



Strategic Plan 2019-2020

INTRODUCTION TO THE OLD TOWN COMMUNITY ASSOCIATION

The Old Town Community Association was founded in 2012 consolidating three organizations, the Old Town Chinatown Neighborhood Association, Business Association and Visions Committee into one point of contact to educate, promote and advocate for the Old Town neighborhood. The Old Town Community Association and its annual work plan operates with a contracted community director and an all-volunteer dedicated Board of Directors and committee members, and advised by the community that meets monthly that is dedicated to developing and maintaining of the neighborhood's quality of life. Old Town Community Association reviews this work plan at an annual planning meeting and updated as needed. The plan is used as the annual work plans for the board and committees. Additionally, complementary fundraising and plans will be developed based on the goals and strategies contained herein.

VISION STATEMENT

Old Town is a vibrant, resilient, 24-hour neighborhood rooted in a rich historical past. The district's residents, two historic districts, numerous multi-cultural attractions, social services and higher education institutions foster a thriving mix of office employers, creative industry start-ups, retail shops and a range of entertainment venues, restaurants and special events. The district has a balanced mix of market rate, student and affordable housing. The social service agencies in the district continue to play a critical public health role within the Portland region. The district has a mix of human-scaled, restored historic buildings and contextually sensitive infill development. It is well connected to the rest of the Central City and the region through excellent multi-modal transportation facilities and safe and attractive street connections to adjacent neighborhoods and an active riverfront. Old Town's safe and respectful environment and its success as a socially and economically diverse urban neighborhood are supported by the active engagement of its businesses, institutions, property owners and residents in the management and improvement of the district.

MISSION STATEMENT

The Old Town Community Association recognizes all of the diverse components of the community, and seeks to facilitate communication and collaborative work between these stakeholders. OTCA exists to enhance the wellbeing and improve opportunities for all of its residents and business and organizational members.

VALUES OF THE OLD TOWN COMMUNITY ASSOCIATION

- EDUCATE:** To promote education and an exchange of information for everyone within Old Town so that they may fully participate in the governance and future direction of the neighborhood.
- TRANSPARENCY:** To broaden channels of communication between residents, property owners, business owners, employees, and other stakeholders within Old Town, and with City Officials in matters affecting neighborhood livability.
- COLLABORATION:** To work in concert with area residents, for-profit, non-profit and governmental entities, including the City of Portland and Multnomah County, so that Old Town is recognized as a united community.
- ACTIVATE:** To further activities and development that will raise the level of residential, commercial, and industrial activity consistent with the interests of community stakeholders, the neighborhood's development plan, and sound economic practices, in order to achieve a better environment in which residents, businesses and non-profit organizations can prosper.

COMMUNITY INPUT: AREAS OF PRIORITIZATION

Safety & Livability
Housing
Historic preservation & redevelopment
Internal Neighborhood Communication
External Marketing
Business Vitality

Long Term Goals and STRATEGIES

1. Create and maintain a safe, clean and accessible neighborhood:

- a. *Take active roles in addressing homelessness by working with PDNA-OTCA Joint Homeless Task Force Implementation Committee to implement the Task Force recommendations*
- b. *Advance new circulation/traffic plans to increase access and long term parking solutions;*
- c. *Continue biannual street clean ups and work with clean and safe to enhance neighborhood cleanliness and aesthetics;*
- d. *Advocate for public safety on the streets and throughout the neighborhood;*
- e. *Mobilize residents, retailers and upper-floor commercial businesses to actively participate in maintaining the neighborhood streetscape .*

- f. Provide information to help activate vacant storefronts.*
- g. Become the information distributor for Old Town businesses to take advantage of and/or participate in programs that can help them succeed.*

2. Establish a sustainable district management plan and revenue model:

- a. Establish 501(c) (3) status*
- b. Create a Revenue Generation Model Strategy based on the value of comprehensive district management*

3. Support and advocate for a vibrant neighborhood with a diversity of businesses and cultural attractions and an increase in housing units:

- a. Develop and implement a marketing plan to grow existing and emerging businesses and cultural attractions.;*
- b. Take role in solution to homelessness.*
- c. Act as conduit extended 5-Year Action Plan, support appropriate redevelopment within context of plans/zoning, and neighborhood priorities.*
- d. Reconcile developers' goals with historic preservation goals in New Chinatown/Japantown.*
- e. Support New Housing*

