Number	Related Action Areas	Actions	Partners
65		Brownfield investment: Develop a strategy to address the impediments to the redevelopment of brownfields and include brownfield redevelopment assistance in the regional investment strategy. Pursue legislative changes, innovative remediation options and funding sources to accelerate clean up of brownfields to a level appropriate to the future use. Continue pollution prevention and other efforts to prevent the creation of future brownfields.	Metro, PDC, BPS, BES, Port, OHWR
66		Harbor Superfund: Take a leadership role in prompt resolution and cleanup of the Portland Harbor Superfund site.	City, Port
67		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.	PDC, Port, OHWR
68		Industrial growth capacity: As part of the development of a new Comprehensive Plan, ensure there is 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.	BPS
69		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.	BPS
70		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.	PDC, BPS, BDS, City
71		Impact of fees on business growth: Evaluate the cumulative 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.	OMF, City

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, poverty levels and the experience of gentrification. Improving the vitality of neighborhood businesses and districts has great potential to help address racial, ethnic, income and other disparities.

Portland has a solid base of business districts with supportive land use, transportation, and community organization and small business resources. Recent initiatives in the East Portland Action Plan (EPA) 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 neighborhoods and help neighborhoods, local business and residents better connect to and compete in the regional economy. |
| P-24 | |
| ▶ | 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. |
| P-25 | |
| ▶ | Support microenterprise and entrepreneurship. |
| P-26 | |
| ▶ | Improve access to jobs in priority neighborhoods through frequent transit, active transportation, workforce development training and employment growth in neighborhoods. |
| P-27 | |
| ▶ | 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. |
| P-28 | |

5-YEAR ACTION PLAN

	Number	Related Action Areas	Actions	Partners
EQUITY	72		Neighborhood business development: Strengthen business activity in neighborhood centers by implementing the City's Neighborhood Economic Development Strategy including its main street and the Neighborhood Prosperity Initiative.	PDC, City, Nonprofits
EQUITY	73		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.	PDC, Venture Portland, Nonprofits
EQUITY	74		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.	BPS, BDS, City
	75		Sustainability at Work: Expand City assistance for businesses to increase energy, water and transportation efficiency, waste and toxics reduction, telecommuting, and sustainable purchasing to reduce business costs and improve overall practices.	BPS

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 meet the needs of low-income populations, communities of color, aging populations, populations 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 other essential services are not as uniformly available as in close-in neighborhoods.



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 benefits of the Healthy Connected City strategy's network of hubs and connections. |
| P-29 | |
| ▶ | Maintain the health, safety and viability of existing housing stock. |
| P-30 | |
| ▶ | Produce and preserve housing to meet the needs that remain unmet by the private market. |
| P-31 | |
| ▶ | Provide for long-term housing affordability by considering the combined cost to residents of housing, utilities and transportation when making housing investment decisions. |
| P-32 | |
| ▶ | Remove discriminatory barriers to Portlanders trying to secure housing. |
| P-33 | |
| ▶ | Keep families in their homes by preventing avoidable, involuntary evictions and foreclosures. |
| P-34 | |
| ▶ | 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 address emergency needs. |
| P-35 | |
| ▶ | Increase the ability of low-income households to access home ownership opportunities. |
| P-36 | |

5-YEAR ACTION PLAN

	Number	Related Action Areas	Actions	Partners
EQUITY	76	  	Housing strategy: Develop and implement a Citywide Housing Strategy for all levels of housing. This should include an estimate of housing needs, strategies to create new rental and home ownership opportunities in “high opportunity” areas — those that already have infrastructure to support 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- and moderate-income residents.	PHB, BPS
EQUITY	77	  	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 physical accessibility and visit-ability of the affordable units to best meet the needs of all demographics.	PHB, BPS
EQUITY	78	  	Remove barriers to affordable housing: Remove barriers to affordable housing for low-wage workers, elders and people with disabilities, 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.	PHB, Nonprofits
EQUITY	79	  	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.	PHB, Nonprofits
EQUITY	80	  	Equity in home ownership: Support programs that move people of color into home ownership and develop clear strategies and targets. Utilize and strengthen the existing capacity of nonprofit partners to provide effective home ownership assistance to households of color.	PHB, Nonprofit Developers
EQUITY	81	  	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.	PHB, Multnomah County

ACCESS TO HOUSING

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



To have equitable, quality and affordable housing options that meet the needs of all people, Portland needs a long-term housing strategy that considers current residents and neighborhood change. It requires a new approach that provides locations of new rental and home ownership 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 the growing housing needs of the disabled and elderly through designing housing units to be more physically accessible, and locating more of this housing near neighborhood hubs and frequent transit service. |
| P-37 | |
| ▶ | Link housing to transportation at the local level by including housing strategies as part of planning major transit investments. |
| P-38 | |
| ▶ | 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. |
| P-39 | |
| ▶ | 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. |
| P-40 | |

5-YEAR ACTION PLAN

	Number	Related Action Areas	Actions	Partners
EQUITY	82	  	Physically accessible housing: Develop policies and programs to increase the supply of housing accessible to disabled persons. 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 are accessible, versatile and able to meet the changing needs of people throughout their life.	PHB, BPS, PSU, Nonprofit and Private Developers
EQUITY	83	  	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.	BPS
	84	  	Align housing and transportation investments: Promote housing development along existing and planned high-capacity transit lines and frequent transit routes. Identify housing opportunities as part of the SW Barbur Concept Plan and future transit corridor plans.	PHB, BPS, PBOT

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 percent of city residents over age 25 in 2010), much of the population also lacks 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 2006–08. 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 the clean tech industry, are also increasing demand for skills. In addition, the retiring baby boomer population poses looming skills shortages across all skill levels.

To ensure the local labor pool has the necessary skills to fill these jobs, Portland must expand education and training programs. In the 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. |
| P-41 | |
| ▶ | Improve completion rates for post-secondary education, industry recognized certification and other career or technical credentials. |
| P-42 | |
| ▶ | 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. |
| P-43 | |
| ▶ | Move more education and training opportunities into the workplace, such as hands-on vocational training, English language proficiency classes and apprenticeships. |
| P-44 | |

5-YEAR ACTION PLAN

	Number	Related Action Areas	Actions	Partners
EQUITY	85	  	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. Enhance coordination between educational institutions and workforce development partners align of high school and post-secondary curricula to match industry skill needs.	WSI, PPS, PCC, OUS
EQUITY	86	 	Youth employment: Support and expand partnerships between schools, government and businesses to provide 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.	WSI, City, State, All Hands Raised
EQUITY	87	 	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.	PDC, City



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- or 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. The Self Sufficiency Index is also addressed in Measures of Success.






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

P-45 Work toward more effective poverty reduction through aligning major public systems responsible for housing, social services, community development and workforce development.

P-46 Reduce racial, ethnic and disability-related disparities in economic self-sufficiency.

5-YEAR ACTION PLAN

	Number	Related Action Areas	Actions	Partners
EQUITY	88	 	Self-sufficiency metrics: Adopt the Self Sufficiency Index as the official measure of poverty and require its use in policy discussions and decisions.	City, Multnomah County, Metro
EQUITY	89	  	Reduce barriers to employment: 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.	WSI, Home Forward, DHS, Multnomah County, SUN, School Districts
EQUITY	90	 	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.	City, PDC, WSI, Multnomah County
EQUITY	91	 	Coordinated approach to anti-poverty programs: Join with Multnomah County to review local programs and potentially develop a joint 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.	Multnomah County, City, PHB, PDC, Home Forward, Nonprofits

WHAT IS GENTRIFICATION AND DISPLACEMENT?

As cities grow and develop, they often experience a rise in property values and a change in 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 often 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 redlining.

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 demolition 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, all while improving trust and confidence in local government.

How is gentrification addressed in the Portland Plan?

The Portland Plan strives to make government explicitly consider how 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:

- Help keep families in their homes by preventing avoidable, involuntary evictions and foreclosures.
- Increase the ability of low-income, minority households to access home ownership 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 Prosperity 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 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.

Ten actions that respond to the challenges posed by gentrification and displacement

Action 1: Enforce Title VI

Action 3: Evaluate equity impacts

Action 4: Improve evaluation methods

Action 12: Community dialogue

Action 34: Housing stability

Action 72: Neighborhood business development

Action 76: Housing strategy

Action 79: Equity in neighborhood change

Action 87: Hiring agreements

Action 97: Mitigate negative social impacts



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: 1) businesses and services, 2) housing that is easily accessible by foot, wheelchair, bike and transit, 3) healthy food and 4) 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.

The Healthy Connected City strategy provides a framework to achieve this goal and expands Portland's civic capacity to coordinate the work of public, private and community partners. 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 connections are part of our regional land use, transportation, growth management and open space system, which is coordinated by Metro. Metro also plays a role in facilitating a regional strategy to make reinvesting in existing communities 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 Alliance is a group of local agencies and groups that work together to ensure the region's network of parks trails and natural areas are completed and maintained. The group also helps residents connect with nature through land acquisition and encouraging active transportation, conservation education, and more.

Portland will be a healthier city when:

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

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

PORTLAND TODAY

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.

Incomplete neighborhoods: Only 45 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 streets may lack sidewalks, bikeways or other safe connections providing local access.

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.

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.

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 to 85 percent by 2050 are needed to avoid, reduce and adapt to anticipated impacts from climate change. Significant changes may affect 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.

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 live 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.

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 percent of the city is covered with pavement or buildings. Most waterways do not meet quality standards. Tree canopy, on average, covers 26 percent of the city, but some neighborhoods have fewer trees. Many beneficial wildlife species are declining or at risk.

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 to 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.

Quality public infrastructure: Quality public infrastructure provides 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 streets without sidewalks and 12,000 properties are at risk of basement sewer backups during heavy storms. Revenue to maintain infrastructure, including green infrastructure components (e.g., median trees, natural areas) is increasingly limited.

Emergency preparedness: When the next major earthquake occurs, Portlanders and their neighbors will become first responders. Government 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 and food and water distribution centers — is needed to prepare for catastrophic events.

WHAT IS A 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.



2035 OBJECTIVES

21

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 the current federal standards.

22

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.

23

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.

24

Access to healthy food: Ninety percent of Portlanders live within a half-mile of a store or market that sells healthy, affordable food.

25

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, carpool or telecommute to work.

26

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.

27

Parks and nature in the city: All Portlanders can conveniently get to and enjoy the Willamette and Columbia Rivers. All Portlanders live 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.

28

Watershed health: Watershed health is improved, and 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. High quality trees are routinely preserved and planted on development sites.

29

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.

30

Quality public infrastructure: By 2035, all Portlanders have safe and reliable transportation choices and water, stormwater and sewer services at levels that 1) benefit human and watershed health and safety, 2) meet or exceed customer and regulatory standards, and 3) are resilient to hazards or other disruptions. Sufficient resources are dedicated to maintain these assets, including green infrastructure.

31

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 and water distribution centers is established and facilities are strategically retrofitted.

THE HEALTHY CONNECTED CITY NETWORK

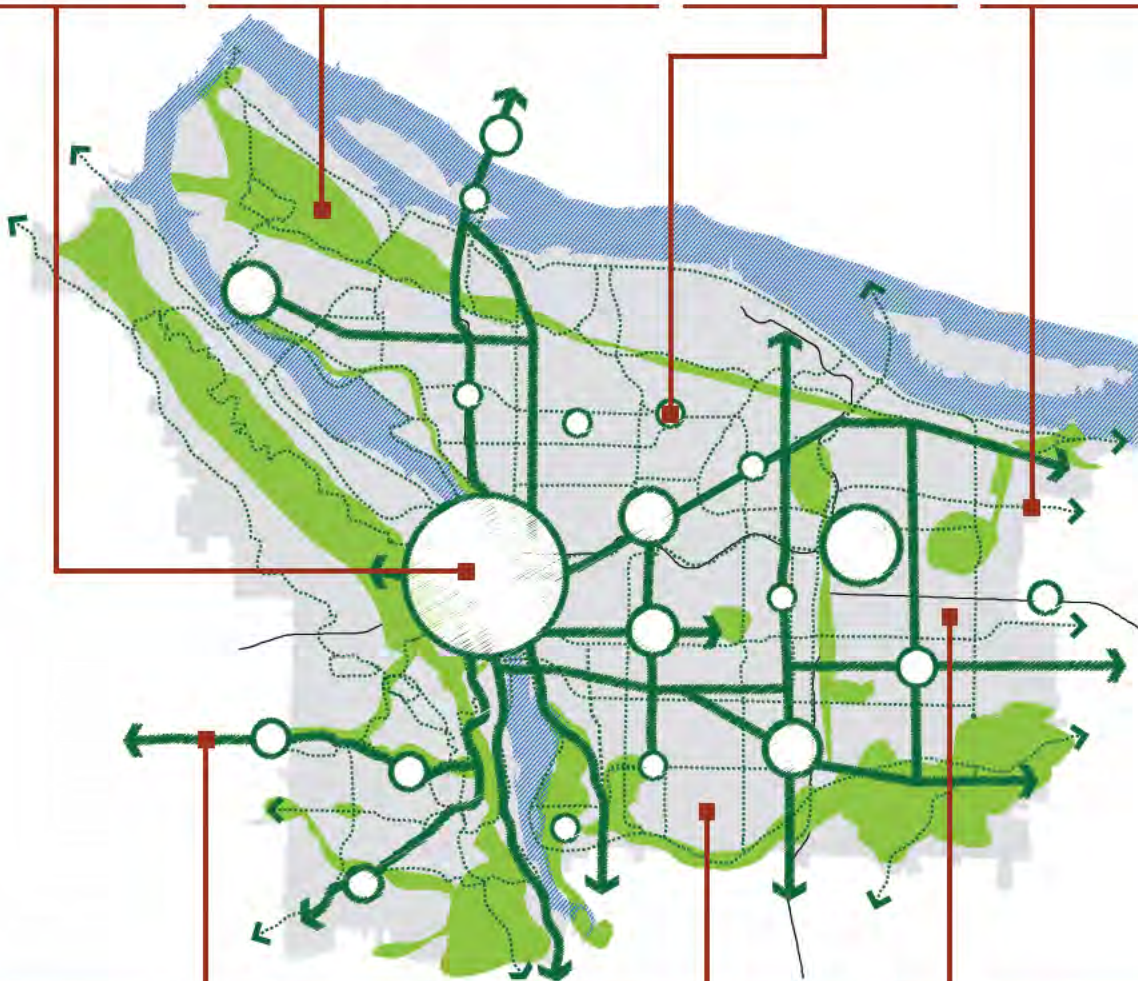
This diagram illustrates the concept of the Healthy Connected City network of neighborhood centers and city connections.

Central City is the region's center of jobs, high-density housing, transit and other services. It also 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 centers and city greenways.

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

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 are major streets and transit corridors that link neighborhood centers to each other and the Central City. In some cases, a civic corridor may not be a single street, but multiple parallel streets that serve complementary functions. Civic corridors are enjoyable places to live, work and gather with bike and pedestrian facilities, large canopy trees, stormwater facilities and place-making amenities.

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

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.



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
- Portland 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 local-, district- or neighborhood-serving. Some streets have a major citywide or regional service function. As the City's Comprehensive Plan is updated and refined in the future, the plans listed to the left, in combination with this diagram, should be used to inform how those classifications might change.



DECISIONS THAT BENEFIT 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 of projects, programs and capital investments on health 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, older adults 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, environmental hazards and insufficient access to nature — all of which affect 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.

Guiding Policies

	
H-1	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.
	
H-2	Develop the Healthy Connected City network. For an illustration of the Healthy Connected City network see the concept diagram provided earlier in this section.
	
H-3	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.
	
H-4	Consider community health impacts, equity outcomes and ecological and watershed health risks when making decisions about growth, implementing programs and designing capital improvements.
	
H-5	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.
	
H-6	Encourage design and development that improves public health 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.

5-Year Action Plan

Number	Related Action Areas	Actions	Partners
92	  	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.	BPS, PP&R, PBOT, BES, PF&R, OHWR, OEHR, Metro, The Intertwine Alliance, Neighborhood Associations
EQUITY 93	   	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 to examine potential health impacts and help develop health-promoting projects. 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.	Multnomah County, BPS, OEHR, PSU, OHSU, Nonprofits
94	   	Human health impacts: Establish criteria and methods to 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 and 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.	Multnomah County, BES, BPS, PBOT, OMF
95	 	High risk infrastructure: 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.	BPS, OMF, BES, PWB, PBOT, PP&R, PBEM, PF&R
96	   	Transportation mode policy: Establish a policy that prioritizes transportation systems that support active transportation modes — walking, use of mobility devices, biking and transit. Develop and promote telework resources and incentives.	PBOT, BPS, PP&R, The Intertwine Alliance, Nonprofits

ACTION AREAS

 PROSPERITY AND BUSINESS SUCCESS	 EDUCATION AND SKILL DEVELOPMENT	 SUSTAINABILITY AND THE NATURAL ENVIRONMENT
 HUMAN HEALTH, PUBLIC SAFETY AND FOOD	 TRANSPORTATION, TECHNOLOGY AND ACCESS	 EQUITY, CIVIC ENGAGEMENT AND QUALITY OF LIFE
 DESIGN, PLANNING AND PUBLIC SPACES	 NEIGHBORHOODS AND HOUSING	 ARTS, CULTURE AND INNOVATION

DECISIONS THAT BENEFIT HEALTH AND SAFETY



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.
- Maintaining and preserving existing transportation, stormwater infrastructure, parks and natural areas.
- Supporting programs and community initiatives that encourage healthy living, recreation, environmental stewardship and active transportation.
- Attention to the unintended social consequences of investment, such as the displacement of communities.

Guiding Policies

▶	
H-7	Preserve the distinctive characteristics and history of Portland's neighborhoods and districts when making decisions regarding growth, urban design and the design of improvements.
▶	
H-8	Engage all residents in planning for changes that may affect their communities and neighborhoods.
▶	
H-9	Use investments, incentives and other policy tools to minimize or mitigate involuntary displacement resulting from new development and economic change in established communities.
▶	
H-10	Support and enhance programs that encourage recreation and physical activity, healthy eating, active transportation, conservation, and community safety and resiliency.
▶	
H-11	Strengthen collaboration among public agencies and health partners.

