East Portland Action Plan: Economic Development Assessment

Work Session: December 5, 2011

For the East Portland Action Plan Economic Development Subcommittee
Topics

- Economic Assessment Process
- Preliminary Assessment
- Potential Initiatives
Economic Assessment Process
Assessment Process

Step 1: Project Scoping Workshop

Step 2: Background & Accomplishments

Step 3: Competitive Assessment & Asset Mapping

Step 4: Strategic Initiatives & Action Plan

We Are Here
Project Goals

• Assess competitive posture; focus on assets
• Identify strategic initiatives
• Expand understanding and capacity
• Spur action for sustainable implementation

→ Family-Wage Jobs
<table>
<thead>
<tr>
<th>Background Plans, Studies, Strategies</th>
</tr>
</thead>
<tbody>
<tr>
<td>East Portland Review</td>
</tr>
<tr>
<td>East Portland Action Plan</td>
</tr>
<tr>
<td>PDC Econ. Dev. Strategy</td>
</tr>
<tr>
<td>Portland Econ. Opportunity Analysis</td>
</tr>
<tr>
<td>Portland Neighborhood Econ. Dev. Strategy</td>
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<tr>
<td>Metro 2040 Growth Concept Plan</td>
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<td>PDX Infrastructure Improvement Pilot Study</td>
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<td>Gateway URA Plan</td>
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<td>Gateway Business Development Strategy</td>
</tr>
<tr>
<td>Outer SE Community Plan</td>
</tr>
<tr>
<td>Brookings Institute Market Assessment of Greater Portland’s Export Economy</td>
</tr>
<tr>
<td>Gateway Education Center Plan</td>
</tr>
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<td>EcoDistrict Study</td>
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<tr>
<td>Lents URA Plan</td>
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<tr>
<td>Lents Business Dev. Strategy</td>
</tr>
<tr>
<td>Freeway Lands Market Studies</td>
</tr>
<tr>
<td>82nd Avenue Market Study</td>
</tr>
<tr>
<td>Johnson Creek Industrial Revitalization Strategy</td>
</tr>
<tr>
<td>Midway Business Study</td>
</tr>
<tr>
<td>Airport Urban Renewal Study</td>
</tr>
<tr>
<td>Division St. Commercial Corridor Retail Market Analysis</td>
</tr>
</tbody>
</table>
East Portland Accomplishments (5 years)

SE 122nd Avenue Pilot Project

Gateway Green Plan
East Portland Action Plan

Bhutanese Refugee Community
Glenfair Neighborhood Association

OPAL
APANO

Centennial Community Association

Slavic Community Center

Parkrose Community Foundation
2011 EPAP Grant Award Summary

- Thirty one grant applications
  - Total requested funds of $125,548
  - Funded 43% of requests
- Seventeen grant applications selected
  - Funding total $54,300
  - Total of leveraged funds $350,667

Estimated 646% leverage on funds awarded
Guiding ED Strategies

- East Portland Action Plan
- PDC’s Economic Development Strategy
- Neighborhood Economic Development
- Portland Plan
East Portland Action Plan Strategies

Commercial & Mixed Use

• Offer development opportunities throughout East Portland

• Promote vital and healthy multi-use commercial areas

Economic

• Implement an ED plan and policy agenda

• Promote key opportunity sites

• Support businesses based in or owned in Portland

• Increase and promote workforce training and employment opportunities
PDC Strategies

Economic Development
- Competitive industry clusters
- Urban innovation
- Neighborhood business vitality

Neighborhood Econ. Dev.
- Build local capacity to achieve outcomes
- Drive neighborhood business growth
- Align resources for neighborhood economic development
Portland Plan Strategies

Traded Sector Job Growth
- Business cluster growth
- Urban innovation
- Trade gateway and freight mobility

Diverse Expanding City Economy
- Expansion and growth of employment centers
- Neighborhood business vitality

Broadly Accessible Household Prosperity & Affordability
- Access to housing
- Education and job training
- Household economic security
Why Should A Business Locate in East Portland?

