

Revised  
**Albina Community Plan**  
Action Charts

Adopted By City Council  
October 11, 2000  
Resolution No. 35932



CITY OF PORTLAND, OREGON  
BUREAU OF  
**Planning**

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Re: Albina Community Plan

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**Special thanks to the North/Northeast Economic Development Alliance.**



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## Introduction

### Background

The *Albina Community Plan* (ACP) was adopted by City Council in 1993 as an area-specific update of the city's *Comprehensive Plan*. The plan addressed a broad range of social, economic, housing and land use issues faced by the diverse but economically distressed neighborhoods of inner north and northeast Portland. Since its adoption, the ACP has been a valuable blueprint for revitalization, from helping to secure an Enterprise Community designation to providing the policy framework for the Interstate Corridor Urban Renewal Area. Some of the Plan's other success stories are outlined in the Bureau of Planning's 2000 *Highlights* report.



NEDA Land Use Meeting, February 2000

The *Albina Community Plan*'s action charts are a critical component of the plan's success. The action charts list individual projects, programs and regulatory actions that implement the policies and objectives of the plan. Taken together, the action items form a comprehensive agenda for realizing the Albina community's vision for the area. The *Highlights* report indicates that nearly 50 percent of the 325 original ACP action items had been implemented or partially implemented by 2000 and that another 34 percent were ongoing.

The *Albina Community Plan* is intended to be a dynamic, living document. Reviewing and updating the original 1993 action charts is an important step in keeping the plan relevant as circumstances change in the community.

### Public Process and Outreach

The North/Northeast Economic Development Alliance (NEDA) initiated the review process in 1998 by charting progress made towards implementation of the action items. NEDA commentary and proposed revisions formed the basis for two public workshops co-sponsored by the Alliance and the Bureau of Planning in Fall 1999. Bureau of Planning staff integrated community feedback from the workshops and written responses solicited from implementors and citizens into *Albina Community Plan Action Charts Review: Comments and Suggested Revisions*, released in February 2000. Following more rounds of discussion with action item implementors and continued feedback from NEDA subcommittees, a *Discussion Draft* of the proposed revised action charts was released for public review in May 2000.



Public Workshop, King School, May 13, 2000

The *Discussion Draft* formed the basis for two Bureau of Planning public workshops in May and June 2000. The results of these workshops and further discussions with implementors resulted in

staff's proposal to the Planning Commission, which held a public hearing on the proposals on July 25, 2000. As a result of public testimony and the Commission's deliberations, six action items were further revised and two new actions were created. On August 8, 2000, the Commission voted unanimously to recommend that City Council adopt the revised charts. City Council held a public hearing on October 11, 2000 and voted unanimously to adopt the Planning Commission's recommended *Revised Albina Community Plan Action Charts*.

## Summary of Action Chart Revisions

Over 75 percent of the ACP action items have been revised and 53 new actions have been added. The table below summarizes the revisions to the action charts:

### 2000 Revisions to 1993 ACP Action Charts

Policy Area	Total Actions		New Actions	Deleted Actions	Revised Actions
	1993 Charts	Revised Charts			
Land Use	34	45	13	2	26
Transportation	30	34	6	2	23
Bus. Growth & Dev't.	42	42	4	4	30
Jobs and Employment	17	25	9	1	16
Housing	32	40	9	1	24
Education	37	37	1	1	27
Public Safety	28	30	2	0	23
Family Services	40	38	1	3	31
Community Character	44	50	7	1	36
Environmental Values	21	22	1	0	17
<b>Total</b>	<b>325</b>	<b>363</b>	<b>53</b>	<b>15</b>	<b>253</b>

The sheer number of revisions precludes brief summation. A few of the more salient issues addressed by the revisions include:

- *Concerns about gentrification and involuntary displacement of existing Albina residents and businesses.* These widespread concerns are addressed by several action items that speak to housing affordability issues. H28 specifically calls for the development of strategies to retain housing opportunities for existing residents and for the mitigation of the impacts of gentrification and displacement. BG39 calls for innovative ways to ensure that existing Albina businesses and residents benefit from new development. Examples include community ownership and condominium business arrangements.
- *Concerns about adequate parking opportunities for neighborhood businesses along Martin Luther King Jr. Blvd and other corridors.* These concerns are addressed by a number of action items, including T32 which calls for exploring opportunities to create new on-street parking as properties develop along Martin Luther King Jr. Boulevard, and T33 which calls for the consideration of angled vehicle parking on side streets close to major corridors.



- *Concerns about the scale of new development along Martin Luther King Blvd., especially in relation to nearby single-dwelling residences.* This concern is most directly addressed by action CI50, which emphasizes improved transitions between different building heights and types.

An important component of this project has been to update the lists of action item implementors. Over seventy new implementors have been added, including public agencies such as the Portland Bureau of Purchases and community and not-for-profit organizations such as Self Enhancement Inc., worksystems inc., the Parent-Teachers Association, and the Wetlands Conservancy Stewardship Program.



**Action Chart: Land Use**

#	Action <sup>1</sup>	Timeline				Implementors <sup>2</sup>
		Completed	On-Going	Next 5 Years	6 to 20 Years	
<b>PROJECTS</b>						
LU1	Create a new entry park or park blocks near the intersection of Martin Luther King Jr. Boulevard and Broadway Street.		X			PARKS, PDC, NEBA
LU2	Create a new open space north of Heron Lakes Golf Course.				X	PARKS, METRO
LU3	Preserve as open space the property between the bottom and the top of the bluff between the Fremont Bridge and the University of Portland. This area is generally east of Albina Yard and Mocks Bottom.		X			PARKS, METRO, PDOT
LU4	Create a path in the area between Marine Drive and North Portland Harbor west of I-5 freeway.	X				PDOT, METRO
LU5	Create opportunities for assembling larger lots for residential and commercial development where there are scattered vacant and underutilized parcels along Martin Luther King Jr. Boulevard. Work to ensure that new development along Martin Luther King Jr. Blvd. is consistent with community goals as set out in the Albina Community Plan.		X			BOP, PDC, NEBA
LU6	Include existing and potential new open spaces in the Albina Community as part of the regional green spaces master plan. Base open space acquisition and design decisions on community input and the existing character of surrounding streets and neighborhoods.			X		METRO, PARKS
LU7	Within programs which address water quality in the Columbia Slough, emphasize the use of multiobjective approaches which preserve and enhance natural values unless other critical environmental objectives are compromised, or costs are unacceptable.		X			BES, CORPS, CSWC, DEQ, METRO, PARKS
LU8	Identify and make available to Albina area residents and businesses a listing of native plant species that are appropriate for use in the area which includes verbal and pictorial descriptions.	X				BOP
LU9	Complete the portion of the 40 mile loop trail along the north bank of Columbia Slough. Develop water access and small recreation sites along the trail.		X			PARKS, LOOP
LU10	Develop open space and park development standards that emphasize safety and security of park users.		X			PARKS
LU11	Complete feasibility study and build the Willamette River Greenway Trail on the east bank from the Steel Bridge to the St. Johns Bridge.				X	PARKS, METRO, PDOT, BOP
LU12	Identify opportunities for constructing wider sidewalks along N Interstate Avenue.			X		PDOT, BOP, PDC
<b>PROGRAMS</b>						
LU13	Link the parks, natural areas and open spaces of the Albina Community with the regional system of green spaces.		X			PARKS, PDOT, METRO
LU14	Consider expanding the Convention Center Urban Renewal District to support economic activity within the Albina Community. Foster the stability of residential neighborhoods and link Albina to the economic opportunities created in the Convention Center Urban Renewal District.		X			PDC
LU15	Develop pedestrian-oriented local retail nodes and housing at light rail station areas.		X			PDC, PDOT, PVT

**Action Chart: Land Use**

#	Action <sup>1</sup>	Timeline				Implementors <sup>2</sup>
		Com- pleted	On- Going	Next 5 Years	6 to 20 Years	
LU 16	Establish and maintain a Community Initiative Grant Program targeted for use in BHCD eligible neighborhoods and subareas by community-based organizations. Initiate an annual review and public update process for the program.		X			BHCD
LU 17	Determine the feasibility of establishing a gardening and landscaping "tool lending library."		X			PARKS
LU 18	Establish a program to inform home owners about housing maintenance, rehabilitation and property management. Include outreach in languages other than English.			X		OPDR, CDCs, PDC, NECDC
LU 19	Create community based code enforcement teams. Establish neighborhood liaisons in the Office of Planning and Development Review who will work with the teams to help them identify problems and then follow through on them through the City's enforcement process.			X		OPDR, BFR, NECN, UF, PPB
LU 20	Monitor the zoning pattern and development activities and correct problems that inhibit development activity with solutions that support all applicable policies.		X			BOP
LU 21	Revive commerce on NE Martin Luther King Jr. Boulevard. Foster the development of strong commercial nodes along NE Martin Luther King Jr. Boulevard. Locate major centers at NE Broadway Street, NE Russell Street and NE Killingsworth Street.		X			PDC, BOP, NEBA
LU 22	Protect existing and plant additional street trees throughout Albina.		X			UF, PVT, NAs, BHCD, FOT, PACP
LU 23	Support and promote the creation of more community gardens. Seek funding for personnel and management of gardens. Allow neighborhoods to negotiate the means of providing maintenance of community gardens. Catalogue existing gardens and promote their use in the community.		X			PARKS, FCG, BHCD
LU 24	Increase neighborhood and citizen participation in the land use and development processes. Ensure timely notification to neighbors about proposed development projects.		X			OPDR, BOP, ONI, NAs, PVT, PDC, Bas
LU 25	Seek ways to meet the parking needs of neighborhood businesses while addressing the pedestrian and transit-friendly vision for Martin Luther King Jr. Blvd.		X			NEBA, PVT, PDC
LU 26	Work to ensure that Brownfields Showcase initiative benefits received under the Enterprise Community designation will directly aid in the redevelopment of sites in North/Northeast Portland and ensure accountability as to where and how funds are expended.		X			BHCD, PDC, ECC, NEDA
LU 27	Reinforce Martin Luther King Jr. Blvd. as a location for jobs by encouraging new mixed-use projects along the boulevard to contain a significant proportion of employment-generating development. Encourage the use of provisions under the Albina Plan District regulations that allow up to 35 percent of a project's floor area to contain commercial uses in the RH zone.		X			PDC, NEBA, NEDA, PVT, NAs
LU 28	Increase Albina community members' capacity to influence the Request For Proposal process and development/developer selection.		X			PDC, OAME

