



# Working Harbor Reinvestment Strategy

---

## Overview

The Working Harbor Reinvestment Strategy will be a 10-year program of coordinated public investments by the City of Portland, Portland Development Commission (PDC), and Port of Portland in the economic vitality of the working harbor industrial districts (Northwest, Linnton, Lower Albina, Swan Island, and Rivergate). The strategy will focus on land, workforce, and infrastructure improvements to stimulate private industrial reinvestment. It will be prepared from Fall 2005 through Summer 2006 as an economic development component of the River Plan.

## Reinvestment Strategy Goals

Two primary goals essentially define the project:

- Stimulate private industrial reinvestment in the harbor districts through public investments in land, workforce, and infrastructure.
- Coordinate capital investments by the City, Port of Portland, and Portland Development Commission that advance economic development in the harbor industrial districts.

Why is the reinvestment strategy needed? The harbor industrial districts are a priority location for the regional economy and statewide freight distribution. Much of the region's industrial sector relies on proximity to the harbor area transportation system and industry clusters. While industrial job creation in the region has trended above national averages, industry managers have expressed a sense of urgency about rising local costs and competitive pressures from changing global market conditions. Additionally, brownfields, aging infrastructure, and other constraints in the older harbor districts pose uncertainty and cost challenges for expansion and redevelopment. Public investments in land (urban renewal, brownfields, port terminals), labor (workforce development), and infrastructure (streets, rail, channel, sewer, water) offer key opportunities to strengthen the long-term competitiveness of the harbor districts and, in turn, stimulate private industrial retention, expansion, and development.

The reinvestment strategy is also a timely opportunity to expand the economic development scope of three current, harbor area projects: Portland's River Plan, PDC's Willamette Industrial Urban Renewal Area Implementation Strategy, and the Port of Portland's 2003 Marine Terminals Master Plan. A coordinated approach to public investments offers the potential for

cost savings and a more integrated economic development perspective in these districts among public agencies with different missions. Economic development investments that retain and grow jobs along the harbor can also facilitate environmental cleanup and riverfront enhancements as development occurs.

## Partners and Participation

**Project Partners** — The Bureau of Planning will develop the reinvestment strategy in partnership with the Portland Development Commission, Port of Portland, Portland Office of Transportation, Bureau of Environmental Services, and Water Bureau.

**Advisory Groups** — The River Plan Committee (public advisory committee), River Industrial and Economic Advisory Group (industry stakeholders), and Technical Advisory Committee (intergovernmental partners) will review the work plan and products.

**Public Outreach** — The reinvestment strategy will be part of the River Plan public outreach efforts, including a project website, presentations to stakeholder associations, brownbags, comment periods, and hearings.

**Adoption** — The reinvestment strategy is proposed to be jointly adopted by Portland City Council, the PDC Commission, and the Port of Portland Commission.

## Products and Schedule

**Interviews – Fall 2005** — Conduct interviews and focus groups with business leaders, property owners, and developers. Identify business priorities for public investments to stimulate private industrial reinvestment.

**Conditions, Opportunities and Constraints Analysis – Winter 2005/06** — Forecast harbor area growth. Assess infrastructure needs, focusing

on district capacity, vacant site development needs, and catalyst projects. Analyze 10-year land absorption supply and development feasibility. Assess workforce development needs and other business priorities for public investments.

***Opportunity Sites Portfolio – Spring 2006***

— Convene an intergovernmental team to identify permissible prototype designs, review pathways, and available assistance. Publish a harborwide portfolio of vacant and redevelopable sites.

***Reinvestment Strategy - Summer 2006*** — Develop a funding strategy, project selection criteria, and a 10-year capital improvements program for the harbor area. Recommend assistance resources to fill gaps. Recommend ongoing mechanisms to coordinate public investment planning that fosters economic development.

**Relation to Other Harbor Area Projects**

***River Plan*** — The reinvestment strategy will be an economic development component of the North

Reach phase of the River Plan, an area plan underway for the Willamette riverfront that will advance the city’s River Renaissance objectives. Other concurrent tracks of the River Plan address natural resources, recreation, and neighborhood issues. It will update Portland’s Willamette Greenway Plan and zoning and implement regional Goal 5 rules in the area.

***Willamette Industrial and Interstate Urban Renewal Areas*** — These two urban renewal areas created in 2004 and 2000 are in early implementation stages and cover portions of the harbor area. The WIURA Implementation Strategy will be developed concurrently with the harborwide reinvestment strategy.

***Marine Terminals Master Plan*** — This 2003 master plan for the Port of Portland’s four marine terminals, along with other Port planning initiatives, propose major public investments in the harbor area. Early implementation efforts offer opportunities to augment and adapt to a harborwide investment strategy.

**For additional information and questions, please contact Steve Kountz at 503-823-4551 or [skountz@ci.portland.or.us](mailto:skountz@ci.portland.or.us)**

