

PORTLAND'S

Adopted
KENTON
NEIGHBORHOOD PLAN



**City of Portland
Bureau of Planning
Portland, Oregon**

Adopted: October 1993

**Amended by the
Kenton Downtown Plan: January 2001**

ALBINA
COMMUNITY

Adopted
Kenton Neighborhood Plan

Adopted by City Council on July 28, 1993
Ordinance No. 166786
Resolution No. 35169

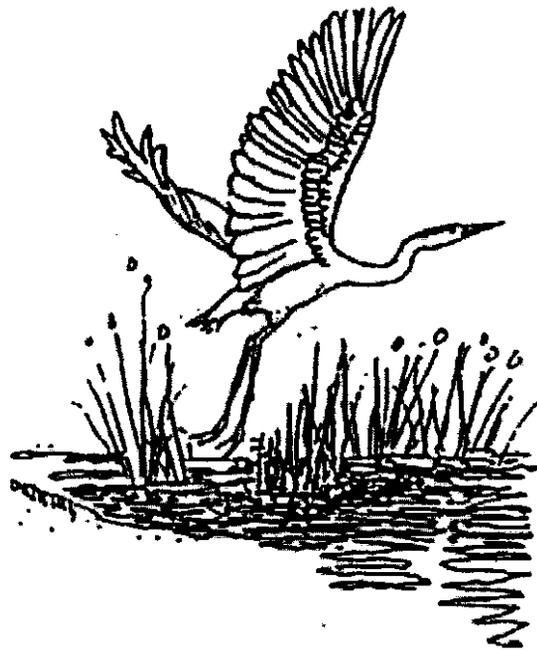
Readopted on September 30, 1993
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October 2001

City of Portland
Bureau of Planning
Portland, Oregon



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ACKNOWLEDGMENTS
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The *Kenton Downtown Plan* was partially funded by the Bureau of Housing and Community Development with a 50% match from the city's general revenue fund.

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Kenton Neighborhood Rose Garden on Interstate Avenue .

Introduction

The *Kenton Neighborhood Plan* is the policy framework for the Kenton neighborhood. The City of Portland supports the development of neighborhood plans to give citizens a chance to proactively plan for their community. Neighborhood plans are intended to address the problems that residents of the neighborhood feel are most important.

The *Kenton Neighborhood Plan* was originally adopted in 1993 as part of the *Albina Community Plan*. The Kenton Neighborhood Association participated in both the larger Albina community planning process, as well as developing their own neighborhood plan.

In 2001, the *Kenton Neighborhood Plan* was republished to reflect changes that were made to it as part of the *Kenton Downtown Plan*. The *Kenton Downtown Plan* was a citizen-initiated plan to revitalize the Denver Avenue Business District and to proactively plan for development around the future light rail station at Interstate and Denver Avenues. The changes have been noted in this document, but for more detailed information please refer to the *Kenton Downtown Plan*.

For copies of the *Kenton Downtown Plan* and the *Albina Community Plan* contact the Bureau of Planning at 503.823.7700.

Organization of the Plan

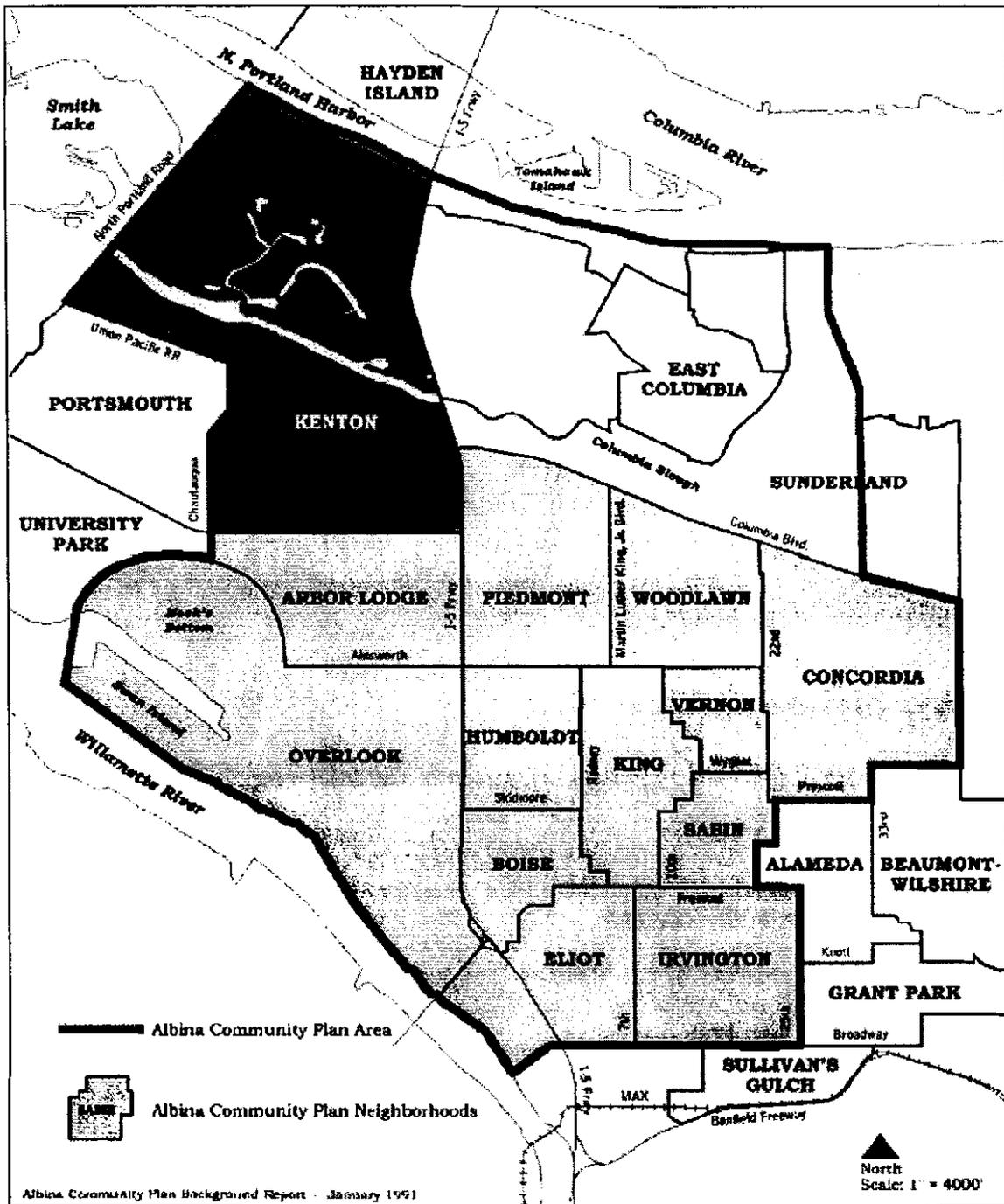
The *Kenton Neighborhood Plan* is organized in the following chapters:

Chapter 1, Introduction, contains information about the planning process, community input, and the neighborhood plan's relationship to the *Albina Community Plan*, the *Kenton Action Plan*, the *Kenton Downtown Plan*, and Portland's *Comprehensive Plan*.