**Action Chart: Land Use**

#	Action <sup>1</sup>	Timeline				Implementors <sup>2</sup>
		Com- pleted	On- Going	Next 5 Years	6 to 20 Years	
LU 29	Create a community-based annual monitoring and evaluation process for Albina Community Plan implementation. This process will be timed to influence annual agency budget appropriations. Ensure adequate lead time and wide distribution of information so that neighborhood and business associations, community groups, Plan implementors and concerned citizens may fully participate in the process.		X			NAs, BAs, NEDA, NECN, NPNS
LU 30	Make the Albina Community Plan and related documents available on the Internet. Devise ways to use the Internet as a communication and outreach tool in the ongoing monitoring and evaluation of the Plan.		X			BOP
LU 31	Develop distinct, well-anchored commercial, institutional and industrial nodes by focusing this type of development on sites zoned for employment. Focus residential development in residentially zoned land and as supporting components of mixed-use projects.		X			PDC, NEDA, NEBA, PVT
<b>REGULATIONS</b>						
LU 32	Create a new institutional campus plan and zoning designation. Apply this designation to large institutional uses.	X				BOP, Area Institutions
LU 33	Encourage higher density transit supportive development near light rail lines by applying enabling zoning tools and the "d" design overlay to areas at and near light rail transit stations. Rezone areas zoned CG or EG to a transit supportive base zone.			X		BOP
LU 34	Establish zoning along the Plan Area's major streets that allows mixed-use development (business and residential) and allows increased density near bus lines.	X				BOP, NAs
LU 35	Utilize full block zoning (approximately 200 foot deep zoning) to foster the creation of regional commercial nodes at strategic locations along the study area's major streets.	X				BOP
LU 36	Use the "b" buffer overlay zone to improve the compatibility of new full block development with adjacent residentially zoned areas.	X				BOP
LU 37	Rezone portions of Martin Luther King Jr. Blvd. to mixed-use or high density residential to concentrate commercial development in nodes.	X				BOP
LU 38	Develop standards and guidelines aimed at ensuring the compatibility of new infill projects with the character of nearby existing development.	X				BOP, NAs, BAs
LU 39	Develop and apply the "a" alternative design density overlay to provide opportunities for increased density that focuses on owner-occupancy and design compatibility with existing neighborhoods.	X				BOP
LU 40	Establish an RHd Comprehensive Plan Map designation in the area between I-5 and Interstate Avenue adjacent to the proposed light rail alignments. Tie the implementation of the RHd designation to the retention of funding for the northern light rail alignment.	X				BOP

### Action Chart: Land Use

#	Action <sup>1</sup>	Timeline				Implementors <sup>2</sup>
		Com- pleted	On- Going	Next 5 Years	6 to 20 Years	
LU 41	Monitor and evaluate on an ongoing basis the implementation of the Albina Community Plan. Neighborhood and business associations and organizations and service providers shall be involved in this inclusive monitoring process. Consider establishing an ongoing position within the City of Portland that functions as the "keeper" of the Albina Community Plan. This employee will provide a single point of contact about Albina Community Plan issues.		X			BOP, BAs, BHCD, NAs, NECN, NEDA
LU 42	Review the need for the Off-site Impact Standards for industrial uses in the EX zone within the Albina Community Plan District. Should this review result in changes to the standards, create and publish a brochure which explains them.				X	BOP, PDC
LU 43	Consider undertaking a zoning study along Martin Luther King Jr. Blvd. and the Vancouver-Williams corridor north of Fremont. Evaluate the ability of existing zoning patterns to facilitate commercial revitalization and job growth. Consider making adjustments that are consistent with the Comprehensive Plan and neighborhood visions and will reinforce Martin Luther King Jr. Blvd. as a location for jobs. Involve neighborhood and business associations and all interested parties early in the study process.			X		BOP, PDC, NEDA, NEBA, NAs
LU 44	Consider periodic reevaluation the "a" Alternative Design Density overlay zone standards to ensure that development outcomes are consistent with community goals.		X			BOP
LU 45	Explore such issues as seismic regulations, historic structures and "green buildings" as part of the development strategy for Albina.			X		PDC

1. *The Portland City Council approved these action charts by resolution. The actions listed are a starting place. Actions are adopted with the understanding that some will need to be adjusted and others replaced with more feasible proposals.*
2. *Identified implementors have expressed interest and support with the understanding that circumstances may affect their ability to take action. Some implementors are entities that actually carry out one or more elements of the action, while other implementors advocate for the action.*

**Action Chart: Transportation**

#	Action <sup>1</sup>	Timeline				Implementors <sup>2</sup>
		Com- pleted	On- Going	Next 5 Years	6 to 20 Years	
<b>PROJECTS</b>						
T1	Begin the alternative analysis and environmental impact statement processes for the northern light rail transit line.	X				PDOT, TM, METRO
T2	Establish a funding source and build the northern light rail corridor.			X		PDOT, TM, PDC
T3	Continue to increase the number of transit routes which provide service to people with disabilities.	X				TM
T4	Identify bus stops with inadequate lighting and improve lighting at these stops. Examine the need for more shelters and posted schedules at bus stops. Provide the telephone number of Tri-Met's Community Liaison at bus stops.		X			TM, NAs, NECN
T5	Improve east-west and north-south bus connections. Improve scheduling to better accommodate transfers. Establish a system which does not necessitate as many downtown transfers.		X			TM, PDOT
T6	Provide increased transit service between residential areas and existing and emerging employment centers. Support existing Transportation Management Associations (TMAs) and encourage the formation of new ones.		X			TM, PDOT, PP, NECG
T7	Establish bicycle and pedestrian connections between residential areas and the Columbia Slough. Provide access from the slough to NE 33rd Avenue and NE Martin Luther King Jr. Boulevard.			X		PDOT
T8	Develop and maintain designated pedestrian and bicycle routes. When appropriate, clearly mark bicycle routes with striping and signage. Seek compatibility between the provision of bicycle lanes and the availability of vehicle parking resources.		X			PDOT
T9	Plan for alternative modes of transportation, including jitneys, bicycles, trolleys and neighborhood minibus/van service.		X			PDOT, TM, CCA, NECG
T10	Conduct research on alternative fuels and upgrade to clean fuel standards for buses.		X			TM
T11	Install pedestrian signals on streets with high traffic volumes. Consider providing longer pedestrian crossing times at intersections near schools.		X			PDOT, NAs
T12	Identify specific locations with neighborhood traffic problems and investigate alternative approaches to traffic mitigation. Identify sources of additional funding for traffic mitigation efforts.		X			PDOT, NAs
T13	Synchronize traffic lights on major thoroughfares.		X			PDOT
T14	Create noise buffers along the I-5 freeway to mitigate the impacts of freeway traffic noise.		X			ODOT
T15	Construct a bridge and road connection from Columbia Boulevard across the Columbia Slough to the industrial sanctuary located in the southern part of the East Columbia Neighborhood, possibly on the NE 13th Avenue alignment, that will also be accessible to bikes and pedestrians.				X	PDOT
T16	Continue "Bikes on Transit" study.	X				TM
T17	Initiate discussions between the City, Tri-Met and the Lloyd Transportation Management Association about expanding fareless square along NE Martin Luther King Jr. Blvd.		X			NEBA, TM

**Action Chart: Transportation**

#	Action <sup>1</sup>	Timeline				Implementors <sup>2</sup>
		Completed	On-Going	Next 5 Years	6 to 20 Years	
T18	Consider bus service improvements on NE Killingsworth between 27 <sup>th</sup> and Martin Luther King Jr. Blvd.			X		TM, PDOT
T19	Improve freight traffic access and eliminate railroad crossing conflicts by constructing the Lower Albina Overcrossing.			X		PDOT, TM
<b>PROGRAMS</b>						
T20	Encourage Neighborhood Associations to contact Tri-Met Community Relations with specific issues or concerns regarding transit service and participate in Tri-Met planning process. Continue to partner with the Northeast Coalition of Neighborhoods to fund and operate the Rider Advocate program.		X			TM, NECN, NEBA
T21	Extend dial-a-ride services beyond school/work and medical appointment service.	X				TM
T22	Periodically review and update routes and frequency of bus lines with community input. Provide timely notification of route and service changes.		X			TM, RA
T23	Devise alternative strategies to pay for paving of unpaved streets.			X		PDOT, NAs
T24	Provide additional sidewalks to encourage walking.		X			PDOT
T25	Establish direct bus connections between Northwest and inner-North and inner-Northeast Portland.			X		TM, PDOT
T26	Encourage the reinstatement of "Owl" service on key transit lines.				X	TM, BAs, NAs, PDOT
T27	Reduce maximum automobile speeds on local service streets by education, enforcement and engineering actions.		X			PDOT, PPB
T28	Expand the number of wheelchair ramps in Albina. Investigate the use of textured ramp surfaces to aid vision-impaired citizens.		X			PDOT
T29	Identify and provide traffic control devices and buffers between cars and sidewalks that increase safety. Investigate traffic control improvements such as infrared sensors and variable pedestrian crossing times at key intersections, especially near schools.		X			PDOT
T30	Reduce the environmental impacts of the I-5 freeway by planting dense native vegetation wherever possible. Regularly monitor vegetation and replace as necessary.		X			ODOT
T31	After each phase of street modifications on Martin Luther King Jr. Blvd., reserve time to evaluate completed work and its impacts on commercial parking and pedestrian needs.		X			PDOT, NEBA, PDC
T32	As properties redevelop along Martin Luther King Jr. Blvd., explore opportunities to create adequate street frontage to provide new on-street parking.		X			PDOT, PVT, NEBA, OPDR
T33	Address the need for on-street parking by small businesses on an ongoing basis. Consider angle parking on side streets close to major corridors, where appropriate.		X			PDOT, ODOT, NEBA, PDC