5-Year Action Plan

Number	Related Action Areas	Actions	Partners
97		Mitigate negative social impacts: Develop policy and strategies that anticipate and address the displacement impacts of gentrification, focusing on approaches that address housing, business development and program evaluation.	PDC, PHB, BPS, OEHR
EQUITY 98		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.	PPB, ONI
EQUITY 99		Community safety centers: Coordinate and co-locate public safety and other services in neighborhood centers to ensure a safe, resilient and peaceful community.	PPB, ONI
100		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.	PBEM, BES, BPS, PP&R, PWB, PBOT, Multnomah County, Metro, Intertwine Alliance, ODOT
101		Disaster planning and management: Support seismic retrofits in older homes and underserved neighborhoods and identify potential financing tools.	BPS, PBEM, PBOT, BDS, Metro
102		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).	PPB, PBEM, PF&R
103		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.	PSU, BPS, OEHR, Nonprofits



VIBRANT NEIGHBORHOOD CENTERS



Neighborhood centers are places with concentrations of businesses and services, housing, gathering places and greenspaces 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's existing mixed-use centers include such places as Hollywood, Hillsdale and Lents.

The strategy will identify additional locations on Portland's 157 miles of main streets and more than 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:

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

Guiding Policies

▶		
H-12	▶	Support strong, vibrant and complete neighborhood centers through land use, community economic development, and housing, infrastructure and technology investments.
H-13	▶	Prioritize the placement of community services in neighborhood centers — such as health clinics, day care centers, senior centers, libraries and educational facilities.
H-14	▶	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.
H-15	▶	Expand access to healthy, affordable food by supporting the viability of grocery stores, local markets and community gardens in neighborhood centers.
H-16	▶	Encourage development of high-quality, well designed housing in and around neighborhood centers and near transit — at a variety of sizes and cost ranges.
H-17	▶	Promote and provide affordable housing options accessible to older adults and mobility-limited individuals in places where close proximity to services and transit makes it easier to live independently.
H-18	▶	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, including sidewalks.

5-Year Action Plan

Number	Related Action Areas	Actions	Partners
104		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.	BPS, PBOT, BES, PP&R, PDC, OHWR, PWB, PHB
105		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.	OCT, School Districts
106		<p>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.</p> <ul style="list-style-type: none"> ■ Explore opportunities to create housing for older adults 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. 	PHB, BPS
107		Transit and active transportation: Identify barriers to pedestrian and bicycle access to and within neighborhood centers, develop priorities for investment, and implement policy changes and funding to ensure hubs have safe and convenient pedestrian and bicycle connections.	PBOT

DOES YOUR NEIGHBORHOOD
INCLUDE WALKABLE ACCESS
TO A PARK 🏞️, SCHOOL 🏫,
TRANSIT 🚗 & HEALTHY FOOD 🍏?



See *Neighborhood Business Vitality in the Economic Prosperity and Affordability Strategy* for related and complementary actions.

VIBRANT NEIGHBORHOOD CENTERS

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.



Portlanders who live in neighborhoods with active transportation options, like safe pedestrian and bicycle routes and with transit that connects 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.

What is active transportation?



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

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

	Integrate parks, plazas or other gathering places into neighborhood centers to provide places for community activity and social connections.
H-19	
	Protect and enhance defining places and features of neighborhood centers, including historic resources, with special attention to redevelopment areas.
H-20	
	Design civic spaces to include public art and to highlight the culture of neighborhoods and diverse communities.
H-21	
	Promote energy and resource conservation at a district scale in neighborhood hubs through compact development, rehabilitation of existing buildings and energy efficiencies.
H-22	
	Invest in underserved areas with disadvantaged populations, incorporating tools to reduce displacement.
H-23	



5-Year Action Plan

Number	Related Action Areas	Actions	Partners
108		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.	BPS, Multnomah County
109		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.	PP&R, SUN
110		Designs for community use of streets: Develop new design options that allow more community uses on neighborhood streets, especially in neighborhood centers. Build one demonstration project.	PBOT, BPS, Neighborhood Associations, Nonprofits
111		Programs for community use of streets: Expand programs that promote periodic community use of streets, such as Sunday Parkways, block parties, festivals and farmers markets.	PBOT, BPS, PP&R, The Intertwine Alliance, Nonprofits, Neighborhood Associations
EQUITY 112		Historic resource preservation: In coordination with neighborhoods, begin a phased inventory of historic and culturally significant resources and develop a strategy to preserve key resources. Give priority to areas in the Central City, in centers and corridors, or other areas likely to experience redevelopment pressure.	BPS, Neighborhood Associations, Nonprofits
EQUITY 113		Arts and cultural facilities: Explore ways to support arts and cultural facilities as incubators in underserved areas, through tools such as public-private partnerships, incentives and school and community-based programs.	BPS, Neighborhood Associations, Nonprofits
114		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 and centers for information dissemination, community organizing and distribution of food and water during emergencies.	PBEM, BPS, PP&R, School Districts
115		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.	BES, BPS, PWB, OHWR, Nonprofits

CONNECTIONS FOR PEOPLE, PLACES, WATER AND WILDLIFE

An interconnected network of habitat connections, neighborhood greenways and civic corridors will encourage walking and biking and weave nature into neighborhoods and support healthy ecosystems. Whether along a busy transitway, on a quiet neighborhood street or near a stream, habitat connections, neighborhood greenways and civic corridors link people, water and wildlife.

- **Habitat connections** are large natural areas, habitat corridors and neighborhood tree canopy that weave nature into the city.
- **Neighborhood greenways** are trails and pedestrian and bike-friendly green streets 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, trails, natural areas, urban forestry, sustainable stormwater systems, and bicycle, pedestrian and transit facilities. 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.










Green infrastructure includes natural systems, such as trees and natural areas, and engineered features like green streets and ecoroofs. Green infrastructure 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.

Greenspaces are outdoor areas or spaces, primarily vegetated, and on a continuum from wilderness to urban settings. Greenspaces are found under public, private or non-profit management. Examples include forests, riparian zones and wetlands, greenways and trails that have associated landscaping, city parks and gardens. A greenspace provides a broad range of ecological and social benefits (such as tree canopy, carbon sequestration, habitat values, community health, serenity, community engagement, etc). Green infrastructure such as urban forest canopy, stormwater features (e.g. bioswales), rain gardens, and eco-roofs can be components of a broader greenspace system.

Guiding Policies

▶	
H-24	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. Enhance safety, livability and watershed health and catalyze private investment and support livability.
▶	
H-25	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. This provides connections for wildlife, supports biodiversity, improves water quality, reduces risks due to flooding and landslides, and supports Portland's adaptation to climate change.

5-Year Action Plan

Number	Related Action Areas	Actions	Partners
116	 	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 into 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	BPS, PP&R, BES, OHWR
EQUITY 117	  	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 half 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.	BPS, PP&R, BES, OHWR, Metro
118	 	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.	BES, PBOT, PP&R
119	 	Tree canopy: Revisit and refine tree canopy targets, while continuing investments in planting trees and implementing new tree codes.	PP&R, BDS, BES, PBOT, BPS, Nonprofits



CONNECTIONS FOR PEOPLE, PLACES, WATER AND WILDLIFE



Habitat connection



Neighborhood greenways



Guiding Policies



H-26

Plan, fund and manage green infrastructure as part of the City's capital systems.



H-27






Build on Portland's green street, sidewalk 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.



H-28

Design neighborhood greenways and civic corridors to integrate safe and accessible facilities for pedestrians and cyclists, sustainable stormwater facilities, tree planting and community amenities.

5-Year Action Plan

Number	Related Action Areas	Actions	Partners
120		Invasive plant removal: Remove invasive plant species and revegetate 700 acres of natural areas within the city with native plants.	PP&R, BES
121		<p>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.</p> <ul style="list-style-type: none"> ■ Pursue ways to speed up the trail acquisition process and create additional tools to enable the City to obtain trail easements, so that the regional trail system in Portland is completed in a timely manner. ■ Construct the Hillsdale section of the Red Electric Trail. ■ Complete the Sullivan's Gulch Trail Concept Plan and the North Willamette Greenway Feasibility Study. 	PP&R, PBOT, BPS, The Intertwine Alliance, Nonprofits, Neighborhood Associations
EQUITY 122		<p>Neighborhood greenways: Initiate implementation of the neighborhood greenways network by completing 75 miles of new facilities, including:</p> <ul style="list-style-type: none"> ■ Clay, Montgomery, Pettygrove and Holladay Green Street projects to connect every quadrant of the city to the Willamette River. ■ Bike and sidewalk connections to Multnomah Village and the Hillsdale Town Center. ■ Bike and sidewalk 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. 	PBOT, BES, PP&R, BPS
123		<p>Stable transportation funding: By 2016, Portland must adopt a stable source of transportation revenue to more predictably advance sustainable community outcomes. Create a committee comprised of diverse stakeholders to consider a range of potential, broad-based revenue options.</p> <p>In 2012 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, use of mobility devices, biking and the use of transit) will put additional pressure on this revenue source.</p>	PBOT, BES, TriMet, Metro
EQUITY 124		<p>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.</p>	PBOT, BES, PF&R

CONNECTIONS FOR PEOPLE, PLACES, WATER AND WILDLIFE









Civic corridors

Sandy Blvd and Naito Pkwy
could become civic corridors

Guiding Policies

- | | |
|-----------------------------|--|
| <p>▶</p> <p>H-29</p> | <p>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.</p> |
| <p>▶</p> <p>H-30</p> | <p>Preserve older and historic buildings, public places and parks along corridors, where appropriate, to enhance the pedestrian realm and create a unique sense of place and neighborhood identity.</p> |

5-Year Action Plan

Number	Related Action Areas	Actions	Partners
125		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.	PBOT, BES, PP&R, Neighborhood Associations
EQUITY 126		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.	PBOT, BDS
127		Civic corridor designs: Identify and develop new right-of-way designs for key transit streets that better integrate frequent transit, sidewalks, protected bike facilities, pedestrian crossings, freight access, landscaped stormwater management, large-canopy trees and place-making amenities (e.g. benches, lighting and signage).	PBOT, BES, PF&R, TriMet, ODOT, The Intertwine Alliance, Nonprofits
128		<p>Civic corridors integration: Incorporate civic corridors concepts, including green infrastructure investment, active transportation improvements, transit service, sidewalks, environmental stewardship and strategic redevelopment in the following efforts to provide a model for future projects.</p> <ul style="list-style-type: none"> ■ 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. 	PBOT, TriMet, BES, Metro, ODOT, The Intertwine Alliance
EQUITY 129		Sidewalk infill and pedestrian facilities: Through the existing Sidewalk Infill on Arterials Program, build pedestrian facilities on all arterials that are 'streets of citywide significance,' focusing first on those in east and southwest Portland to address high priority gaps in the sidewalk network. Develop new strategies and funding sources to support this work.	PBOT, PP&R, BPS, TriMet, ODOT, Metro
130		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.	PBOT, BPS, TriMet, ODOT

HOW WILL THE HEALTHY CONNECTED CITY ADAPT TO PORTLAND'S DISTINCT AREAS?

Portland's Five Major Areas

Portland has five major areas: western, eastern and inner neighborhoods, Central City and the industrial and river area. Each area has unique needs and characteristics. The Healthy, Connected City strategy will need to meet each area's specific needs. This is not a one-size-fits-all formula.



Central City

The Central City includes the downtown core, South Waterfront, portions of the east and west banks of the Willamette River, the Central Eastside Industrial District, the Lloyd District and Rose Quarter, Old Town Chinatown and the Pearl District.

It is the state's business and commercial center, home to major institutions and universities and is a regional cultural hub. Its mixed-use areas and connections to the regional multimodal transportation network, make it easier for

downtown workers and its more than 34,000 downtown residents to walk, take transit or bike to work and to meet their daily needs.

The area needs to continue supporting business, education and arts functions. The Central City's growing population needs more diverse housing options and new and upgraded public school and community facilities.



Western Neighborhoods

This area includes neighborhoods west of Central City, the Portland Hills and into the Fanno and Tryon Creek basins. The western neighborhoods include 12 percent of Portland's households. Household incomes are about 30 percent higher than the citywide median, poverty and unemployment rates are low and residents typically have higher than average educational attainment levels.

Parks, streams, ravines and forested hillsides provide a network of green coursing through the area; and there is an extensive trail system. Neighborhoods typically have relatively low densities, and poor sidewalk and street connectivity. There are a small number of commercial areas. Improvements might mean hubs with a broader range of services so residents can meet needs locally and drive less, better pedestrian and bike connections, and restored habitat corridors.

Eastern Neighborhoods

This area includes neighborhoods east of Interstate 205 and spans from the Columbia Corridor to Portland's southern and eastern boundaries.

Eastern Neighborhoods have a mix of urban and more rural development, towering Douglas Firs and buttes. The area has substantial population, but has poor street and sidewalk connections and a lack of developed neighborhood parks and local services. Improvements could strengthen neighborhood business districts, enhance pedestrian and transit access, and improve parks. For more information on East Portland, please turn the page.

Inner Neighborhoods

From Lents to St. Johns to Northwest Portland, this area generally includes neighborhoods that were developed in an historical "streetcar era" pattern. With more than 140,000 households, more than half of Portland's population lives in Inner Portland.

Inner neighborhoods have many neighborhood business districts, compact development, and street and sidewalk connectivity, giving them great potential to be places where most residents can walk or bike to neighborhood hubs. Improvements might focus on minimizing residential and commercial displacement and providing additional affordable housing options.

Industrial and River Areas

The industrial and river areas serve a key role as the location for port facilities, industry and other employment, and river habitat. Hayden Island, Bridgeton and scattered riverfront and houseboat communities have a strong river orientation, unique among Portland's neighborhood areas.

With the confluence of the Columbia and Willamette Rivers, it is also arguably one the city's most critical habitat areas, providing home to migrating birds, fish and many other species. The complex relationship between the river-dependent industrial uses and natural habitat areas is a pressing issue to address in this area.

EAST PORTLAND

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

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

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

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

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



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

East Portland Action Plan

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

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

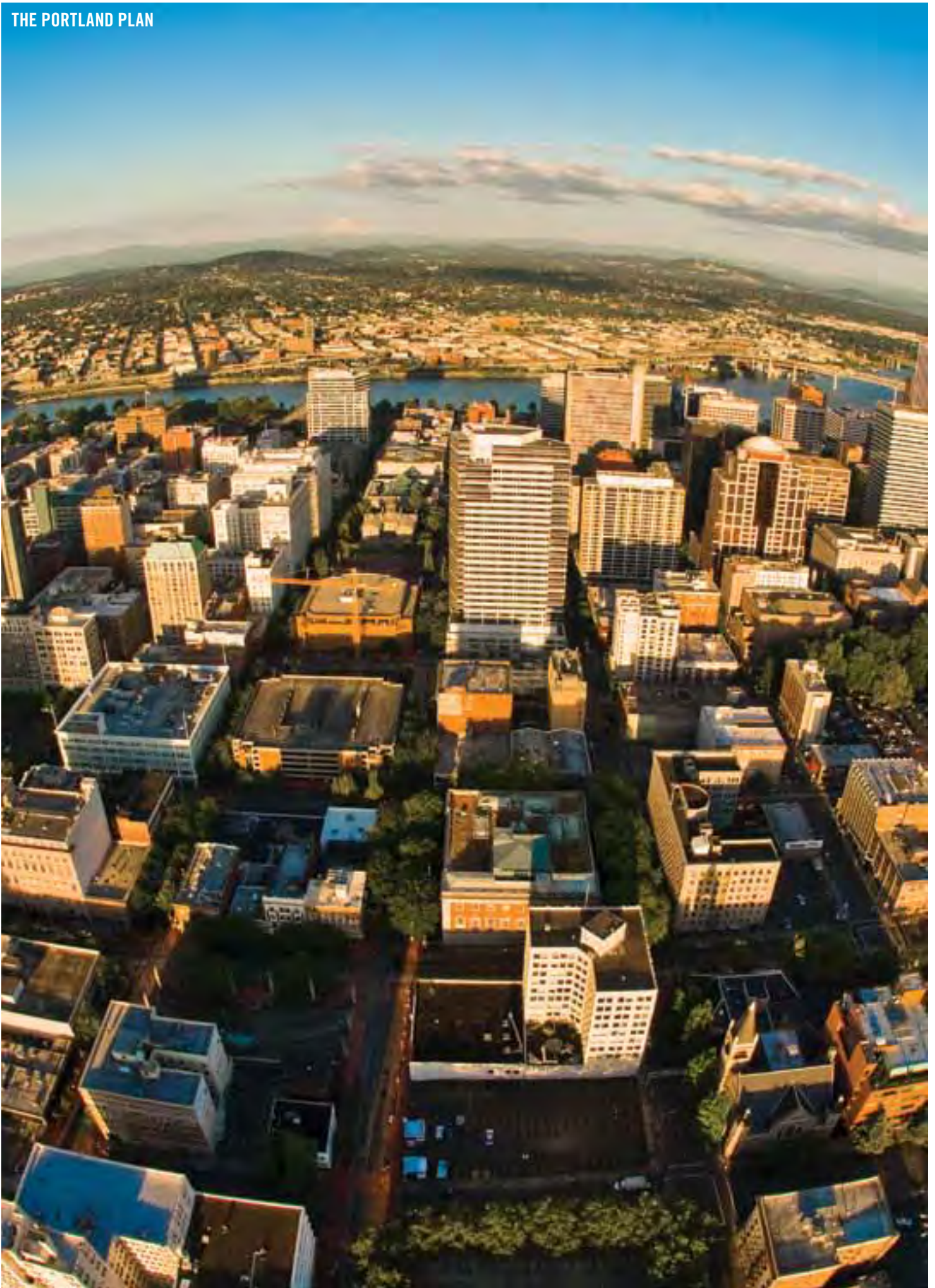
Actions from EPAP can be seen in the Portland Plan, which prioritizes projects that reduce disparities experienced by Portland's communities of color and in areas that show greater need and historically have not seen as much investment or attention. There are a number of actions and policies in the Framework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

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

Ten East Portland-related actions

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





IMPLEMENTATION

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

The purpose is:

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

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

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

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

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

LEAD AN ACTION

LEAD PARTNERS WILL:

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

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

SUPPORT AN ACTION

SUPPORTING PARTNERS WILL:

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

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

TAKE YOUR OWN ACTION — MY PORTLAND PLAN

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

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

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

REPORTING AND ACTION PLAN UPDATES

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

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



GOAL-BASED BUDGETING

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

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

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

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

A DIVERSE TOOLBOX

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

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

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

FIVE-YEAR ACTION PLAN

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



MEASURES OF SUCCESS

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

12 CITYWIDE MEASURES

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

MEASURING SUCCESS

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

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

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

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

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

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

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

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

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

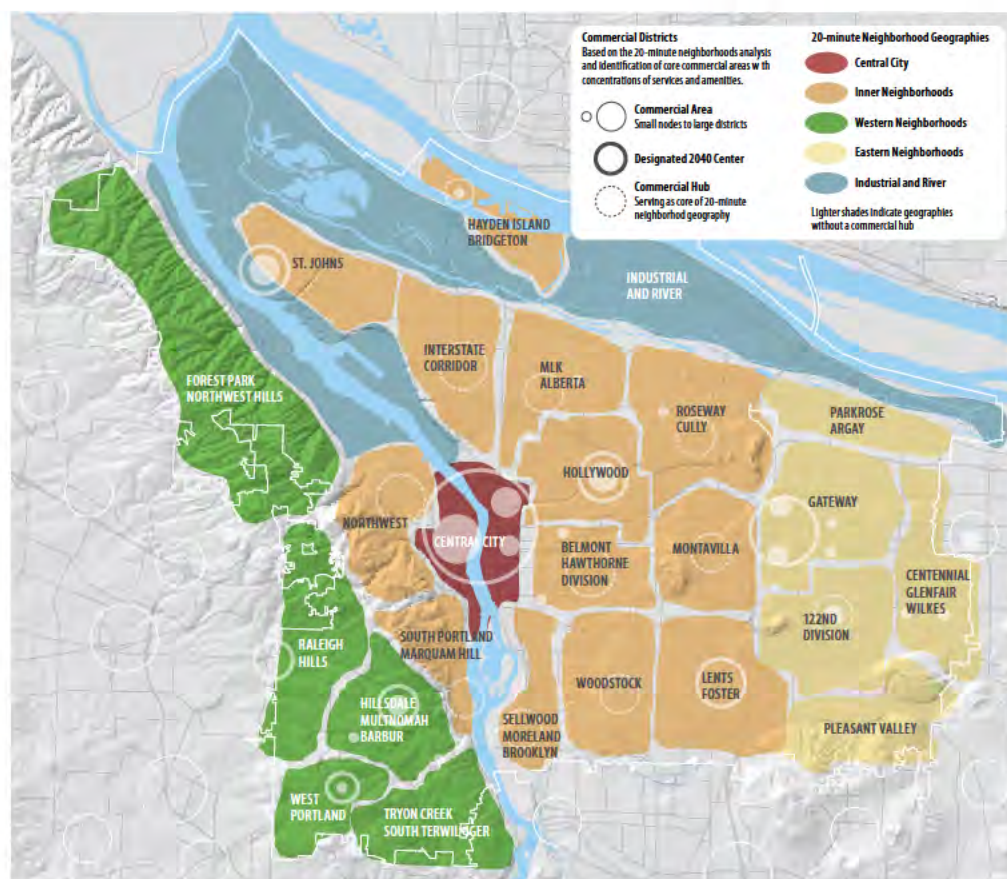
MEASURING FOR EQUITABLE OUTCOMES

Regional and local measures

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

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

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



1 EQUITY AND INCLUSION

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

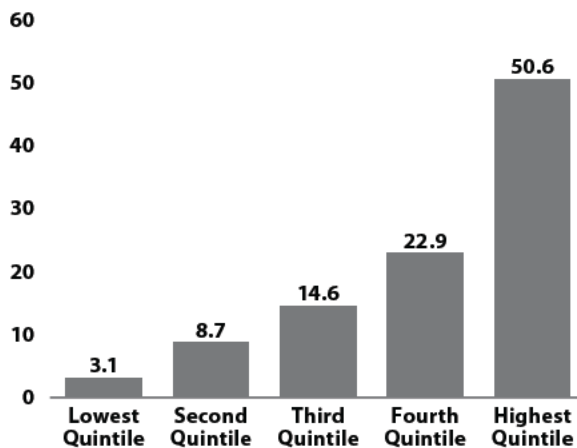
While equity is measured in many of the other 11 indicators, it is important to have a separate set of measures that show us how well integrated and inclusive the city's population is. Two measures, when looked at together, help us assess Portland's level of equity and inclusion:

- Income distribution
- Diversity index

INCOME DISTRIBUTION

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

Income Distribution (City of Portland, 2005–09)



DIVERSITY INDEX

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

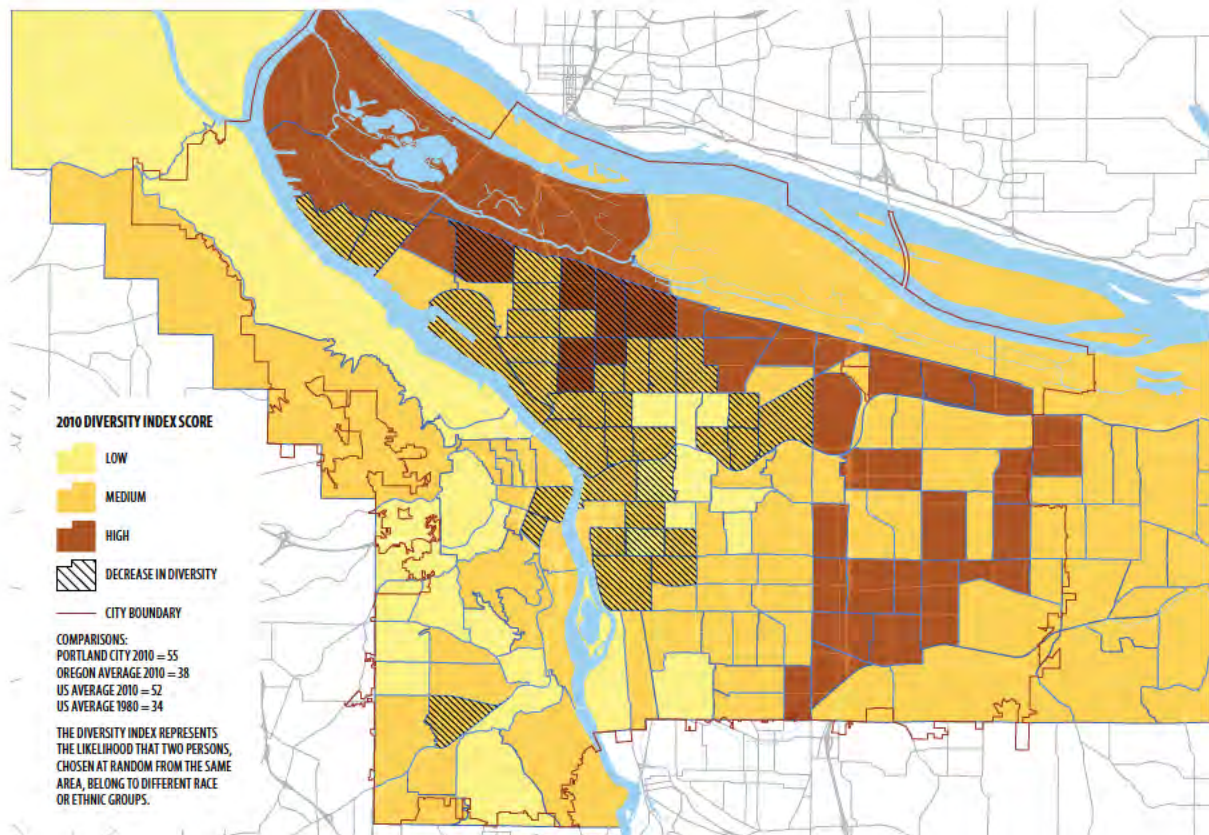
Portland, as a whole, has a diversity index of 55 (2010), which is just above the national average of 52. Oregon's diversity index is 38.

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

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

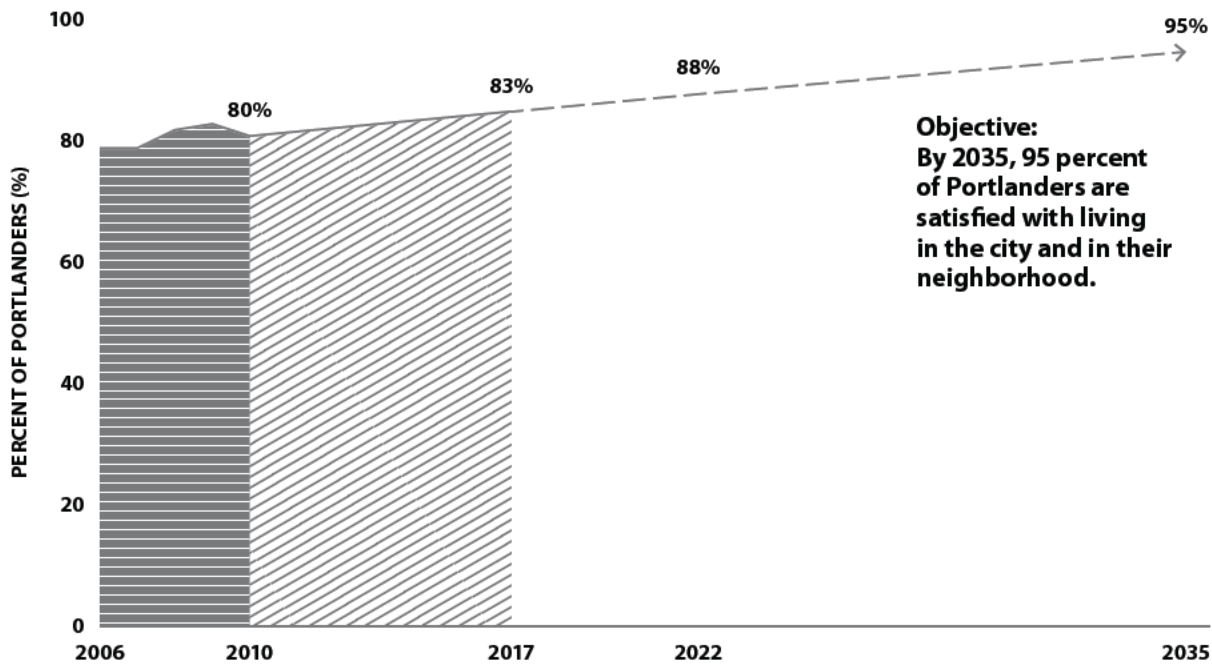
is more affordable, but transit service is less frequent, many streets are unimproved and there are fewer pedestrian-accessible commercial services.

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



2

RESIDENT SATISFACTION



PERCENT OF PORTLANDERS SATISFIED LIVING IN THE CITY

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

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

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

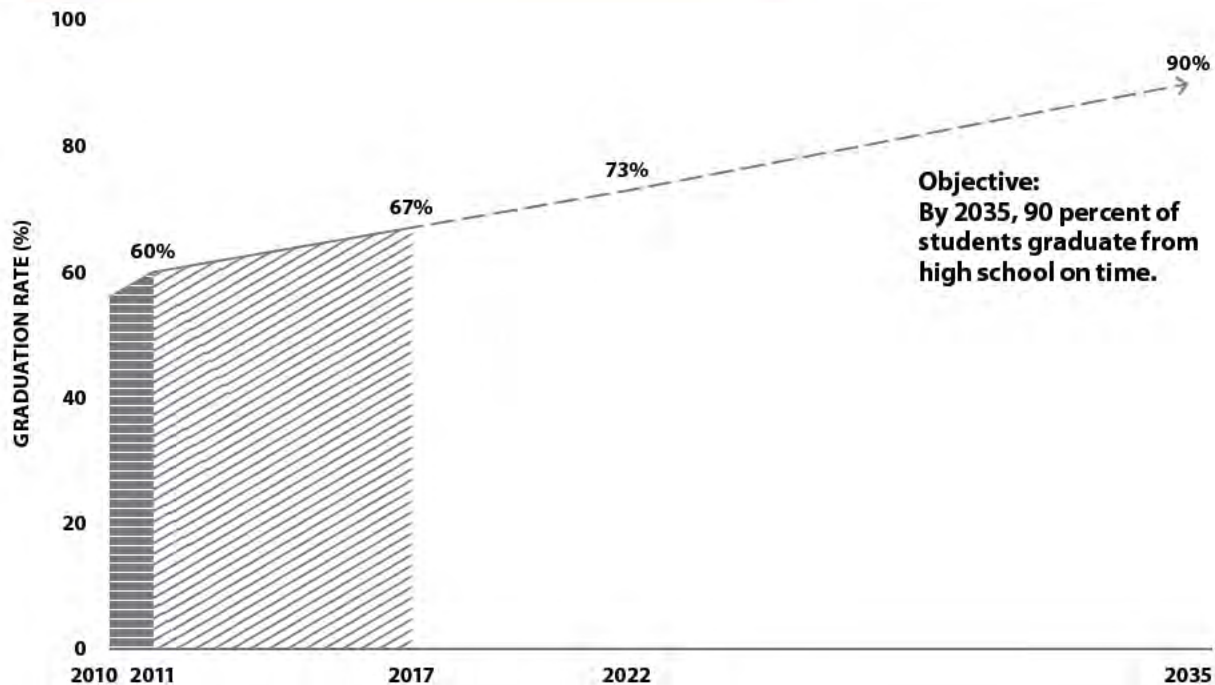
Currently this survey question is the best measure available. As methods of quantifying happiness, well-being or quality of life improve, the city will adjust its monitoring methods to more accurately reflect residents' overall levels of satisfaction with living in the city.

How aggressive is this target?

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

3

EDUCATED YOUTH



4-YEAR GRADUATION RATE

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

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

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

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



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

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

Why measure the graduation rate?

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

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

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

How aggressive is this target?

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

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

Class of 2011

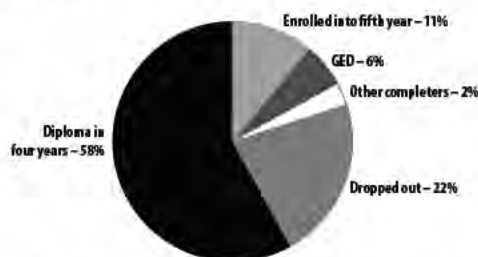
District Name	2008–09	2009–10	2010–11
Centennial	62%	58%	62%
David Douglas	57%	61%	68%
Parkrose	55%	58%	62%
Portland	53%	54%	59%
Reynolds	53%	58%	52%
Riverdale	98%	100%	88%

Source: Oregon Education Department. January 25, 2012.

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

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

Class of 2011



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

Source: Oregon Education Department. January 25, 2012.

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

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

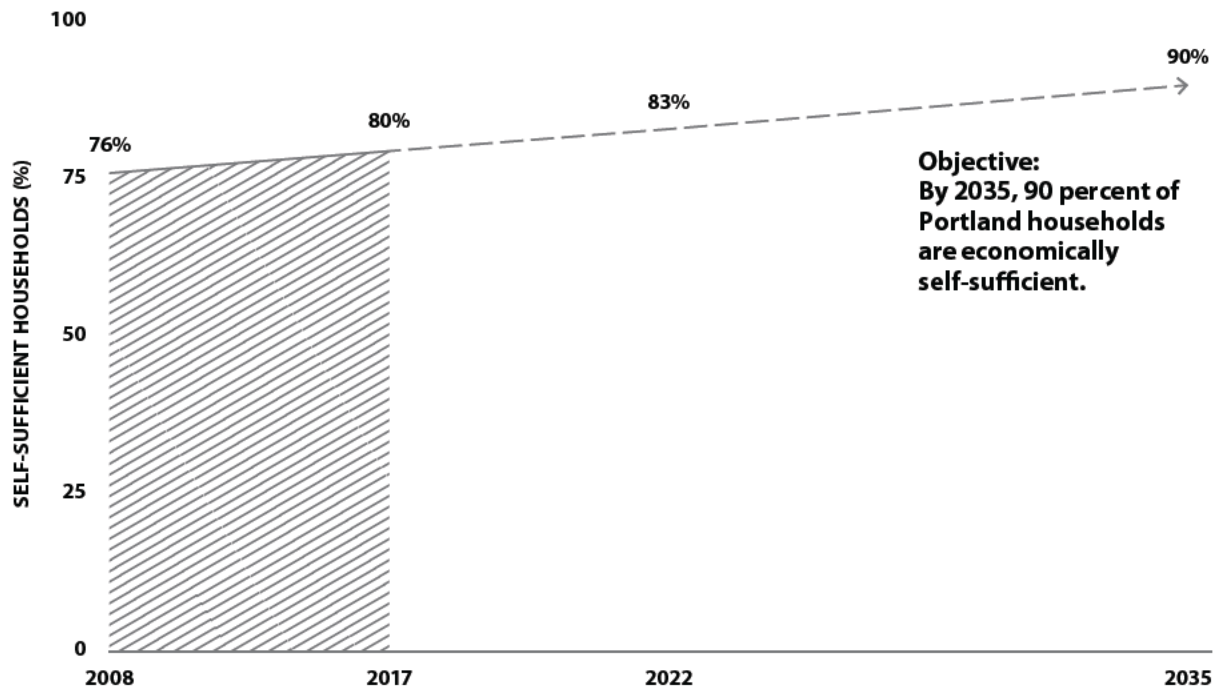
Class of 2011

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

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

4

PROSPEROUS HOUSEHOLDS



SELF-SUFFICIENT HOUSEHOLDS

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

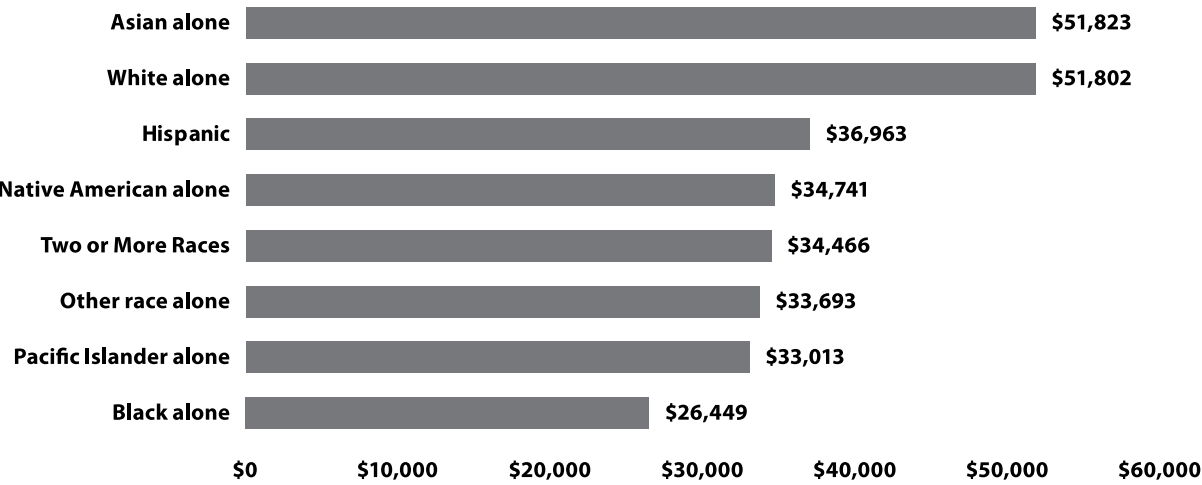
Why measure household self-sufficiency?