Offer clear and compelling answers
Preliminary Assessment
6 Assessment Dimensions

1. Business Climate & Vitality
2. Workforce & Education
3. Real Estate
4. Quality of Life
5. Other Factors
6. Economic Development Resources
East Portland Study Area
Retail Attraction Factors

How does East Portland stack up against the competition from a retail prospect, developer, investor and customer point of view?

- Community Identity
- Available Shopping
- Vision/Development Plan
- Local Incentives
- Business District Marketing
- Access
- Consumer Marketplace
- Market Opportunity
- Real Estate Product
- Business Environment
Industrial Attraction Factors

How does East Portland stack up against the competition from the perspective of an industrial prospect?
Part 1

Business Climate & Vitality

Existing business and employment trends
Growth industries and business types
Employment centers and business anchors
Retail sales
# Top East Portland Industries

<table>
<thead>
<tr>
<th>Establishments</th>
<th>East Portland</th>
<th>Metro Portland</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health Care &amp; Social Assistance</td>
<td>15%</td>
<td>9%</td>
</tr>
<tr>
<td>Other Services*</td>
<td>13%</td>
<td>13%</td>
</tr>
<tr>
<td>Retail Trade</td>
<td>12%</td>
<td>10%</td>
</tr>
<tr>
<td>Construction</td>
<td>11%</td>
<td>10%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Employment</th>
<th>East Portland</th>
<th>Metro Portland</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health Care &amp; Social Assistance</td>
<td>21%</td>
<td>13%</td>
</tr>
<tr>
<td>– Health Care</td>
<td>17%</td>
<td>-----</td>
</tr>
<tr>
<td>– Social Assistance</td>
<td>4%</td>
<td>-----</td>
</tr>
<tr>
<td>Retail Trade</td>
<td>17%</td>
<td>12%</td>
</tr>
<tr>
<td>Accommodation &amp; Food Services</td>
<td>9%</td>
<td>10%</td>
</tr>
<tr>
<td>Educational Services</td>
<td>9%</td>
<td>3%</td>
</tr>
</tbody>
</table>

*Examples of other services include machinery repair, religious activities, grantmaking, dry cleaning, personal care and pet care.

Source: Oregon Employment Department, 2010 QCEW Data
## Location Quotients

<table>
<thead>
<tr>
<th>Industry</th>
<th>East Portland</th>
<th>Metro Portland</th>
</tr>
</thead>
<tbody>
<tr>
<td>Educational Services</td>
<td>4.52</td>
<td>1.32</td>
</tr>
<tr>
<td>Heath Care &amp; Social Assistance</td>
<td>1.43</td>
<td>0.91</td>
</tr>
<tr>
<td>Transportation, Warehousing, Utilities</td>
<td>1.39</td>
<td>1.06</td>
</tr>
<tr>
<td>Retail Trade</td>
<td>1.22</td>
<td>0.87</td>
</tr>
</tbody>
</table>

**Location Quotient:** Ratio between the industry’s share of local employment and it’s share of employment statewide.

**Example:** Educational service jobs make up 4.5 times as high a share of East Portland employment (9%) than they do statewide (2%).

Source: Oregon Employment Department, 2010 QCEW Data
East Portland Avg. Annual Wages

Portland Metro Average Annual Wage: $47,227

East Portland Average Annual Wage: $37,063

East Portland Industries with Avg. Annual Wages > Portland Metropolitan Statistical Area (MSA):
- Educational Services: $36,500
- Other Services: $34,000
- Retail: $31,000

Highest East Portland Wages:
- Management of Companies: $79,100
- Construction: $49,600
- Wholesale: $48,800

Source: Oregon Employment Department, 2010 QCEW Data
East Portland Growth Industries

• From 2005 to 2009, East Portland employment grew by an average of 4.4% per year

• Top growth industries:
  – Arts, Entertainment & Recreation: 15% per year
  – Information: 14%
  – Educational & Health Care Services: 13%
  – Professional, Scientific & Technical Services: 13%