### Action Chart: Transportation

#	Action <sup>1</sup>	Timeline				Implementors <sup>2</sup>
		Com- pleted	On- Going	Next 5 Years	6 to 20 Years	
<b>REGULATIONS</b>						
T34	Require commercial, industrial, institutional and multifamily developments to provide bicycle parking which is protected and secure.	X				PDOT, BOP

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### Action Chart: Business Growth and Development

#	Action <sup>1</sup>	Timeline				Implementors <sup>2</sup>
		Com- pleted	On- Going	Next 5 Years	6 to 20 Years	
<b>PROJECTS</b>						
BG1	Develop and implement a comprehensive economic development strategy for the Albina Community which integrates existing economic development programs and projects, creates family wage jobs and creates wealth for all segments of the community.		X			PDC, BHCD
BG2	Develop a permanent facility where Albina crafts-people, artisans, and new businesses can display and market locally produced goods and services.			X		OAME
BG3	Provide production and office space and support services to incubator firms and micro-enterprises.		X			OAME, BUF, OECD
BG4	Conduct a feasibility study to determine the potential for development of a tourist attraction in the Mississippi Conservation District which focuses on Albina's development from a rural farming area to a culturally diverse and rich inner-city urban community.		X			NAs, BHCD, BAs, POVA
BG5	Conduct a feasibility study to determine the impacts of reducing permit, land use processing fees, and business licensing taxes by 50% in the Albina Community Plan area for 10 years.			X		NEBA, OMF, OPDR
BG6	Develop an inventory of home-based businesses.			X		OAME
BG7	Provide jobs for Albina residents at major employment centers such as Airport Way, Columbia Boulevard Industrial area, Swan Island and Rivergate.		X			PDC, wsi, PP, NWC
<b>PROGRAMS</b>						
BG8	Consider the extension of the Oregon Convention Center Urban Renewal District north on NE Martin Luther King Jr. Blvd. with an extension east on NE Alberta Street.	X				PDC, BOP
BG9	Revive commerce on NE Martin Luther King Jr. Blvd. Foster the development of strong commercial nodes at the intersections of Martin Luther King Jr. Blvd. with NE Broadway, NE Fremont and NE Killingsworth/NE Alberta and NE Lombard.		X			PDC, NEBA, OECD
BG 10	Use urban renewal tools to attract investment, support business growth, create jobs, and stimulate mixed use and residential development.			X		PDC, OECD
BG 11	Support project and development proposals located in the Oregon Convention Center Urban Renewal District and Martin Luther King Jr. Blvd. Extension which are consistent with Albina Community Plan and associated Neighborhood Plan goals, policies, objectives, comprehensive plan map designations and zoning. Following the adoption of the Albina Community Plan, City offices, bureaus, and commissions will not initiate, sponsor, or support development proposals in this urban renewal area which require conversion of residential Comprehensive Plan Map designations and zones to nonresidential classifications.		X			Portland
BG 12	Seek funds to support land assembly and site preparation activities in Albina's urban renewal district. Use subsequent tax increment revenues to expand the program in keeping with the policies established in the Albina Community Plan and the associated neighborhood plans.		X			PDC

## Action Chart: Business Growth and Development

#	Action <sup>1</sup>	Timeline				Implementors <sup>2</sup>
		Completed	On-Going	Next 5 Years	6 to 20 Years	
BG 13	Identify leaks in the regional economy and develop strategies and programs to assist local suppliers in providing goods and services to these markets		X			METRO, OAME, PP, PCOC, OECD, SBA
BG 14	Identify potential commercial and recreational businesses and activities which stimulate tourism and attract visitors to the Albina Community. Develop an action plan to stimulate the development of these economic activities within the Albina Community.		X			PCOC, METRO, POVA
BG 15	Use public incentive programs to stimulate investment and create jobs targeted to the Albina Community's economically and socially disadvantaged. Leverage working capital for locally owned new enterprises, emerging small businesses, and businesses owned by women and minorities.		X			PDC, OED, OECD, BHCD, OAME, SBA, ACB
BG 16	Expand international trade activities and develop new markets for Albina goods and services.		X			PP, PCOC, METRO, OECD
BG 17	Utilize public incentives such as the Enterprise Zone and Oregon Economic and Community Development Department programs to attract investment; support expanding businesses and create jobs in Albina's industrial and processing sectors. Work to ensure that the Enterprise Zone program produces tangible benefits for the Albina community in the form of wealth creation.		X			PDC, OECD
BG 18	Create programs that provide technical and development assistance and investment capital for area businesses. (Assist community-based organizations and corporations to offer technical and development assistance programs designed to meet the specific needs of start-up and small businesses.)		X			NEBA, BAs, OAME, SBA, ACB, HDC, MERCY, PDC, PSU, PVT
BG 19	Support the growth of home occupations and start-up businesses producing new income for Albina Community households.		X			PCC, CU, OAME, ACB, MERCY, PGE, PSU
BG 20	Encourage retailing of used clothing and household goods, locally grown and prepared foods, and locally produced handicrafts as a training opportunity for low-capital entrepreneurs, and as a way to re-use and recycle community resources.	X				ACG, BHCD
BG 21	Link with community-based economic development organizations and corporations creating public-private partnerships which attract business investment and create jobs in the Albina Community.		X			PDC, NEBA, OAME, NECD
BG 22	Recruit research and development companies and those on the leading edge of new technologies to the Albina Community.		X			PDC, BAs, OECD
BG 23	Encourage the siting and expansion of businesses selling Oregon manufactured products to the public.			X		BAs, NEBA, OAME
BG 24	Monitor and analyze national, state, regional and Albina Community market trends. Identify the locational preferences and requirements of siting industries and businesses. Implement a program to ensure the availability of commercial, institutional, and industrial sites meeting identified needs and priorities.			X		METRO, OECD, PDC, OED, PP, OAME, PCOC
BG 25	Maintain and publish an accessible inventory of vacant and redevelopable commercial and industrial properties in the Portland Metropolitan Area and the Albina Community.	X				PDC

## Action Chart: Business Growth and Development

#	Action <sup>1</sup>	Timeline				Implementors <sup>2</sup>
		Completed	On-Going	Next 5 Years	6 to 20 Years	
BG 26	Provide business, community, and educational materials to investors and businesses seeking information about the Albina Community.		X			OECCD, PDC, PCOC, NEBA
BG 27	Expand instructional programs in business start-up, operations, and marketing for Albina residents, entrepreneurs, business managers, and small business owners.		X			PCC, CU, PSU, SCORE, OAME, SBA, UP, NEBA, OECCD, SBDC
BG 28	Develop skills/resources databases for Albina residents to use in developing businesses or purchasing goods and services.			X		OAME, SBDC
BG 29	Invest in transportation capital projects and services which improve freight pick-up, movement, and delivery in the Albina Community.				X	ODOT, METRO, PDOT, PP
BG 30	Invest in the Albina Community's multi-modal transportation and communications networks linking Portland and the Albina Community to national and international markets.				X	PP, OECCD, QWEST, PACP, PGE, ODOT, METRO, PDOT, PDC
BG 31	Remove regulatory barriers to development of the community's institutions consistent with the provisions of the Albina Community and Neighborhood Plans.	X				BOP
BG 32	Develop and implement marketing campaigns which encourage Albina enterprises and institutions to purchase goods and services locally.		X			BA, NEBA
BG 33	Explore options for increased use of Albina Community emerging small businesses and minority owned businesses in City of Portland and Multnomah County contracts.		X			BES, PDC, OAME, OMF, MC, PBP
BG 34	Explore alternatives and develop strategies to employ more Albina Community lower income and unemployed residents in City-sponsored public works projects.		X			BES, NWC, UAP, PCC, NJC, wsi, PBP
BG 35	Use public resources as incentives for job creation by new and expanding businesses offering family wage employment opportunities and in-house career advancement to Albina Community residents.		X			NJC, PDC, OECCD, OED, NWC, ACB, wsi
BG 36	Use public resources to leverage investments by employers and community based organizations in the provision of job training and employee support systems such as health, transportation, and dependent care.		X			NJC, PDC, OECCD, wsi, NEDA
BG 37	Develop after school work-study programs that give secondary school students opportunities to learn basics for careers in various fields and professions.			X		SEI, SI, PPS
BG 38	Develop an integrated strategy and establish partnerships for economic development funding targeted to the Albina Community.		X			PDC, BHCD, OECCD, NEDA, ACB, PVT
BG 39	Develop and foster innovative ways to ensure that existing business owners and Albina residents benefit from new development and growth. Examples include condominium business arrangements and community ownership.		X			OECCD, PDC, NEBA, NEDA, OAME

### Action Chart: Business Growth and Development

#	Action <sup>1</sup>	Timeline				Implementors <sup>2</sup>
		Com- pleted	On- Going	Next 5 Years	6 to 20 Years	
<b>REGULATIONS</b>						
BG 40	Create a plan district on Swan Island designed to promote the ship repair industry.	X				BOP
BG 41	Monitor development activity for situations where land use regulations and/or cost factors discourage investment in the Albina Community. Consider amendments necessary to remove barriers and revise regulations and procedures to promote investment.		X			BOP, OPDR, PDC
BG 42	Evaluate existing and proposed federal, state, and local economic development legislation, regulations, and programs. Initiate and support changes necessary to make proposals responsive to the needs of the Albina Community.	X				OECDD, METRO, PCOC, NEBA, PDC, OMF

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**Action Chart: Jobs and Employment**

