

# Central City 2035:

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## Economic Vitality

### Draft Goal:

*Improve the economic competitiveness and meet the commercial growth potential of the Central City relative to West Coast and regional markets.*

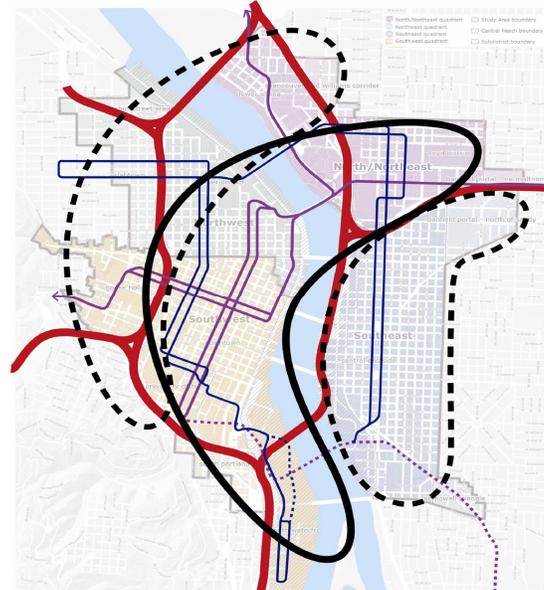
*Through Central City development add to the region's prosperity and livability, business innovation, and the efficient use of capital and resources.*

### Draft Strategy:

1. **Business Development** - Implement initiatives to support business development and thereby increase demand for Central City commercial space from business sectors for which the Central City has competitive advantages.
  - Support traded sector job growth in target industries in the Central City.
  - Maintain conditions that support the growth of the traditional Central City core business sectors.
  - Expand the economic impact of higher education institutions in the Central City.
  - Maintain the Central city as a destination for entertainment, culture, shopping and tourism

2. **Sub-District and Commercial Space Development** - Promote the competitive advantage of the Central City as a business location and the strength of the market for private real estate development in the Central City to meet a diversifying business demand.

- Support private sector development of diverse types of office and commercial space - especially lower cost, renovated or flexible space (often referred to as Class B/C space).
- Promote and strengthen the distinctive advantages for businesses and real estate development offered by the Central City's high-density "Core" and lower-cost, fertile east and west side "Edge" areas and their sub-districts.
- Prioritize infrastructure investments needed for job growth and the competitiveness of sub-districts including universal, affordable access to high-speed information technology.
- Support management, marketing, programming and place-making activities that add to the attractiveness and vibrancy of the Central City.



**Central City high density "Core" and lower-cost East and West Side "Edge" sub-districts.**

## Draft Objectives:

### Growth targets

1. Over the next 25 years, achieve an average of 10% of 7-county regional job growth in the Central City. Based on the Metro forecast, this would add an estimated 60,000 new jobs from 2010 to 2035.
2. Over the next 25 years, provide land, development and infrastructure capacity to accommodate 15% of 7-county regional job growth in the Central City. This would add capacity for up to 90,000 new jobs from 2010 to 2035 based on the Metro forecast.

### Business Development

3. Increase traded sector job growth in the region and in the Central City through focusing business development efforts on target clusters that drive regional prosperity, particularly in expanding small businesses and headquarters offices.
4. Support the competitiveness of the Central City's as:
  - a. a regional center for professional, business, financial, government and information services.
  - b. a location for industrial businesses especially businesses with high employment densities, and
  - c. an incubator for business startup activity and innovation.
5. Expand the economic impact of higher education institutions in the Central City through:
  - a. supporting the growth and development needs of the institutions
  - b. promoting opportunities for commercialization of research and business development
  - c. promoting the contributions the institutions can make to the regional workforce and vitality of the Central City
6. Foster urban innovation in the Central City as a laboratory and showcase for sustainable design and urban livability, supporting the region's position as a leader in the expanding sustainability and technology sectors.
7. Plan and create an incentive for very high bandwidth broadband deployment through clustering and collocating very large capacity users.
8. Support management, marketing, programming and place-making activities that maintain and improve the attractiveness and vitality of the Central City as a destination for entertainment, culture, shopping and tourism