Chapter 2, Elements of the Kenton Neighborhood Plan, contains the vision statement, historic and design designations, and the *Kenton Downtown Plan* Land Use Concept Plan.

Chapter 3, Policies, Objectives and Action Charts, includes the policies and objectives that form the basis for plan implementation actions. Action charts detailing plan implementation actions and the groups and organizations that have agreed to carry them out are also included in this chapter.

At the back of this document is a copy of the *Kenton Action Plan*. The *Kenton Action Plan*—adopted by the City Council in 1992—was not updated as part of the *Kenton Downtown Plan*.



Relationship to Other Plans

The Albina Community Plan

The *Albina Community Plan* included a nineteen square-mile area of North/Northeast Portland. The plan established programs, policies, and regulations and identified actions that would benefit the entire Albina community. The Kenton Neighborhood Association, along with the other twelve neighborhood associations in the *Albina Community Plan* area, was given the opportunity to develop a neighborhood plan. These individual neighborhood plans were an integral part of the planning process of the *Albina Community Plan*.

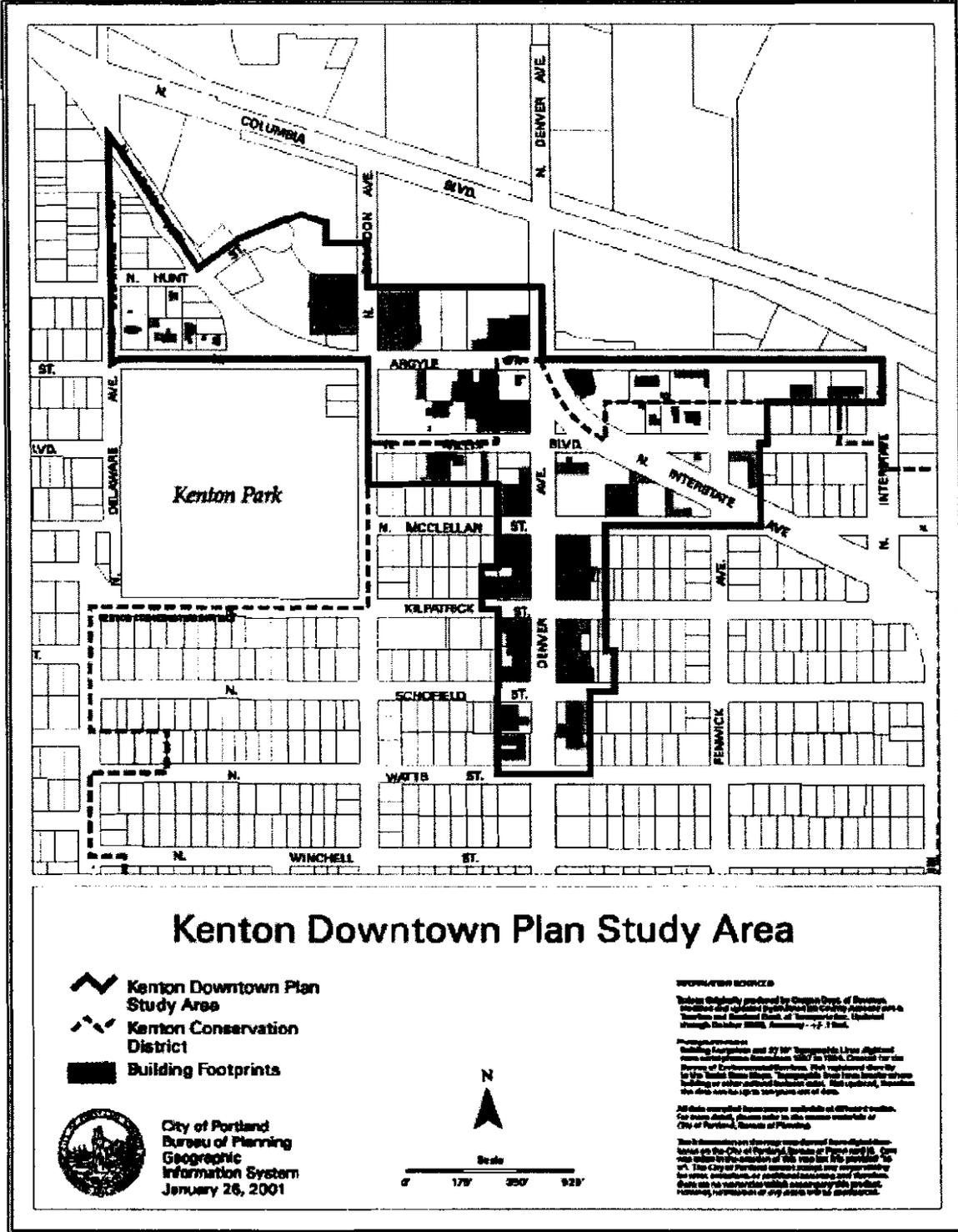
The *Kenton Neighborhood Plan* contains policies, projects, programs, and regulatory provisions that are special to Kenton. The neighborhood plan also reinforces parts of the community plan as they apply to Kenton. In many cases the *Kenton Neighborhood Plan's* content is more specific than plan elements of the *Albina Community Plan*.

The context that the *Albina Community Plan* established for the entire community plan area ensured that the detailed provisions developed for each neighborhood were coordinated with actions planned for the rest of the community plan area. Compatibility of the elements included in the *Albina Community Plan* as well as the neighborhood plans was assured by the process for the development of the *Albina Community Plan*. This process required that initial version of each neighborhood plan be developed at the same time that the framework for the overall community plan was being established.

The Kenton Action Plan

In December 1990, Peninsula Neighbors with the support of the Bureau of Housing and Community Development (BHCD) initiated the North Portland Revitalization Project. The purpose of the project was to assess revitalization assistance for the Cathedral Park, Kenton, Portsmouth, and St. Johns neighborhoods. Each of these neighborhoods were BHCD eligible and had been identified as at risk by the Revitalization Program Technical Advisory Committee. The *Kenton Action Plan*—which targeted a sixty block area of the Kenton neighborhood—was developed by a group of thirteen community residents and business owners with the assistance of the steering committee of the North Portland Revitalization Project. The plan was supported by the Kenton Neighborhood Association, the Kenton Business Association, and the community at large. The City Council adopted the goals, actions, and timelines of the *Kenton Action Plan* by resolution in April 1992.

