



Strategic Plan 2016-2017

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. Continue working with property owners and business owners to implement block-by-block program;*
- e. Mobilize residents to actively participate in the neighborhood.*

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;*
- e. Support and advocate for redevelopment for mixed use in-fill development, new development and businesses in Old Town*

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 OTCTCA board members to attend all meetings associated with design guidelines.*
- c. Support new market rate housing.*

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

- a. Develop a vision for mix of uses/businesses for neighborhood;*
- b. Actively track and advocate for funding associated with 5-year action plan;*
- c. Identify future funding sources and work to secure (including grants).*

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

- a. *Encourage collaboration and submission for projects enhancing the built environment and for new place making in Old Town Chinatown;*
- b. *Encourage historically relevant and culturally sensitive public art and public history projects.*

AREAS OF PRIORITIZATION WITH GOAL OVERLAP

Public Safety:

- Improve streetscapes and create a safe, clean, beautiful and accessible neighborhood.
- Support and advocate for 24-hour vibrant neighborhood with a diversity of businesses.

Housing:

- Encourage the preservation, renovation and seismic upgrades to the historic resources and underutilized buildings to increase useable space and economic activity in the district. Encourage new mixed-use infill development on vacant lots and surface parking lots.

Historic Preservation & Redevelopment:

- Protect and promote the rich cultural and multi-ethnic history and diversity of the neighborhood. This includes its unique physical characteristics, cultural and arts institutions, community organizations and mix of businesses.
- Support efforts by the Old Town Chinatown Heritage Group (Chinese, Nikkei, Jewish, Greek and African American non profit museum organizations) to create a multiethnic museum campus and complex in Old Town Chinatown.
- Encourage the preservation, renovation and seismic upgrades to the historic resources and underutilized buildings to increase useable space and economic activity in the district. Encourage new mixed-use infill development on vacant lots and surface parking lots.

Livability:

- Improve streetscapes and create a safe, clean, beautiful and accessible neighborhood.
- 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. '16 - Oct. '16	Nov. '16 - Feb. '17	Mar. '17 - Jun. '17
<p><i>Work with social service agencies to move queuing inside/mitigate its impact.</i></p> <p>*Committee: Livability</p>	Write letter from Old Town Chinatown Community Association regarding concerns	Take to Union Gospel board	Monitor
	Follow up with the efforts that are in place w/ the social service cohorts and Jacob.		
	New admin. Informed of concerns		

STRATEGY 1B:	Jul. '16 - Oct. '16	Nov. '16 - Feb. '17	Mar. '17 - Jun. '17
<p><i>Advocate for and advance new circulation/traffic plans to increase access and long term parking solutions.</i></p> <p>*Committee: Transportation</p>	Make sure CA is engaged and participating in solutions and changes	Monitor	Monitor

STRATEGY 1C:	Jul. '16 - Oct. '16	Nov. '16 - Feb. '17	Mar. '17 - Jun. '17
<p><i>Continue biannual street clean ups and work with clean and safe to enhance neighborhood cleanliness and aesthetics.</i></p> <p>*Committee: Livability</p>	Hold clean up day on Oct. 3rd	Collect data from Clean and Safe calls	Ongoing
	Meet with Clean and Safe and learn about scope of work (Does it include holiday lights and flower baskets?)	Create proper enforcement department matrix to be verified with city	

STRATEGY 1D:	Jul. '16 - Oct. '16	Nov. '16 - Feb. '17	Mar. '17 - Jun. '17
<p><i>Continue working with property owners and business owners to implement block-by-block program.</i></p> <p>*Committee: District Manager</p>	Wait until district manager is hired.	Continue pilot projects and identify new targets.	Ongoing

STRATEGY 1E: <i>Mobilize residents to actively participate in neighborhood streetscape improvements.</i> *Committee: District Manager	Jul. '16 - Oct. '16	Nov. '16 - Feb. '17	Mar. '17 - Jun. '17
	Wait until district manager is hired.	Ensure that we have a complete list of contact information of residential properties.	Ongoing
		Reach out to each residential property and establish a working relationship with each property liaison.	
		Ensure they are in the know of all the activities in the neighborhood.	
		Create multiple venues for communication including a calendar of events, newsletter, etc.	

