



Strategic Plan 2017-2018

INTRODUCTION TO THE OLD TOWN CHINATOWN COMMUNITY ASSOCIATION

The Old Town Chinatown Community Association was founded in 2012 to serve as an advocate and point of contact for the Old Town Chinatown neighborhood. The Old Town Chinatown Community Association has had many successes considering its short existence operating largely as an all-volunteer organization guided by a very enthusiastic Board of Directors and supported by a membership dedicated to the developing and maintaining of the neighborhood's quality of life. This plan represents an effort to define the direction for Old Town Chinatown for the next year. The planning process was a collaborative effort by the Old Town Chinatown Community Association Board of Directors. Old Town Chinatown Community Association is committed to reviewing the plan at an annual planning meeting and updating as needed. The plan will be used as a guide to develop 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 Chinatown is a vibrant, resilient, 24-hour neighborhood rooted in a rich historical past. The district's two thriving historic districts, numerous multi-cultural attractions 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 river front. Old Town Chinatown'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 Chinatown Community Association recognizes all of the diverse components of the community, and seeks to facilitate communication and collaborative work between these stakeholders.

VALUES OF THE OLD TOWN CHINATOWN COMMUNITY ASSOCIATION

- To promote education and an exchange of information for everyone within Old Town Chinatown so that they may fully participate in the governance and future direction of the neighborhood.
- To broaden channels of communication between residents, property owners, business owners, employees, and other stakeholders within Old Town Chinatown, and with City Officials in matters affecting neighborhood livability.
- To work in concert with for-profit, non-profit and governmental entities, including the City of Portland and Multnomah County, so that Old Town Chinatown is recognized as a united community.
- 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

Public Safety
Housing
Historic preservation & redevelopment
Livability
Marketing

LONG TERM GOALS

~ 5-YEARS ~

- 1) Improve streetscapes and create a safe, clean and accessible neighborhood.
- 2) Establish a sustainable district management plan and revenue model.
- 3) Support and advocate for a 24-hour vibrant neighborhood with a diversity of businesses.
- 4) Encourage the preservation of the historic resources to increase economic activity in the district.

- 5) Old Town Chinatown Community Association facilitates public and private partnership interests to achieve established vision for the neighborhood.
- 6) Support efforts to enhance and celebrate the multi-ethnic history and culture of Old Town Chinatown.

GOALS & STRATEGIES

~ 1-YEAR ~

1. Improve streetscapes and create a safe, clean and accessible neighborhood:

- a. Work with social service agencies to move queuing inside/mitigate its impact;*
- b. Advocate for and 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 active patrol and enforcement of the streets and public spaces to increase public safety;*
- e. Mobilize residents to actively participate in neighborhood streetscape improvements.*

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

- a. Create a work group to establish a sustainable district manager plan;*
- b. Explore 501c status options.*

3. Support and advocate for a 24-hour vibrant neighborhood with a diversity of businesses:

- a. Implement marketing strategy for neighborhood;*
- b. Encourage business and property owners to take pride in ownership and educate staff about community;*
- c. Take a role in solution to homelessness;*
- d. Develop campaign for local businesses, new and old;*

4. Encourage the preservation of the historic resources to increase economic activity in the district:

- a. Identify present process and progress (city, PDC, landmarks, preservation, PBOT, BPS< BDS< PHB)*
- b. Assign 1 or 2 OLD TOWN CHINATOWNCA board members to attend all meetings associated with design guidelines.*
- c. Support redevelopment for mixed use in-fill development on vacant lots and surface parking lots;*

- Support and advocate for 24-hour vibrant neighborhood with a diversity of businesses.

Marketing:

- Create a work group to establish a sustainable district manager plan.
- Old Town Chinatown Community Association facilitates public and private partnership interests to achieve established vision for the neighborhood.