The *Kenton Action Plan* addresses issues similar to those in the *Kenton Neighborhood Plan*, such as public safety, the revitalization of the Denver Avenue Business District, affordable housing, the needs of youth and family, and community spirit and empowerment. The *Kenton Action Plan* set timelines and implementation strategies that carry out both the goals of the *Kenton Action Plan* and the *Kenton Neighborhood Plan*. Specific actions of the *Kenton Action Plan* are listed in the neighborhood plan's action charts with the *Kenton Action Plan* (KAP) listed as the implementor. For specifics on funding and implementation strategies see the *Kenton Action Plan* at the back of this document.



Relationship to the *Kenton Action Plan* (continued)

Over the first several years of the *Kenton Action Plan* a number of the actions were met. The Kenton Neighborhood Association assumed responsibility for many of the *Kenton Action Plan's* ongoing strategies. The *Kenton Action Plan* board shifted its focus to concentrating on the revitalization of the Denver Avenue Business District. The group participated in such projects as establishing the Kenton Commercial Historic District and developing the *Kenton Downtown Plan*. With the adoption of the *Kenton Downtown Plan* the *Kenton Action Plan's* board has revised its mission statement to concentrate on the implementation of the *Kenton Downtown Plan*.

The *Kenton Downtown Plan*

During the late 1990s the Kenton neighborhood succeeded in funding a number of neighborhood planning projects, including an economic analysis for the Denver Avenue Business District, a Kenton Business District Revitalization Plan, a Kenton Area Station Development Framework, and a study of possible neighborhood connections to the 40-mile loop. The *Kenton Downtown Plan* is based on these studies.

The main objective of the plan is to bring back the Denver Avenue Business District as a neighborhood serving retail corridor. The area has many vacant and underutilized buildings. Low land values have resulted in manufacturing, warehouse sales, and auto-oriented uses replacing the original retail activities as the most dominant uses in the area. The arrival of light rail with a future station at Interstate and Denver brings a unique opportunity for the neighborhood to achieve a retail corridor by providing opportunities for additional housing within walking distance of the Denver Avenue Business District.

The *Kenton Downtown Plan* ensures that the neighborhood policies and zoning are in place to support a strong retail corridor and allow opportunities for additional housing and mixed use development around the planned light rail station. It does this by:

- Updating the *Kenton Neighborhood Plan* by revising the vision statement and several of the plan's policy objectives and by adding a land use concept plan and action items that implement the *Kenton Downtown Plan*;
- Amending the zoning on selected sites to increase housing and mixed use development opportunities near the planned light rail station; and
- Creating a plan district for the Denver Avenue Business District and the area around the planned light rail station with special use and development regulations. The provisions in the plan district ensure that new development is compatible with the historic character of the area and promote walking and transit use. The provisions also discourage uses that are not conducive to a retail corridor, such as auto-oriented and industrial uses.

Portland's *Comprehensive Plan*

The *Kenton Neighborhood Plan* was adopted by the City of Portland as part of the City's *Comprehensive Plan*. This status establishes vision, policy and objective statements as provisions that must be carefully weighed as part of future consideration of changes in land use designations within the Kenton neighborhood. If policy language conflicts with other development regulations, the policy language of the neighborhood plan will be the controlling provision.

Not all parts of the neighborhood plan were adopted as part of the *Comprehensive Plan*. The action charts associated with policies 1 through 9 were adopted by resolution as a starting place for projects and programs that will help implement the policies of the neighborhood plan. The action charts are referred to as leadership items because accomplishment of the action items is dependent on leaders in the community, often working with government and nonprofit agencies. All actions are adopted with the understanding that they may need to be adjusted or replaced with more feasible alternatives. The implementors of the action items have expressed their interest and support in accomplishing the action item. However, it is also understood that circumstances may affect their ability to take action.

However, the action charts also contain proposals for changes in the City's land use regulations and zoning map. These changes were adopted by ordinance and became effective at the same time the policy provisions of the plans took effect. Similarly, the Kenton Conservation District and guidelines of design acceptability that guide the design review process took effect in 1993 with the original adoption of the *Kenton Neighborhood Plan*.

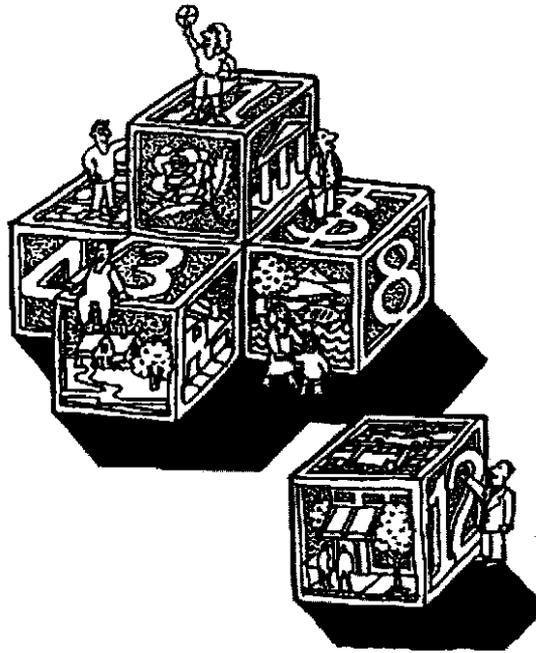


Illustration from cover of Portland's *Comprehensive Plan Goals and Policies*

Community Input

Kenton Neighborhood Plan, 1993

The Kenton Neighborhood Association established a planning committee and in April 1990 held a neighborhood planning workshop at Peninsula School. The planning committee used the results of the workshop to develop the first draft of the *Kenton Neighborhood Plan* with the assistance of the Bureau of Planning.

The *Kenton Neighborhood Plan* was submitted to the Planning Commission for their consideration in February of 1992 as a part of the *Albina Community Plan*. The Planning Commission held four public hearings on the *Albina Community Plan* and the associated neighborhood plans. In addition, the commission held fourteen working sessions that included panel discussions on specific topics. Following the working sessions the Planning Commission reviewed the requested amendments and took action on each. The commission directed that the revised plan be republished as the Planning Commission's draft *Albina Community Plan*.

The Planning Commission's draft *Albina Community Plan* was published in September 1992. Notice was provided to all those who had participated in the commission's public hearing process. Hearings on the commission's draft were held in the fall of 1992. At these hearings, and later working sessions, the commission reviewed comments and requested amendments on their draft. On November 24, 1992, the Planning Commission approved the *Albina Community Plan* and the associated neighborhood plans as amended during their deliberations.

The Planning Commission's recommended *Albina Community Plan* and the associated neighborhood plans were submitted to the Portland City Council for public hearings in the spring of 1993. Amendments to the plans were developed as a result of testimony received during the public hearings as well as recommendations from council members. Changes to the plans were incorporated into an amended *Albina Community Plan*. Hearings were held on July 21 and July 28, 1993. The *Albina Community Plan* and eleven neighborhood plans, including the *Kenton Neighborhood Plan*, were adopted on July 28, 1993.