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

STRATEGY 2A: <i>Create a work group to establish a sustainable district manager plan.</i> *Committee: Board & Communications	Jul. '16 - Oct. '16	Nov. '16 - Feb. '17	Mar. '17 - Jun. '17
	Hiring district manager	Board to discuss sustainability	
	Form workgroup and explore revenue generating sources and activities		

STRATEGY 2B: <i>Explore 501c status options.</i> *Committee: Board & Finance	Jul. '16 - Oct. '16	Nov. '16 - Feb. '17	Mar. '17 - Jun. '17
	File 501c declaration	Board to discuss sustainability	
Develop multi-level membership or suggested donation system			

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

STRATEGY 3A: <i>Implement marketing strategy for neighborhood.</i> *Committee: Communications	Jul. '16 – Oct. '16	Nov. '16 – Feb. '17	Mar. '17 – Jun. '17
	Launch marketing campaign	Begin research of grant funding for match	Ongoing
	Post district manager position, interview candidates	Implement marketing plan	

STRATEGY 3B: <i>Encourage business owners to take pride in ownership and educate staff about community.</i> *Committee: Livability, Business & Land Use	Jul. '16 – Oct. '16	Nov. '16 – Feb. '17	Mar. '17 – Jun. '17
	Livability: Service GNA	Encourage marketing of neighborhood among business owners Gather materials from PDC and PBA for business owners	Sheppard the GNA, track and enforce GNA and share PDC and PBA materials
	Business: Business GNA Land Use: New development		

STRATEGY 3C: <i>Take role in solution to homelessness.</i> *Committee: Board	Jul. '16 – Oct. '16	Nov. '16 – Feb. '17	Mar. '17 – Jun. '17
	Have a presence at all relevant meetings	Advocate for additional public restrooms	Ongoing advocacy
	Meet and partner with new administration	Advocate for R2D2 resolution	

STRATEGY 3D: <i>Develop campaign for local businesses, new and old.</i> *Committee: Business & Communications	Jul. '16 – Oct. '16	Nov. '16 – Feb. '17	Mar. '17 – Jun. '17
	Pending district manager hire		

STRATEGY 3E: <i>Support and advocate for redevelopment for mixed use in-fill development, new development and businesses in Old Town</i> *Committee: Land Use	Jul. '16 – Oct. '16	Nov. '16 – Feb. '17	Mar. '17 – Jun. '17
	Reinforce to all relevant government agencies our support for mixed use development.	Ongoing advocacy.	Ongoing advocacy.
	Preserve all existing parking.		

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

<p>STRATEGY 4A:</p> <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>	<p>Jul. '16 - Oct. '16</p>	<p>Nov. '16 - Feb. '17</p>	<p>Mar. '17 - Jun. '17</p>
	<p>Identify process and engage</p> <p>Continue to attend</p>		

<p>STRATEGY 4B:</p> <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>Jul. '16 - Oct. '16</p>	<p>Nov. '16 - Feb. '17</p>	<p>Mar. '17 - Jun. '17</p>
	<p>Assign land use and arts, history and culture to identify meetings and allocate resources to go to meetings</p> <p>Jackie Peterson and Will Naito to serve as representatives</p>		

<p>STRATEGY 4C:</p> <p><i>Support new market rate housing.</i></p> <p>*Committee: Land Use</p>	<p>Jul. '16 - Oct. '16</p>	<p>Nov. '16 - Feb. '17</p>	<p>Mar. '17 - Jun. '17</p>
	<p>Ongoing advocacy</p>	<p>Ongoing advocacy</p>	<p>Ongoing advocacy</p>

<p>STRATEGY 4D:</p> <p><i>Participate in state and city government processes to pass the state historic property tax credit bill.</i></p> <p>*Committee: Land Use & Arts, History and Culture</p>	<p>Jul. '16 - Oct. '16</p>	<p>Nov. '16 - Feb. '17</p>	<p>Mar. '17 - Jun. '17</p>
	<p>Set meeting with Peggy Moretti (Restore Oregon)</p>	<p>Design plan for advocacy</p>	<p>Implement letter writing</p> <p>Show up at capitol, press, etc.</p>

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

STRATEGY 5A: <i>Develop a vision for mix of uses/businesses for neighborhood).</i> *Committee: Land Use & Business	Jul. '16 - Oct. '16	Nov. '16 - Feb. '17	Mar. '17 - Jun. '17
	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: <i>Actively track and advocate for funding associated with 5-year action plan.</i> *Committee: Land Use & Business	Jul. '16 - Oct. '16	Nov. '16 - Feb. '17	Mar. '17 - Jun. '17
	Land Use leading	Ongoing	Ongoing

STRATEGY 5C: <i>Identify future funding sources and work to secure (includes grants).</i> *Committee: Finance & District Manager	Jul. '16 - Oct. '16	Nov. '16 - Feb. '17	Mar. '17 - Jun. '17
	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.

<p>STRATEGY 6A:</p> <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>	Jul. '16 - Oct. '16	Nov. '16 - Feb. '17	Mar. '17 - Jun. '17
	Assist Art, History and Culture organizations with project definition and grant submission	Track progress of successful grants	Celebrate and publicize completed projects

<p>STRATEGY 6B:</p> <p><i>Encourage historically relevant and culturally sensitive public art and public history projects.</i></p> <p><u>*Committee: Arts, Culture & History</u></p>	Jul. '16 - Oct. '16	Nov. '16 - Feb. '17	Mar. '17 - Jun. '17
	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	Explore public art replacement procedures with RACC	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