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

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

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

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



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

How aggressive is this target?

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

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

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

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

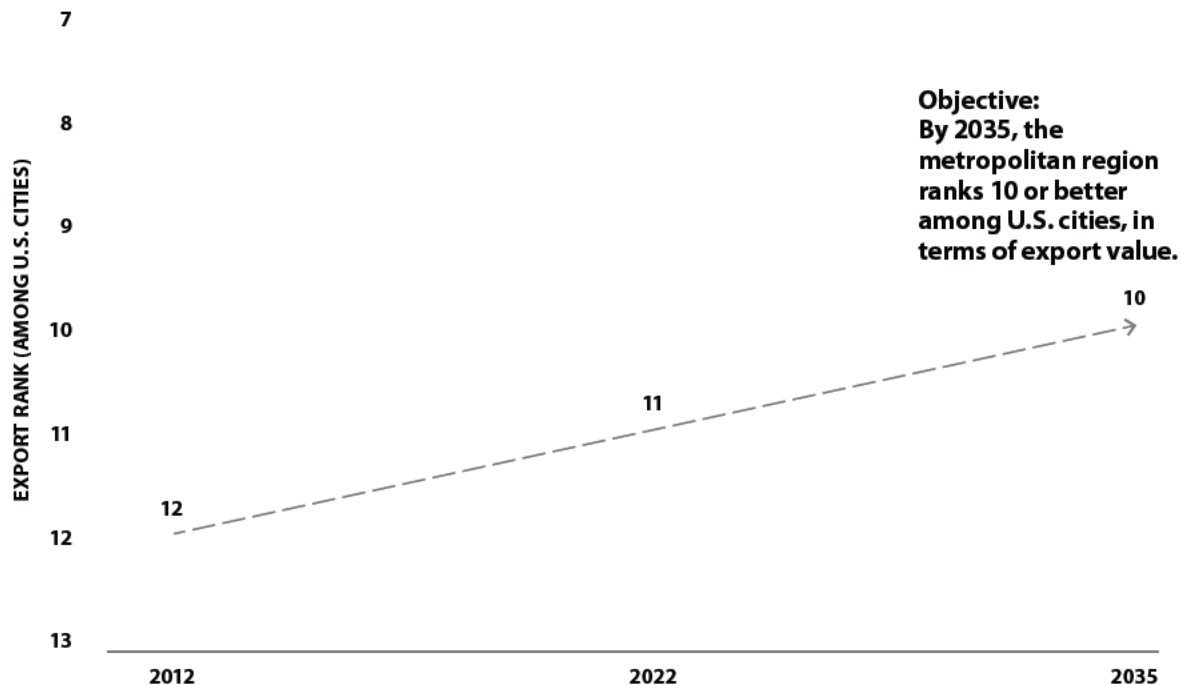
Percent of Portlanders who are economically self sufficient (2008)

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

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

5

GROWING BUSINESS



EXPORT PRODUCTION RANK

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

Why measure export production?

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

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

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

Examples of recent success

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

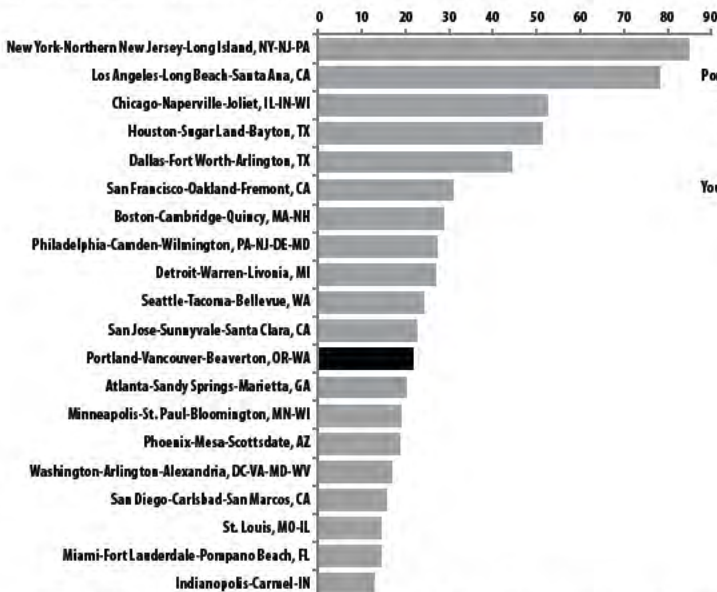
How aggressive is this target?

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

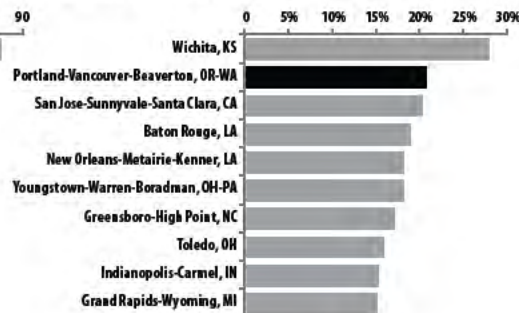
What is the traded sector?

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

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



Metro Areas Ranked by Exports as Share of Gross Metropolitan Product



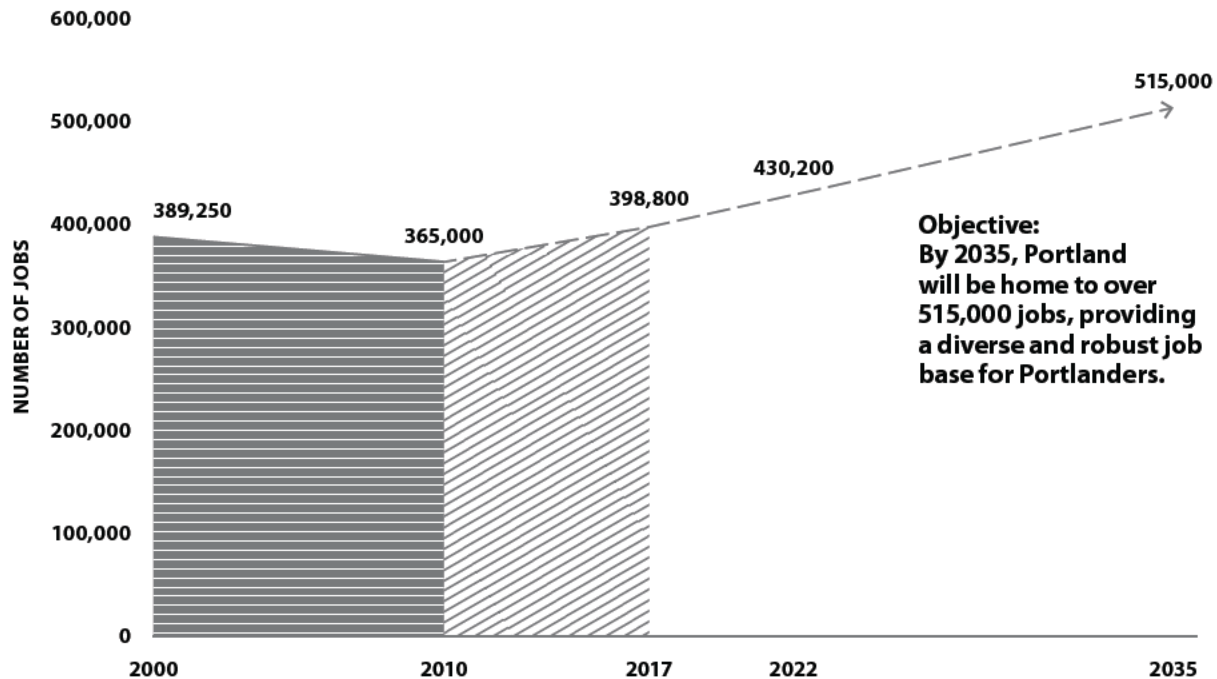
Source: Emilia Istrate, Jonathon Rothwell and Bruce Katz, *Export Nation: How U.S. Metros Lead National Export Growth and Boost Competitiveness* (Washington, D.C., Brookings Institute, July 2010). Brookings analysis of Moody's Economy.com, USITC, BEA, IRS and IIE data.



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

6

JOB GROWTH



TOTAL JOBS

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

How aggressive is this target?

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

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

Why measure job growth?

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

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

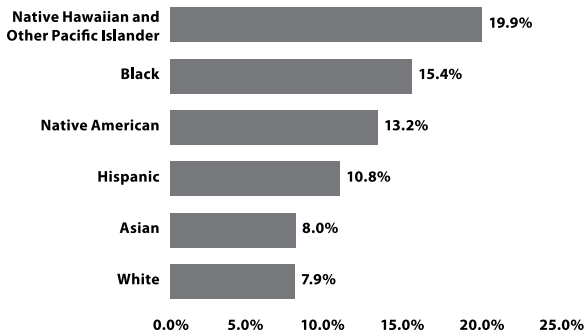
Unemployment Rates, December 2011

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

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

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

Employment Status by Race/Ethnicity, 2010 Portland, Oregon



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

Target sector business development, innovation, and international trade

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

Infrastructure

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

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

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

Land supply

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

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

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

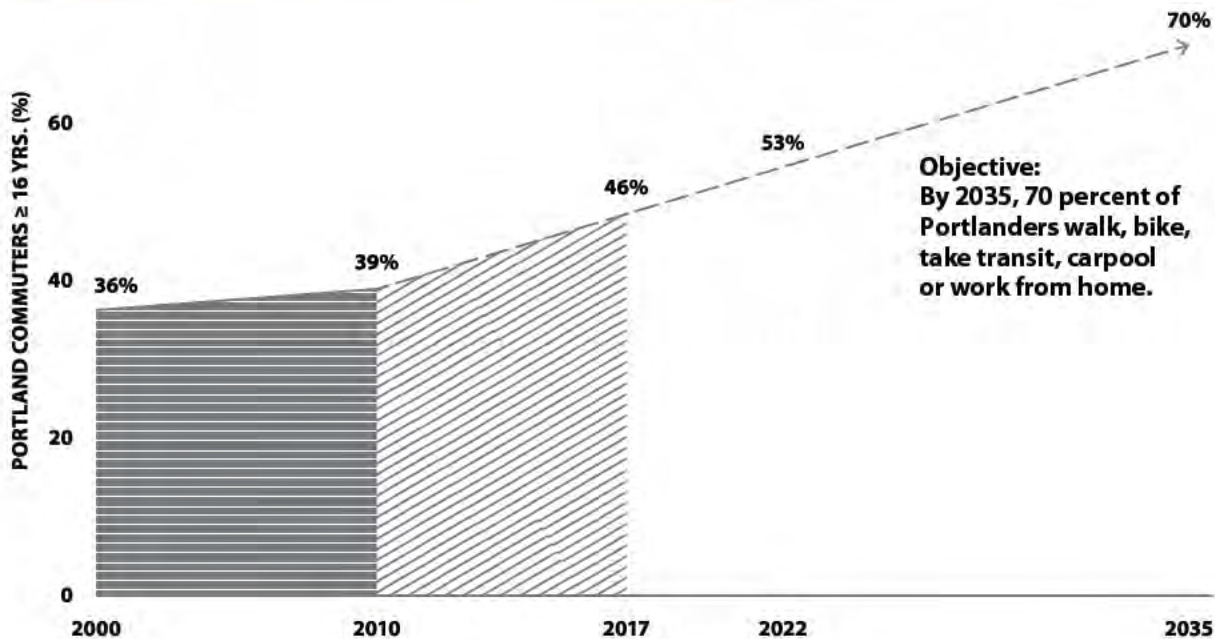
- Portland has an estimated 1,050 acres of potential brownfields, which represent nearly one-third of the developable employment land supply. Due to the cost of clean up, market studies tell us that the private sector is likely to only clean up and redevelop about one-third of these brownfields by 2035,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

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

Education and job training

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

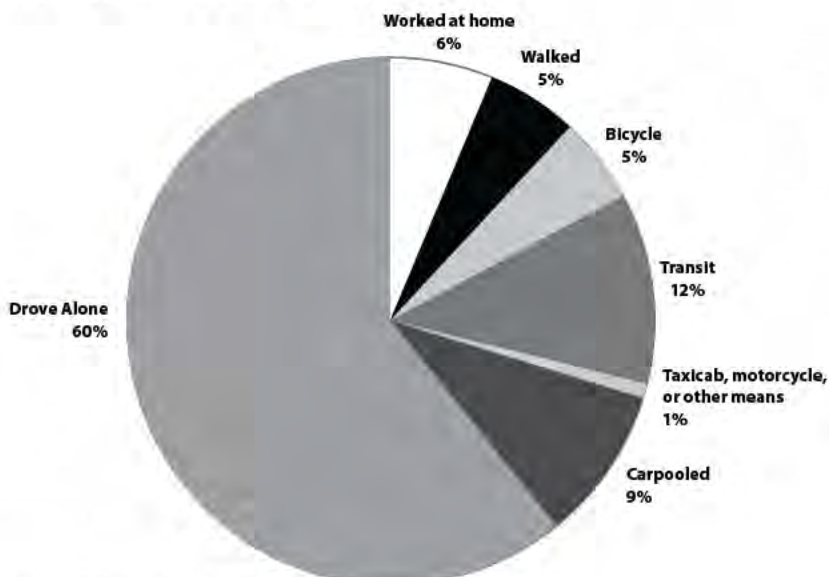
7 TRANSIT AND ACTIVE TRANSPORTATION



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

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

Work Commute Transportation Modes



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

Why measure transit and active transportation to work?

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

How aggressive is this target?

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

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

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

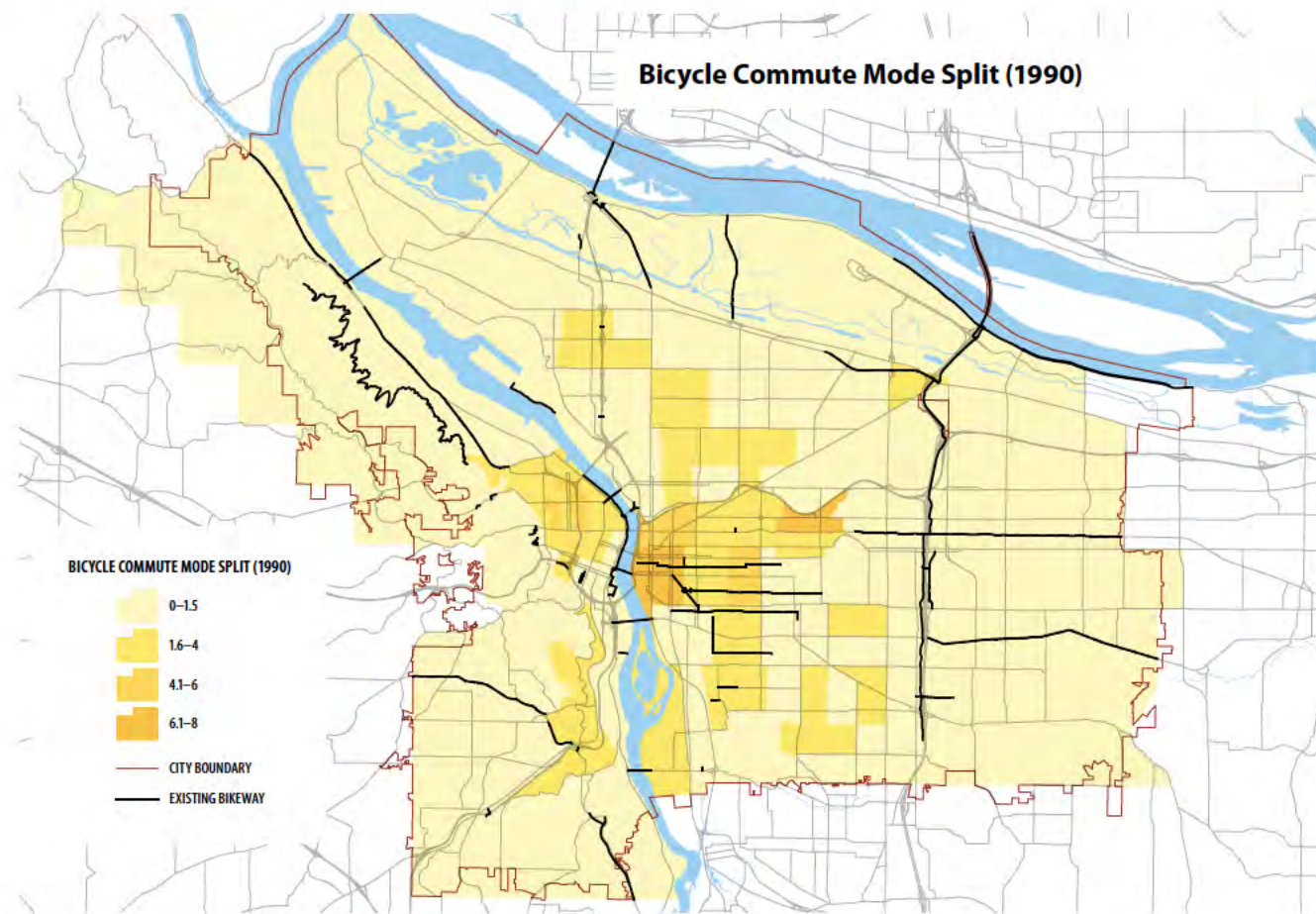
The biggest change from today's commute more split is in the bike commute rate. There has been positive movement on this objective in recent decades. As the two maps on the next page show, the bike mode split significantly increased between 1990 and 2007. Today, in some neighborhoods, the bicycle commute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