Source: Census Bureau, Local Employment Dynamics
Portland MSA Growth Industries

### EMPLOYMENT BY INDUSTRY (PORTLAND-BEAVERTON-VANCOUVER PMSA), MODERATE GROWTH SCENARIO (BASELINE SERIES) (IN THOUSANDS)

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</tr>
</thead>
<tbody>
<tr>
<td>Nonfarm Employment, Civilian</td>
<td>582.7</td>
<td>726.8</td>
<td>973.2</td>
<td>983.7</td>
<td>1,475.9</td>
<td>1,592.1</td>
</tr>
<tr>
<td>Manufacturing, total</td>
<td>119.7</td>
<td>124.9</td>
<td>143.3</td>
<td>123.8</td>
<td>130.8</td>
<td>132.7</td>
</tr>
<tr>
<td>Natural Resources</td>
<td>2.2</td>
<td>2.1</td>
<td>1.9</td>
<td>1.8</td>
<td>1.3</td>
<td>1.3</td>
</tr>
<tr>
<td>Construction</td>
<td>28.1</td>
<td>36.9</td>
<td>53.2</td>
<td>58.5</td>
<td>79.2</td>
<td>85.6</td>
</tr>
<tr>
<td>Wholesale Trade</td>
<td>36.1</td>
<td>41.6</td>
<td>55.6</td>
<td>56.3</td>
<td>82.1</td>
<td>87.7</td>
</tr>
<tr>
<td>Retail Trade</td>
<td>65.5</td>
<td>82.6</td>
<td>106.8</td>
<td>104.5</td>
<td>132.1</td>
<td>138.3</td>
</tr>
<tr>
<td>Transportation, Warehousing, Utilities</td>
<td>22.8</td>
<td>31.7</td>
<td>38.6</td>
<td>36.9</td>
<td>57.3</td>
<td>61.4</td>
</tr>
<tr>
<td>Information</td>
<td>16.6</td>
<td>16.1</td>
<td>26.0</td>
<td>22.9</td>
<td>37.7</td>
<td>41.5</td>
</tr>
<tr>
<td>Financial Activities</td>
<td>42.2</td>
<td>50.0</td>
<td>64.9</td>
<td>68.2</td>
<td>103.8</td>
<td>112.5</td>
</tr>
<tr>
<td>Professional Business</td>
<td>47.3</td>
<td>77.5</td>
<td>130.5</td>
<td>128.5</td>
<td>222.7</td>
<td>244.2</td>
</tr>
<tr>
<td>Education &amp; Health</td>
<td>49.8</td>
<td>73.5</td>
<td>102.9</td>
<td>119.8</td>
<td>242.7</td>
<td>271.1</td>
</tr>
<tr>
<td>Leisure &amp; Hospitality</td>
<td>49.3</td>
<td>63.6</td>
<td>85.8</td>
<td>90.1</td>
<td>143.1</td>
<td>153.9</td>
</tr>
<tr>
<td>Other Services</td>
<td>20.7</td>
<td>25.7</td>
<td>33.4</td>
<td>34.6</td>
<td>63.9</td>
<td>69.9</td>
</tr>
<tr>
<td>Government, total</td>
<td>93.5</td>
<td>109.2</td>
<td>137.7</td>
<td>144.8</td>
<td>186.3</td>
<td>199.4</td>
</tr>
</tbody>
</table>

Source: Metro Research Center, 2040 Regional Forecast Preliminary Draft, 1/18/2009

Stars indicate top 3 industries with highest percentage employment growth from 2005 to 2030.
Home-Based Businesses

• Businesses (0-1 employees) in non-employment zones make up 21% of total East Portland Businesses

• Comparable rates: 29% in inner neighborhoods and 41% in western neighborhoods

Source: Oregon Employment Department, 2010 and City of Portland-Bureau of Planning and Sustainability, 2011
Job Centers