4. Facilitate public and private partnership interests to achieve established vision for the neighborhood:

- a. Actively partner with Prosper Portland/ City Bureaus on all development and transportation;*
- b. Actively partner with PBA and Clean & Safe*
- c. Actively partner with local Social Services, Office of Community & Civic Life (OCCL), Joint Office on Homeless Services (JOHS).*

5. Support efforts to enhance and celebrate the multi-ethnic history and culture of Old Town through the preservation of the historic and cultural resources that increase economic activity in the district:

- a. Encourage collaboration on initiatives that would further viable historic place making in Old Town.*
- b. Encourage historically relevant and culturally sensitive public art and public history projects.*

2019-20 Work Plan

Goal 1: Create and maintain a safe, clean and accessible neighborhood:

STRATEGY 1A:	May '19 – Aug. '19	Sept. '19 – Jan. '20	Feb. '20 – Jun. '20
<p><i>Take active roles in addressing homelessness by working with PDNA-OTCA Joint Homeless Task Force Implementation Committee to implement the Task Force recommendations</i></p> <p>*Committee: Board</p>	<p>Open OHOH Navigation Center, Monitor Good Neighbor Agreement</p>	<p>Monitor Good Neighbor Agreement</p>	<p>Monitor Good Neighbor Agreement</p>
	<p>Meet with Mult. County Chair and Commissioner and Portland Mayor and share with them the Task Force Recommendations and ask for their support to act on the recommended strategies</p>	<p>Present Task Force Recommendations to the City Council and ask for support from respective bureaus to act on the recommended strategies</p>	<p>Monitor progress of implementation</p>
	<p>Meet with social service organizations and develop specific actions.</p>	<p>Implement agreed upon action steps</p>	<p>Continue to implement the recommendations and monitor progress</p>
	<p>Assign representatives to participate in the Implementation Committee where an action plan will be developed to implement the recommendations</p>	<p>Work across neighborhood boundaries to implement specific actions</p> <p>Be involved in execution of the recommendations and monitor progress</p>	<p>Continue to implement the recommendations and monitor progress</p>

STRATEGY 1B:	May '19 – Aug. '19	Sept. '19 – Jan. '20	Feb. '20 – Jun. '20
<p><i>Advance new circulation/traffic plans to increase access and long term parking solutions.</i></p>	<p>Monitor parking study for Block 29</p> <p>Advocate for expansion of Naito Davis Garage</p>	<p>Keep stakeholders informed of parking study work and seek input for feedback to Prosper and PBOT (OCOM, One Pacific</p>	<p>Finalize direction of parking solutions (if not Naito-Davis expansion, then what?)</p>

*Committee: Transportation & Land Use	Monitor PBOT projects on Flanders, Everett & Burnside Bus Lanes	Square, NWEA, County Health Building)	
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STRATEGY 1C: <i>Continue biannual street beautification and work with Clean and Safe to enhance neighborhood cleanliness and aesthetics</i>	May '19 – Aug. '19	Sept. '19 – Jan. '20	Feb. '20 – Jun. '20
	Develop plan to provide additional trash cans to areas where they are still needed	Implementation of plan to provide additional trash cans to areas where they are still needed	Plan and hold spring beautification day Build on annual Earth day event (2019 had 23 volunteers)
*Committee: Safety & Livability			

STRATEGY 1D: <i>Advocate for public safety on the streets and throughout the neighborhood</i>	May '19 – Aug. '19	Sept. '19 – Jan. '20	Feb. '20 – Jun. '20
	Review Joint Task Force recommendations and support the work of the Implementation Committee	Develop training options for employees in Old Town and residents in de-escalation and harm reduction	
	Fight Skidmore Fountain Max Station Closure		
*Committee: Safety & Livability	Invite police officer to do training/presentation on business video footage registration.	Engage Trimet/Portland Mall Management on ways to best work together on crime prevention on Transit Mall and all MAX stations. Advocate for Tri-Met to have increased presence on Transit Mall.	

STRATEGY 1E: <i>Mobilize residents retailers and upper-floor</i>	May '19 – Aug. '19	Sept. '19 – Jan. '20	Feb. '20 – Jun. '20
	Establish more formal contact with each		

<i>commercial businesses to actively participate in maintaining the neighborhood streetscape</i> *Committee: Safety & Livability	residential property and build a working relationship, coordinate with any buildings with residential services		
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STRATEGY 1F:	May '19– Aug '19	Sept. '19– Jan. '20	Feb. '20– Jun. '20
<i>Provide information to help activate vacant storefronts.</i> *Committee: Business	Seek better understanding of Portland Business Alliance's and Prosper Portland's retail efforts in Old Town	Outreach to prospective property owners for clear understanding of leasing landscape, explore pop-up options to bring stronger attention to storefronts opportunities Work with Prosper to clarify most efficient/effective options to support new retail Evaluate best approach for OTCA's advocacy and involvement in retail	

