



Working Harbor Reinvestment Strategy

Overview

The Working Harbor Reinvestment Strategy will be a 10-year program of 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). It will be prepared in 2006 and early 2007 as an economic development component of the River Plan.

Project Goals

Two primary goals essentially define the project:

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

Why is the Reinvestment Strategy Needed?

Priority economic location - The working harbor is Oregon's primary gateway for international and domestic trade. It is Oregon's hub of river, rail, highway, and pipeline infrastructure. It is the region's largest heavy industrial area. And it is a cluster location for some of the region's largest basic industries in metals, equipment manufacturing, and interregional distribution. These functions make the harbor industrial districts a priority location for the regional economy and statewide freight distribution.

Competitive challenges - These older industrial districts are also challenged by competitive pressures from changing global market conditions, a tightening land supply, aging infrastructure, and other constraints upon industrial retention, expansion and development. Public investments in land (brownfields, port terminals, urban renewal), infrastructure (roads, rail, channel, sewer, water), and workforce offer key opportunities to strengthen the long-term competitiveness of the harbor districts and, in turn, stimulate private industrial reinvestment.

Timeliness - The reinvestment strategy is 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.

Broader public benefits - 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 – Early 2006 – Conduct interviews and focus groups with business leaders, property owners, and real estate professionals. Identify business priorities for public investments to stimulate private industrial reinvestment.

Conditions, Opportunities and Constraints Analysis – Summer/Fall 2006 – Forecast harbor area growth. Assess infrastructure needs, focusing on district capacity, developing constrained sites, and economic catalyst projects. Assess other business priorities for public investments identified in interviews.

Opportunity Sites Portfolio – Summer/Fall 2006 – Analyze 10-year land absorption supply and development feasibility. Identify permissible prototype designs, permitting pathways, and available development assistance. Publish a portfolio of vacant and redevelopable sites.

Reinvestment Strategy – Winter 2006/07 – 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.

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