## Sub-District and Commercial Space Development

9. Improve the cost-competitiveness of the Central City in the regional office market with emphasis on growth opportunities in midrise office construction, rehabilitation and expansion of older buildings instead of demolition, and reuse of underutilized buildings.
  - a. Use targeted business assistance to reduce occupancy and access costs;
  - b. Make strategic commercial space development assistance; and
  - c. Undertake investments and programs that improve and market the value of a Central City location for business tenants and workers.
10. Maintain and improve the qualities of the Central City that make it competitive as a location for business and that support the competitiveness of Portland as a whole. These qualities include:
  - a. Dense, multi-use development,
  - b. Distinctive and active sub-districts,
  - c. Efficient and safe access, and
  - d. A safe, attractive and active public realm.
11. Prioritize infrastructure investments that create conditions supportive of business productivity and job growth in the Central City including telecommunications, district energy, freight connections, and transit, bike and pedestrian access.
12. Expand retail opportunities to reinforce the Downtown Retail Core as a destination shopping district.
13. Promote student and workforce housing development, except in industrial zones.
14. In the Central City's east and west side lower density Edge areas:
  - a. Promote opportunities for development of a diversity of types of commercial space,
  - b. Leverage infrastructure investments for business and job growth through timely implementation of land use regulations, investments and programs.
  - c. Market and strengthen the distinctive advantages offered by these sub-districts,
  - d. In industrial areas, maintain access and other conditions necessary for success of industrial uses.
  - e. In all areas, provide for conditions beneficial to workers and others including safe pedestrian, bike and transit access and some ground floor commercial uses.

## Potential Actions:

### Business Development

- Include assistance to Central City firms and locations as part of the City's economic development strategy currently focused on five industry concentrations: advanced manufacturing, athletic & outdoor, clean tech, software, and research & commercialization.
- Market Central City locations as part the City's international business development, trade and investment strategy.
- Promote links between Central City educational institutions and private industry targeting opportunities for job development in the Central City.
- Support the "Innovation District" proposed around Portland State University and the OHSU waterfront campus to foster university expansion, commercialized research, and related business development
- Promote and support implementation of Central City eco-district strategies including use of innovative green building, district energy, information, stormwater and other technologies to increase performance at a district scale and to develop local expertise in this new urban development sector.
- Begin implementing a broadband strategic plan to facilitate and optimize Central City broadband access.
- Work with PDC, educational institutions and other partners to explore a Central City niche for research and other users of very high capacity broadband that could anchor installation of such capacity to server a business cluster campus(OCC).
- Better align public and private roles to meet the Central City's job growth targets and expand partnerships.
- Diversify business and development assistance resources to implement economic vitality objectives and make up for expected reductions in tax increment financing.

### Sub-District and Commercial Space Development

- Integrate economic and real estate development by supporting private sector development of commercial space appropriate for target industries and projects which enhance target industry competitiveness.
- Develop programs to support accelerated office development in expanding Class B and C markets.
- Renew public-private marketing of the Central City as a preferred location for businesses and workers.
- Implement and regularly update the downtown retail strategy and make strategic investments in the downtown retail core to favorably compete with regional town centers.

- Support the growth of other educational institutions and look for opportunities to build on the growth and presence of these institutions including, PSU, U of O, OHSU NWCA, NWCNM and CNM.
- Review development regulations and fees to find improvements that enhance regional cost competitiveness, such as cost-efficient midrise height allowances to 90 feet, expanding industrial office allowances, and SDC assistance or reduction for Class C office space.
- Continue to invest in transit expansion to link the Central City's innovation and employment hubs to the rest of the City and region.