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

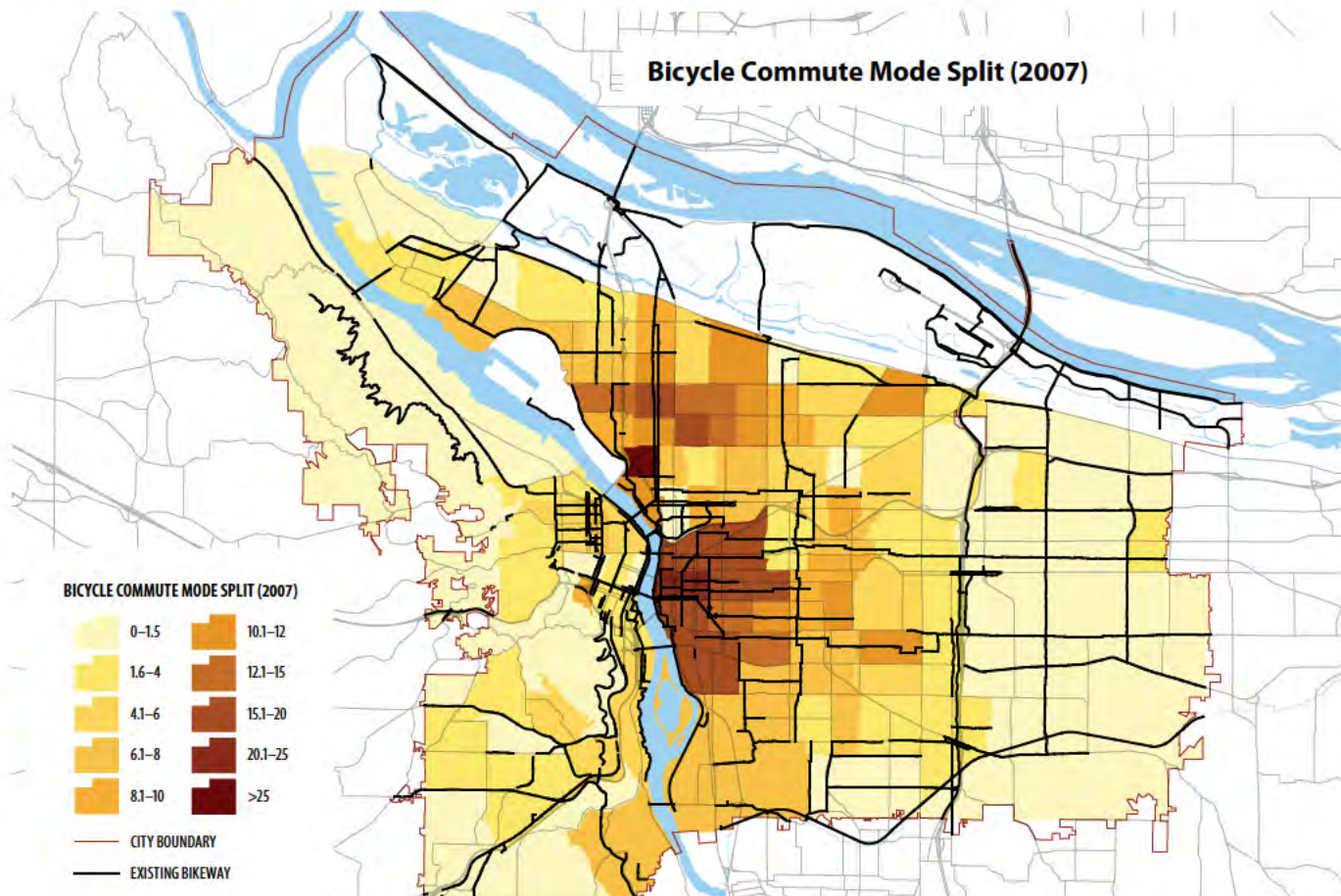
HOW DOES PORTLAND COMMUTE?



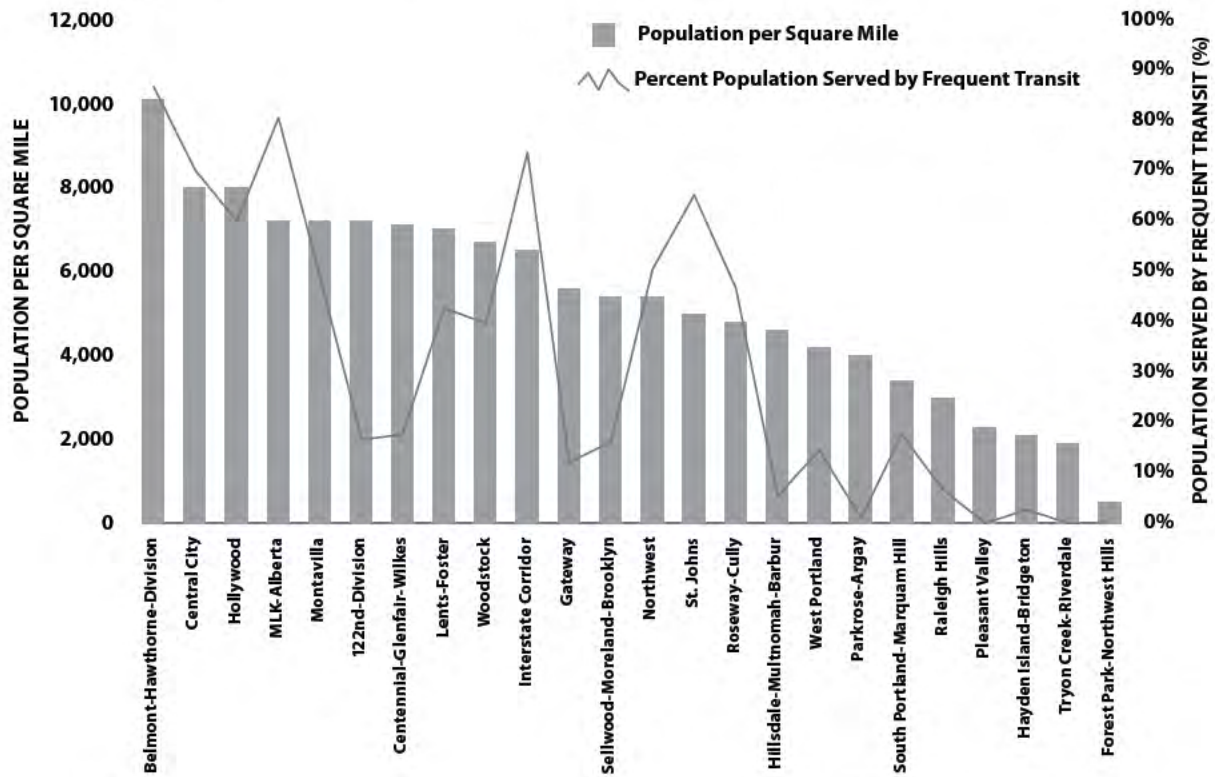
Bicycle Commute Mode Split (1990)



Bicycle Commute Mode Split (2007)

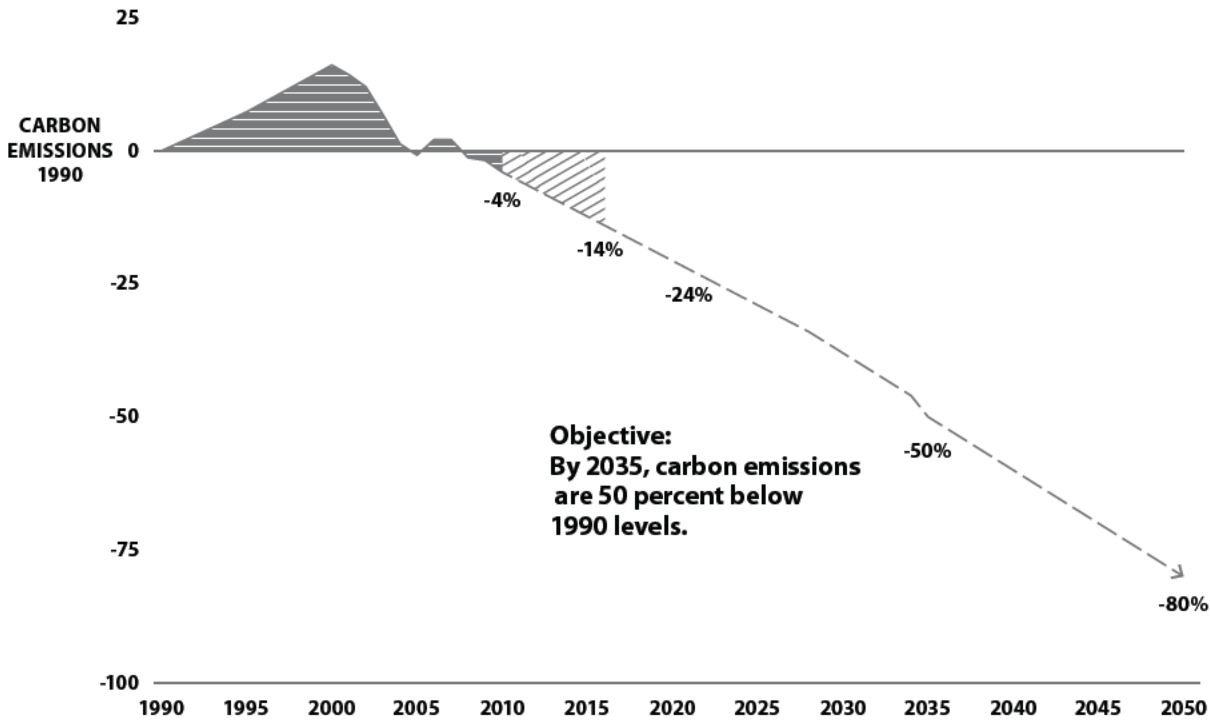


Where is there good access to transit?



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

8 REDUCED CARBON EMISSIONS



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.

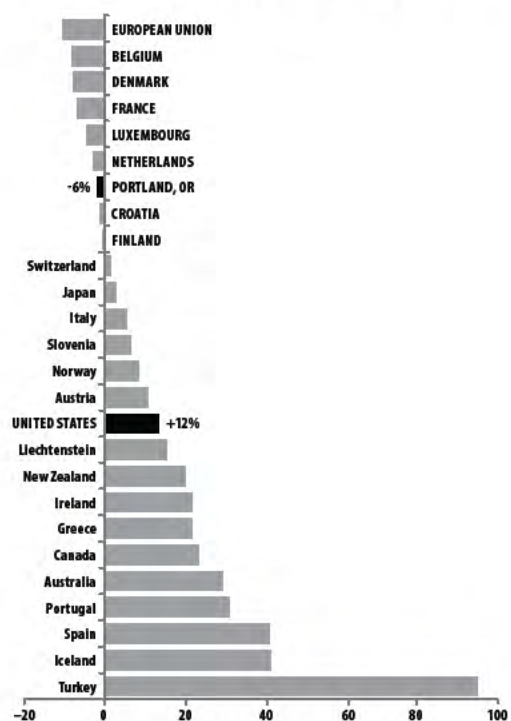
Currently, Portland residents and businesses spend more than \$1.6 billion per year on energy, with more than 80 percent of those dollars going toward gasoline, diesel, coal and natural gas, all of which generate substantial carbon emissions. Because Oregon has almost no fossil fuel resources, dollars 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: www.portlandonline.com/bps/climate



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



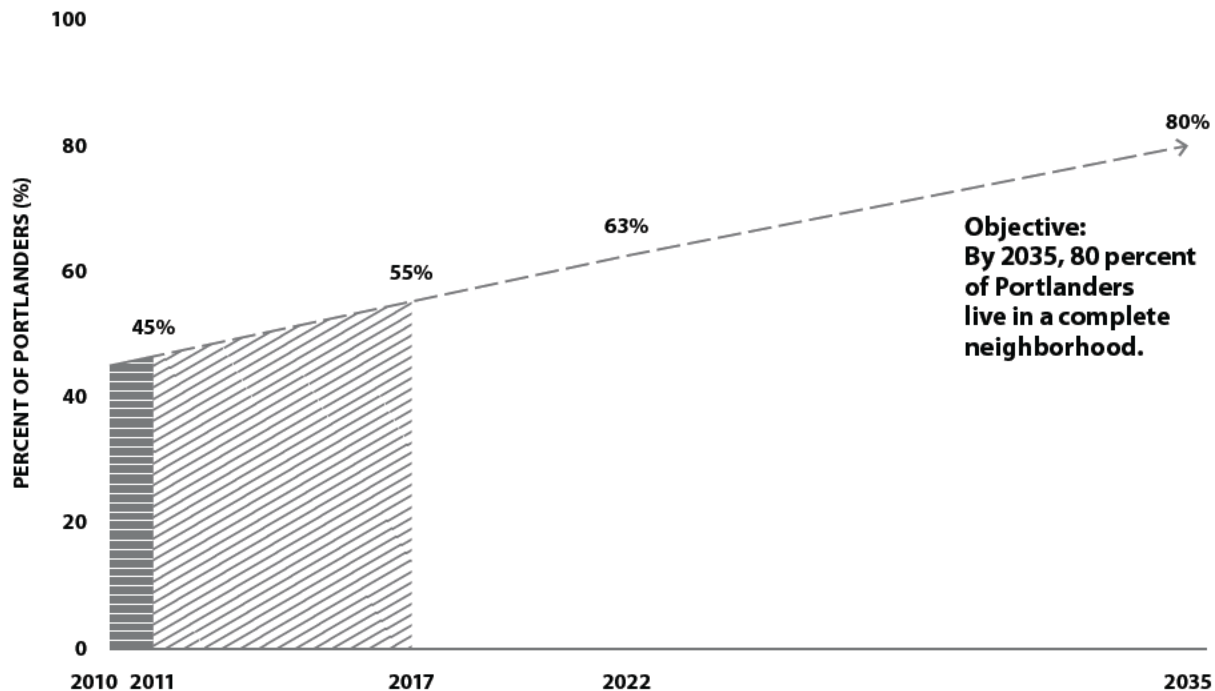
Source: National greenhouse gas inventory data for the period 1990–2008.
Framework convention on Climate Change. United Nations.
November 4, 2010. <http://unfccc.int/resource/docs/2010/sbi/eng/18.pdf>
Accessed January 25, 2011.



HIGH PERFORMER: GERMANY AND THE UNITED KINGDOM HAVE REDUCED THEIR OVERALL CARBON EMISSIONS BY ABOUT 20 PERCENT BELOW 1990 LEVELS.

9

COMPLETE NEIGHBORHOODS



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.

Why measure complete neighborhoods?

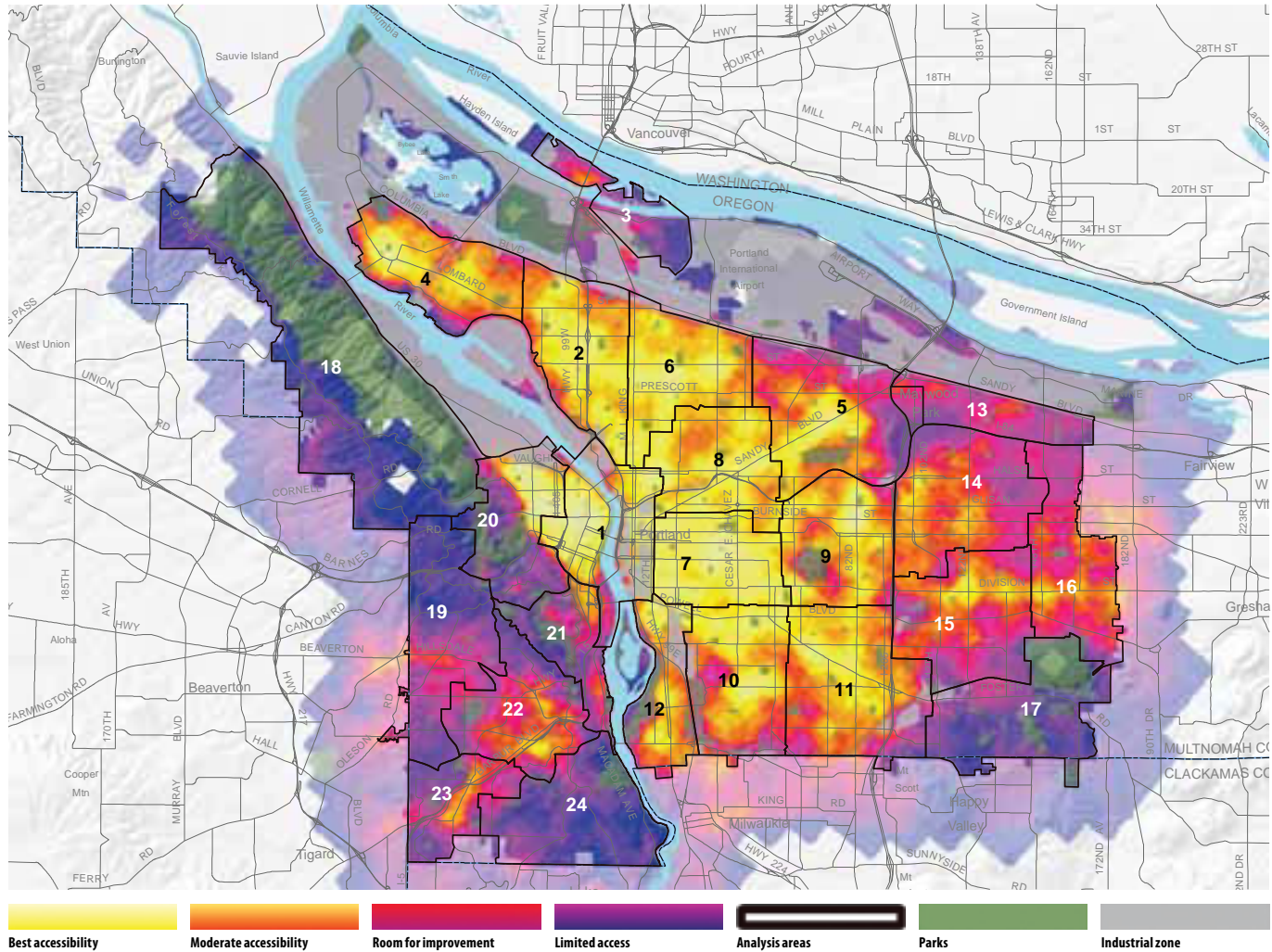
Having safe, convenient and walkable access to schools, parks, a grocery store and transit can help reduce household transportation costs, make it easier to incorporate exercise into your daily life and reduce carbon emissions.