Proximate to EP residents

Columbia Corridor

102nd/122nd/Stark/Weilder

Average Employee Count by Company
- 0-5
- 6-10
- 11-100
- 100+

Source: Oregon 2010 QCEW Data
Sales Leakage

• Retail leakage in several East Portland neighborhoods

• One East Portland neighborhood with a retail surplus

• Overall surplus of $11 million for East Portland Study Area as of 2010

Source: Bureau of Planning and Sustainability, 2005-2009
East Portland Retail Supply/Demand

Source: ESRI Business Information Solutions, 2010

Total Sales: $752 million
Total Surplus: $11 million
Business Climate: *Summary*

**Assets**
- Strong job growth
- Health care cluster
- Retail leakage = opportunity
- Lower workforce costs
- Over 70 businesses with 100 or more employees
- Proximate to job corridors

**Challenges**
- Lower average wages
Part 2
Workforce & Education

- Labor force characteristics
- Employee characteristics
- Job seeker characteristics
- Workforce development partnerships
## East Portland Labor Force

<table>
<thead>
<tr>
<th></th>
<th>East Portland</th>
<th>Metro Portland</th>
</tr>
</thead>
<tbody>
<tr>
<td>Labor Force (age 16-64)</td>
<td>66,038 persons</td>
<td>923,400 persons</td>
</tr>
<tr>
<td>Labor Force Participation</td>
<td>77%</td>
<td>78%</td>
</tr>
<tr>
<td>Highest Educational Attainment (total pop, age 25 &amp; up)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>High School</td>
<td>31%</td>
<td>24%</td>
</tr>
<tr>
<td>Some College</td>
<td>26%</td>
<td>25%</td>
</tr>
<tr>
<td>Associate Degree</td>
<td>8%</td>
<td>8%</td>
</tr>
<tr>
<td>Bachelors Degree</td>
<td>13%</td>
<td>21%</td>
</tr>
<tr>
<td>Graduate Degree</td>
<td>6%</td>
<td>12%</td>
</tr>
</tbody>
</table>

Labor Force: Residents who are employed or looking for work

Source: 2005-2009 American Community Survey; ESRI BIS
East Portland Employees

• Race
  – White: 81%
  – Asian: 11%
  – Black: 5%
  – Hispanic: 9%

• Age
  – Under 30: 24%
  – 30 to 54: 58%
  – Over 54: 18%

• Place of residence
  – Portland: 40%
  – Gresham: 10%

• Educational Attainment
  – High school or less: 27%
  – Associate/some college: 24%
  – Bachelor or higher: 25%

Source: Local Employment Dynamics from Oregon Employment Department
East Portland Top Occupations

East Portland:
- Services: 20%
- Admin. support: 16%
- Professional: 15%

Metro Portland:
- Services: 16%
- Admin support: 14%
- Professional: 24%

Source: ESRI BIS
Job Seekers: Metro Portland East

• Currently 26,500 job seekers using WorkSource Portland’s Metro East services

• Top occupations sought:
  – Office and Administrative Support
  – Production
  – Transportation
  – Food Prep/Service
  – Construction
  – Sales

Source: WorkSource Oregon
Job Seekers' Education

- High School Diploma/GED: 44%
- Bachelor's Degree: 12%
- Associate Degree: 11%
- Some Post Secondary: 11%
- Vocational Degree: 5%
- Graduate Degree: 3%
- Less than 10th Grade: 3%
- 10th-12th Grade (no diploma): 11%

Source: WorkSource Oregon
# Workforce Development Partners *(selected)*

<table>
<thead>
<tr>
<th>Workforce Investment</th>
<th>Schools</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>WorkSource Metro East</td>
<td>Mt. Hood Community College</td>
<td>Portland Youthbuilders</td>
</tr>
<tr>
<td>SE Works</td>
<td>Portland Community College</td>
<td>Impact Northwest</td>
</tr>
<tr>
<td>Worksystems, Inc.</td>
<td>ITT Tech</td>
<td>Home Forward</td>
</tr>
<tr>
<td></td>
<td>Heald College</td>
<td>Action for Prosperity</td>
</tr>
<tr>
<td></td>
<td>NE College of Construction</td>
<td>Human Solutions</td>
</tr>
<tr>
<td></td>
<td>Oregon College of Oriental Medicine</td>
<td>Immigrant &amp; Refugee Community Organization</td>
</tr>
</tbody>
</table>
Workforce & Education: *Summary*