Kenton Downtown Plan, 2000

The Kenton neighborhood requested assistance from the city to help them implement their vision for a revitalized Denver Avenue Business District and appropriate development around the future light rail station at Interstate and Denver Avenues. The Bureau of Planning began working with the Kenton Neighborhood Association in January of 2000. With guidance from a Kenton Neighborhood Association subcommittee, the Bureau of Planning published a public review draft. The proposals in this public review draft incorporated ideas generated from past neighborhood studies. This document was available to the public on May 10, 2000.

There were three community meetings in the neighborhood to discuss the public review draft of the *Kenton Downtown Plan*. The Bureau of Planning sponsored a community meeting on May 18, 2000, and a discussion of the *Kenton Downtown*

Plan took place at the Kenton Neighborhood Association's general meeting on May 22, 2000. There was also a special meeting for business and property owners in the *Kenton Downtown Plan* study area held on June 28, 2000. Opportunities for interested parties to submit comments to Bureau of Planning staff were provided at all these meetings.

At these meetings the Kenton Neighborhood Association invited anyone interested to join the subcommittee that would continue to work on the details of the *Kenton Downtown Plan*. This subcommittee was made up of Kenton neighborhood and business people. The subcommittee met three times during the month of July and reviewed the comments received on the *Kenton Downtown Plan* public review draft. Based on these comments and further discussions the group had, the subcommittee recommended several revisions to the proposals of the *Kenton Downtown Plan* public review draft. These recommendations were published in a report and presented at a general community meeting on August 23, 2000.

The Bureau of Planning's report and recommendation to the Planning Commission on the *Kenton Downtown Plan* was available to the public on September 28, 2000. This report revised the public review draft proposals based on comments from the neighborhood subcommittee, individual citizens, and affected government agencies. On October 17, 2000, the Planning Commission held a public hearing on the *Kenton Downtown Plan*. The Planning Commission unanimously approved the Planning Bureau's proposals with several minor revisions that strengthened the strategies intended to support retail on Denver Avenue.

On December 14, 2000, the Portland City Council held a public hearing on the Planning Commission's recommended *Kenton Downtown Plan*. With minor changes to action items that addressed the connections from downtown Kenton to the 40-mile loop and industrial area to the north, the City Council unanimously approved the Planning Commission's recommendations. The plan was effective on January 26, 2001.



Elements of the *Kenton Neighborhood Plan*

Vision Statement

The *Kenton Neighborhood Plan* starts with a vision statement that describes what the neighborhood would be like if all the neighborhood plan's policies, objectives, and action charts were implemented. Typically, neighborhood vision statements project twenty years into the future. The changes to the *Kenton Neighborhood Plan* vision statement adopted as part of the *Kenton Downtown Plan* refine the paragraphs that address the Denver Avenue Businesses District and the future light rail transit line through North/Northeast Portland.

Kenton Historic and Design Designations

This section describes the historic and design designations in the Kenton neighborhood. The Kenton Conservation District was adopted in 1993 as part of the *Albina Community Plan*. The *Kenton Downtown Plan* amended the zoning to include a design overlay zone on several sites near the planned light rail station just north of the Kenton Conservation District.

This section also includes information about the proposed Kenton Commercial Historic District along Denver Avenue and the pending Kenton Multiple Property Submission to the National Register. A multiple property submission provides eligible property owners with a streamlined way to become an individual landmark.

Kenton Downtown Plan Land Use Concept Plan

This section was added to reflect the land use concept plan developed for the *Kenton Downtown Plan*. There is a general discussion about the types of land uses and the quality of the urban environment that is desired in the Kenton downtown area. The concept plan includes four categories; Denver Avenue Business District, Mixed-Use Commercial/Housing, High Density Housing, and Rowhouse/Garden Apartments. The plan also identifies possible neighborhood connections to the 40-mile loop and the industrial area north of the downtown area.

Kenton Vision Statement

*Incorporated into Portland's Comprehensive Plan Vision, 1993
Amended by the Kenton Downtown Plan, 2000*

The *Kenton Neighborhood Plan* is intended to strengthen Kenton as a safe, pleasant place to live, work, and play. The plan's goals and objectives provide guidance in meeting the challenges the neighborhood will face as it enters the next century. Change will occur with or without the plan. The plan is intended to guide change in directions that will be positive for Kenton. The plan is also dependent on change. Change is the process that brings the neighborhood's vision into being.

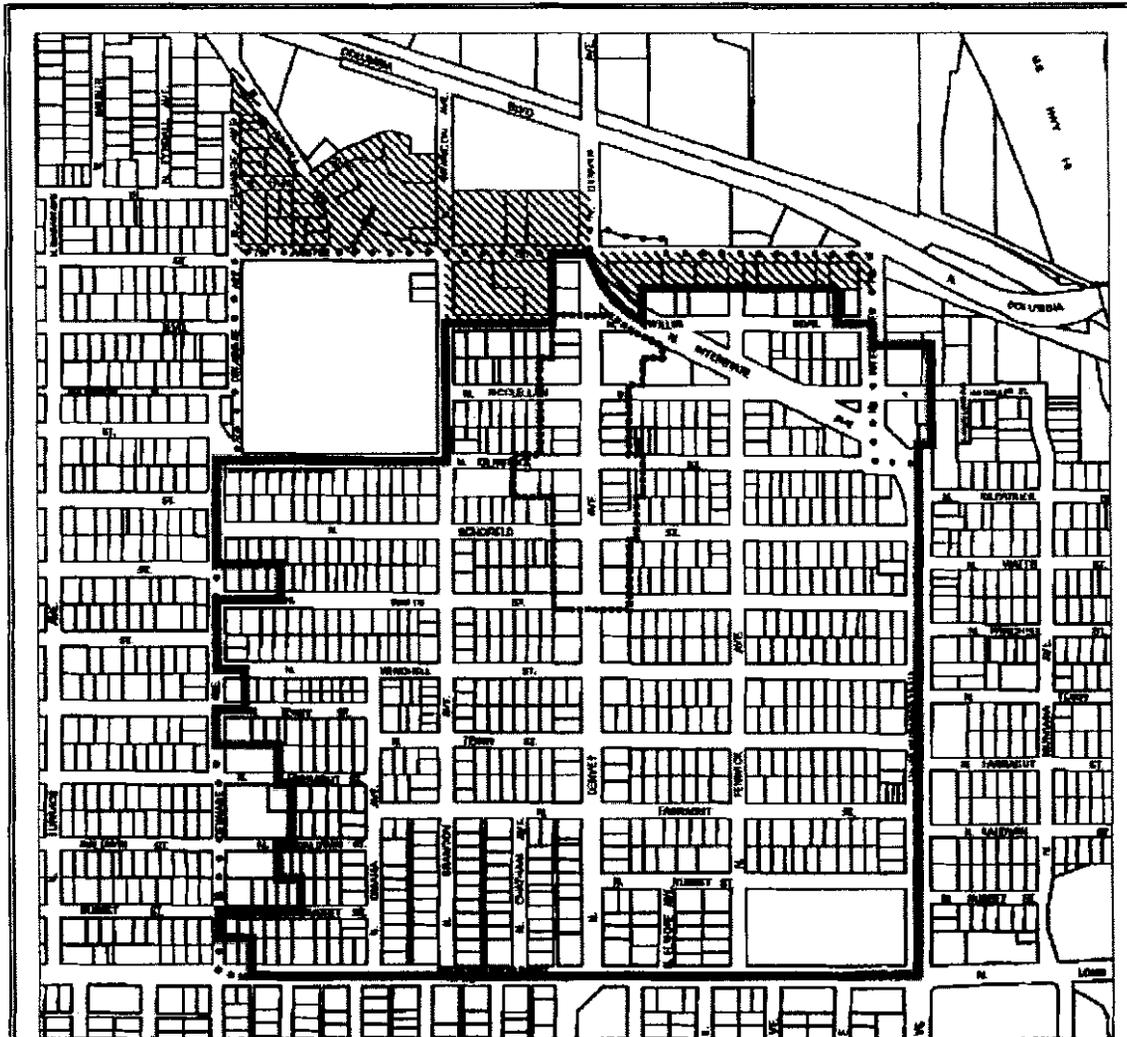
The following statements describe the Kenton neighborhood the way that the plan envisions it growing out of the changes the area will be experiencing over the next twenty years. The first two bullets were revised as part of the *Kenton Downtown Plan*.