Today, less than half of all Portlanders (45 percent) live in areas with good access to schools, parks, grocery stores, sidewalks and transit, according to the City of Portland's 20-minute neighborhood index.

Areas with high levels of access are found in all areas of the city, but most are concentrated in Portland's inner district, which includes areas such as Belmont-Hawthorne-Division, Montavilla and Central Portland.

20-Minute Neighborhoods Index

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 relatively complete neighborhood.



20-Minute Analysis Area		Percent of population within 1/2 mile of grocery store	Percent of population within 1/2 mile of a park	Percent of population within 3 miles of a full-service community center	Percent of population within 1/2 mile of elementary school	Percent of population within 1/4 mile of frequent transit
1	Central City	64%	96%	95%	33%	70%
2	Interstate Corridor	16%	97%	100%	58%	74%
3	Hayden Island-Bridgeton	7%	29%	34%	0%	3%
4	St. Johns	14%	91%	100%	45%	65%
5	Roseway-Cully	17%	73%	72%	34%	47%
6	MLK-Alberta	41%	98%	98%	49%	81%
7	Belmont-Hawthorne-Division	59%	100%	68%	53%	87%
8	Hollywood	57%	83%	100%	49%	60%
9	Montavilla	34%	82%	100%	40%	49%
10	Woodstock	46%	100%	96%	51%	40%
11	Lents-Foster	32%	91%	100%	42%	43%
12	Sellwood-Moreland-Brooklyn	47%	95%	0%	29%	16%
13	Parkrose-Argay	0%	82%	12%	25%	1%
14	Gateway	27%	97%	98%	24%	12%
15	122nd-Division	18%	99%	91%	33%	17%
16	Centennial-Glenfair-Wilkes	20%	80%	31%	23%	18%
17	Pleasant Valley	0%	62%	26%	11%	0%
18	Forest Park-Northwest Hills	0%	12%	5%	7%	0%
19	Raleigh Hills	18%	56%	88%	12%	7%
20	Northwest	61%	73%	75%	6%	51%
21	South Portland-Marquam Hill	8%	61%	22%	0%	18%
22	Hillsdale-Multnomah-Barbur	21%	77%	100%	17%	5%
23	West Portland	13%	83%	94%	19%	15%
24	Tryon Creek-South Terwilliger	4%	19%	26%	7%	0%

How aggressive is this target?

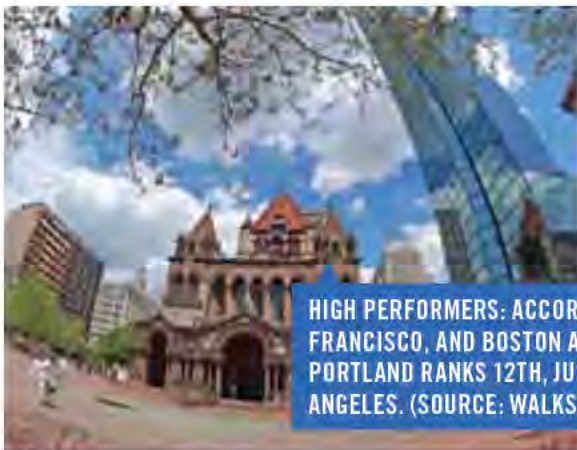
Achieving this objective — increasing the percent of Portlanders with safe walkable access to goods and services to 80 percent — will take focused action to:

- Increase housing in areas with services.
- Support economic development.
- Bring more services, including transit, to some of the areas that do not currently have them.
- Retain and attract grocery stores and markets in currently underserved neighborhoods.

Why isn't the target 100 percent? The 80 percent target acknowledges that some parts of Portland, particularly those with large amounts of natural areas, cannot accommodate the population and infrastructure needed to support the bigger and stronger business districts required to be considered a walkable urban place by 2035, without significantly compromising environmental quality and function.

This target finds its roots in both the adopted 2009 Climate Action Plan and in the public comment received throughout the Portland Plan's community involvement efforts.

Many things contribute to complete neighborhoods. People are first and foremost. An increase in households is needed to increase demand for amenities that make a complete neighborhood. Access to healthy food, parks and recreational activities, and businesses that provide what households need on a frequent basis are also among the most critical components. Providers of such amenities respond to increased demand. On the following pages, you will find additional information about these fundamental elements of complete neighborhoods.



HIGH PERFORMERS: ACCORDING TO WALKSCORE'S 2011 RANKINGS NEW YORK, SAN FRANCISCO, AND BOSTON ARE THE TOP THREE WALKABLE CITIES IN THE UNITED STATES. PORTLAND RANKS 12TH, JUST BEHIND LONG BEACH, CALIFORNIA, AND AHEAD OF LOS ANGELES. (SOURCE: WALKSCORE, 2011 RANKINGS.)

Access to healthy food

To meet the complete neighborhoods objective, we need to ensure that 90 percent of Portlanders live within a half-mile of a location that sells healthy food and that the percent of people with access to healthy food should not significantly vary across different racial and ethnic groups.

Today, access to grocery stores is better for some Portlanders than others. The residents in the Central City have the best access — more than 70 percent of the residents are within a half-mile of a grocery store. On the other end of the spectrum, Pleasant Valley, Forest Park and the Parkrose-Argay areas have no residents who live within one-half mile of a grocery store. Given the variation throughout the city, overall about 30 percent of Portlanders are within half-mile of a grocery store. In some areas, it may be a good idea to encourage the development of alternatives to traditional grocery stores such as urban agriculture, co-ops and community supported agriculture.

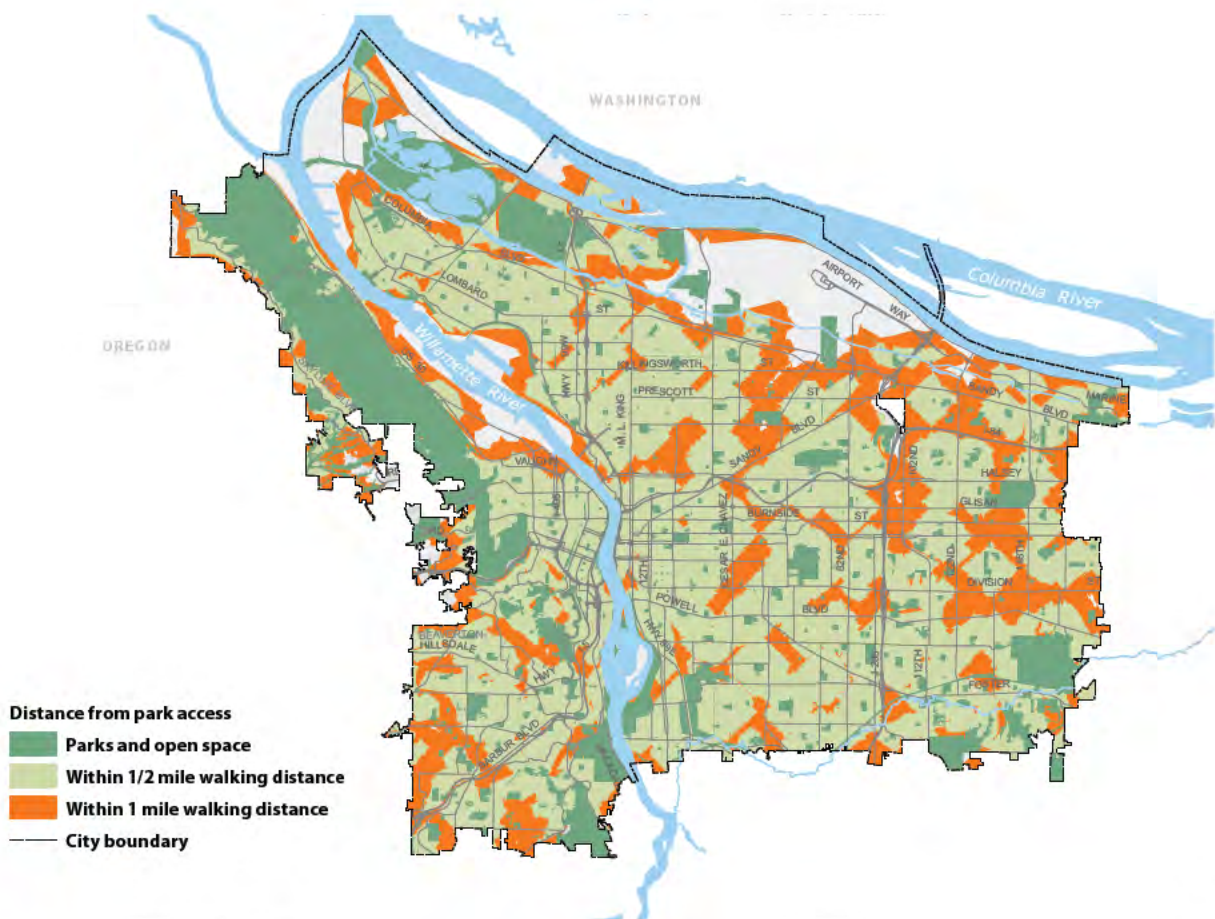
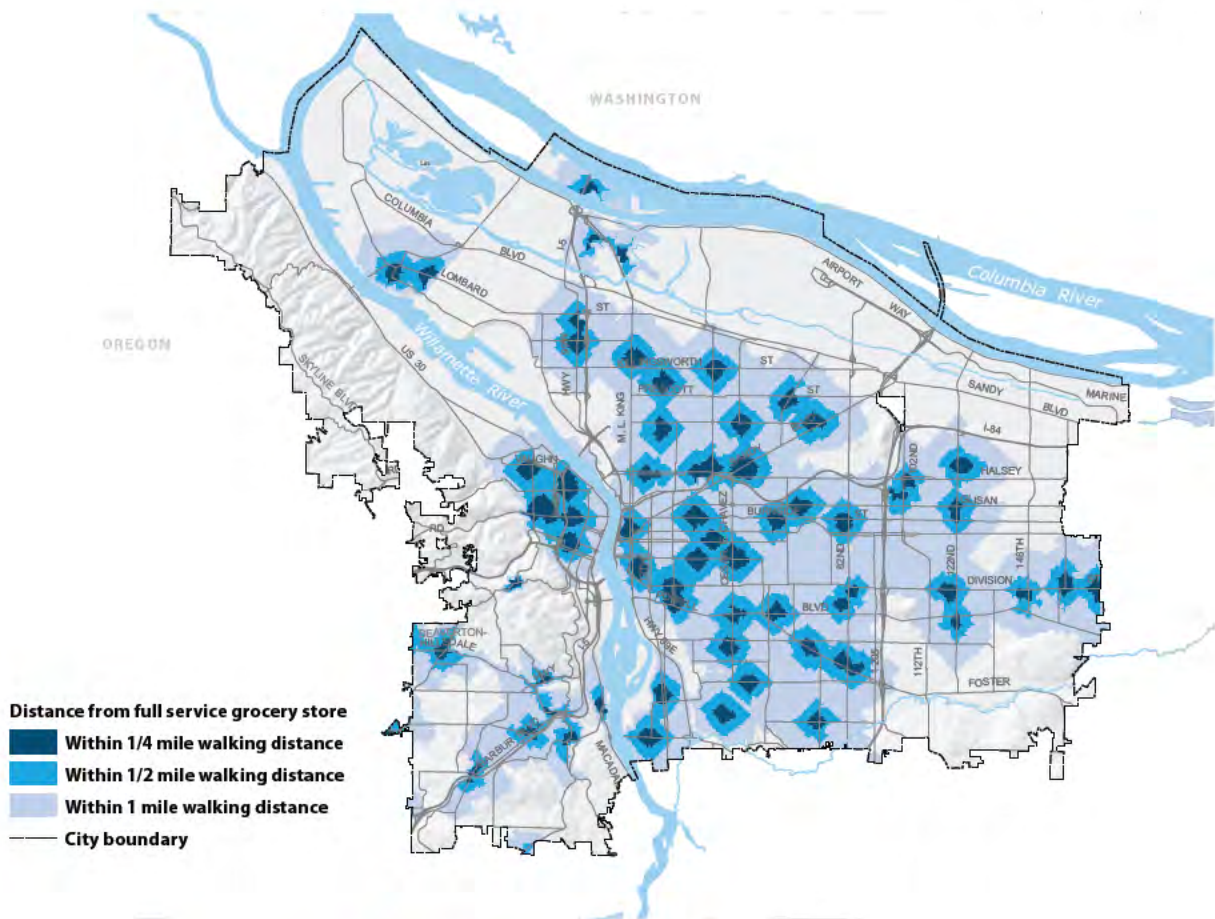
Access to parks and greenspace

Access to parks and greenspace is also a critical component of a healthy complete neighborhood, it is also an area in which Portland performs reasonably well. However, there is definitely more progress to be made. As Portland's population increases, it will be necessary to improve and expand services at existing parks, develop undeveloped park spaces into more accessible and functional facilities, and find new ways of making it easier for Portlanders to find places of respite and places to recreate.

By 2035, the city will ensure that all Portlanders are within a half mile-safe walking distance from a park or greenspace.

Note: This metric often stands alone as a separate measure. It is incorporated here for analysis purposes and to emphasize its importance as a component of neighborhood completeness.

The Distance from Parks Access map on the facing page was prepared by Portland Parks and Recreation. Different calculations were used in the 20-Minute Neighborhoods Index. Please see the 20-Minute Neighborhoods Analysis background report at www.pdxplan.com.



Access to businesses and services

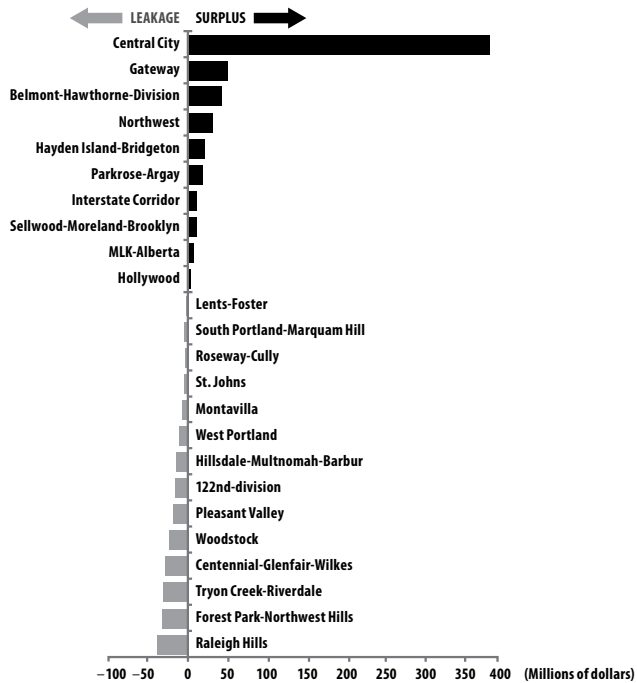
Strong neighborhood business districts are a core component of complete neighborhoods. A good measure of business district vitality is business surplus and leakage. If a business district shows a surplus, it means that businesses sold more than expected, based on the market demand of the area. For example, the Central City has a huge surplus, because many people from outside the Central City go there to purchase goods and services. If a business district shows leakage, it means that businesses sold less than the market demand for the area, and local residents went elsewhere to find goods and services. This often happens when local businesses do not have the items or services that local residents or businesses need.

The goal is to limit leakage from neighborhood business districts and support the development of neighborhood businesses that offer the goods and services needed by their neighbors. Of course, there will always be some leakage and some surplus. For example, some business districts may have a concentration of specialty shops that attract people from across the city. It isn't reasonable to expect that you will find everything to meet your needs in your closest neighborhood business district, but it is reasonable to expect that Portlanders should be able to find many common items and services they need on a daily basis nearby.

The Neighborhood Economic Development Strategy, prepared by the Portland Development Commission, includes a thorough and multi-variable approach to measuring neighborhood business vitality, including new business licenses, new business growth, positive job growth, resident income, transit access and retail needs satisfaction.

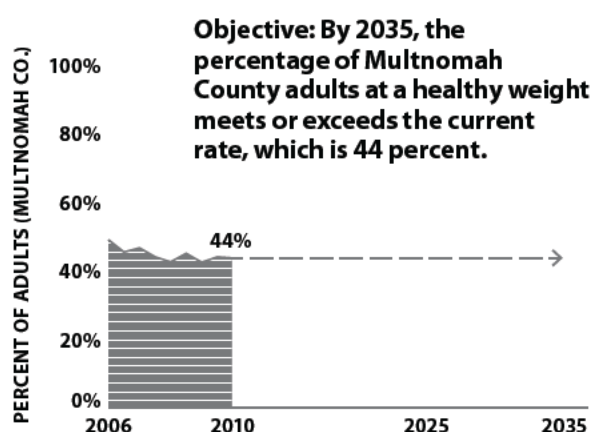
For detailed information on the neighborhood vitality index, please read the Neighborhood Economic Development strategy at www.pdc.us.

Neighborhood business leakage

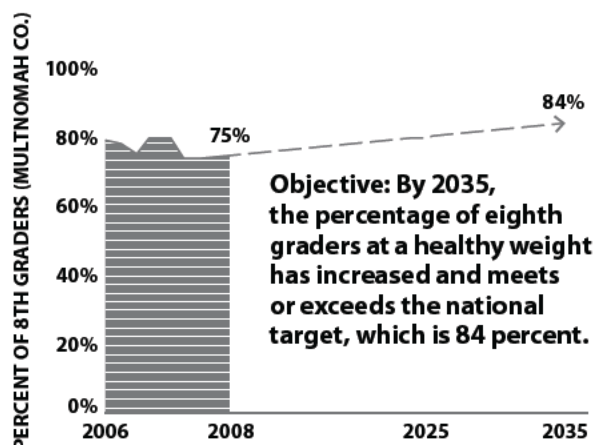


Source: Bureau of Planning and Sustainability analysis of various data.
Data from U.S. Census Bureau, American Community Survey, 2005–2009.