#	Action <sup>1</sup>	Timeline				Implementors <sup>2</sup>
		Com- pleted	On- Going	Next 5 Years	6 to 20 Years	
<b>PROJECTS</b>						
J1	Improve public transportation access for Albina residents traveling to employment centers within the Albina Community and to other areas such as Swan Island, Airport Way, Hayden Island, Rivergate and Lower Albina.			X		PDOT, PP, NJC, TM
J2	Broaden the 10- to 15-year review of housing affordability in Albina (ACP Housing Objective 12) to include economic development and jobs issues.			X		BOP
<b>PROGRAMS</b>						
J3	Promote and strengthen job training, job readiness classes, job retention, resume development, job application skills and computer training.		X			PCC, NWC, NJC, NEBA, UL, wsi, AMA, PPS, YP
J4	Develop strategies and identify sources of funding to solve the shortages of child care services in the community.			X		PEN, PPS, PCC, MC, AMA, BHCD
J5	Expand programs which provide opportunities for experienced workers and retirees to share work skills with neighborhood residents.		X			PPS, AARP, SCORE, OED, wsi
J6	Expand programs and organizations that are providing job training skills to Albina residents.			X		PPB, NJC, OED, NWC, PPS, PCC, wsi, PCOC
J7	Lobby state and federal agencies to provide financial and tax incentives to businesses that hire and train Albina Community residents.			X		wsi, NJC
J8	Provide comprehensive job support services and job training through community organizations to assist residents in acquiring jobs.		X			SCORE, wsi, NJC, AARP, PPS, OED, YWCA, AMA, PCC, UL
J9	Encourage employers and job trainers to practice interviewing and hiring techniques that are both culturally and ethnically sensitive.			X		BLCRD, wsi, OED, NJC, YP, NEBA, PCOC, PCC, SEI
J10	Ensure that job training funds received under the Enterprise Zone are invested in North and Northeast Portland, with community participation in the planning process.			X		wsi, NWC, NJC, NEDA
J11	Encourage all state penal institutions to coordinate their vocational training with available job training and job placement opportunities in Portland.			X		OED, wsi, NJC
J12	Increase the opportunity for the number of daycare centers for Albina residents who are in job interviews, training programs and/or working. Increase subsidized child care for Albina residents.		X			PCC, PEN, BHCD, NJC
J13	Ensure that the City's First Source Agreement Employment Policy is implemented wherever applicable.		X			PP, CBM, NJC, wsi
J14	Conduct yearly community job fairs for youth and adults.			X		PCC, NEBA, wsi, NJC, UL
J15	Improve job retention among newly hired workers by encouraging job placement agencies to provide "customer service" and follow-up.			X		wsi, NWC, NEOS, CU, YP

### Action Chart: Jobs and Employment

#	Action <sup>1</sup>	Timeline				Implementors <sup>2</sup>
		Com- pleted	On- Going	Next 5 Years	6 to 20 Years	
J16	Seek funding for a part-time one year staff position to assist the community-based monitoring committee in its efforts to assure adequate implementation of the Jobs & Employment and Education Policy objectives and actions. Long term success may require the identification of a funding source for the staff position.		X			NJC, EF, NEDA
J17	Develop vocational and job placement programs for ex-offenders aged 18 to 25 years, particularly ex-gang members.		X			BP, ECGS, SEI, STACS, YP, NECN, UMOJA, wsi, NJC, MC
J18	Develop strategies to direct resources towards retaining currently employed Albina residents as economic conditions become less favorable.					NJC, wsi, PVT, NWC
J19	Promote the role of entrepreneurship for Albina residents. Identify resources, sources of information, and community examples of individual businesses for residents considering this approach.		X			BHCD, PSU
J20	Develop strategies for identifying the types of employment an individual is most likely to continue with for the long term, rather than letting open jobs be the driving factor in job choice. Utilize an "identify your passion" philosophy in job programs.		X			NJC, NWC
J21	Expand job programs to help existing employees take the next step beyond entry-level positions.		X			wsi, PCC, NJC, NWC
J22	Increase the job skill-sets of Albina residents to facilitate employment in the "new economy," including the high-tech and information services sectors.		X			PPS, PSU, PCC, wsi, PDC, NJC, NWC
J23	Increase workforce development organizations' capacity to deliver market-driven training opportunities.		X			NWC, NJC, PCC, wsi
J24	Employ more Albina residents within the community. Strengthen existing monitoring programs and create new mechanisms to help employers receiving public funds hire Albina residents. Develop training programs for Albina residents that assist businesses receiving no public subsidy to employ local residents.		X			PDC, NEDA, ECC
<b>REGULATIONS</b>						
J25	Streamline zoning code requirements for daycare and home occupation.	X				BOP

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### Action Chart: Housing

#	Action <sup>1</sup>	Timeline				Implementors <sup>2</sup>
		Completed	On-Going	Next 5 Years	6 to 20 Years	
<b>PROJECTS</b>						
H1	Foster the development of innovative housing types including attached single-dwelling and manufactured housing.		X			AIA, CDCs, NECDC, PVT, PCD
H2	Foster the use and acceptance of alternative ownership forms such as cohousing, limited equity cooperatives, community land trusts, lease-purchase programs and mutual housing associations to provide affordable housing.		X			NAs, Lenders, CDCs, PDC, PCLT, CDN, FM
<b>PROGRAMS</b>						
H3	Encourage Albina Community employers to develop home ownership assistance programs for their employees that can be used as models by other area employers.		X			BHCD, FM, CDCs, PDC, NECDC, PHC, PVT
H4	Provide information and referral on programs that encourage home ownership, maintenance and rental rehabilitation. Market the availability of BHCD/PDC home loan.		X			PDC, CDCs, PHC, NECDC, BHCD, FM, PVT
H5	Establish and support awards programs that recognize design excellence, energy efficiency, cost containment, quality and compatibility in rehabilitation and new construction projects.		X			METRO, AIA, OSD, OPDR, NEDA, PCD
H6	Conduct workshops for first-time home buyers.		X			PHC, FM, NAs
H7	Maintain a database on vacant residentially zoned lots. Provide information on available financing and ownership to interested developers.		X			BOP, Lenders
H8	Establish neighborhood association committees which work with property owners, renters, real estate agents, lenders and community development corporations to market housing opportunities to current Albina residents and families.			X		NAs, REAs
H9	When feasible, move sound houses to more appropriate sites rather than demolish them, and reuse building materials from demolished houses in rehabs and new construction.		X			PVT, BHCD, CDCs
H10	Encourage the formation of programs which provide emergency repairs for properties owned or occupied by seniors or citizens with disabilities.		X			PDC, SHR, CA, PPB, CDCs
H11	Make information available regarding the state's property tax deferral program for the elderly.		X			BOP, MC, EIA, NAs
H12	Create a pool of below-market rate mortgage money to build home ownership among low- and moderate-income households.				X	Lenders, PDC, BOA, ACB, FM, NAs
H13	Market loans and special home ownership programs to low to moderate income Albina neighborhoods		X			Lenders, NPF, PHC, FM, NAs
H14	Make information available regarding the ten-year property tax abatement for new construction and housing rehabilitation under the distressed area program.		X			BOP, OPDR, BHCD, PDC, NAs
H15	Provide rehabilitation loans to low to moderate-income home owners at below market interest rates and reduce the amount of equity needed to qualify for loans.		X			PDC, FM
H16	Identify means of reducing financing costs of housing rehabilitation loans.		X			PHC, PDC, FM, Lenders



**Action Chart: Housing**

#	Action <sup>1</sup>	Timeline				Implementors <sup>2</sup>
		Completed	On-Going	Next 5 Years	6 to 20 Years	
H17	Support the efforts of community development corporations and non-profit housing developers to rehabilitate housing for ownership by low to moderate income households.		X			CDN, EF, BHCD, NPF, PDC
H18	Build the capacity of community development corporations and other non-profit housing developers to produce affordable housing by providing technical assistance.		X			PDC, BOP, BHCD, CDN, EF, NPF, HDC, NAs
H19	Build the capacity of private non-profit organizations that acquire and maintain affordable rental housing.				X	PDC, BHCD, CDN, HAP, NPF
H20	Develop a permanent source of funding for housing education and inspection programs.			X		OPDR
H21	Offer training for neighborhood associations to pursue vigorous code enforcement.			X		OPDR, HHW, NECN
H22	Offer training for neighborhood associations and concerned citizens in resolving disputes with landlords that own or manage problem rental properties.		X			OPDR, HHW
H23	Continue to provide rental rehabilitation loans to property owners who keep their units affordable for low to moderate income tenants.		X			PDC
H24	Make available a rental information system to assist households in locating suitable rental housing. Provide information on larger rental homes which are available for extended families.			X		PHC, BHCD, CDCs
H25	Provide more public housing assistance in the form of Section 8 certificates and conventional units.			X		HAP
H26	Target substandard rental housing for inspection and correction of basic health, fire and safety violations. Prosecute chronic housing code violations in the Community Court.		X			OPDR, CCRT, BHCD, BW
H27	Maintain a system that facilitates contacting rental property owners about maintenance issues by code enforcement staff and neighbors.		X			OPDR, ONI, NECN, PPB, BHCD, BW
H28	Develop and implement a strategy to assure that affordable housing opportunities remain available for existing Albina community residents. Develop policies and programs to mitigate the impacts of gentrification and reduce the involuntary displacement of existing Albina residents.			X		BHCD, HCDC, BOP, CDCs, NAs, PDC, CDN, NECDC
H29	Continue to implement the City's "60 Year affordability" policy when making low income housing loans to developers and community development corporations.		X			BHCD, PDC
H30	Preserve home ownership through mortgage foreclosure prevention counseling for households at risk of losing their homes.		X			PHC
H31	Consider placing vacant residential lots in a community land trust. Where feasible, relocate threatened historically or architecturally significant buildings to these lots.			X		PCLT, NAs,
H32	Encourage a diversity of incomes within new housing developments.		X			PDC, BHCD, PVT
H33	Inventory and monitor the city's low income housing stock and work to ensure that low income housing opportunities are available throughout the city.		X			HCDC, BHCD, PDC