- Denver Avenue is the center of a revitalized historic and commercial district. The street has been narrowed to two lanes and a pedestrian friendly sidewalk was created by widening sidewalks and adding benches and planters. The street is lined with large-canopy trees and historic Portland lighting standards; a bike lane runs down both sides of the street. Neighborhood residents, as well as visitors from other Portland neighborhoods and the state of Washington, shop at a variety of retail stores, including a new neighborhood-serving grocery store. Loading and unloading is done in the access ways that have been created behind the commercial buildings.
- Kenton residents and businesses benefit from the completion of a light rail transit line through North/Northeast Portland. They also continue to receive bus service that is convenient and safe. All neighborhood transit stops are clean, attractive, and safe.
- A bike and pedestrian path allows Kenton residents to reach the Columbia Slough where a boat rental shop is operated by the Portland Bureau of Parks. Kenton's children, through the local schools, take advantage of the educational opportunities offered by the neighborhood's proximity and easy access to the Columbia Slough urban wildlife area.
- The Kenton neighborhood is known throughout the city due to its successful outreach efforts to the media and the promotion of the Kenton Historic Conservation District, the Columbia Slough urban wildlife area, and the Denver Avenue retail district.
- Kenton neighbors work together to prevent crime. Community policing has increased communication between residents and the police and created an environment where residents actively participate in creating a safe neighborhood. Young people in Kenton have a variety of educational and recreational opportunities that lessen the likelihood of their becoming involved in vandalism or crime.

- Kenton Park provides recreational opportunities and facilities for a variety of age groups and interests. The park is clean and expanded supervision and increased lighting make Kenton Park a safe place for everyone.
- The Kenton School and Peninsula School facilities are used for organized programs and activities, such as sports and arts and crafts, after school and throughout the year. These programs and activities are open to all residents of Kenton, not just students.
- Young people receive incentives and training to participate in neighborhood clean-ups and repairs, and to assist the elderly. These activities build self-confidence and help develop pride in their community.
- Kenton has remained an affordable, family neighborhood. Both landlords and homeowners work to keep up buildings and maintain yards. The stability and livability of Kenton is reflected in its mix of renters, homeowners and public housing residents.



Kenton, ca.1925. N. Kilpatrick Street looking west from Denver Avenue.(OHS)



Historic & Design Designations for Kenton Area



Kenton Conservation District



Kenton Historic District
(as submitted to State)



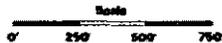
Multiple Property Submission
Boundary (as submitted to State)



Design Overlay Zone outside of
Kenton Conservation District



City of Portland
Bureau of Planning
Geographic
Information System
March 29, 2001



Source: Designations by Oregon Dept. of Historic Resources and National Historic Landmarks Commission, updated through January 1998, January 1997.

Notes: Designations for Multiple Property Submission Boundary are based on National Historic Landmarks Commission, updated through January 1998.

All data compiled from numerous public and private sources. Portland, Oregon, is the responsibility of the City of Portland, Bureau of Planning.

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Kenton Historic and Design Designations

Kenton Conservation District

The *Albina Community Plan* established seven 'historic design zones' within its boundaries. These 'historic design zones' were later renamed 'conservation districts' through a city-wide historic code amendment process. As a collection, these historic areas illustrate the evolution and settlement patterns of the Albina community. The Kenton Conservation District is unique because it had its origins as a company town for the nationally known meat packing firm of Swift & Company of Chicago. Situated on a rise two miles south of the company's packing plant on the Columbia Slough, Swift established Kenton as a model community for its employees.

The historic resources identified in the Kenton Conservation District focus on its heyday as the center of activity for those working and doing business with the Swift meat packing plant. The opening of the Swift plant in 1909 resulted in a construction boom in the neighborhood. The commercial center of the community grew up along Denver Avenue from Argyle to Watts. (This commercial area is now a historic district, see next page.) There were also many homes built for Swift employees. More modest homes for the laborers in the packing plant were initially located west of Denver Avenue while grander homes for the executives were located either on or east of Denver Avenue. There were also a number of apartment buildings built along Denver Avenue.

Many of these structures were built using ornamental concrete block. This building material is found in commercial structures, apartments and single-family houses. Sometimes the entire structure consists of concrete block, such as the Kenton Hotel. It is also common to see it used for details such as porch columns, foundations, and retaining walls. By 1924, this part of the Kenton neighborhood contained approximately three dozen structures constructed with this concrete block material, and today it has perhaps the highest concentration of buildings constructed by this method. The ornamental concrete block buildings are reminiscent of the types of public buildings found in eastern Oregon towns where raising cattle was the center of the economy.

The Kenton Conservation District is implemented through a historic design review process. Properties that meet certain eligibility requirements may use a two-track system of historic design review. This review ensures that new development and exterior alterations to existing structures enhance the special design and historic values of the area. The two-track system gives most projects two tracks, or options, for meeting the historic design review requirement. One track is a Type II land use review using the Community Design Guidelines as approval criteria. As an alternative, there is a second track that allows projects, that meet the eligibility requirements, to comply with objective standards, called the community design standards, as part of a plan check. While meeting objective standards limits design flexibility, it provides certainty to the applicant, and a faster, less expensive historic design review process. Both the Community Design Guidelines and community design standards have special criteria that apply specifically to the Kenton Conservation District.