10 HEALTHIER PEOPLE



ADULTS AT A HEALTHY WEIGHT



8TH GRADERS AT A HEALTHY WEIGHT

Today, the percentage of Multnomah County adults at a healthy weight is declining. In 2010, only 44 percent of adults were at a healthy weight. In 2009, 47 percent of Multnomah County adults were at a healthy weight. Today, less than 75 percent of eighth graders are at a healthy rate. Overall, the percentage of Multnomah County adults and youth who are at a healthy weight has been declining over the past decade.

How aggressive is this target?

Meeting this target will require stopping and reversing this trend. Physical activity and a nutritious and healthy diet are essential to maintaining healthy weight.

Why measure whether youth and adults are at a healthy weight?

The potential health impacts being overweight or obese have become increasingly clear in recent years. Multnomah County's Community Health Assessment Quarterly, Fall 2008, summarized the potential impacts of being overweight or obese: Individuals who are overweight or obese are at increased risk for a number of chronic diseases including Type 2 diabetes, hypertension, high cholesterol, coronary heart disease, stroke and certain types of cancer (e.g. breast and colon cancer). These health problems will have an adverse impact on quality of life, increase the risk of premature mortality and have a significant impact on household health costs.

Physical activity

Today, only 55 percent of Multnomah County adults and 28 percent of eighth graders meet federal physical activity guidelines, as reported by the Centers for Disease Control in the Behavioral Risk Factor Surveillance System and in the Oregon Healthy Teens report from the Oregon Health Authority. Between now and 2035, the percentage of Multnomah County adults and 8th graders that meet federal physical guidelines must continually increase.

The U.S. Department of Health and Human Services recommends that adults participate in at least 150 minutes of physical activity weekly and that youth participate in at least 60 minutes of physical activity per day. The national target for 2020 is 48 percent of adults and 20 percent of youth meet these standards. Multnomah County currently exceeds these national targets for the percentage of adults and adolescents. Setting a specific local 2035 target for the percentage of adults and youth who meet federal physical activity standards is difficult, as the demographics and national targets may change over time.



1 MILE SIDEWALK = 20 MINUTE WORKOUT = REDUCED RISKS/COSTS
RECOMMENDED DAILY AEROBIC EXERCISE CHRONIC DISEASE & HEALTH CARE COSTS

Transportation and urban form also play a role in physical activity. Increasingly, public health organizations and officials across the globe recognize the direct connection between active transportation and health. Automobile trips that can safely be replaced by walking or bicycling offer the first target for increased physical activity in communities. And changes in the community environment (urban form) that 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 is paramount to achieving health goals.

Diet

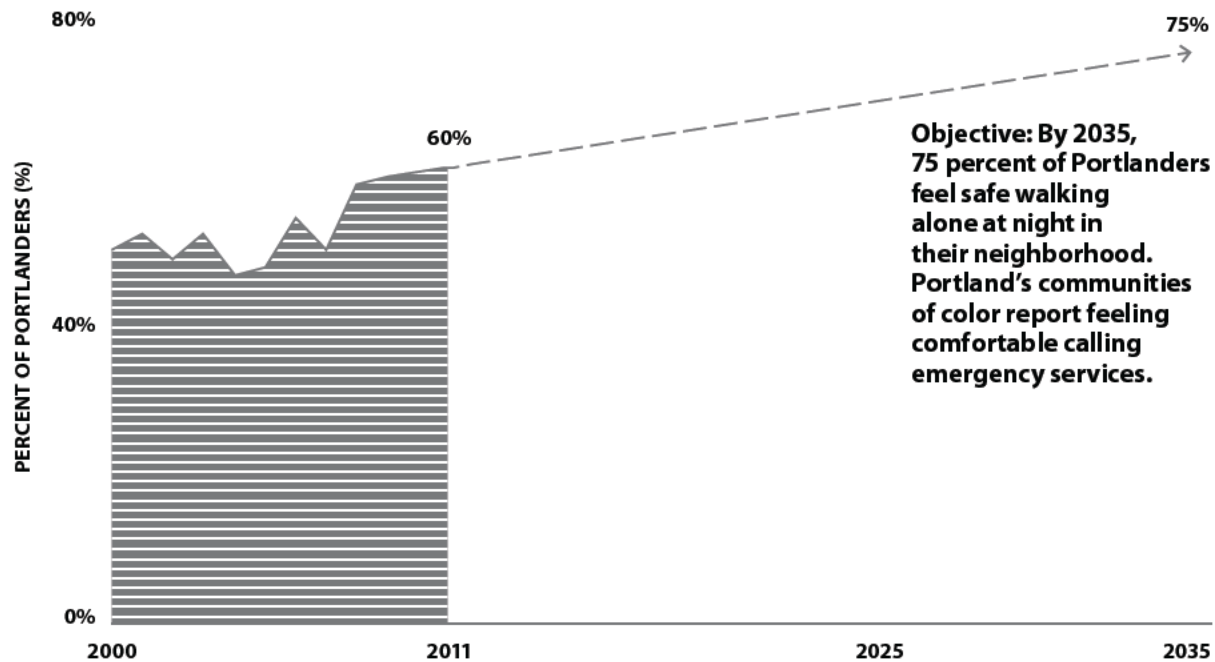
Today, 30 percent of Multnomah County adults and 23 percent of eighth graders ate five servings of fruits and vegetables per day, the federal standard. These statistics are also from the Centers for Disease Control and the Oregon Health Authority.

By 2035, the percentage of Multnomah County adults and eighth graders whose consumption of fruit and vegetable meets federal guidelines must be higher than it is today. Setting a specific local target for the percentage of adults and youth who meet federal nutrition standards is difficult, as demographics and the standards themselves may change over time. Current national targets focus on the contribution of fruits and vegetables to overall calorie consumption. This data is not currently available for Multnomah County.



HIGH PERFORMER: THE BEST AVAILABLE WORLDWIDE HEALTH INDICATOR IS THE HUMAN DEVELOPMENT INDEX (HDI). THE HDI TAKES INTO ACCOUNT LIFE EXPECTANCY AT BIRTH, AVERAGE NUMBER OF YEARS OF SCHOOLING, EXPECTED YEARS OF SCHOOLING AND GROSS NATIONAL INCOME PER CAPITA. NORWAY, AUSTRALIA, NEW ZEALAND, THE UNITED STATES AND IRELAND ROUND OUT THE TOP FIVE COUNTRIES IN THE WORLD WITH HDI SCORES OF 90 OR HIGHER. PORTLAND'S CALCULATED SCORE IS 87.

11 SAFER CITY



PERCENT OF PORTLANDERS THAT FEEL SAFE OR VERY SAFE WALKING ALONE IN THEIR NEIGHBORHOOD AT NIGHT

Today, 60 percent of Portlanders report either feeling safe or very safe walking alone in their neighborhood at night.

Why measure Portlanders sense of safety?

While most Portlanders report feeling safe in their neighborhoods, it has been reported that members of Portland's communities of color often do not feel safe calling emergency services. This is unacceptable; all Portlanders should feel safe. Fear can cause a variety of health problems including depression, stress and sleeping problems. If residents fear crime in their neighborhoods or cities, or do not feel safe calling emergency services, they may be less likely to leave their homes or use certain public spaces. This reduced mobility can cause related social isolation and exacerbate health consequences.

How aggressive is this target?

While it essential to strive maintain the high sense of safety experienced by most Portlanders, it is also critical to work hard to ensure that all Portlanders feel safe and have no hesitation calling emergency services for help when they need it. Increasing Portlanders' sense of safety is about more than reducing crime (crime rates in Portland have been declining) it is about making significant social change. This target is aggressive but necessary.

THE PORTLAND PLAN

Part 1 crimes comprise serious person and major property crimes. In 2009, there were 52 crimes of this type for every 1,000 persons (a reported total of about 30,000 for the year). Since 2005, the rate of these crimes has steadily declined even as population has continued to climb.

In 2010, Downtown and Northwest Portland had the highest reporting rate of Part 1 crimes. In these two areas of the city, ninety Part 1 crimes were reported for every 1000 residents and employees combined. Downtown and Northwest Portland are among the most dense and urban parts of Portland. East Portland and North Portland both had over 50 Part 1 crimes per 1000 people.

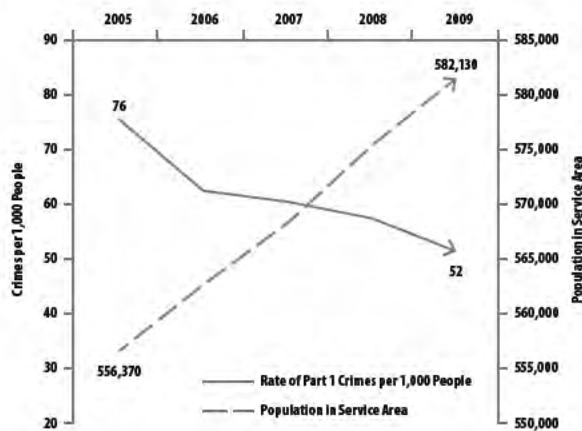
Northeast and Southeast areas had slightly lower levels of crime, around 40 Part 1 crimes per 1000 people. Southwest neighborhoods had the lowest rate, less than 20 crimes per 1000 people in the area.

Crime rates are influenced by a number of factors, including national demographic and economic trends. For this reason, a relative measure — which tracks the City's progress against other comparable cities — is a better measure of police performance than per capita crime rates. Maintaining our high level of safety will require continued efforts to prevent violent crimes. Achieving the transportation safety part of this objective will require continued safety improvements on city streets with the goal of reducing by 50 percent the number of traffic-crash related injuries and fatalities.

For more crime data, please see:

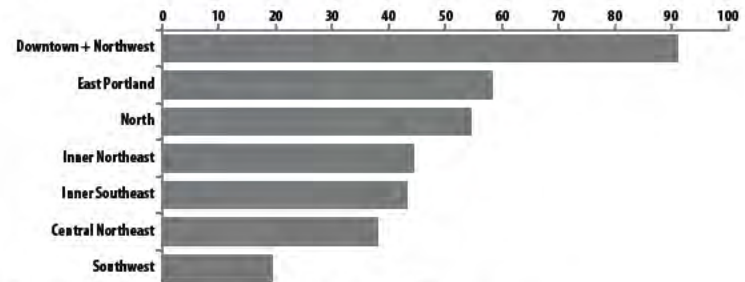
City of Portland — Neighborhood Crime Statistics
www.portlandonline.com/police/crimestats
 and CrimeMapper:
www.gis.ci.portland.or.us/maps/police.

Serious crimes (Part 1) per 1,000 People, 2009



Source: Portland Police Bureau. Annual Statistical Report 2009.

Crime in Different Parts of the City — Part 1 Crimes per 1,000 Residents and Employees by Sub-area, 2010.



Source: Portland Police Bureau. Crime Stats. July 25, 2010.
www.portlandonline.com/police/crimestats. ESRI, Business Analyst Online.
 Population data based on 2010 U.S. Census data, extracted using City of Portland, Neighborhood Coalition boundaries. July 2010.



HIGH PERFORMERS: BEST AVAILABLE DATA IS BASED ON THE QUALITY OF LIVING SURVEY CONDUCTED BY MERCER CONSULTING. AMONG THE SAFEST CITIES IN THE WORLD INCLUDE LUXEMBOURG, BERN, GENEVA, HELSINKI AND ZURICH.

12 HEALTHY WATERSHEDS

Objective: By 2035, all of Portland's watersheds have a score of 60 or higher on the Portland Water Quality Index and the Willamette Watershed has a score of at least 75.

Healthy watersheds support clean air and water, help moderate temperatures, reduce the risks of flooding and landslides, preserve places to enjoy nature, and help the city adapt to climate change. Many factors affect the health of Portland's major watersheds: how rainwater interacts with the land, how much impervious surface covers the land, chemicals and bacteria carried into groundwater and streams, tree canopy, the amount and quality of habitat and the presence of wildlife. In addition to the Portland Water Quality Index, the Portland Plan will also track effective impervious surface and tree canopy as sub-measures for healthier watersheds.

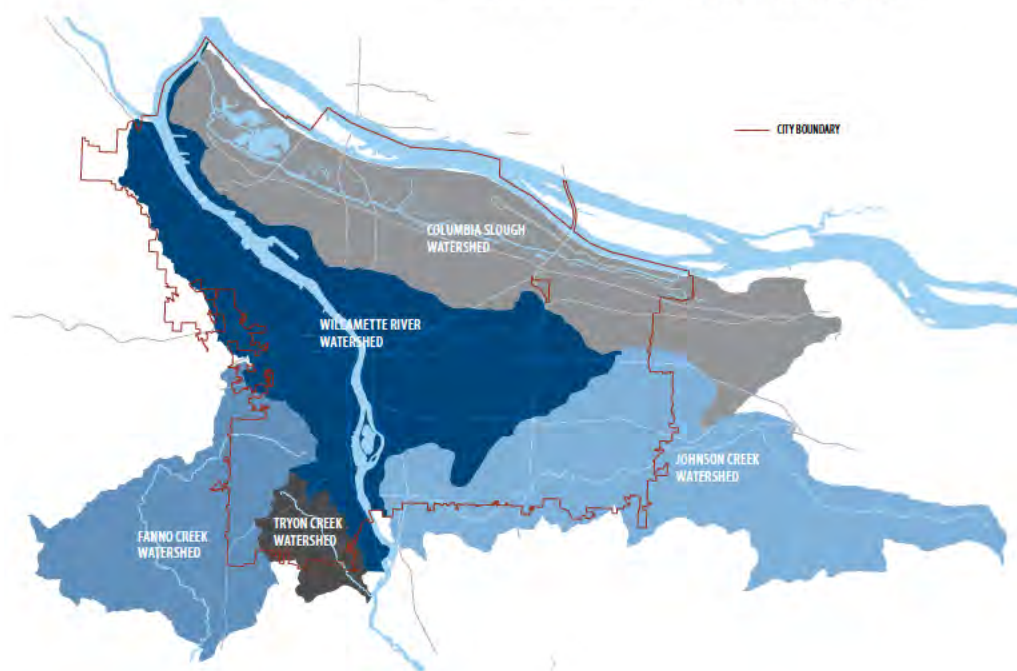
Portland Water Quality Score by Watershed Area within the City of Portland (2010–11)

Columbia Slough	52
Johnson Creek	53
Fanno Creek	56
Tryon Creek	41
Willamette River	67

Source: Portland Bureau of Environmental Services

Portland Water Quality Index (PWQI)

Disturbance in a watershed affects a stream's water quality, influencing its safety for human contact (like swimming or fishing) and ability to support native fish, amphibians and insects. The PWQI combines eight water quality indicators to assess how close Portland streams and rivers are to meeting water quality standards (including those set by regulators such as Oregon DEQ). The index is tailored to the unique qualities of each water body, but shares a common scoring system with a target of 60 points at which the water body as whole meets water quality standards. The PWQI compiles data for eight indicators taken at several locations along each stream, so individual datum may show poorer or better conditions than indicated by the overall results. Because watershed and weather conditions vary considerably year to year, this indicator is most useful when analyzed over several years.



How aggressive are these targets?

With continued work and dedication, the targets are likely achievable for the Johnson Creek, Fanno Creek and Columbia Slough watersheds. However, achieving the targets in the Tryon Creek and Willamette River watersheds will require considerable work. Although the Willamette River is close to the target, its watershed comprises 11,478 square miles and such large systems take time to improve. Portland has significant impacts on the Willamette, but it occupies just 69 square miles of the watershed. Progress toward meeting water quality targets will also depend on the actions of other jurisdictions’ actions that share these watersheds.

Effective impervious area

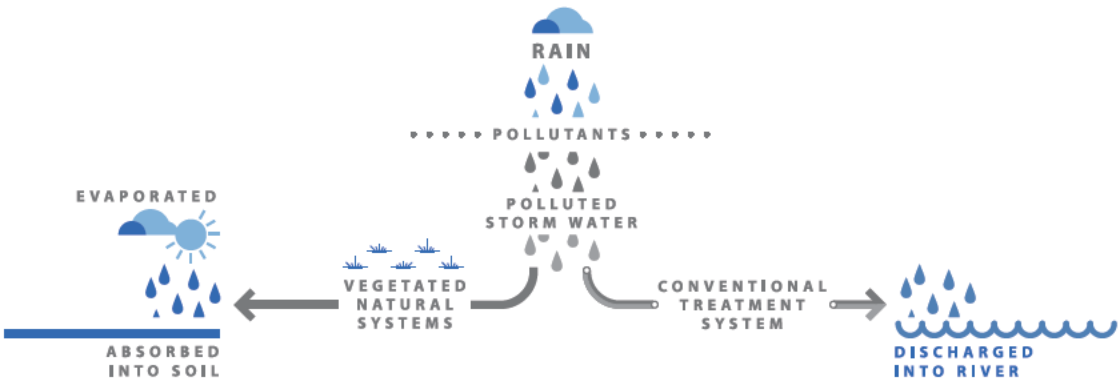
The effective impervious area in a watershed, which is the amount of land that is unable to soak up rainwater, is an important sub-indicator to measure when assessing watershed health. Surfaces like pavement and rooftops prevent rainwater from soaking into the ground or being soaked up by plants. Trees, landscaping, ecoroofs and green streets reduce the effect of impervious area, so their benefits are considered when calculating effective impervious area. High amounts of impervious area require more extensive stormwater management, and watersheds with effective impervious areas as low as 10 percent can experience problems with water quality, flooding and habitat quality.

