

1991 STRATEGIC PLAN UPDATE

• JUNE •

POLICY, ADVOCACY AND PROGRAMS FOR DOWNTOWN PORTLAND IN THE 1990s

Last November the Association for Portland Progress completed a comprehensive assessment of downtown Portland and the trends affecting this area through the year 2000. The end-product of this assessment was a Strategic Plan that will guide APP policies, advocacy efforts, and program development over the next five years.

Although the passage of Ballot Measure 5 created unexpected challenges for APP, the organization has still been able to move ahead with this plan. Specific objectives, a schedule to achieve these objectives, and defined indicators of success make this plan a working measurable document. Eight months into this plan, APP has already made considerable progress toward achieving the eight organizational goals and 41 objectives outlined in the Strategic Plan. Through the commitment and involvement of members of APP task forces and committees, goals and objectives are already becoming realities.

This Strategic Plan Update is a progress report on the accomplishments to date. The eight basic goals included in the plan are identified on page 2. The report is organized by goal and is followed by examples of activities related to specific objectives included within that goal.



C O N T E N T S	
ACCESS	2
QUALITY OF LIFE	3
RETAIL	4
CRIME	4
DESTINATION	5
GROWTH	5
SOCIAL ISSUES	6
OFFICE	7

ASSOCIATION FOR PORTLAND PROGRESS
MISSION STATEMENT

The Association for Portland Progress is a private, non-profit membership organization dedicated to the beneficial growth and development of the central business district of Portland, through policy development, advocacy and program management functions conducted on behalf of businesses in the central business district, and in cooperation with public and other private sector partners.

STRATEGIC PLAN GOALS FOR THE 1990s

LEADERSHIP GOALS

Eight strategic categories shape APP's basic goals for the 1990's. Access to and within downtown, quality of life and retail growth are the three top priorities to APP participants—from corporate executives to independent retailers.

Access

Maintain easy access to and within downtown through a balanced system of transportation and parking management.

Quality of Life

Reinforce downtown's position as the focus of Portland's quality of life.

Retail

Reinforce downtown's retail growth.

SUPPORTIVE GOALS

The Association for Portland Progress and its various committees are also concerned about crime, downtown as a destination, regional growth, social issues, and office development.

Crime

Reduce downtown street crime.

Destination

Promote downtown as a destination.

Growth

Reinforce high density development downtown to limit regional sprawl.

Social Issues

Reduce effects of homelessness, mental illness, and substance abuse on downtown.

Office

Retain, expand and recruit office use downtown.

ACCOMPLISHMENTS

ACCESS

Responsibility: Parking and Transportation Task Forces

The APP Parking Committee established a three level approach to address several of the Strategic Plan Goals for Transportation and Parking. The strategy involved a concerted focus on the downtown parking policy, current parking management, and regional transportation and air quality planning (See Quality of Life).

■ Develop a new downtown parking policy.

- The Parking Committee was successful in raising \$65,000 to fund the business community's share of a new parking policy development process. The process is jointly funded by the Portland Development Commission and the Department of Transportation. An independent third party consultant has been hired to coordinate the project and conduct the air quality/traffic modeling and economic development phases of the work. The first phase has begun with completion expected in the fall of 1992.

■ Work to improve current downtown parking management and traffic circulation.

- The downtown business community launched a private sector Air Quality Offsets Program to provide alternate work hour programs, carpooling, and/or transit subsidy benefits to their employees. The results will be reduced peak hour traffic, increased transit ridership, and an increase in the number of new parking spaces approved for development. The original goal of 4,000 employees being offered offset alternatives was met in 6 months; the committee has set a new target of more than 7,000 employees by July 1992.
- More than 100 companies who use delivery vehicles in Downtown Portland were recently surveyed by the City on Compressed Natural Gas (CNG) vehicle use. A follow-up survey is being developed by APP and the Clean Air Business Alliance (CABA) to determine what elements would be necessary — if implemented downtown — to make CNG conversions attractive to those with fleets in the downtown area.