DETAILED SCOPE OF WORK & TIMEFRAME

Goal 1: Improve streetscapes and create a safe, clean and accessible neighborhood:

| STRATEGY 1A: | Jul. '17 - Oct. '17 | Nov. '17 - Feb. '18 | Mar. '18 - Jun. '18 |
|--|--|---|-----------------------------------|
| <p><i>Work with social service agencies to move queuing inside/mitigate its impact.</i></p> <p>*Committee: Livability</p> | <p>Write a comprehensive letter from OTCTCA regarding concerns to be edited for unique concerns for each neighbor.</p> | <p>Follow up with the efforts that are in place w/ the social service cohorts and Crime Prevention Coordinator.</p> | <p>Take to Union Gospel board</p> |
| | | <p>New administration at various agencies informed of concerns</p> | |

| STRATEGY 1B: | Jul. '17 - Oct. '17 | Nov. '17 - Feb. '18 | Mar. '18 - Jun. '18 |
|--|--|----------------------------|----------------------------|
| <p><i>Advocate for and advance new circulation/traffic plans to increase access and long term parking solutions.</i></p> <p>*Committee: Transportation & Land Use</p> | <p>Advocate with city on traffic and parking issues</p> <ul style="list-style-type: none"> - Not losing any parking - All new development inc. parking | <p>Monitor.</p> | <p>Monitor.</p> |

| STRATEGY 1C: | Jul. '17 – Oct. '17 | Nov. '17 – Feb. '18 | Mar. '18 – Jun. '18 |
|---|----------------------------|--|---------------------------------|
| <i>Continue biannual street clean ups and work with clean and safe to enhance neighborhood cleanliness and aesthetics</i> | Hold clean up day in fall. | Continue working with property owners and business owners to implement block-by-block program. | Hold clean up day on Earth Day. |
| *Committee: Livability | | | |

| STRATEGY 1D: | Jul. '17 – Oct. '17 | Nov. '17 – Feb. '18 | Mar. '18 – Jun. '18 |
|---|--|---|--|
| <i>Advocate for active patrol and enforcement of the streets and public spaces to increase public safety.</i> | Collect data from Clean & Safe for the amount of “safety” calls and allocation of resources. | Develop training options for employees in Old Town and residents in self defense, advocacy, and prevention. | Engage with police, fire and Trimet on ways to best work together on crime prevention and enforcement. |
| *Committee: Public Safety Committee & District Manager | Create proper enforcement department matrix to be verified with city. | Speak to businesses about video footage registration with police. 75% of businesses registered by summer. | Research and outreach to city on “blight ordinance” options. |
| | Create a form letter for reporting crimes | Outreach to city to advocate for District Attorney funding. | Advocate for property owners to occupy vacant buildings. |

| STRATEGY 1E: | Jul. '17 – Oct. '17 | Nov. '17 – Feb. '18 | Mar. '18 – Jun. '18 |
|---|---|---|----------------------------|
| <i>Mobilize residents to actively participate in neighborhood streetscape improvements.</i> | Build complete list of contact information of residential properties. | Create handout of all the activities in the neighborhood to be distributed to neighbors | Ongoing |

| | | | |
|--|--|--|--|
| <u>*Committee: District Manager</u> | | Reach out to each residential property and establish a working relationship with each property liaison | |
|--|--|--|--|

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

| STRATEGY 2A: | Jul. '17 – Oct. '17 | Nov. '17 – Feb. '18 | Mar. '18 – Jun. '18 |
|--|---|--|--|
| <p><i>Create a work group to establish a sustainable district manager plan.</i></p> <p>*Committee: Board & Communications</p> | <p>Form workgroup to begin work on revenue generating sources and activities discussed at retreat.</p> <p>Plan 4 events for this cycle.</p> | <p>Hold 2 of 4 events in this period:</p> <p>1) Fundraiser at The Grove Hotel 2) Begin paid membership for businesses.</p> | <p>Hold 2 of 4 events in this period:</p> <p>1) TBD 2) TBD</p> |

| STRATEGY 2B: | Jul. '17 – Oct. '17 | Nov. '17 – Feb. '18 | Mar. '18 – Jun. '18 |
|--|--|----------------------------|----------------------------|
| <p><i>Explore 501c status options.</i></p> <p>*Committee: Board & Finance</p> | <p>Finalize plan for 501c status or if staying as is, is best.</p> <p>Develop multi-level membership or suggested donation system.</p> | | |