### Action Chart: Housing

#	Action <sup>1</sup>	Timeline				Implementors <sup>2</sup>
		Completed	On-Going	Next 5 Years	6 to 20 Years	
<b>REGULATIONS</b>						
H34	Rezone areas near main arterials for multi-dwelling residential development taking into account existing uses and the effects on surrounding land uses.	X				BOP
H35	Establish zoning provisions in residential areas with significant infill opportunity that will foster the development of additional housing that will be compatible with the existing neighborhood.	X				BOP, NAs
H36	Enforce federal, state and local fair housing laws in the Albina Community.		X			BHCD, HAP, LA, FHCO
H37	Include a portion of residentially zoned land on the southern end of King Boulevard in the Oregon Convention Center Urban Renewal Area so that high density housing projects can benefit from inclusion in the district.	X				PDC, BOP
H38	Pursue changes to state regulations to allow tax abatements for affordable owner-occupied multi-dwelling housing developments.			X		BOP, BHCD, PDC
H39	Consider allowing historic structures threatened with demolition to be relocated during the demolition delay period.			X		BOP
H40	Review and consider reconciling differences between accessory dwelling unit regulations in Albina and those in the city as a whole.			X		BOP

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### Action Chart: Education

#	Action <sup>1</sup>	Timeline				Implementors <sup>2</sup>
		Completed	On-Going	Next 5 Years	6 to 20 Years	
<b>PROJECTS</b>						
E1	Establish centers in the district offering social, educational and recreational alternatives to youth and younger children. Include tutoring facilities in the centers.			X		PCC, UL, BGC, SA, SEI, SI, MC, YCPD
<b>PROGRAMS</b>						
E2	Develop a strong network of agencies and community-based organizations to coordinate the referral of adults and youth into appropriate education, training, pre-employment, and support services. Eliminate duplication of services.		X			NJC, MC, PPS, PCC, wsi, ECGS, MCFC, SI, YEPP, YGOP, YP, SEI
E3	Encourage Albina students to pursue post-secondary education. Seek mentors and expanded access to college scholarships and funding for Albina students.		X			PPS, PSU, PCC, UL, SEI, YP
E4	Conduct an annual Career Awareness Day for high school students.		X			UL, PPS, PCC, YP
E5	Replicate and expand programs which are producing dropout prevention results and effective school-to-work transition.			X		NJC, wsi, BHCD, JCC, OCHA, MC, UL, ECC, SEI
E6	Upgrade school curricula to reflect the changing skills and training needs of employers. Teach work skills in schools that will be applicable to the real work environment.			X		PPS, PCC, PSU, NEBA
E7	Establish a speaker's bureau from the local business community to speak in Albina's schools.			X		NEBA, JA
E8	Provide opportunities for field trips for students to local businesses when applicable to school curricula.			X		NEBA
E9	Develop teaching strategies that take into account varying learning styles and cultural differences.		X			PPS, PSU, PCC, YP, SEI
E10	Identify and promote strong role models for children in the Albina Community.		X			NEDA, PPS, UL, ECGS, RACC, TLC-TNT, VOL, YGOP, SEI, PPB, RIs, YWCA
E11	Expand Head Start program to all eligible children.		X			PPS, AHS
E12	Identify more sponsors for "I Have A Dream" programs in Albina's schools.		X			PPS
E13	Encourage the study of another language and culture for graduation from high school.				X	PPS
E14	Expand language curricula beyond the traditional offerings.			X		PPS, PCC, NEDA
E15	Expand work/study internship programs with credit that give high school students opportunities to learn the basics for careers in various trades and professions.			X		PPS, NEBA, PCC, YP
E16	Train school personnel to work effectively and sensitively with the diverse population in Albina.		X			PPS, PCC, YP, SEI
E17	Expand multicultural events in schools to embrace the ethnic diversity found in the Albina Community.		X			PPS, PCC, RACC, YP, SEI
E18	Attract, hire and retain more minority teachers in the schools in the Albina Community.		X			PPS, PCC
E19	Establish an ongoing cultural sensitivity training program designed and conducted by Albina residents. Encourage public officials, teachers, police officers, the media, business personnel, and Albina residents to receive training.			X		NECN, NPNS, ONI, SEI, MHRC

### Action Chart: Education

#	Action <sup>1</sup>	Timeline				Implementors <sup>2</sup>
		Completed	On-Going	Next 5 Years	6 to 20 Years	
E20	Provide cultural enrichment and increase students' self-esteem by organizing African-American cultural events and providing a multicultural library.		X			UL, PCC, RACC, IFCC, MC, PPS, YP, SEI
E21	Provide education, counseling and cultural activities for Southeast Asian youth.		X			UL, AFC, IRCO, NECN, PCC,PPB, UMOJA, YP
E22	Use available school building space for activities such as tutoring, recreation, social events and day care. Utilize schools as community resource as much as appropriate. For example, offer a quarterly neighborhood craft market, a twice-yearly area business expo, annual community resources fair, student tutoring programs, or adult computer literacy classes.		X			PPS, PARKS, PCC, SI, MC, YWCA
E23	Provide opportunities for children to develop new hobbies or skills and/or refer them to appropriate organizations.		X			UL, PARKS, RACC, YP, SEI
E24	Mount a community-wide attack on illiteracy.			X		NJC, EH, MC, SEI
E25	Continue and expand programs to educate parents about the Portland Public School system.		X			PPS, PTA, SEI
E26	Assist parents in their responsibility to nurture their children's development as students and citizens of Albina.		X			PPS, Parents, WHWC, PTA, SEI
E27	Provide students and parents with after school homework and tutorial assistance and a Parent Enrichment Program designed to increase parents' involvement in their children's education.		X			UL, FOC, SEI, TLC-TNT, YWCA, PPS
E28	Encourage students to strive for high educational goals.		X			UL, PPS, YP, SEI, Parents
E29	Establish neighborhood based parent assistance centers.			X		NJC, PPS, SEI
E30	Establish a strong working relationship between Portland Public Schools, Portland Community College, and Portland State University to enhance the educational experience and opportunities for Albina's students.		X			PPS, PCC, PSU, YP
E31	Consider establishing a "Committee for Academic Excellence" which will monitor schools where students score below grade level, and develop policy incentives for administrators, teachers, students and parents who are able to improve academic performance.	X				NEDA
E32	Consider establishing formal accountability for administrators, teachers, and principals for student academic achievement with evaluation of teachers. Implement on a school-by-school basis in Albina.			X		NEDA
E33	Consider establishing a review committee at each school of teachers, parents, students, and members of the community to recognize quality educators and to make recommendations to the board regarding poor teachers.			X		NEDA
E34	Consider establishing specific academic expectations from the Superintendent's office which project the number of years it will take before 90% of the students in each school will be able to achieve at or above grade level. Superintendent should provide regular reports on progress towards these goals.	X				NEDA

### Action Chart: Education

#	Action <sup>1</sup>	Timeline				Implementors <sup>2</sup>
		Completed	On-Going	Next 5 Years	6 to 20 Years	
E35	Develop and participate in partnerships designed to coordinate the goals and objectives of the various planning activities for the schools such as Portland Future Focus, Education Improvement Task Force, etc.		X			PPS
E36	Offer life skills classes at schools or community institutions on topics such as family finance, dispute mediation/conflict resolution skills, infant/child CPR and childhood emergency workshops, home repairs, and safe insect/pest controls. Adhere to the concept that education should be a continuing life process.		X			PCC, SI, YEEP, CDCs, YP, SEI
E37	Develop and implement strategies to ensure that the majority of Albina community children are meeting academic performance standards established by the State. Involve community-based organizations in these strategies.		X			PPS, Parents

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**Action Chart: Public Safety**

#	Action <sup>1</sup>	Timeline				Implementors <sup>2</sup>
		Com- pleted	On- Going	Next 5 Years	6 to 20 Years	
<b>PROJECTS</b>						
PS1	Establish a Northeast District Police Precinct on Martin Luther King Jr. Boulevard.	X				PPB, NEBA
PS2	Establish Community Contact Centers (storefront police precincts) and place them strategically.	X				PPB, NAs
PS3	Revise police patrol district boundaries and neighborhood association boundaries to better match each other (Community Policing Redistricting Plan).	X				PPB, ONI, NAs
<b>PROGRAMS</b>						
PS4	Support and expand the block-watch and neighborhood foot patrol programs as key public safety tools. Reevaluate the focus and direction of the block-watch program to better meet the needs of differing neighborhoods. Encourage those participating in the foot patrols to join the police reserves.		X			PPB, NAs, NEBA
PS5	Have an attendant present in parks during daylight hours. Explore the possibility of using volunteers to fill these positions and participate in a "Park Watch" program.			X		NAs, ONI, PPB
PS6	Consider park safety issues and involve citizens and law enforcement when planning for parks in Albina.		X			PARKS, PPB, NAs
PS7	Increase the number of minority and bilingual police officers and seek to hire more police officers from the Albina Community.		X			PPB
PS8	Promote police training in community relations and cultural sensitivity.		X			PPB, HHW, ONI, RA, WS, YGOP
PS9	Continue the Northeast Precinct's Explorer and Police Corps programs for area youth. Expand outreach in schools and involve youth and police in educational, social, and recreational activities.		X			PPB
PS 10	Coordinate activities with social service programs that provide counseling, training and alternatives for youth involved in gangs or at-risk. Control the proliferation of gangs through increased involvement of families and availability of social services.		X			MC, PPB, NECN, YCPD, MAYOR, STACS, WS, SOY
PS 11	Provide public education on community policing and the legal system. Continue televising the Citizen's Academy.		X			PPB, ONI, DA, HHW, PYR, SOY, YGOP, NECN
PS 12	Use patrol methods that increase accessibility and visibility of the police in the Albina Community.			X	X	PPB
PS 13	Evaluate public infrastructure and private development standards for their ability to prevent crime through environmental design. Provide incentives to encourage construction that increases security.		X			PPB, BOP, ODOT
PS 14	Continue and expand prevention activities designed to protect property and persons against crime.		X			ONI, PPB, NEBA
PS 15	Provide increased police patrols in parks, particularly during evening hours.			X		PPB, NAs
PS 16	Initiate discussions with major public and private employers in the Portland area and request that they examine the modification of their employment practices relating to arrest records. Reintegrate ex-prisoners back into the community in a manner that will decrease recidivism.			X		MC, BP, ECGS, MAYOR, STACS, YGOP