STRATEGIC PLAN ACCOMPLISHMENTS FOR 1990-91

- APP participated in the development of a new on-street parking management strategy to be implemented downtown this fall. The plan calls for standardizing the meter rates (\$.75 per hour) and time stays (1 hour and 3 hours).
- **Influence transportation planning to ensure that downtown is the hub of the region.**
- Members of the APP Parking Committee participated in the Land Conservation and Development Commission's (LCDC) Transportation rule making process. Through written comment and testimony, the Parking Committee was able to favorably influence the LCDC's rewrite of Transportation Rule 12, particularly as it reduces regional vehicle miles traveled (VMT) and controls the regional parking space inventory.
- **Develop a regional air quality plan.**
- Little progress has been made in this regard, though APP has worked with the Department of Environmental Quality, the Oregon Environmental Council, 1000 Friends, legislators and others in an effort to put a workable regional air quality plan together.
- **Increase marketing of transportation alternatives (i.e. transit, bicycles, walking, car pools, taxis).**
- APP worked with both the City and Tri-Met to provide 100 carpool spaces in the City-owned retail garages. Melvin Mark Properties also participated by providing for fifteen carpool spaces in their Central Plaza parking garage. All the spaces are provided at a rate well below market for monthly parking and in prime core area locations.
- **Work to increase transit capacity and ridership.**
- A sub-committee has been appointed to examine the feasibility of extending downtown's Fareless Square Zone to the Lloyd District. The sub-committee has met with Tri-Met once and finished a working paper on the issue. A meeting with Tom Walsh, Tri-Met's in-coming general manager, is being scheduled. The sub-committee foresees negotiations being completed by December 1991.

QUALITY OF LIFE

Responsibility: APP Board, EID Advisory Committee, Business Development Task Force, Marketing Committee and Parking Task Force.

■ **Ensure a "clean and safe" downtown environment.**

- The EID Advisory Committee has reviewed the proposals for a new voluntary district to commence in October. To date, nearly 70% of those in the current district have committed to support a new voluntary district and another 15% have pledged their support to raise the necessary \$1.9 million special services budget.
- APP has finalized an agreement with the City of Portland for the provision of additional maintenance and security programs for downtown. The contract will establish (a) a public restroom maintenance program for the downtown, (b) a Guide/Patrol Officer parks bicycle patrol program for the downtown park system, (c) increased EID Patrol Officer presence in the immediate vicinity of Pioneer Courthouse Square, and (d) transit mall maintenance services (scrubbing and pressure washing). Services will begin July 1, 1991.

■ **Influence growth management in the region.**

- To promote the growth management objectives in the Strategic Plan, Parking Task Force members have met with representatives of the Governor's office, Department of Environmental Quality, Environmental Quality Commission, Land Conservation and Development Commission, Oregon Department of Transportation, and METRO. Our next step is to schedule meetings with metropolitan area business leaders in an effort to create a bridge to the suburban business community.

■ **Coordinate quality special events downtown.**

- The APP Special Events Task Force has worked with the City in special events policy development. The City also responded positively to APP's request for the formation of a Special

STRATEGIC PLAN ACCOMPLISHMENTS FOR 1990-91

Events Advisory Task Force to develop policies governing the usage of Waterfront Park. The task force will be meeting during summer and fall to develop and begin implementation of these policies.

■ Support and/or create full-service 24-hour living environments (including housing and services) for all income levels within downtown.

- The Housing Task Force is beginning to develop an agenda for addressing this objective. (see GROWTH)

■ Support development of PSU as a major urban university.

- Measure Five stymied efforts to gain a graduate Engineering Institute for PSU. As the dust settles with the property tax limitation, the Board will review possible means to support PSU's progress.

■ Work to support existing arts and cultural activities.

- No progress to date on this objective. APP will begin forming alliances and determining needs to fulfill this objective.

RETAIL

Responsibility: Marketing, Downtown Retail Council and District Advisory Committees.

■ Enhance marketing of downtown as the premiere destination in the region.

- APP needs to develop a marketing plan and form alliances with organizations marketing the region to visitors. This will be a priority of the APP Marketing Committee and will be developed this summer.

■ Identify and improve problems areas in downtown's retail environment.

- Two critical problem areas lie in public safety and parking management. The DRC is working with the City Police and merchants to address these issues.

■ Continue managing and promoting the availability of short-term parking.