Goal 3: Support and advocate for 24-hour vibrant neighborhood with a diversity of businesses:

| STRATEGY 3A: | Jul. '17 – Oct. '17 | Nov. '17 – Feb. '18 | Mar. '18 – Jun. '18 |
|--|--|--|--|
| <p><i>Create marketing strategy for neighborhood.</i></p> <p>*Committee: Communications</p> | <p>Develop marketing plan and various strategies and outlets for implementation.</p> | <p>Create press release</p> | <p>Full implementation of all phases</p> |
| | | <p>Begin first phase of implementation</p> | |

| STRATEGY 3B: | Jul. '17 – Oct. '17 | Nov. '17 – Feb. '18 | Mar. '18 – Jun. '18 |
|---|---|--|---|
| <p><i>Encourage business owners to take pride in ownership and educate staff about community.</i></p> <p>*Committee: Livability, Business & Land Use</p> | <p>Build universal GNA to be edited for each case.</p> | <p>Encourage marketing of neighborhood among business owners</p> | <p>Sheppard the GNA, track and enforce GNA and share PDC and PBA materials.</p> |
| | <p>Draft informational letter re: creation of a blight ordinance.</p> | <p>Gather materials from Prosper Portland and PBA for business owners.</p> | |

| STRATEGY 3C: | Jul. '17 – Oct. '17 | Nov. '17 – Feb. '18 | Mar. '18 – Jun. '18 |
|--|--|---|----------------------------|
| <p><i>Take role in solution to homelessness.</i></p> <p>*Committee: Board</p> | <p>Continue to have a presence at all relevant meetings.</p> | <p>Outreach to state representatives regarding increased mental health funding and housing.</p> | <p>Ongoing advocacy.</p> |
| | <p>Advocate for additional public restrooms.</p> | <p>Outreach to state representatives regarding increased addiction funding and enforcement.</p> | |

| STRATEGY 3D: | Jul. '17 - Oct. '17 | Nov. '17 - Feb. '18 | Mar. '18 - Jun. '18 |
|--|---|----------------------------|----------------------------|
| <p><i>Support and advocate for redevelopment for mixed use in-fill development, new development and businesses in Old Town.</i></p> <p>*Committee: Land Use</p> | <p>Marketing campaign to help bars transition to earlier hours.</p> | | |

Goal 4: Encourage the preservation of the historic resources to increase economic activity in the district:

| STRATEGY 4A: | Jul. '17 – Oct. '17 | Nov. '17 – Feb. '18 | Mar. '18 – Jun. '18 |
|--|--|---|----------------------------|
| <p><i>Identify present process and progress and engage City, PDC, Landmarks Commission, BPS Historic Preservation staff, BDS and PBOT..</i></p> <p>*Committee: Land Use & Arts, History & Culture</p> | <ul style="list-style-type: none"> Meet with Mayor Wheeler's chief of staff about committee's work (Jackie will make appointment) Meet with Commissioner Nick Fish (Helen will make appointment) | <ul style="list-style-type: none"> Meet with Commissioner Chloe Eudaly (Jackie will make appointment) Work with Land Use committee to monitor the progress and plans for the corner lot on NW 4th and Burnside | |

| STRATEGY 4B: | Jul. '17 – Oct. '17 | Nov. '17 – Feb. '18 | Mar. '18 – Jun. '18 |
|--|---|----------------------------|----------------------------|
| <p><i>Assign 1 or 2 OLD TOWN CHINATOWNCA board members to attend all meetings associated with design guidelines for the New Chinatown/Japantown National Historic District. Landmarks Commission and Design Review.</i></p> <p>*Committee: Land Use & Arts, History & Culture</p> | <p>Ongoing until July 2017 when adopted</p> | | |