Kenton Commercial Historic District

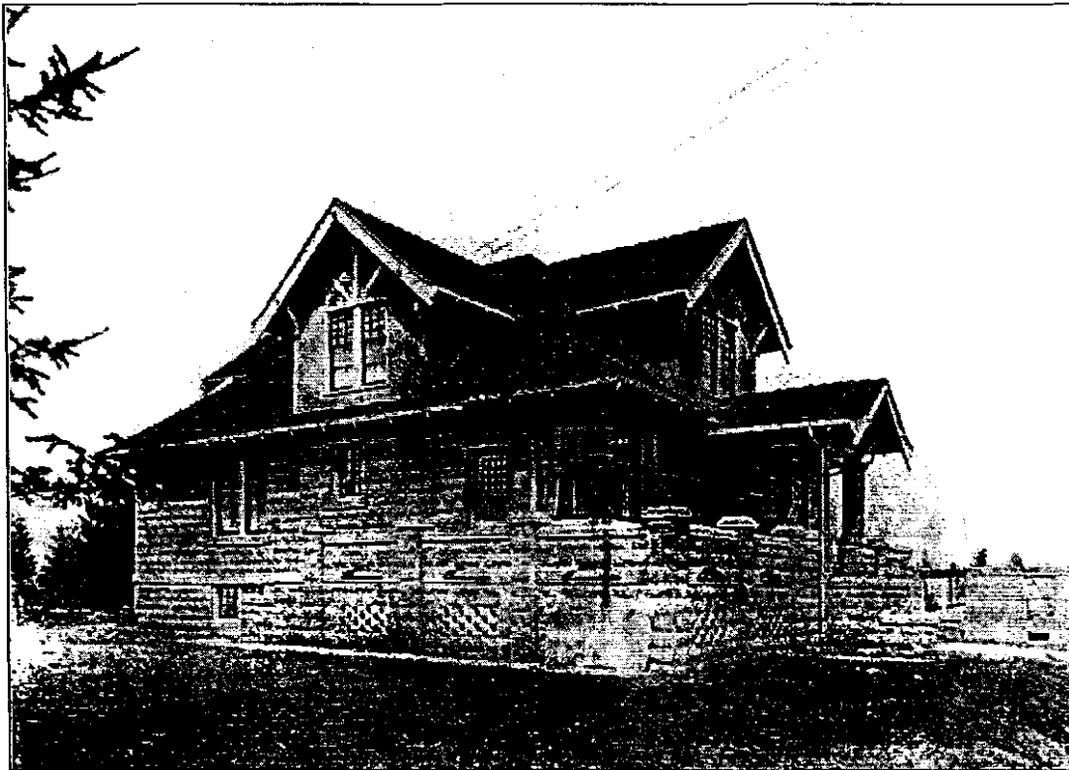
The Kenton Neighborhood Association and the Portland Bureau of Planning worked together to designate the commercial area along Denver Avenue as a National Register Historic District. The proposal for designation was initially reviewed by the Portland Historic Landmarks Commission, with additional reviews by state and federal offices. The Kenton Commercial Historic District was officially listed on the National Register on September 20, 2001.

The creation of a Kenton Commercial Historic District is a key component in the Kenton neighborhood's goal of revitalizing the commercial area along Denver Avenue. Historic district designation could help revitalize the area by:

- Providing property owners with access to special tax and loan programs that encourage investment in the area;
- Requiring historic design review to ensure new development, and exterior alterations to existing structures, do not detract from the historic character of the area. In a historic district, properties must go through a land use review and do not have the option of a plan check using objective standards; and
- Fostering community pride by increasing the awareness of the unique and special qualities of an area.



The Denver Avenue Business District looking north from Schofield Street, ca.1926. (OHS)



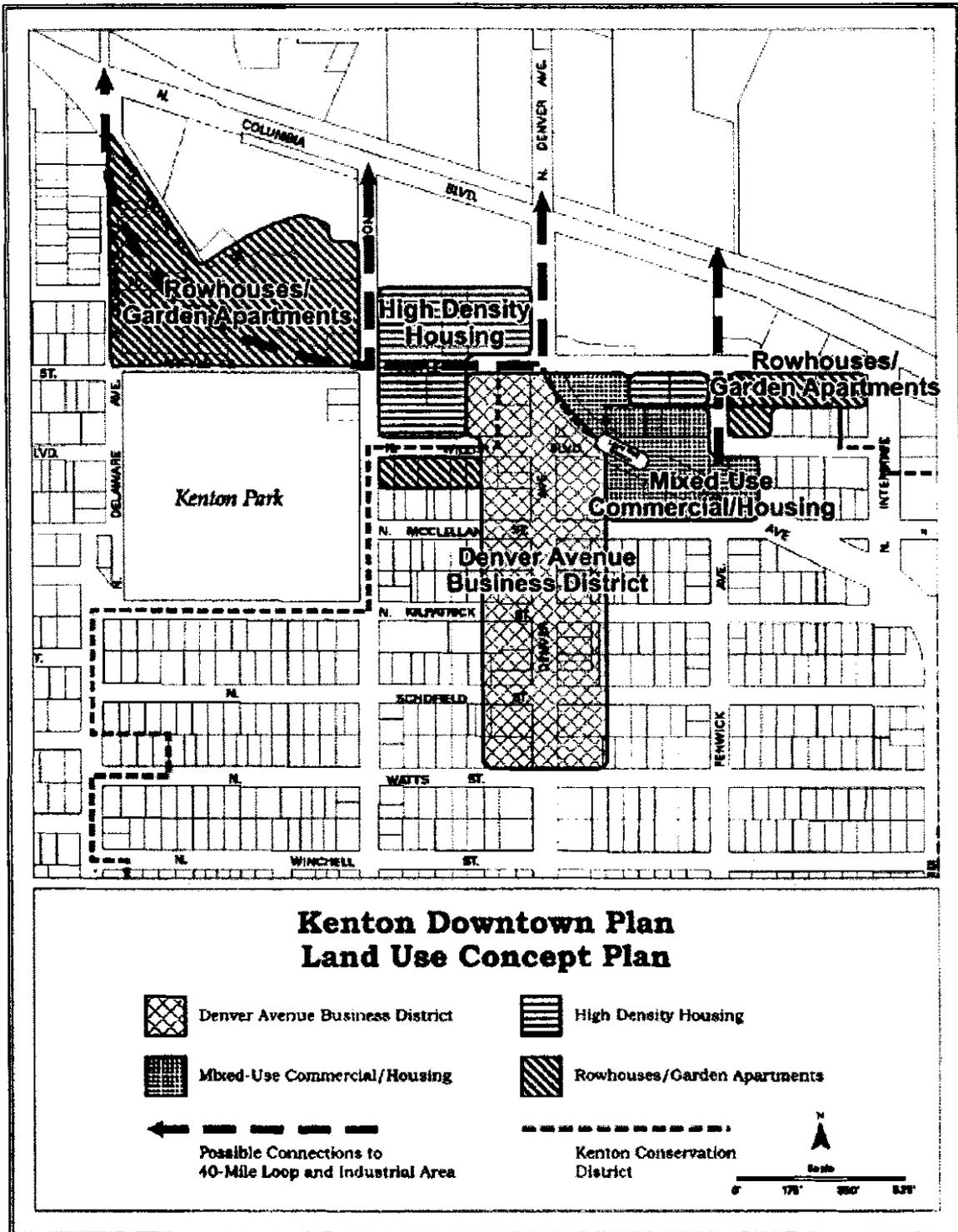
The Killingsworth House at 7933 N. Denver Avenue is one of the many examples of the ornamental concrete block used throughout the Kenton Conservation District. (OHS)

Multiple Property Submission

Concurrent with the creation of a Kenton Commercial Historic District, the Kenton Neighborhood Association and the Portland Bureau of Planning also created a Multiple Property Submission to the National Register. A multiple property submission provides owners of properties—that meet certain criteria—a streamlined way to make their property an individual landmark. The boundaries of properties eligible for this program are shown on page 12. Exterior alterations to landmark buildings are required to go through a historic design review. The landmark status also gives the property owners access to tax and loan programs.