### Action Chart: Public Safety

#	Action <sup>1</sup>	Timeline				Implementors <sup>2</sup>
		Com- pleted	On- Going	Next 5 Years	6 to 20 Years	
PS 17	Expand opportunities for participation of first-time youth offenders in community based programs. Expand opportunities for parents to receive intervention assistance prior to the first offense.			X		MC
PS 18	Continue assignment of neighborhood association liaison officers to Albina's neighborhood associations. Liaison officers will be available to attend neighborhood watch and problem-solving meetings such as the weekly Hope and Hard Work meetings.		X			PPB, HHW, ONI
PS 19	Expand neighborhood mediation program. Teach conflict resolution and mediation in Albina schools at all grade levels.		X	X		ONI, PPS, NMC, PPB, YCPD
PS 20	Recruit new block homes and distribute information on where the homes are and how to use them.			X		PPS, NAs, NECN, PTA
PS 21	Provide regular reports to neighborhood associations from crime prevention specialists. Establish an information network among Office of Neighborhood Involvement, North Portland Neighborhood Services and Northeast Coalition of Neighborhoods offices.		X			ONI, NECN, NEBA, NPNS, HHW
PS 22	Develop and focus additional resources on seniors as a population particularly vulnerable to crime.			X		NECN, NPNS, ONI, PPB
PS 23	Provide landlord training in the areas of crime prevention, tenant screening and property maintenance.		X			PPB, OPDR, NECN, ONI, PHC
PS 24	Initiate communication and technical assistance among successful neighborhood block-watches, foot patrols and other crime prevention activities and those citizens and areas trying to organize.			X		ONI, NECN, NEBA, HHW, NPNS, PPB
PS 25	Provide financial incentives for Portland Police Bureau officers who buy a home in Albina.			X		PPB, HNA
PS 26	Consider placement of a community contact center in Overlook.			X		OKNA
PS 27	Prevent theft of architectural features from vacant or threatened historic buildings.		X			PPB, NECN
<b>REGULATIONS</b>						
PS 28	Fine tune and continue to use property confiscation laws to combat drug, gang and prostitution activities in Albina.		X			PPB, NAs, ONI
PS 29	Examine existing laws to close down drug houses to ensure their maximum effectiveness. Keep vacant buildings secured.		X			PPB, OPDR
PS 30	Continue to enforce drug-free and prostitution-free zones in Albina neighborhoods. Periodically reevaluate zone boundaries and effectiveness in combating drug- and prostitution-related crime.		X			PPB

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**Action Chart: Family Services**

#	Action <sup>1</sup>	Timeline				Implementors <sup>2</sup>
		Completed	On-Going	Next 5 Years	6 to 20 Years	
<b>PROJECTS</b>						
FS1	Develop a committee of Albina residents to organize, monitor and evaluate the delivery of family services including the clients' perspective.			X		NECN, SEI, MC
FS2	Encourage medical professionals to volunteer at neighborhood health clinics (by providing professional liability insurance, if necessary).		X	X		KP, NHC, MC,
FS3	Develop a community directory that includes information about local sources of skills and services, as well as sources for health, housing and social services.			X		AMA, BUF, UL, SEI
<b>PROGRAMS</b>						
FS4	Develop and coordinate more free or affordable activities and programs for youth, seniors, and heads-of-households within the community to promote recreation, education, and improvement of jobs skills as well as to foster personal and family sufficiency.		X			UL, PCC, RIs, AMA, PPS, IFCC, PARKS, SEI
FS5	Expand recreational opportunities for youth that offer activities during the day, evening, and weekends.		X			PPS, UL, AMA, PARKS, RIs, RACC, SEI
FS6	Expand residential and transitional drug and alcohol treatment facilities to meet the needs of the community. Work to ensure that recently released ex-offenders have access to drug and alcohol treatment services.		X			MC, UMOJA, YP, OSCF, RIs
FS7	Support neighborhood groups for shared buying, gardening, repair, and other mutual support activities.			X		ACG, GG
FS8	Provide activities which emphasize and celebrate interracial harmony, interaction and diversity.		X			PPS, NAs, UL, PARKS, IFCC, PCC, MHRC, SEI, RACC, MC, YP
FS9	Identify gaps that exist in the medical, dental and mental health needs of the community. Develop strategies and identify locations and resources for meeting these needs.		X			MC, BUF, AMA, NECN
FS 10	Establish more conveniently located innovative alcohol and drug abuse programs which focus on both treatment and prevention.		X			MC, UMOJA
FS 11	Operate and expand multicultural senior centers which offer health, education and transportation services, social activities, case management and informational and referral services.		X			MC, UL, NECN, L&F
FS 12	Provide surplus equipment to nonprofit organizations.			X		KP
FS 13	Provide financial support to non-profit health, housing and social service organizations.		X			KP, UW, BUF, MC, BHCD
FS 14	Implement more free and sliding scale health services.			X		MC
FS 15	Explore methods to support and strengthen home-based child care services.		X			MC, OSCF, AMA
FS 16	Provide recreational activities, leadership training, advocacy, information and diversion services to minorities, youth and their families.		X			UL, RIs, BGC, SA, SEI, TLC-TNT, YGOP, MC, YCPD, PARKS



### Action Chart: Family Services

#	Action <sup>1</sup>	Timeline				Implementors <sup>2</sup>
		Completed	On-Going	Next 5 Years	6 to 20 Years	
FS 17	Increase the amount of transitional housing, especially for displaced women, children and gang-affected youth			X		MC, OSCF, RIs, YWCA, AMA, NECN
FS 18	Recruit and train volunteers to act as tutors, Big Brothers/Big Sisters, and mentors.		X			UL, RIs, SEI, PPS, YWCA, SA
FS 19	Organize parent support groups for parents of at-risk youth.		X			UL, RIs, SEI, WHWC, NECN, UMOJA
FS 20	Advocate on behalf of youth, adults and seniors for social services and civil rights issues.		X			UL, CBM, NAACP, BUFR, MHRC, SEI
FS 21	Offer counseling, family planning, pregnancy prevention and AIDS education to youth and adults.		X			UL, MC, OSCF, AMA, RIs, NHC, SEI
FS 22	Develop a drug awareness and alcohol awareness program directed to families and youth.		X			UL, PPS, MC, RIs, SEI
FS 23	Promote training opportunities that focus on the management of nonprofit organizations.		X			BUF, PSU
FS 24	Support a parent education program that reaches every parent.		X			MC, PPS, PCC, PARKS, JCC, PPB
FS 25	Provide counseling (individual, family and group) for at-risk and other youth and their families, including gang-affected young women.		X			UL, MC, RIs, UMOJA, YGOP, YWCA
FS 26	Develop and coordinate more multicultural, athletic and educational youth outreach programs that build self-esteem.		X			AMA, PPB, PPS, PARKS, RIs, OCHA, SEI, VO, YWCA, SA
FS 27	Increase the number and expand the type of family services available to persons over sixty years of age.		X			MC, UL, RIs
FS 28	Encourage and coordinate the use of religious institutions for social, recreational, community-related and educational activities.		X			AMA, NAs, RIs, ONI, NECN
FS 29	Provide comprehensive, quality and affordable day and evening dependent care services to persons who are in school, a training program or working.		X			PEN, MC, NCTF
FS 30	Develop more pre-and post-natal care community outreach programs that serve all women and children, especially those that have historically gone without these services.		X			MC, BUF, AMA, YWCA
FS 31	Foster the growth of community-based gang diversion programs and projects.		X			UL, AMA, UMOJA, RIs, ECGS, MC, NECN
FS 32	Act as a state agent for services that screen and refer appropriate help to individuals needing live-in or in-home care.		X			MC

### Action Chart: Family Services

#	Action <sup>1</sup>	Timeline				Implementors <sup>2</sup>
		Com- pleted	On- Going	Next 5 Years	6 to 20 Years	
FS 33	Expand outreach services to identify and inform ethnic minority populations about programs and services in their native language.			X		EH, IRCO, NARA, MC, AFC, OCHA
FS 34	Develop and support programs that serve children of teen parents.		X			MC, AMA, RIs, YWCA
FS 35	Seek to improve the quality of available child care service by promoting and/or financially supporting provider education/training programs.			X		MC, OSCF, BUF, UW
FS 36	Promote and provide incentives for employer provided child care.		X			OSCF
FS 37	Encourage the creation of more SUN Initiative Schools in the Albina Community.		X			PPS, SI, MC
<b>REGULATIONS</b>						
FS 38	Consider the existing distribution of institutional uses for special needs groups when considering the location of new institutions.		X			MC, NECN

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### Action Chart: Community Image and Character