STRATEGY 1G:	May '19 – Aug. '19	Sept. '19 – Jan. '20	Feb. '20 – Jun. '20
<i>Become the information distributor for Old Town businesses to take advantage of and/or participate in programs that can help them succeed.</i> *Committee: Business	Build business contact list Contact and encourage businesses to join OTCA and become committee member - increase committee to have 10 members Hold monthly meetings	Promote businesses in Old Town Thru social media, website, events and shared contacts	Ongoing

Goal 2: Establish a sustainable district management plan and revenue model:

STRATEGY 2A:	May '19 – Aug. '19	Sept. '19 – Jan. '20	Feb. '20 – Jun. '20

<i>Obtain 501c status</i> *Executive Committee leads board	Complete all paperwork needed for application and submit application	Report to Board with recommendation, obtain approval to proceed with filing.	Determine/implement approach with Office of Community and Civic Life to obtain City recognition (separate council action vs. ONI Guideline revision process)
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STRATEGY 2B: <i>Create a Revenue Generation Model Strategy based on the value of comprehensive district management</i> *Committee: Board & Fundraising	May '19 – Aug. '19	Sept. '19 – Jan. '20	Feb. '20 – Jun. '20
	<ul style="list-style-type: none"> Form a team to plan the Winter Social Ask each board member to commit to raising \$1000.00 Create donation appeal tool kit 	Hold Winter Social to raise match funds <ul style="list-style-type: none"> Review other successful central city models (central eastside, Lloyd) 	Implement holistic strategy based on: <ul style="list-style-type: none"> Reach out potential first and second tier supporters Create long term CDD value proposition Implement multi-tier membership model based on Value Proposition

Goal 3: Support and advocate for a vibrant neighborhood with a diversity of businesses and cultural attractions and an increase in housing units.

STRATEGY 3A: <i>Develop and implement a marketing plan to grow existing and emerging businesses and cultural attractions by:</i> *Committee: Events, Marketing & Communications	May '19 – Oct. '19	Nov. '19 – Feb. '20	Mar. '20 – Jun. '20
	<ul style="list-style-type: none"> Create policies and best practices for each of the social media formats. 	Write first draft in conjunction with CDD. Assist CDD in content creation. To include	

	<p>photos, articles, links, etc.</p> <p>Develop SEO strategy.</p> <p>Save photos with key words, etc.</p>		
<ul style="list-style-type: none"> • <i>Make website more mobile friendly</i> 	<p>Audit website for user experience.</p> <p>Respond back to CDD with recommendations.</p>		
<ul style="list-style-type: none"> • <i>Develop map</i> 	<p>Work with Business and Livability committees to execute a map.</p>	<p>In conjunction with a marketing company, create a strategy.</p> <p>Instagrammable momet.</p>	
<ul style="list-style-type: none"> • <i>Make an event during Cherry Blossom festival</i> 			<p>Execute the event</p>

<p>STRATEGY 3B:</p> <p><i>Take role in solution to homelessness.</i></p> <p>*Committee: Board</p>	<p>May. '19 – Aug. '19</p>	<p>Sept. '19 – Jan. '20</p>	<p>Feb. '20 – Jun. '20</p>
	<p>Have a presence at all relevant meetings.</p> <p>Actively participate in PDNA/OTCA Task Force's implementation phase (Board members)</p>		<p>Commit to outcomes of task force, partner more closely with PDNA including Safety & Livability Committee</p>
	<p>Advocate for additional public restrooms.</p>	<p>Site restroom locations</p>	

<p>STRATEGY 3C:</p> <p><i>Act as conduit for extended of 5-Year Action Plan, support appropriate redevelopment within context of plans/zoning, neighborhood priorities.</i></p>	<p>May '19 – Aug. '19</p>	<p>Sept. '19 – Dec. '19</p>	<p>Jan. '20 – April '20</p>
	<p>Monitor 4th & Burnside and Block 25 Dispositions. Work on URM Task Force</p>		