- RiverPlace merchants and APP are jointly promoting the First & Jefferson Garage. The merchants want to offer convenient parking alternatives to their customers by distributing a map showing the First & Jefferson Garage location.
- The Marketing Committee, by promoting the City-owned garages, have increased gross sales by 19.1%, evening usage by 52% and weekend usage by 20%. The Strategic Plan calls for continued increases in the up-coming year.

■ Encourage business promotions and increased use of "FreePark" validation program.

- In October, APP initiated and completed a FreePark Customer Service Program by visiting or calling each of the more than 200 FreePark accounts. Through these personal contacts, APP surveyed the FreePark Program's effectiveness and educated retailers on preventing employee abuse of the program. The FreePark Program is experiencing an unprecedented growth in validation sales of 32.4%.

■ Develop a retail retention, expansion and recruitment program by district.

- The districts are in the process of developing an inventory of downtown retail businesses and vacant space on a database. Analysis of this information will indicate retail opportunities for recruitment and expansion efforts and will be done by Fall 1991.

CRIME

Responsibility: Human Services Task Force, Downtown Retail Council and District Advisory Committees.

■ Support and participate in community policing and other effective programs.

- The Human Services Task Force successfully completed lobbying the county commission in support of CHIERS/Acupuncture programs.



STRATEGIC PLAN ACCOMPLISHMENTS FOR 1990-91

- The Police bureau's Old Town Community Policing Steering Committee adopted a draft plan to address Old Town's public safety issues. Congressman Ron Wyden sponsored a Task Force to address tar heroin in Old Town. In conjunction with this plan, the Committee will continue to monitor this issue.
- APP organized the Downtown Cruising Task Force which precipitated the police initiative to close parts of Broadway to stop the cruising problem downtown. Initial reports show this project to be successful.

■ Encourage neighborhood crime prevention programs in the districts.

- The merchants of Old Town have helped the Oregon Liquor Control Commission and the Portland Police drastically reduce street drinking in the district.

■ Support increased police and jail services.

- In the face of post Measure 5 cuts, APP and the Chamber were successful in convincing the City and County not to significantly cut police and jail services. These service levels will continued to be monitored.

■ Encourage more crime prevention through environmental design with merchant participation.

- The Historic Old Town Committee is developing a facade lighting project, in co-operation with Portland General Electric, to better light the streets of Old Town. The project is a high priority for 1991-1992.

DESTINATION

Responsibility: Marketing Committee

■ Identify what is unique about downtown and promote it.

- The Marketing Committee is up-dating the "Portland, You're the Top" TV spot. The spot will present an up-beat downtown image using a collage of downtown visuals to emphasize downtown's uniqueness. Corporate fundraising is scheduled to begin this summer.

- In a joint venture with Portland Development Commission (PDC), APP produced a comprehensive Downtown Directory for distribution to meeting planners and downtown shoppers. All 20,000 directories have been distributed.

■ Market the accessibility of downtown.

- Responding to a request by the Downtown Association of Churches, APP has organized meetings between the APP Special Events Committee, run organizers and the City of Portland to improve access to downtown during the times runs are scheduled. APP, with assistance from the run promoters and the City, has developed a map for each major run showing alternative routes. Map distribution began in June 1991.

■ Market downtown Portland as a destination for conventioners.

- The Portland Oregon Visitors Association estimates an average of 318,747 conventioners will come to Portland in 1991. APP produced and distributed a "Later Hours" advertising supplement to 30,000 conventioners this spring. APP will expand this supplement to eight pages for fall distribution.

GROWTH

Responsibility: Business Development and Parking Task Forces.

■ Encourage high density development and infill within Central City Plan guidelines.

- Regional Development Guidelines have been adopted by the APP Board. This set of guidelines will be used to influence high density infill development within the Urban Growth Boundary (UGB). The APP board adopted these guidelines as a companion to the existing Business Development Platform.

■ Support Westside Light Rail.

- The Transportation Task Force and the Downtown Retail Council provided both written comments and testimony to the Tri-Met Board of

STRATEGIC PLAN ACCOMPLISHMENTS FOR 1990-91

Directors and the Urban Mass Transit Association in support of Westside Light Rail funding. Similar efforts were made to keep the project on track during the tunnel siting hearings. Continued monitoring of the project will occur as the September 1991 funding deadline approaches.