#	Action <sup>1</sup>	Timeline				Implementors <sup>2</sup>
		Com-pleted	On-Going	Next 5 Years	6 to 20 Years	
<b>PROJECTS</b>						
CI1	Continue existing graffiti removal programs.		X			ONI
CI2	Within the African American Museum, establish an arts and culture program that presents, promotes and educates the general public about traditional and contemporary African American arts and culture. Include programs for Albina's youth.			X		RACC, PDC, BUF, IFCC
CI3	Build a Native American Cultural and Social Service Center.			X		EFCC
CI4	Enhance the Interstate Firehouse Cultural Center's identity and use as a community arts and cultural center. Enhance opportunities for Albina youth to participate in IFCC arts and culture programs.		X			RACC, IFCC
CI5	Establish a Kennedy School Task Force to study alternative uses for the school site and assess feasibility of building rehabilitation.	X				BHCD, CAN, PPS, MC
CI6	Enhance Albina's image and promote its unique identity through media outreach and marketing.		X			NPNS, NECN, NEDA, SKAN, NEBA, Bas, PDC
CI7	Establish a media outreach/watchdog committee that reviews press coverage of Albina and brings positive news about Albina to the attention of the full range of media sources, including community newspapers.		X			NPNS, NECN, NEDA, NEBA, Bas, PDC
CI8	Develop a plaza or major work of art at the intersection of NE Killingsworth and King Boulevard that marks this location as the center of the Albina Community.			X		PDC, RACC, BOP, BHCD
CI9	Establish a focal point with unique art that symbolizes the diversity of Albina. Consider the following locations: Portland Community College campus, Alberta Corridor, or the proposed African American Arts Center.			X	X	RACC, BOP, PDC, BHCD
CI 10	Develop symbols that represent and market the Albina Community. Symbols may include logos for Albina's neighborhoods and commercial districts, designs for street lights and gateways, etc.			X		RACC, Bas
CI 11	Develop district and neighborhood gateways that mark the entrances in the Albina Community Plan area and between its subdistricts. Include neighborhood flags, drinking fountains, kiosks and ornamental lighting standards in the design of gateways.			X		RAC, NPNS, NECN, ODOT, PDOT, PVT
CI 12	Place signs on major freeways and arterials that indicate the presence of historic districts and other points of interest in Albina.			X		PDOT, NECN, ODOT, NPNS
CI 13	Make streetscape improvements such as benches, trash receptacles, bus shelters, ornamental street lights, sidewalk improvements and public art.			X		RACC, BHCD, PDOT, TM
CI 14	Inventory and make available information about significant historic sites remaining from the City of Vanport.				X	BOP, PARKS
CI 15	Publish document on the history of the African American Community in Portland.	X				BOP

### Action Chart: Community Image and Character

#	Action <sup>1</sup>	Timeline				Implementors <sup>2</sup>
		Com-pleted	On-Going	Next 5 Years	6 to 20 Years	
CI 16	Apply the Martin Luther King Jr. Boulevard unified streetscape plan as sections of the boulevard are modernized. Work to ensure consistency by coordinating streetscape efforts along the boulevard, while allowing a degree of flexibility so that the unique identity of different areas may be preserved.		X			PDOT
CI 17	Study the possibility of establishing an east-west landscaped "green street" connector between Martin Luther King Jr. Blvd and Willamette Blvd. Rights-of-way to consider include Ainsworth, Portland, Alberta and Killingsworth.				X	PDOT, BOP, FOT, BES
CI 18	Reestablish the Albina Arts Center with public facilities for painting, sculpting, weaving, potting and other arts.			X		PDC, RACC
<b>PROGRAMS</b>						
CI 19	Create walking tour brochures of historic districts in Albina. Distribute at places such as the Office of Neighborhood Involvement, the Visitor Information Center, the Convention Center, and hotels.		X			Nas, BHCD
CI 20	Create an illustrated handbook for the adopted Community Design Guidelines with many examples of projects that meet each guideline.	X				BOP
CI 21	Set-up and supply "arts incubators" for small and emerging groups, especially multicultural groups.			X		RACC, OAME
CI 22	Coordinate all eligible government projects in the Albina Community through the Public Art Program. The Regional Arts and Culture Council will work with community groups to develop arts projects that reflect the diversity of the area.		X			RACC, Gov't Agencies with eligible projects
CI 23	Encourage the implementation of the strategies in the Arts Plan 2000+ that promote ethnic art and address the needs of minority artists.			X		RACC, IFCC
CI 24	Give artists and crafts people technical assistance on how to establish their own businesses in Albina.		X			RACC, OAME
CI 25	Encourage local institutions to provide financial and in-kind donations that support arts and cultural organizations and neighborhood activities.		X			IFCC, RACC
CI 26	Continue the use of Kaiser Permanente's Town Hall and the Peninsula Day Care Center for meetings of non-profit community groups.		X			KP, PEN
CI 27	Produce more free and low cost arts and cultural events that are attractive to families and youth throughout the Albina Community.		X			RACC, PCC, NPNS, PARKS, IFCC, PPS, CU, Nas
CI 28	Consider designation of the Mock's Crest area for local historic protection when updating the Albina Community Plan.				X	BOP
CI 29	Hold neighborhood block parties.		X			NECN, Nas, PPB, NPNS
CI 30	Establish an ongoing program that assures the clean-up and maintenance of Columbian Cemetery.			X		BSA, Nas, CCBD

### Action Chart: Community Image and Character

#	Action <sup>1</sup>	Timeline				Implementors <sup>2</sup>
		Com- pleted	On- Going	Next 5 Years	6 to 20 Years	
CI 31	Create a revolving fund, with initial funding coming from state lottery resources, for restoration and conversion of historic structures in Albina to promote tourism and economic development.				X	SHPO, HPLO
CI 32	Establish a weekly program "Saturdays in North Portland" featuring carriage rides, tours of antique shops, etc.			X		PVT
CI 33	Establish technical assistance and public information programs on historic preservation. Cover such topics as rehabilitation of structures, historic landscaping, historical research methods, and incentives for rehabilitating historic properties.		X			HPLO, SHPO, BOP, BMF
CI 34	Salvage, store and reuse historic artifacts and building materials in private rehabilitation projects and public improvements. Provide information to property owners and developers about architectural salvage as an alternative to demolition.		X			OPDR, BOP, PVT, BMF
CI 35	Review the supplemental compatibility standards and associated handbook over the first two years they are effective and include in this review process neighborhood and business associations and organizations, businesses, property owners and development groups. Identify and correct problems with the standards and handbook that make using either them difficult or that discourage their use. Concerns about the ability of the Supplemental Compatibility Standards to ensure compatibility are intended to be addressed by the two year monitoring process proposed in the Plan.	X				BOP
CI 36	Continue the Network North Portland workshops as an opportunity to share experience and knowledge of community assets and obstacles and to build community with fellow neighbors.		X			NPNS
CI 37	Encourage new development to reflect the Albina community's African-American heritage.		X			PDC, PVT, RACC
<b>REGULATIONS</b>						
CI 38	Allow restaurants, delis, and take-out establishments to provide outdoor seating.		X			PDOT
CI 39	Update the City of Portland's Scenic Resources Inventory in the Albina Community.				X	BOP
CI 40	Apply the design overlay zone to development along King Boulevard and to selective high density residential, commercial, employment, and institutional zones.	X				BOP
CI 41	Develop a set of quantitative design standards to ensure that new development in specified areas is compatible with surrounding environment.	X				BOP
CI 42	Create an illustrated handbook for the adopted Community Design Standards with many examples of projects that meet each standard.			X		BOP, AIA
CI 43	Update the City of Portland's 1984 Historic Resources Inventory in the Albina Community Plan Area. Provide a listing of historic resources to citizens and neighborhoods.	X				BOP, Nas, SHPO
CI 44	Designate Columbian Pioneer Cemetery as a historic landmark and seek National Landmark status.				X	NPNS, BOP

### Action Chart: Community Image and Character

#	Action <sup>1</sup>	Timeline				Implementors <sup>2</sup>
		Com- pleted	On- Going	Next 5 Years	6 to 20 Years	
CI 45	Create historic design zones in the seven potential historic districts located in the Albina Community Plan area.	X				BOP
CI 46	Develop design guidelines for historic districts that ensure compatibility of rehabilitation and new construction.	X				BOP
CI 47	Explore the creation of a single advisory board for the local historic design districts in Albina Community Plan area.	X				BOP
CI 48	Establish demolition delay for designated historic ensembles.	X				BOP, OPDR
CI 49	Consider expanding the area covered by the Design (d) overlay zone during future area-specific planning projects in Albina, including the project called for in action item J2.			X		BOP
CI 50	Consider enhancements to the Community Design Standards that govern building height step-downs to improve transitions between different building heights and types.			X		BOP

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### Action Chart: Environmental Values

#	Action <sup>1</sup>	Timeline				Implementors <sup>2</sup>
		Completed	On-Going	Next 5 Years	6 to 20 Years	
<b>PROJECTS</b>						
EV1	Consider the Albina Community Plan Environmental Values policies and objectives when preparing the city-wide Parks 2020 Master Plan.			X		PARKS, NAs,
<b>PROGRAMS</b>						
EV2	Seek funding for park improvements to the following parks: Irving, Alberta, Peninsula, Boise, Kenton, Trenton, Overlook, Unthank, Sabin School, Farragut, and Vernon Water Tower playground.			X		NPNS, NECN, NAs
EV3	Improve the access and availability of community facilities and programs for citizens with disabilities and seniors.		X			CCACD, MC, AMA, PPS
EV4	Create community-based code enforcement teams. Establish neighborhood liaisons in the Office of Planning and Development Review who will work with the teams to help them identify problems and then follow through with the City's enforcement process.			X		OPDR, NPNS, NECN, NAs, BAs
EV5	Use a multi-objective approach to develop and implement needed stormwater management improvements.		X			BES, PARKS
EV6	Address the problem of Combined Sewer Overflows (CSO's) into the Willamette River and Columbia Slough.		X			BES
EV7	Participate in basin planning activities and support funding initiatives needed for clean water. Monitor through the Annual Report to Council by the Director of Environmental Services.		X			BES, BOP, WCSP, CRUE, CORPS, DEQ
EV8	Encourage the participation of households and businesses in curbside recycling.		X			BES, NECN, NPNS, METRO
EV9	Bring multidwelling attached housing unit curbside recycling participation rates up to single detached housing unit participation levels.		X			NAs, BES
EV 10	Encourage greater use of recycling programs and materials by business, industry, and institutions through creation and expansion of educational and incentive programs.			X		METRO
EV 11	Support implementation of pollution source reduction education and compliance programs targeted to small business and home occupations.		X			NAs, NECN, BES, METRO, P2O
EV 12	Seek means to control air quality/emission problems in the Albina Community Plan Area.			X		NECG
EV 13	Provide an organizational base and financial assistance for community initiated neighborhood clean-ups and plantings.		X			NPNS, NECN, BHCD
EV 14	Consider use of the development review function to increase and improve on-site stormwater management designs that rely heavily on landscaping.			X		BES, OPDR, UF
EV 15	Maintain the City of Portland's open spaces and parks systems through maintenance and capital improvements.		X			PARKS
EV 16	Support community youth recreational programs.		X			PARKS, PPS, AMA, UL, SEI, SI
EV 17	Improve facilities in community centers, schools and parks to provide facilities for after-school and weekend activities for youth.			X		NAs, SI