*Committee: Land Use			
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STRATEGY 3D: <i>Reconcile developers' goals with historic preservation goals in New Chinatown/Japantown.</i> *Committee: Land Use	May '19 – Aug. '19 Monitor Land Use Board of Appeals (LUBA) Decisions, impact on BLock 33 and North New Chinatown/Japantown. Develop process to work with parties of interest in anticipation of Land Use Board of Appeals review.	Sept. '19 – Dec. '19 If LUBA decision is determined, address issues with City in concert with aforementioned OTCA process. Take lead role in collaboration for best solutions.	Jan. '20 – April '20 If LUBA decision is determined, address issues with City in concert with aforementioned OTCA process. Take lead role in collaboration for best solutions

STRATEGY 3E: <i>Support new housing</i> *Committee: Land Use	May. '19 – Aug. '19 Refine housing database consider/implement additional definitions unique to Old Town	Sept. '19 – Jan. '20 Communicate databased information to stakeholders (OTCA, City, Prosper, Developers), Refine OTCA policy around housing. Actively participate in Westwind Planning.	Feb. '20 – Jun. '20 Work actively to understand and promote additional housing in Old Town, as informed by latest affordability trends.

Goal 4: Facilitate public and private partnership interests to achieve established vision for the neighborhood:

STRATEGY 4A: <i>Actively partner with Prosper Portland/ City Bureaus on all development and transportation</i> *Committee: Land Use	May. '19 – Aug. '19 Develop and maintain relationships with key staff and leadership. Address design reviews as they arise.	Sept. '19 – Jan. '20 Develop and maintain relationships with key staff and leadership. Address design reviews as they arise. Coordinate with Pearl District & NWNW an “ABC’s, D&H of Land Use” class	Feb. '20 – Jun. '20 Develop and maintain relationships with key staff and leadership. Address design reviews as they arise.

STRATEGY 4B:	May. '19 – Aug. '19	Sept. '19 – Jan. '20	Feb. '20 – Jun. '20
<p><i>Actively partner with PBA and Clean & Safe</i></p> <p>*Committee: Board</p>	<p>Seek stronger understanding, representation and advocacy on issues affecting Old Town (ex. Positions on shelters, TriMet, etc.)</p>	<p>.Board Chair serves on the Prosper Portland Budget Advisory Committee</p>	

STRATEGY 4C:	May. '19 – Aug. '19	Sept. '19 – Jan. '20	Feb. '20 – Jun. '20
<p><i>Actively partner with local Social Services, Office of Community & Civic Life (OCCL), Joint Office on Homeless Services(JOHS)</i></p> <p>Committee: Board</p>	<p>Actively participate in the implementation phase of the Joint Task Force Recommendations.</p>	<p>Review current state of OTCA Good Neighbor Agreements and city-wide trends with OCCL</p> <p>Re-commit/update or re-evaluated GNAs</p>	<p>Explore Good Neighborhood Agreement concept</p>

Goal 5: Support efforts to enhance and celebrate the multi-ethnic history and culture of Old Town through the preservation of the historic and cultural resources that increase economic activity in the district.

STRATEGY 5A:	May'19 – Aug. '19	Sept. '19 – Jan. '20	Feb.'20 – Jun. '20
<p><i>Encourage collaboration on initiatives that would further viable historic place making in Old Town.</i></p> <p>*Committee: Arts, History & Culture</p>	<p>Continue to recruit active participants from all categories of stakeholders (Everett St Loft Artists, OJMCHE, Maritime Museum, Art galleries by OJMCHE, ONE)</p> <p>Support/coordinate with marketing committee on creation of neighborhood map</p>	<p>Evaluate how to best use restricted funds dedicated to Arts, History, and Culture committee</p> <p>Partner on Chinese New Year events in Old Town</p> <p>Identify other organized ethnic groups that have an historic interest in Old Town.</p>	<p>Collaborate with educational institutions and Community Development Director to create attraction through events and amplification Old Town's unique historic and cultural assets</p>

STRATEGY 5B:	May. '19 – Aug. '19	Sept. '19 – Jan. '20	Feb. '20 – Jun. '20

<p><i>Encourage historically relevant and culturally sensitive public art and public history projects.</i></p> <p>*Committee: Arts, Culture & History</p>	<p>Cleaning, restoring the bronze plaques throughout the neighborhood. (Work with Livability Committee on clean up project)</p> <p>Consider re-design/re-print of Plaques Walking Tour Pamphlet.</p>	<p>Meet with Regional Arts & Culture Council:</p> <ul style="list-style-type: none"> • Status of funds in Action Plan • Funding for Lamp Post banners • Discuss options for new public art • Explore replacement of art on festival streets. 	<p>Explore new place making strategies and the conservation and maintenance of historically relevant and culturally sensitive public art and public history installations.</p>
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