| STRATEGY 4C: | Jul. '17 – Oct. '17 | Nov. '17 – Feb. '18 | Mar. '18 – Jun. '18 |
|---|---|----------------------------|----------------------------|
| <p><i>Support new market rate housing.</i></p> <p>*Committee: Land Use</p> | <p>Advocate for blocks 33, 24 and P</p> | <p>Ongoing advocacy.</p> | <p>Ongoing advocacy.</p> |

| STRATEGY 4E: | Jul. '17 - Oct. '17 | Nov. '17 - Feb. '18 | Mar. '18 - Jun. '18 |
|---|---|----------------------------|---------------------------------|
| <i>Participate in state and city government processes to pass the state historic property tax credit bill.</i> *Committee: Land Use & Arts, History and Culture | Set meeting with Peggy Moretti (Restore Oregon) | Design plan for advocacy | Implement letter writing |
| | | | Show up at capitol, press, etc. |

Goal 5: OLD TOWN CHINATOWNCA facilitates public and private partnership interests to achieve established vision for the neighborhood:

| STRATEGY 5A: | Jul. '17 – Oct. '17 | Nov. '17 – Feb. '18 | Mar. '18 – Jun. '18 |
|---|--|--|----------------------------|
| <i>Develop a vision for mix of uses/businesses for neighborhood).</i> *Committee: Land Use & Business | Regularly update and advocate for OTCT Redevelopment Strategy goals. | Identify present process for developers and businesses that are contemplating (or would contemplate) settling in OLD TOWN CHINATOWN. | |
| | Plan with PBA to work with business committee on our role in recruitment | | |

| STRATEGY 5B: | Jul. '17 – Oct. '17 | Nov. '17 – Feb. '18 | Mar. '18 – Jun. '18 |
|--|----------------------------|----------------------------|----------------------------|
| <i>Actively track and advocate for funding associated with 5-year action plan.</i> *Committee: Land Use & Business | Land Use leading | Ongoing. | Ongoing. |
| | | | |

| STRATEGY 5C: | Jul. '17 – Oct. '17 | Nov. '17 – Feb. '18 | Mar. '18 – Jun. '18 |
|---|----------------------------|----------------------------|----------------------------|
| <i>Identify future funding sources and work to secure (includes grants).</i> *Committee: Finance & District Manager | Identify board leadership | Research grants. | Implement. |
| | | Explore member dues. | |

Goal 6: Support efforts to enhance and celebrate the multiethnic history and culture of Old Town Chinatown.

| STRATEGY 6A: | Jul. '17 – Oct. '17 | Nov. '17 – Feb. '18 | Mar. '18 – Jun. '18 |
|--|---|--|---|
| <p><i>Encourage collaboration and submission of grants to the built environment and for new place making in Old Town Chinatown.</i></p> <p><u>*Committee: Arts, History & Culture</u></p> | <p>Assist Art, History and Culture organizations with project definition and grant submission</p> | <p>Track progress of successful grants</p> | <p>Celebrate and publicize completed projects</p> |

| STRATEGY 6B: | Jul. '17 – Oct. '17 | Nov. '17 – Feb. '18 | Mar. '18 – Jun. '18 |
|---|---|--|---|
| <p><i>Encourage historically relevant and culturally sensitive public art and public history projects.</i></p> <p><u>*Committee: Arts, Culture & History</u></p> | <p>Meet with RAAC, Landmarks, and SHPO to discuss guidelines and options for public Art on the festival streets and within the two national historic districts.</p> | <p>Explore public art replacement procedures with RACC</p> | <p>Explore with RACC and ODOT new place making strategies and the conservation and maintenance of historically relevant and culturally sensitive public art and public history installations.</p> |