**Assets**
- Large ‘ready’ workforce
- Strong network of workforce partners
- Labor force education similar to MSA overall

**Challenges**
- Post-high school education attainment
- English language; math and verbal skills
Part 3

Real Estate

Available land & property
Construction activity
Catalytic projects
Zoning

- Limited land dedicated to employment (industrial)
- Predominately residential

<table>
<thead>
<tr>
<th>Zone</th>
<th>East Portland</th>
<th>City of Portland</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Acres</td>
<td>% of Total</td>
</tr>
<tr>
<td>Commercial</td>
<td>1,544</td>
<td>6%</td>
</tr>
<tr>
<td>Employment</td>
<td>793</td>
<td>3%</td>
</tr>
<tr>
<td>Industrial</td>
<td>2,878</td>
<td>12%</td>
</tr>
<tr>
<td>Residential Multi-dwelling</td>
<td>3,641</td>
<td>15%</td>
</tr>
<tr>
<td>Residential Single-dwelling</td>
<td>13,151</td>
<td>53%</td>
</tr>
<tr>
<td>Open Space</td>
<td>2,697</td>
<td>11%</td>
</tr>
<tr>
<td>Other</td>
<td>200</td>
<td>1%</td>
</tr>
<tr>
<td>Total</td>
<td>29,904</td>
<td>100%</td>
</tr>
</tbody>
</table>
Development Patterns

• Low-scale, dispersed, older commercial development

• Limited supply of land for flex/industrial

• Concentrated development opportunities:
  – Gateway
  – Lents/Foster
  – Airport Way
  – Commercial corridors/nodes
Industrial Space

Does East Portland have ‘ready-to-go’ industrial sites? What information do businesses need when making location decisions?

- Size
- Zoning
- Topography
- Setting
- Ingress/egress
- Infrastructure
- Utilities
- Cost
East Portland Industrial Market

- Includes 16.3 million SF of space in Airport Way submarket
- Constitutes 9% of regional industrial space
- Vacancy: 5.3% vs. 6.6% regionally
- Avg. annual net rent/SF:
  - $5.65 for warehouse
  - $9.00 for high tech space
  - $15.60 for office

Source: Cushman Wakefield 3rd Quarter 2011 Industrial Report
Foster/205 Commerce Center

- 240,000 SF
- Fully leased at ~$4.80/SF
- Built in 1990

Source: CB Richard Ellis
East Portland Retail Market

• Includes 1.3 million square feet of space in East Portland Study Area
• Constitutes 19% of retail space citywide
• Vacancy: 8.4% vs. 20.0% citywide
• Annual net rent/SF from teens to low $20s
• Avg. rents $2 below

Source: CoStar Retail Inventory
Gateway Opportunity Sites
Foster-Lents Integration Partnership

- Collaboration to improve conditions along Foster corridor → prime industrial

- Will identify projects, funding and actions to stimulate:
  - Infrastructure improvements
  - Economic development
  - Property redevelopment

- Partners
  - Environmental Services
  - Parks and Recreation
  - Planning and Sustainability
  - Foster Green EcoDistrict
  - PDC
  - Portland Sustainability Institute

Source: FLIP Program Description
Real Estate Investment

• 7,113 residential units permitted in East Portland from 2001 to 2011

• Makes up 22% of residential units permitted citywide

• 980 commercial building permits issued in East Portland from 2005 to 2010, with combined value of over $400 million

Source: City of Portland Building Permits
Portland EOA Findings

- In mid-forecast scenario, citywide shortage of 826 acres of employment land

- Bulk of shortage is in industrial transportation needs and institutional uses

- Neighborhood commercial land capacity is adequate

- Selected town centers may need additional land or higher floor area ratios (FARs) to accommodate growth
Real Estate: **Summary**