### Action Chart: Environmental Values

#	Action <sup>1</sup>	Timeline				Implementors <sup>2</sup>
		Completed	On-Going	Next 5 Years	6 to 20 Years	
EV 18	Find funding for solid waste pickup for low income owner occupants, and yard and exterior house maintenance for owner and renter low income households.			X		NAs
EV 19	Encourage residential, commercial and industrial property owners to plant and maintain street trees.		X			NAs, BAs
EV 20	Work with neighborhood associations, residents, and businesses to coordinate area street sweeping programs. Provide adequate advance notice of planned street sweepings to residents and businesses.			X		NPNS, NECN, BAs, NAs
EV 21	Establish sustainability as a goal for future planning efforts and development projects in Albina. Avoid the creation of future brownfields.		X			PDC, BES, PVT, OSD
<b>REGULATIONS</b>						
EV 22	Continue to enforce local ordinances that require landlords to provide garbage pick-up services to residential rental properties.	X				OPDR

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## Implementor Directory

<b>Abbreviation</b>	<b>Implementor</b>
<b>AARP</b>	American Association of Retired Persons
<b>ACB</b>	Albina Community Bank
<b>ACG</b>	Alberta Cooperative Grocery
<b>AFC</b>	Asian Family Center
<b>AHS</b>	Albina Head Start
<b>AIA</b>	American Institute of Architects, Portland Chapter
<b>AMA</b>	Albina Ministerial Alliance
<b>BA</b> s	Business Associations
<b>BES</b>	Portland Bureau of Environmental Services
<b>BFR</b>	Portland Bureau of Fire and Rescue
<b>BGC</b>	Boys' and Girls' Club
<b>BHCD</b>	Bureau of Housing and Community Development
<b>BLCRD</b>	Oregon Bureau of Labor and Industries Civil Rights Division
<b>BMF</b>	Bosco-Milligan Foundation
<b>BOA</b>	Bank of America
<b>BOP</b>	Portland Bureau of Planning
<b>BP</b>	Better People
<b>BSA</b>	Boy Scouts of America, Cascade Pacific Council
<b>BUF</b>	Black United Fund
<b>BUFR</b>	Black United Front
<b>BW</b>	Portland Bureau of Water Works
<b>CA</b>	Christmas in April
<b>CBM</b>	Coalition of Black Men
<b>CCRT</b>	Community Court
<b>CCA</b>	Columbia Corridor Association
<b>CCACD</b>	City/County Advisory Committee of the Disabled
<b>CCBD</b>	Columbian Cemetery Board of Directors
<b>CDCs</b>	Community Development Corporations
<b>CDN</b>	Community Development Network
<b>CNA</b>	Concordia Neighborhood Association
<b>CORPS</b>	U.S. Army Corps of Engineers
<b>CRUE</b>	Corps Restoring the Urban Environment
<b>CSWC</b>	Columbia Slough Watershed Council

<b>Abbreviation</b>	<b>Implementor</b>
<b>CU</b>	Concordia University
<b>DA</b>	Multnomah County District Attorney
<b>DEQ</b>	Oregon Department of Environmental Quality
<b>ECC</b>	Enterprise Community Commission
<b>ECGS</b>	Emmanuel Community General Services
<b>EF</b>	Enterprise Foundation
<b>EFCC</b>	Eagle Feather Community Center Board of Directors
<b>EH</b>	Legacy Emanuel Hospital
<b>EIA</b>	Elders in Action
<b>FCG</b>	Friends of Community Gardens
<b>FHCO</b>	Fair Housing Council of Oregon
<b>FM</b>	Fannie Mae
<b>FOC</b>	Friends of the Children
<b>FOT</b>	Friends of Trees
<b>GG</b>	Growing Gardens
<b>HAP</b>	Housing Authority of Portland
<b>HCDC</b>	Housing and Community Development Commission
<b>HDC</b>	Housing Development Center
<b>HHW</b>	Hope and Hard Work
<b>HNA</b>	Humboldt Neighborhood Association
<b>HPLO</b>	Historic Preservation League of Oregon
<b>IFCC</b>	Interstate Firehouse Cultural Center
<b>Institutions</b>	Local Institutions
<b>IRCO</b>	International Refugee Center of Oregon
<b>JA</b>	Junior Achievement
<b>JCC</b>	Jefferson Caring Community
<b>KP</b>	Kaiser Permanente
<b>L&amp;F</b>	Loaves and Fishes
<b>LA</b>	Legal Aid Services of Oregon
<b>Lenders</b>	Local Lending Institutions
<b>LOOP</b>	40 Mile Loop Trust
<b>MAYOR</b>	Office of the Mayor
<b>MC</b>	Multnomah County
<b>MCFC</b>	Multnomah County Family Centers
<b>MERCY</b>	Mercy Corps
<b>METRO</b>	Regional Government
<b>MHRC</b>	Metropolitan Human Rights Center

<b>Abbreviation</b>	<b>Implementor</b>
<b>NAACP</b>	National Association for the Advancement of Colored People
<b>NARA</b>	Native American Rehabilitation Association
<b>NAs</b>	Neighborhood Associations
<b>NCTF</b>	Northeast Childcare Task Force
<b>NEBA</b>	North/Northeast Business Association
<b>NECDC</b>	Northeast Community Development Corporation
<b>NECG</b>	North/Northeast Portland ECO Collaborators Group
<b>NECN</b>	Northeast Coalition of Neighborhoods
<b>NEDA</b>	North/Northeast Economic Development Alliance
<b>NEOS</b>	Northeast One Stop
<b>NHC</b>	Neighborhood Health Clinics
<b>NJC</b>	Northeast Jobs Committee
<b>NMC</b>	Neighborhood Mediation Center
<b>NPF</b>	Neighborhood Partnership Fund
<b>NPNS</b>	North Portland Neighborhood Services
<b>NWC</b>	Northeast Workforce Center
<b>OAME</b>	Oregon Association of Minority Entrepreneurs
<b>OCHA</b>	Oregon Council for Hispanic Advancement
<b>ODOT</b>	Oregon Department of Transportation
<b>OECD</b>	Oregon Economic and Community Development Department
<b>OED</b>	Oregon Employment Department
<b>OKNA</b>	Overlook Neighborhood Association
<b>OMF</b>	Portland Office of Management and Finance
<b>ONI</b>	Portland Office of Neighborhood Involvement
<b>OPDR</b>	Portland Office of Planning and Development Review
<b>OSCF</b>	Oregon Office for Services to Children and Families
<b>OSD</b>	Portland Office of Sustainable Development
<b>P2O</b>	Pollution Prevention Outreach Team
<b>PACP</b>	Pacific Power
<b>Parents</b>	Parents and Guardians
<b>PARKS</b>	Portland Bureau of Parks and Recreation
<b>PBP</b>	Portland Bureau of Purchases
<b>PCC</b>	Portland Community College
<b>PCD</b>	Portland Community Design
<b>PCLT</b>	Portland Community Land Trust
<b>PCOC</b>	Portland Chamber of Commerce
<b>PDC</b>	Portland Development Commission

<b>Abbreviation</b>	<b>Implementor</b>
<b>PDOT</b>	Portland Office of Transportation
<b>PEN</b>	Peninsula Children's Center
<b>PGE</b>	Portland General Electric
<b>PHC</b>	Portland Housing Center
<b>Portland</b>	City of Portland
<b>POVA</b>	Portland, Oregon Visitors Association
<b>PP</b>	Port of Portland
<b>PPB</b>	Portland Police Bureau
<b>PPS</b>	Portland Public Schools
<b>PSU</b>	Portland State University
<b>PTA</b>	Parent-Teachers Association, Portland Council
<b>PVT</b>	Private Sector, incl. businesses, developers and property owners
<b>PYR</b>	Portland Youth Redirections
<b>QWEST</b>	Qwest Communications
<b>RA</b>	Rider Advocates
<b>RACC</b>	Regional Arts and Culture Council
<b>REAs</b>	Local Real Estate Agents
<b>RIs</b>	Religious Institutions
<b>SA</b>	Salvation Army
<b>SBA</b>	Small Business Administration
<b>SBDC</b>	Small Business Development Center
<b>SCDC</b>	Sabin Community Development Corporation
<b>SCORE</b>	Service Corps of Retired Executives
<b>SEI</b>	Self Enhancement, Inc.
<b>SHPO</b>	State Historic Preservation Office
<b>SHR</b>	Senior Home Repair
<b>SI</b>	Schools Uniting Neighborhoods Initiative
<b>SKAN</b>	Skanner Newsgroup
<b>SOY</b>	Save Our Youth
<b>SPC</b>	Sustainable Portland Commission
<b>STACS</b>	Strategic Approaches to Community Safety Program
<b>TLC-TNT</b>	Tender Loving Care-Think 'n' Try
<b>TM</b>	Tri-County Metropolitan Transit District (Tri-Met)
<b>UAP</b>	Union Apprenticeship Programs
<b>UF</b>	Portland Parks Urban Forestry
<b>UL</b>	Urban League of Portland

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<b>Abbreviation</b>	<b>Implementor</b>
<b>UMOJA</b>	Portland House of Umoja
<b>UP</b>	University of Portland
<b>UW</b>	United Way
<b>VO</b>	Victory Outreach Portland
<b>VOL</b>	Community Volunteers
<b>WCSP</b>	Wetlands Conservancy Stewardship Program
<b>WHWC</b>	We're Here, We Care
<b>WS</b>	Weed & Seed
<b>wsi</b>	worksystems, inc.
<b>YCPD</b>	Portland Police Youth Crime Prevention Division
<b>YEEP</b>	Youth Employment and Empowerment Program
<b>YGOP</b>	Youth Gang Outreach Program
<b>YP</b>	Youth Progress
<b>YWCA</b>	YWCA of Greater Portland