■ Preserve and enhance the diverse mix of uses downtown.

- The Business Development Task Force will be using the Business Development Platform to address this objective.

■ Influence the State to strengthen land use laws as they tie into transit, mixed use, density and infill.

- APP has begun to effectively advocate for workable land use laws. (see QUALITY OF LIFE and GROWTH)

■ Influence the development north of Old Town and south of RiverPlace as a high density, mixed use urban neighborhoods with strong housing components.

- The Portland Development Commission's Union Station Task Force is developing a comprehensive plan for the Union Station parcel - three of the four draft alternatives have significant housing components in them.

■ Work to preserve the effectiveness of the Urban Growth Boundary (UGB).

- The Portland Future Focus project is charged with developing a plan to ensure that the quality of life in Portland doesn't deteriorate due to unmanaged growth. APP is participating in the project's Regional Growth Management Working Group which addressed the use of the UGB as a growth management tool.
- APP has organized three UGB tours for members of APP and the Chamber's Regional Growth Committee. These tours have been instrumental in educating participants on the UGB and growth management. The Business Development Task Force will continue to monitor effectiveness of the UGB.

■ Encourage development that is responsive to international markets.

- PDC is coordinating with various organizations (including APP) the possibility of hosting America-Japan Week in 1992. The Japan Week committee has hosted this successful event in Europe for the past five years. Portland could be the site for a colorful parade, exhibits, demonstrations and sporting events with more than 1,500 Japanese coming to Portland to present these activities.

SOCIAL ISSUES

Responsibility: Human Services and Housing Task Forces

■ Provide support to programs for street kids.

- This objective has not been addressed in 1990-91.

■ Influence the expansion of job opportunities and remedial programs for the homeless within and beyond APP and downtown.

- The Wyden Tar Heroin Task Force is working on implementing recommendations that will provide employment to qualified Hispanic immigrants. (see CRIME)

■ Encourage dispersal of adequate low income housing throughout the region to replace shelters.

- The Housing Authority, with the support of the Chamber Task Force on Business Development and Social Issues, is attempting to develop low-income, transitional housing for homeless families in southwest, outside the central business district.

■ Support the development of treatment facilities and halfway houses for the chronically mentally ill.

- APP, the Chamber, and Central City Concern testified before the legislature in support of legislation that would classify late stage alcoholics as needing mental health services and qualify them for involuntary commitment.



STRATEGIC PLAN ACCOMPLISHMENTS FOR 1990-91

■ Encourage the coordination of area housing programs and projects.

- The City has put all housing related bureaus in the portfolio of Commissioner Gretchen Kafoury.

OFFICE

Responsibility: Business Development and Housing Task Forces

■ Complete and implement an active business recruitment and retention program to maximize office space downtown.

- An image and facts brochure were produced by the Business Development Task Force. The project was a joint venture between APP and PDC. These marketing materials are currently being used in APP's business retention strategy.
- A recent business retention survey, conducted by the Business Development Task Force, indicated that 3 of 84 responding businesses were considering leaving downtown. Task force members have been meeting confidentially with these businesses to determine what resources APP can offer to them. These meetings are the beginning of an "early warning" system to work with at-risk downtown businesses and will continue throughout the year.
- APP teamed up with the PDC Ambassador Network for a fly-out to the Bay Area. The trip was geared to increase the visibility of the Portland area as a location for new business investment. Approximately two dozen Portland area business and civic leaders attended. A fly-out will occur next year.

■ Influence regulations that hinder business from locating downtown.

- The Business Development Task Force has begun research on downtown day-care centers focusing on affordability, availability and regulatory controls. Initial data shows 1,125 available spaces with 1,067 children on current waiting lists. With affordable and available day care becoming an important employee amenity for business recruitment and retention purposes, the task force has also begun reviewing regulations

governing day care to determine if these regulations are helping or hindering the development of more downtown day care centers.

- The task force will be studying the proposal to abolish the State of Oregon 15-year property tax freeze for historic buildings listed on the National Register. A majority of historic buildings will have this tax freeze sunset within the next two to three years. The task force is interested in analyzing the economic impact this will have on leasing costs for these buildings, and the effect abolishing the tax freeze will have on any potential historic building redevelopment downtown.