Design Overlay Zone

As part of the *Kenton Downtown Plan*, there are areas north of the Kenton Conservation District that were rezoned to provide more opportunity for housing and mixed use development around the planned light rail station at Denver and Interstate Avenues. Because these sites may see significant redevelopment, the design overlay zone was applied to provide the community more certainty that the design of any new buildings will be compatible with the historic character of the area and enhance the pedestrian environment. Like the Kenton Conservation District, properties in this design overlay zone are eligible to use a two-track system of design review. All properties may use the Type II land use review using the Community Design Guidelines as approval criteria. Some properties, that meet certain requirements, also have the option to use the community design standards through a plan check process.



Kenton Downtown Plan Land Use Concept Plan

The *Kenton Downtown Plan* land use concept plan was adopted as part of the *Kenton Downtown Plan*. The land use concept plan provides a general discussion about the types of land uses and the quality of the urban environment that is desired in the Kenton downtown plan area. The land use concept plan includes four land use areas and several possible connections to the 40-mile loop and the industrial area north of the Kenton downtown.

Denver Avenue Business District. The *Kenton Neighborhood Plan's* Policy 2: Revitalization of Denver Avenue Business District, calls for a "vital retail district on Denver Avenue that provides local commercial services, attracts regional customers, and enhances the livability of Kenton". The *Kenton Downtown Plan* has many provisions intended to enhance the retail environment along Denver Avenue.

As change occurs in this area it is important that the historic qualities are retained. This is a very historically significant area. The Denver Avenue Business District is located within the Kenton Conservation District and the boundaries of the proposed Kenton Commercial Historic District roughly follow the boundaries of the Denver Avenue Business District. (See pages 13 and 14 for more information on these districts.)

Mixed-Use Commercial/Housing. This area surrounds the planned light rail station. The activity around the light rail station can support housing and commercial uses, such as offices and limited retail. The development opportunities that result from this location around the planned light rail station should support the revitalization of the Denver Avenue Business District as a vital retail corridor.

High Density Housing. These areas identified on the map meet the *Kenton Neighborhood Plan's* Policy 2: Revitalization of Denver Avenue Business District, Objective 5, "reinforce the potential success of the Denver Avenue businesses by fostering the development of additional housing within walking distance of this commercial district." The areas identified on the land use concept plan are good locations for higher density housing because they are close to light rail, the Denver Avenue Business District, and other Kenton neighborhood amenities. Most of the sites are not adjacent to existing single family neighborhoods so the typical negative impacts of higher density housing, such as blocked views and reduced privacy, will be at a minimum. The site slopes away from the neighborhood. The visual impact of a large building is reduced when the building, or part of the building, is lower than the existing area.

Rowhouses and Garden Apartments. These types of housing are called for as a transition from the higher density zoning near the planned light rail station and the single dwelling houses to the south and east.

Possible Connections to 40-Mile Loop and Industrial Area. Past planning studies have called for connections to the 40-mile loop (a pedestrian/bicycle system of paths that surrounds the city). The land use concept plan identifies several possible connections between the Kenton downtown area and the recreational amenities along the Columbia Slough as well as the nearby industrial area to the north.

Desired Urban Design Characteristics Throughout the *Kenton Downtown Plan* Study Area

Throughout the Kenton downtown the environment should be safe, convenient, and pleasant for pedestrians. It is important to provide an environment that encourages people to walk. Successful retail corridors—like NW 23rd and SE Hawthorne commercial districts—rely on people enjoying the experience of walking up and down the street. City policies encourage people to walk and use mass transit. Street and sidewalk improvements along with buildings designed to contribute positively to the pedestrian experience can help achieve this goal.

New development in the Kenton downtown should respect the historic qualities of the area. The historic character of the area should stay intact as the uses intensify and change. New buildings, and alterations to existing ones, should reflect the characteristics of the historic buildings of the streetcar era main street. Some of the important characteristics of these buildings include their placement—built right up to the sidewalk—and their uses—ground floor retail with housing or offices above. Many of the original historic storefronts had large street-facing windows. While new development should not be expected to replicate all features of the historic buildings, there should be efforts for the building design to respond to the character of the surrounding area. One such way would be to incorporate the use of ornamental concrete block into the design of new buildings.

Policies, Objectives and Action Charts

Policies

The *Kenton Neighborhood Plan* addresses nine policy areas: Kenton Identity and Community Spirit, Revitalization of Denver Avenue Business District, Parks and Recreation, Youth and Family Services, Transportation, Historic and Natural Resources, Public Safety and Neighborhood Livability, Housing, and Land Use Above Columbia Boulevard. Each policy has an overall statement that the objectives and actions in the plan implement. These policy statements are adopted as part of Portland's *Comprehensive Plan*.

Objectives

For each policy the neighborhood has developed a set of objectives to provide specifics about how the policies are to be understood and implemented. Objectives are independent of the time, resources, and energy necessary to carry them out. City Council adopted these objectives as part of the City's *Comprehensive Plan*.

Action Charts

To implement the policies and objectives, each policy area has an action chart that lists the policy's action items. Action items are divided into projects, programs, and regulations. Each action item is followed by an implementor and a timeframe for completion. A key to abbreviations of implementors can be found at the end of the plan on page 48. The action charts have been adopted by resolution; they are not part of the City's *Comprehensive Plan*.

The Kenton Downtown Plan amended the policy language and added action items to the following policies; Revitalization of Denver Avenue Businesses District, Parks and Recreations, Transportation, Historic and Natural Resources, and Housing.

Policy 1: Kenton Identity & Community Spirit

Promote a positive, balanced image of Kenton that reflects the neighborhood's recreational, historical, commercial, and human resources. Encourage greater involvement and participation by Kenton neighbors in community organizations and activities both within Kenton and in cooperation with surrounding neighborhoods.