**Assets**
- Lower costs
- Gateway hub: regional center
- Investment is occurring

**Challenges**
- Limited industrial land
- Few industrial properties outside of Airport Way
- Aging, strip centers transitioning from commercial
Part 4

Quality of Life

Demographic characteristics
Home prices
Crime rates
Community facilities & identity
### East Portland Population

<table>
<thead>
<tr>
<th></th>
<th>East Portland</th>
<th>Metro Portland</th>
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</thead>
<tbody>
<tr>
<td>Population in 2010</td>
<td>146,000 people</td>
<td>2.2 million people</td>
</tr>
<tr>
<td>Pop. growth since 2000</td>
<td>1.8% per year</td>
<td>1.5% per year</td>
</tr>
<tr>
<td>Diversity</td>
<td>67% White, 12% Asian, 7% African American, 1% Native American, 13% Other/2+ Races, 15% Hispanic</td>
<td>81% White, 6% Asian, 3% African American, 1% Native American, 9% Other/2+ Races, 11% Hispanic</td>
</tr>
<tr>
<td>Age</td>
<td>25% children, 12% seniors</td>
<td>24% children, 11% seniors</td>
</tr>
<tr>
<td>Median income</td>
<td>$42,800</td>
<td>$56,100</td>
</tr>
<tr>
<td>Avg. commute time</td>
<td>25 min</td>
<td>25 min</td>
</tr>
</tbody>
</table>

1.4% avg. annual growth projected

Source: U.S. Census, 2005-2009 American Community Survey; ESRI
East Portland Commute Patterns, 2009

- 5,628 people live and work in East Portland
- 45,867 live in East Portland but work elsewhere
- 23,350 workers commute to East Portland
- Commute patterns not affected by worker age

Source: U.S. Census Bureau, LEHD Origin-Destination Employment Statistics
## Commute Patterns, 2009

<table>
<thead>
<tr>
<th>Location</th>
<th>Area Residents</th>
<th>Area Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Work in Area</td>
<td>Commute Out</td>
</tr>
<tr>
<td>East Portland</td>
<td>10.9%</td>
<td>89.1%</td>
</tr>
<tr>
<td>City of Portland</td>
<td>60.5%</td>
<td>39.5%</td>
</tr>
<tr>
<td>City of Beaverton</td>
<td>20.8%</td>
<td>79.2%</td>
</tr>
<tr>
<td>City of Gresham</td>
<td>17.7%</td>
<td>82.3%</td>
</tr>
<tr>
<td>City of Hillsboro</td>
<td>32.6%</td>
<td>67.4%</td>
</tr>
</tbody>
</table>

Source: U.S. Census Bureau, LEHD Origin-Destination Employment Statistics
Racial & Ethnic Diversity

• More diverse than other Portland neighborhoods

• More than 12% of all East Portland residents are foreign-born

Source: Portland Plan; U.S. Census; American Community Survey
Residential Neighborhoods

- Scale and character mixed
# Home Prices

By 2006, only 3 East Portland neighborhoods had medians above the city’s 2010 Median Home Values:

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

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<tr>
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</thead>
<tbody>
<tr>
<td>ARGAY</td>
<td>$155,300</td>
<td>$175,000</td>
<td>$303,750</td>
<td>13%</td>
<td>74%</td>
</tr>
<tr>
<td>BRENTWOOD- DARLINGTON</td>
<td>$80,200</td>
<td>$116,500</td>
<td>$195,000</td>
<td>45%</td>
<td>67%</td>
</tr>
<tr>
<td>CENTENNIAL</td>
<td>$114,000</td>
<td>$135,000</td>
<td>$215,000</td>
<td>18%</td>
<td>59%</td>
</tr>
<tr>
<td>CULLY</td>
<td>$94,360</td>
<td>$129,500</td>
<td>$228,950</td>
<td>37%</td>
<td>77%</td>
</tr>
<tr>
<td>GLENFAIR</td>
<td>$122,000</td>
<td>$139,000</td>
<td>$220,500</td>
<td>14%</td>
<td>59%</td>
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<td>HAZELWOOD</td>
<td>$119,500</td>
<td>$141,700</td>
<td>$233,800</td>
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<td>LENTS</td>
<td>$89,575</td>
<td>$125,000</td>
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<td>MADISON SOUTH</td>
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<td>$127,000</td>
<td>$217,280</td>
<td>28%</td>
<td>71%</td>
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<td>MILL PARK</td>
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<td>$133,000</td>
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<td>21%</td>
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<td>MONTAVILLA</td>
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<td>MT. SCOTT-ARLETA</td>
<td>$95,500</td>
<td>$116,250</td>
<td>$208,420</td>
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<td>PARKROSE</td>
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<td>PARKROSE HEIGHTS</td>
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<td>PLEASANT VALLEY</td>
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<tr>
<td>POWELLHURST-GILBERT</td>
<td>$109,750</td>
<td>$142,750</td>
<td>$225,950</td>
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<td>58%</td>
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<tr>
<td>RUSSELL</td>
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<td>$147,250</td>
<td>$228,750</td>
<td>15%</td>
<td>55%</td>
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<tr>
<td>SUMNER</td>
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<td>$110,750</td>
<td>$188,000</td>
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<td>70%</td>
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<td>WILKES</td>
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<td>$166,950</td>
<td>$269,000</td>
<td>8%</td>
<td>61%</td>
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<td>WOODLAND PARK</td>
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<td>$126,500</td>
<td>$212,500</td>
<td>25%</td>
<td>68%</td>
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<td><strong>CITYWIDE</strong></td>
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<td><strong>$150,000</strong></td>
<td><strong>$263,000</strong></td>
<td><strong>27%</strong></td>
<td><strong>75%</strong></td>
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</table>

Data Source: RLIS

Source: East Portland Review; ESRI
Crime Rate

Part 1 crimes: aggravated assault, arson, burglary, homicide, larceny, rape, robbery, theft from vehicles and vehicle theft.

Source: Portland Police Bureau 2010 Crime Statistics
Schools

<table>
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<tr>
<th>District Name</th>
<th>2009-10</th>
<th>2008-09</th>
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<tbody>
<tr>
<td>Centennial</td>
<td>57.50%</td>
<td>61.60%</td>
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<tr>
<td>David Douglas</td>
<td>61.30%</td>
<td>57.28%</td>
</tr>
<tr>
<td>Parkrose</td>
<td>57.93%</td>
<td>54.63%</td>
</tr>
<tr>
<td>Portland</td>
<td>57.75%</td>
<td>53.26%</td>
</tr>
</tbody>
</table>

Source: Oregon Employment Department; Portland Plan; East Portland Review
Recreation Facilities

• Over 60 parks, natural areas, community centers and community gardens

• Aquatic center at East Portland Community Center

• Many parks with minimal facilities or in need of renovation

Source: East Portland Review
Community Connection & Pride

Garden Harvest Fest
Roses Parade
East Portland Exposition

Photos by David Ashton
Quality of Life: *Summary*

**Assets**
- Population & cultural diversity ➔ entrepreneurship
- Lower housing prices; better value
- High school graduation rates on par with City
- Recreation/parks: potential to attract visitors

**Challenges**
- High rate of out commuting to jobs
- Perception versus reality: crime, school
- Self-image
Part 5
Other Business Decision Factors
Transportation
Sustainability
Appearance
Transportation

- Central location within the region
- Easy access to highways and airport for transport of goods and access to markets
- Very good east-west arterials (neighborhood collector streets)
- Relatively uncongested
- Many unimproved, substandard local streets
- Little connectivity within East Portland
- Limited pedestrian facilities
Transit

• Several MAX light rail stops in Study Area
• Bus service on most east-west arterials but less north-south service
• Frequency of bus service is limited
Sustainability

What makes a “green” community?