Percent Effective Impervious Area by Watershed Area within the City of Portland (2010–11)

Columbia Slough	36%
Johnson Creek	28%
Fanno Creek	25%
Tryon Creek	21%
Willamette River	35%

Source: Portland Bureau of Environmental Services

Healthy water

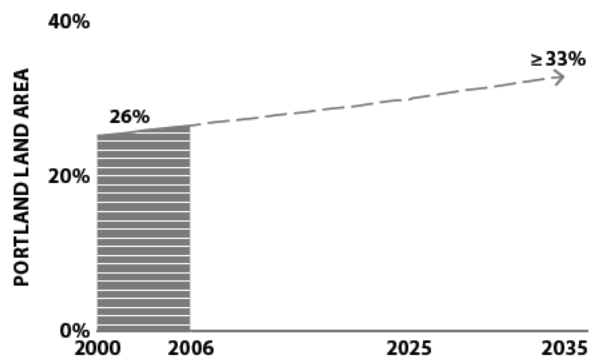


Tree Canopy

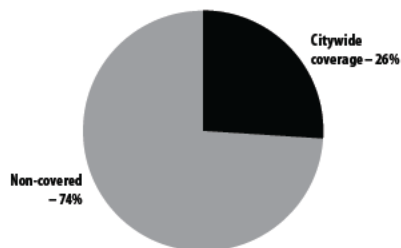
Today, approximately 26 percent of the city is under tree canopy (2002). By 2035, tree canopy should cover at least 33 percent of the city. All residential neighborhoods will have at least 20 to 25 percent tree canopy, including street trees. The Central City and industrial areas — the more urbanized areas of the city — will have between 10 and 15 percent tree canopy.

Overall, achieving at least 33 percent is an ambitious goal, but one that is well worth striving for not only for watershed health purposes, but to also address equity issues in tree-poor areas. This target was identified in the Climate Action Plan.

Percent of Portland under tree canopy



Urban trees have many benefits. They help manage stormwater, reduce pollution and carbon dioxide emissions, recharge groundwater, decrease flooding and erosion, provide wildlife habitat, improve neighborhood appearance and provide a pleasant and relaxing environment, to name a few.

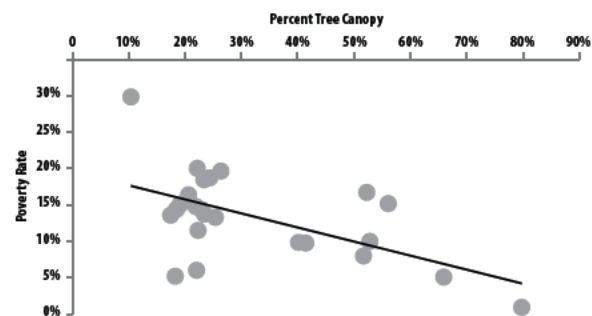


- A recent report produced by the Bureau of Environmental Services notes that each tree intercepts 572 gallons of rainfall, removes 0.2 pounds of air particulates and sequesters carbon.
- Surfaces like pavement and rooftops prevent rainwater from soaking into the ground or being soaked up by plants. Trees, landscaping, ecoroofs and green streets reduce the effects of impervious area. High amounts of impervious area require more extensive stormwater management. Watersheds with effective impervious areas as low as 10 percent can experience problems with water quality, flooding and habitat quality.
- Urban trees reduce heating and cooling costs for buildings by providing shade and wind breaks.

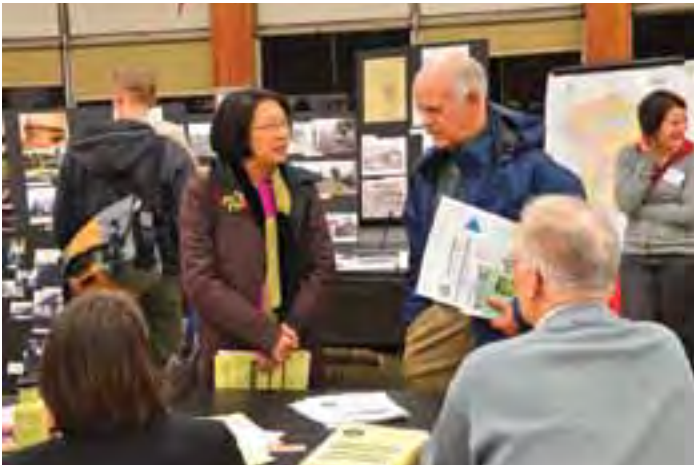
They also increase property values and reduce landslide and flood damage. A local study found that the presence of street trees increased East Side home values by almost \$9,000 on average (Donovan and Butry, 2010).

Although Portland has a robust tree canopy, that canopy is not equitably distributed across the city. Analysis shows that areas with higher poverty rates tend to have less tree canopy coverage. Given the benefits provided by urban trees, it is important to improve tree canopy in all of Portland's residential areas.

Tree Canopy Percentage Relative to Poverty Rate in the Last 12 Months



Source: BPS Geographic Information Systems (GIS) analysis of tree canopy by 20-minute neighborhood cells. Poverty Rate, American Community Survey 2005–2009.



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
- 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 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.

The Planning and Sustainability Commission, Community Involvement Committee, the Portland Plan Advisory Group and the Technical Advisory Groups were either composed of or received recommendations and advice from volunteers. Whether dedicating countless hours a month to serving on a formal committee or providing thoughtful comments on working documents, volunteers’ immeasurable contributions to the Portland Plan have been significant, meaningful and influential. Thank you Portlanders for your enthusiasm, insight and commitment!










APPENDICES










































































































APPENDIX A: ACTIONS BY TOPIC

Actions	<div> <div>Equity, Civic Engagement and Quality of Life</div> <div>Prosperity and Business Success</div> <div>Education and Skill Development</div> <div>Human Health, Public Safety and Food</div> <div>Sustainability and the Natural Environment</div> <div>Design, Planning and Public Spaces</div> <div>Neighborhoods and Housing</div> <div>Transportation, Technology and Access</div> <div>Arts, Culture and Innovation</div> </div>								
									
1 Enforce Title VI									
2 Track the information needed to understand disparities									
3 Evaluate equity impacts									
4 Improve evaluation methods									
5 Mitigate for disparities									
6 Improve involvement									
7 Leadership training									
8 Language and cultural interpretation									
9 Share best practices									
10 Collaboration									
11 Community dialogue									
12 Training									
13 Diverse advisory boards									
14 Implement Disabilities Transition Plan									
15 Collect data on disability-related disparities									
16 Civil Rights Act compliance									
17 Americans with Disabilities Act compliance reporting									
18 Bureau equity plans									
19 Contracting and bureau equity									
20 Community resource access									
21 High school completion and beyond									
22 High school and beyond									
23 Tuition equity									
24 Tuition equity									

Actions	<div>Equity, Civic Engagement and Quality of Life</div> <div>Prosperity and Business Success</div> <div>Education and Skill Development</div> <div>Human Health, Public Safety and Food</div> <div>Sustainability and the Natural Environment</div> <div>Design, Planning and Public Spaces</div> <div>Neighborhoods and Housing</div> <div>Transportation, Technology and Access</div> <div>Arts, Culture and Innovation</div>								
									
25 College completion		■	■						
26 Cultural competency	■		■						
27 Cultural equity	■		■						
28 Collaborative action		■	■						
29 Track progress for continuous improvement	■	■	■						
30 Early childhood investments	■		■						
31 Inventory resources	■		■			■			
32 Youth empowerment	■		■						
33 Place-based strategies	■		■						
34 Housing stability	■		■				■		
35 Healthy eating and active living			■	■					
36 Youth action	■		■						
37 Teen programs			■	■					
38 Safe routes to schools			■			■		■	
39 Transit access	■		■					■	
40 School attendance	■		■	■					
41 Multi-functional facilities			■			■	■		
42 Joint use agreements			■	■		■			
43 Regular consultation			■						
44 Support different learning needs	■		■	■					
45 Safety and physical accessibility			■	■					
46 Arts and culture programming			■						■
47 Conservation education			■		■				
48 New East Portland education center			■			■			
49 Campus investment	■	■	■			■			
50 Business development		■							
51 International business		■							

Actions		Equity, Civic Engagement and Quality of Life	Prosperity and Business Success	Education and Skill Development	Human Health, Public Safety and Food	Sustainability and the Natural Environment	Design, Planning and Public Spaces	Neighborhoods and Housing	Transportation, Technology and Access	Arts, Culture and Innovation
52	Coordinated regional economic development efforts	■				■				
53	Growing the university role in economic development	■		■						
54	Worker productivity	■	■	■						
55	Clean tech and green building innovation		■			■	■			
56	Growing green development / ecosystem expertise		■			■	■			
57	Building markets for energy efficiency		■			■				
58	Arts support		■							■
59	Broadband service	■	■			■				
60	Community benefits of urban innovation	■	■			■				
61	Broadband equity	■	■			■				
62	Regional freight rail strategy		■						■	
63	Strategic freight mobility investments		■						■	
64	International service		■						■	
65	Brownfield investment		■			■				
66	Harbor Superfund		■			■				
67	Industrial site readiness		■			■				
68	Industrial growth capacity		■				■	■		
69	Campus institutions		■				■	■		
70	Office development		■				■			
71	Impact of fees on business growth		■				■			
72	Neighborhood business development	■	■				■	■		
73	Small business development	■	■				■	■		
74	Land use support for neighborhood business districts		■			■	■			
75	Sustainability at Work		■			■				
76	Housing strategy	■	■					■		

Actions	<div>Equity, Civic Engagement and Quality of Life</div> <div>Prosperity and Business Success</div> <div>Education and Skill Development</div> <div>Human Health, Public Safety and Food</div> <div>Sustainability and the Natural Environment</div> <div>Design, Planning and Public Spaces</div> <div>Neighborhoods and Housing</div> <div>Transportation, Technology and Access</div> <div>Arts, Culture and Innovation</div>								
									
77 Affordable housing supply	■	■	■				■		
78 Remove barriers to affordable housing	■	■					■		
79 Equity in neighborhood change	■	■					■		
80 Equity in home ownership	■	■					■		
81 Homelessness	■	■					■		
82 Physically accessible housing	■	■					■		
83 Moderate-income workforce housing	■	■					■		
84 Align housing and transportation investments		■					■	■	
85 Coordinated training efforts	■	■	■						
86 Youth employment	■	■							
87 Hiring agreements	■	■							
88 Self-sufficiency metrics	■	■							
89 Reduce barriers to employment	■	■		■					
90 Race and ethnicity	■	■							
91 Coordinated approach to anti-poverty programs	■	■							
92 Healthy Connected City refinement				■	■			■	
93 Collaboration with health partners	■			■	■	■		■	
94 Human health impacts	■			■	■	■		■	
95 High risk infrastructure				■		■			
96 Transportation mode policy				■	■	■		■	
97 Mitigate negative social impacts	■			■		■	■		
98 Neighbor to neighbor crime prevention capacity	■			■		■	■	■	
99 Community safety centers	■			■			■		
100 Resiliency planning				■	■	■			
101 Disaster planning and management	■			■	■		■		
102 Neighborhood preparedness	■			■	■		■		
103 Age-friendly city	■			■		■	■		

Actions	<div>Equity, Civic Engagement and Quality of Life</div> <div>Prosperity and Business Success</div> <div>Education and Skill Development</div> <div>Human Health, Public Safety and Food</div> <div>Sustainability and the Natural Environment</div> <div>Design, Planning and Public Spaces</div> <div>Neighborhoods and Housing</div> <div>Transportation, Technology and Access</div> <div>Arts, Culture and Innovation</div>								
									
104 Central City planning									
105 Broadband in neighborhoods									
106 Quality, affordable housing									
107 Transit and active transportation									
108 Healthy and affordable food									
109 Community gardens									
110 Designs for community use of streets									
111 Programs for community use of streets:									
112 Historic resource preservation									
113 Arts and cultural facilities									
114 Gathering places for resiliency									
115 District-scale environmental performance									
116 Natural resource inventory									
117 Natural resources									
118 Fish passage									
119 Tree canopy									
120 Invasive plant removal									
121 Regional and local trails									
122 Neighborhood greenways									
123 Stable transportation funding									
124 Alternative right-of-way projects									
125 Unimproved right-of-way alternatives									
126 Pedestrian facilities									
127 Civic corridors design									
128 Civic corridors integration									
129 Sidewalk infill and pedestrian facilities									
130 Streetcar planning									

Implementation actions (Actions 129 through 142) are not included in this table.

APPENDIX B: LIST OF ABBREVIATIONS

Partners, Organizations, Advisory and Staff Groups

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

Other Abbreviations

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

APPENDIX C: 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 – Portland, Bureau of Planning and Sustainability and Multnomah County

Portland Watershed Management Plan – Portland, Bureau of Environmental Services

Bicycle Plan for 2030 – Portland, Bureau of Transportation

Streetcar System Concept Plan – Portland Bureau of Transportation

Pedestrian Master Plan – Portland Bureau of Transportation

Freight Master Plan – Portland Bureau of Transportation

The Interwine – The Intertwine Alliance

Parks 2020 Vision – Portland, Parks and Recreation

East Portland Action Plan – Portland, Bureau of Planning and Sustainability

Health Impacts of Housing in Multnomah County – Multnomah County Health

Voices from the Community: The visionPDX Input Report – 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 – Portland Housing Bureau

Connecting to Our Future: Portland's Broadband Strategic Plan – Portland Office for Community Technology

The World Health Organization's Age-Friendly Cities Project in Portland, Oregon: Summary of Findings – Institute on Aging, Portland State University

ACKNOWLEDGEMENTS

THE CITY OF PORTLAND WOULD LIKE TO THANK THE FOLLOWING COMMUNITY MEMBERS FOR PARTICIPATING IN THE DEVELOPMENT OF THE PORTLAND PLAN.

Planning and Sustainability Commission

André Baugh, *Chair*
Karen Gray
Don Hanson, *Past Chair*
Mike Houck
Lai-Lani Ovalles
Gary Oxman
Michelle Rudd
Howard Shapiro
Jill Sherman
Chris Smith
Irma Valdez

Community Involvement Committee

Paula Amato
Jason Barnstead-Long
Judy BlueHorse Skelton
Lois Cohen
Elizabeth Gatti
Judith Gonzalez Plascencia
Anyeley Hallova
Brian L. Heron
Shirley Nacoste
Linda Nettekoven
Lai-Lani Ovalles
Stanley Penkin
Kevin Pozzi
Rahul Rastogi (*past member*)
Ryan Schera
Howard Shapiro, *Chair*
Peter Stark
Allison Stoll

Portland Plan Advisory Group

Jules Bailey	Alan Lehto	Bob Sallinger
Jessie Beason	Paul Loney	Ethan Seltzer
Nik Blosser	Nichole Maher	Sam Seskin
John Bradley	Katie Mangle	Howard Shapiro
John Branam	Scott Marshall	Tom Skaar
John Carroll	Carol Mayer-Reed	Carole Smith
Gale Castillo	Robin McArthur	Chris Smith
Kendall Clawson	Andrew McGough	Bryan Steelman
Theresa Davis	Bonnie McKnight	Jeff Stuhr
Alan DeLaTorre	Jeff Miller	John Sygieslski
Jeanne DeMaster	John Mohlis	Cam Turner
Art DeMuro	Marcus Mundy	Veronica Valenzuela
Jillian Detweiler	Margaret Neal	Bruce Warner
Noelle Dobson	Linda Nettekoven	Kristin Watkins
Elisa Dozono	Brian Newman	Charles Wilhoite
Marianne Fitzgerald	Tom Puttman	Justin Wood
John Gibbon	Veronica Rinard	Justin Yuen
Karen Gray	Carly Riter	
Felisa Hagins	Joseph Robertson	
Joyce Hendstrand	Shelli Romero	
Jarrold Hogue	Barbara Rommel	
Mike Houck	Carmen Rubio	
Kayse Jama	Steve Rudman	
Sandy Johnson		
Deborah Kafoury		

ACKNOWLEDGEMENTS

Sam Adams, *Mayor*

Lisa Libby, *Office of Mayor Sam Adams*

Susan Anderson, *BPS, Director*

Gil Kelley, *Bureau of Planning (former director)*

Joe Zehnder, *BPS, Chief Planner*

Eric Engstrom, *BPS, Principal Planner
and Project Manager*

Steve Dotterer, *BPS, Principal Planner (former)*

Deborah Stein, *BPS, Principal Planner*

Alexandra Howard, *BPS, Project Coordinator*

Portland Plan Project Teams

Arts, Culture and Innovation TAG

Lead: Mark Walhood, *BPS (former)*

Communications

Leads: Julia Thompson, Eden Dabbs and
Julianne Thacher, *BPS*

Design, Planning and Public Spaces TAG

Lead: Bill Cunningham, *BPS*

Education and Skill Development TAG

Leads: Mark Walhood, *BPS (former)* and
Deborah Stein, *BPS*

Equity, Quality of Life and Civic Development TAG

Leads: Amalia Alarcon de Morris, *ONI*,
Lisa K. Bates, *PSU* and Bob Glascock, *BPS*

Human Health, Food and Public Safety TAG

Leads: Noelle Dobson, *OPHI*, Michelle Kunec, *BPS*
and Jennifer Moore, *MCHD*

Measures

Leads: Radcliffe Dacanay, *BPS*, and Technical Advisory
Group Leads

Neighborhoods and Housing TAG

Lead: Uma Krishnan, *BPS*

Prosperity and Business Success TAG

Lead: Steve Kountz, *BPS*

Sustainability and the Natural Environment TAG

Lead: Marie Johnson, *BES*

Transportation, Technology and Access TAG

Leads: Courtney Duke and Rodney Jennings, *PBOT*

Public Involvement and Outreach

Leads: Marty Stockton and Deborah Stein, *BPS*

GIS, Technical and Web Services

Carmen Piekarski and Julie Hernandez, *BPS*

Graphic Design

Ralph Sanders, *BPS*

Photography and Illustrations

Thank you to Bruce Forster, Sally Painter, Elders in Action, Eric Fredericks and staff for their photographs of Portlanders and Portland and to Ryan Sullivan for infographics.



Thank you to the My Story students for sharing their photographs. The My Story photographs are featured in A Framework for Equity.

Thank you.

The Portland Plan project management team would like to thank those who served on the Technical Action Groups and contributed to the development of the Integrated Strategies; staff from the Office of Neighborhood Involvement for advising on and helping with the public involvement process; Walker Storyworks; and, especially the Friends of the Equity TAG for their development of A Framework for Equity.

**What you can do today to make
Portland better tomorrow?
www.myportlandplan.com**

THE PORTLAND PLAN

April 2012

WWW.PDXPLAN.COM