■ Encourage incentives for companies to locate and/or expand downtown.

- As part of the day-care study (see above), the task force will be determining if incentives can be developed to encourage more day care in existing buildings and future office developments.

■ Promote housing and other services that support downtown jobs.

- The Housing Task Force is making initial progress towards this objective. (see SOCIAL ISSUES)

■ Encourage the development of a shared database on office and retail space.

- No action has been taken on this objective; although, retail and office data is being collected.



1990-1991 APP Task Forces & Committees

APP BOARD OF DIRECTORS

Robert H. Huntington, chair
Robert Ames
Martin Brantley
Serge D'Rovencourt
Douglas A. Goodman
Ronald B. Gould
William J. Heestand
Tammy Hickel
Judith K. Hofer
Edmund P. Jensen
Philip A. Kalberer
Melvin Mark Jr.
Sol Menashe
William S. Naito
Patrick R. Prendergast
Judith A. Ramaley
Richard G. Reiten
Robert L. Ridgley
R.M. "Mick" Schafbuch
William C. Scott
Fred A. Stickle

APP BUSINESS DEVELOPMENT TASK FORCE

John S. Pihás, chair
Graham L. Colton
William Cundiff
Harry Demorest
David A. Dietzler
Robert Fisher, sub-com. chair
Mark D. Fraser
Paul Fruin
Philip A. Kalberer, sub-com. chair
Ron Maclure
Melvin Mark Jr.
Richard A. Martens
Sol Menashe
William S. Naito
Judith A. Ramaley
Richard G. Reiten
Robert Ridgley
Jack Saltzman
William C. Scott
Marty L. Sevier
Fred A. Stickle
Thomas J. Usher

APP CITY REVENUE BASE TASK FORCE

Ronald B. Gould, chair
Robert Ames
Robert H. Huntington
Richard A. Martens
Sol Menashe
William S. Naito
Fred A. Stickle

APP HOUSING COMMITTEE

Harriet Sherburne, chair
Robert Ames
Jim Atkinson*
Rockne Gill
Paul Hathaway*
Sherwood Hinman
Robert Moench
Denis O'Neill
Robert Palmer
Stephen E. Polzin
Jack Saltzman
Harriet Sherburne

APP PROGRAMS COMMITTEE

Patrick R. Prendergast, chair
Robert H. Huntington
Richard G. Reiten

EID ADVISORY COMMITTEE

Douglas A. Goodman, chair
Eva Freedman
Ronald B. Gould
Tammy Hickel
Judith K. Hofer
Stephen T. Janik
Edmund P. Jensen
William S. Naito
Patrick R. Prendergast
R.M. "Mick" Schafbuch
Fred A. Stickle
Earl Blumenauer+
Mike Lindberg+

APP TRANSPORTATION TASK FORCE

William S. Naito, chair
Joseph W. Angel
R.M. "Mick" Schafbuch
William C. Scott
Larry R. Troyer
Dennis Williamson
William S. Findlay, sub-com. chair

APP HUMAN SERVICES TASK FORCE

Alan Jensen, chair
George I. Azumano
William S. Naito
Phil Stevens

APP MAJOR RETAILERS TASK FORCE

Ronald B. Gould, chair
J. William Blanford
Patrick Done
Eva Freedman
Tammy Hickel
Judith K. Hofer
William S. Naito
Cindy Stein

APP MARKETING COMMITTEE

William S. Findlay, chair
Thomas J. Usher, vice-chair
William Blanford*
Kandis Brewer*
Patrick Done
Serge D'Rovencourt
Eva Freedman
Cindy Stein
Douglas S. Stirling
William H. Stoller
Thomas J. Usher
Maggi White
Elizabeth Wolf*
Landa Carlson (DRC Promotions)+
Jill Clevinger (Special Events)+

APP PARKING TASK FORCE

Martin Brantley, chair
Robert Ames
Greg Goodman*
David Higginbottom
Wayne Hilliard
Stephen T. Janik
John Jenkins
Melvin Mark Jr.
William S. Naito
Patrick R. Prendergast
John W. Russell, sub-com. chair
Fred A. Stickle

* Designated Alternate

+ Special Project Designates