• Promotes green concepts, permitting and other initiatives
• Local energy efficiency programs/recycling and reuse programs
• Community residents embrace “green” culture
• Office/industrial parks meet LEED criteria
• Power provider offers energy conservation alternatives
East Portland’s Green Initiatives

• Gateway Green
• Gateway Eco District
• Foster Green Eco District
• Green Lents
Appearance
Appearance
Other Factors: *Summary*

**Assets**
- Central regional location
- Highway and transit access
- Airport access
- Strong green/sustainability ethic

**Challenges**
- Auto-oriented not pedestrian-friendly
- General appearance; overall image and identity
Part 6

Economic Development Resources

- Business organizations
- Economic development partners
- Financial incentives
- Business technical assistance
Economic Development Organization

What’s needed to implement a competitive EDO for primary industry growth?

**Resources**
- Human:
  - Leadership to set direction & policy
  - Staff to implement
  - Professional development
- Capital:
  - Program Funding

**Competitive Positioning**
- Partnerships
- Research
- Tools

**Program Delivery**
- Local Business Outreach (Take Care of Your Own)
- Lead Generation (Marketing)
- Proactive & highly responsive client handling (Sales)
Typical Economic Development Partners

- Local businesses
- Workforce development – public and private agencies
- Real estate community
- Utility providers
- Financial institutions and resources – public and private
- Higher education and training providers
- City government – ex: permitting
- Federal, state, regional, county economic development partners
- Site selectors and brokers
- Industry associations
Economic Development Program

**Initiatives**
- Neighborhood Prosperity Initiative—4 target corridors
- URA Business Development Strategies (Lents, Gateway, Airport Way)
- Eco Districts (Foster Green, Gateway)

**Catalytic Projects**
- Foster Lents Integration Partnership
- Gateway Education Center
- SE 122nd Rezoning
Economic Development Program

Management

- Portland Development Commission: Focused on URAs & NPI districts
- City of Portland: Focused on land use/zoning policy
- EPAP Economic Development Subcommittee: Focused on advocacy
Resources & Assistance

- Mt. Hood Community College & Portland Community College – Small Business Development Centers & Workforce Training
- East Portland Chamber of Commerce
- Neighborhood Business Associations
- Venture Portland
- Immigrant & Refuge community Organization
- Worksystems, Inc.
- East Metro Economic Alliance
Target Business Marketing & Lead Generation

- No system in place for business development
- No East Portland property inventory
- No unified message
- No organized outreach or team
Business Promotion & Marketing

- Regular promotions at managed shopping centers such as Mall 205
- Community-wide retail marketing, public relations and business success stories are absent or limited
ED Resources: Summary

**Assets**

- Multiple organizations with sense of urgency for improvement
- Many resources, tools, programs

**Challenges**

- Organizational/business development coordination
- No formal economic development organization
- Difficulty marketing large East Portland area
- Limited business/expansion initiatives and promotion
What are East Portland’s Top Assets?

🌟 Regional location and access
🌟 Health care industry
🌟 Immigrant/refugee/new Portlander entrepreneurship
🌟 Strong market growth
Potential Initiatives
### Guiding Strategies

<table>
<thead>
<tr>
<th>Support...</th>
<th>Promote...</th>
<th>Build...</th>
<th>Align...</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Neighborhood business districts</td>
<td>• Workforce training &amp; education programs</td>
<td>• Local capacity for implementation</td>
<td>• Resources for economic development</td>
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<tr>
<td>• Locally-owned businesses</td>
<td>• Development opportunity sites</td>
<td>• Household economic security</td>
<td></td>
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<tr>
<td>• Competitive business clusters</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Urban innovation</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Key Initiatives Focus Areas

- Property Development
- Image Development
- Business Attraction
- Business Retention & Expansion
Potential Initiatives:
What will get people engaged?

- Develop Your Business Development Marketing Organization Structure
- East Portland Image Campaign
- Enhance Appearance of Commercial Corridors
- Entrepreneur & Business Connections