Objectives:

1. Increase active participation by property owners and residents in the Kenton Neighborhood Association.
2. Promote the Kenton neighborhood to the rest of Portland and counteract any negative perception of Kenton and North/Northeast Portland.
3. Expand the number of cultural activities and special events in Kenton.
4. Foster the efforts of the North Portland Revitalization Committee in Kenton.



The Kenton Firehouse was converted to serve as a community meeting space with offices for the North Portland Neighborhood Services on the second floor.

ACTION CHART 1: Kenton Identity & Community Spirit

#	Proposals for Action	Time				Implementor
		Completed	On-Going	Next 5 Yrs	6 to 20 Yrs	
	PROJECTS					
KI 1	Create a brochure and map promoting the historic and natural resources of Kenton. Market the Kenton neighborhood as a good place to live, work, and shop.					KNA, BOP, KBA, LNBA
	PROGRAMS					
KI 2	Establish and participate in a media outreach/watchdog committee that reviews press coverage of Kenton and North Portland and brings positive news of Kenton to the attention of the media.					KNA, PN, NEC, KAP
KI 3	Coordinate outreach to Kenton residents to increase involvement in KNA. Focus on day-to-day issues relevant to Kenton residents.					KNA
KI 4	Increase active membership in KNA and KBA and encourage cooperative efforts between the two groups. Conduct specific outreach to minority group members to inform of programs available and to encourage active membership in KNA and KBA.					KAP, KNA
KI 5	Support efforts of the American Indian Association of Portland's CDC for Native American Homeownership in Kenton.					KAP
KI 6	Support an annual street fair or other community event that includes a multicultural component to emphasize the area's cultural diversity.					KAP
KI 7	Support and expand community-wide activities in Kenton such as the Great Blue Heron Ball, neighborhood picnics, and bike rides in the Columbia Slough area.					KNA
KI 8	Promote the use of the Kenton Firehouse as community center.					KNA, PARKS

Notes:

- Action charts were approved by Portland City Council by resolution. They are a starting place. Actions with an identified implementor were adopted with the understanding that some will need to be adjusted and others replaced with more feasible proposals. Identification of an implementor for an action is an expression of interest and support with the understanding that circumstances will affect the implementation leader's ability to take action. Actions with a listed advocate rather than an implementor are included in recognition of the importance of continued discussion of these issues. Such actions will become part of this plan only when an implementor has agreed to support them.

Policy 2: Revitalization of Denver Avenue Business District

Create a vital retail district on Denver Avenue that provides local commercial services, attracts regional customers, and enhances the livability of Kenton.

Objectives:

1. *Create a working partnership between business owners and neighborhood residents to revitalize Denver Avenue. Create a focus for revitalization of Denver Avenue by developing and attracting retail businesses that will serve both Kenton residents and customers from the metro area.
2. *Create a pedestrian-friendly shopping area on Denver Avenue. Focus public investments on projects that support a retail corridor on Denver Avenue.
3. Ensure compatibility between traffic patterns on Denver Avenue and its revitalization as a commercial center.
4. *Attract new retail businesses and upgrade present businesses that support Denver Avenue as a retail corridor. Foster good relationships with existing businesses even if they are not consistent with the vision of Denver Avenue as a retail corridor.
5. Reinforce the potential success of the Denver Avenue businesses by fostering the development of additional housing within walking distance of this commercial district.
6. *Establish retail “anchors” on the north and south ends of the Denver Avenue Business District to serve the neighborhood and ensure the viability of existing and future retail uses. Continue actively recruiting a grocery store for one of these “anchor” businesses.
7. *Foster efforts to open up land behind commercial buildings on Denver Avenue to allow alley access for loading and possible additional parking opportunities.
8. *Maximize the number of on-street parking spaces in the Denver Avenue Business District.

*This objective was revised or added as part of the *Kenton Downtown Plan*.

ACTION CHART 2: Revitalization of Denver Avenue Business District

#	Proposals for Action	Time				Implementors
		Completed	On-Going	Next 5 Yrs	6 to 20 Yrs	
PROJECTS						
D1	Redesign Denver Avenue to create an environment supportive of its revitalization as a commercial area. Create a wide pedestrian area, with street furniture, lighting standards, landscaping, and signs appropriate to the historic character of the area. Involve Kenton residents, the Kenton Neighborhood Association and the Kenton Business Association in the process of redesigning Denver Avenue.					PDOT, KNA, KBA, PDC
D2	Post informational signs in Kenton showing the location of the historic district and historical sites.					KNA
D3	Change the sign on I-5 exit to indicate presence of Kenton Historic District.					ODOT
D4	Plant street trees along Denver Avenue.					PDC, KNA, PVT
*KDP 2	Explore the possibility of vacating Willis, between Fenwick and Interstate, in order to create a larger site for redevelopment adjacent to the planned light rail station.					KNA, PDC, PDOT
*KDP 5	Study angled parking options in the Denver Avenue Business District.					KNA, PDOT
*KDP 6	Request the Parking Management section of the City's Transportation Office assess the adequacy of parking spaces for the elderly and disabled in the Denver Avenue Business District.					KNA
*KDP 7	Study the feasibility of creating alley access behind the commercial buildings in the Denver Avenue Business District.					KNA, PDC, PDOT
*KDP 8	Recruit a grocery store to locate in the Denver Avenue Business District.					KNA, PDC
*KDP 9	After the <i>Kenton Downtown Plan</i> regulations have been in effect for three years, evaluate the status of the Denver Avenue Business District as a vital retail corridor.					KNA, BOP
*KDP 10	Explore a uniform sign theme for businesses in the Denver Avenue Business District.					KNA
PROGRAMS						
D5	Establish a business task force within the Kenton Business Association to focus on business appearance.					KAP
D6	Retain a business manager to oversee activities of the business task force of KBA.					KAP
D7	Develop a marketing and economic analysis of Kenton area.					BOP, PDC
D8	Organize local businesses to participate in upgrading and marketing efforts.					ODDA, KBA, KNA, KB
D9	Develop a marketing strategy for Denver Avenue as a desirable retail area.					PDC, ODDA, KBA, KNA,
D10	Establish a retail focus or theme for the revitalization of Denver Avenue.					KNA, BOP, PVT, ODDA, PDC
Action Chart Continued						

#	Proposals for Action-continued	Time				Implementors
		Completed	On-Going	Next 5 Yrs	6 to 20 Yrs	
D11	Center redevelopment of Denver Avenue on the Kenton Hotel and the Kenton Historic District.					Owners of Kenton Hotel, PDC, KNA, PVT
D12	Explore the possible relocation of the DMV facility.					KNA
D13	Support establishment of an economic improvement district in Kenton.					LNBA, KNA, PDC, PVT
*KDP 13	Seek resources to retain a Denver Avenue Business District manager. This position would recruit new retail businesses, oversee promotional activities, and coordinate with the city on possible uses for urban renewal funds.					KNA, KAP, PDC
*KDP 14	Explore ways to protect the retail businesses on Denver Avenue during light rail construction.					KNA, PDC
	REGULATIONS					
*KDP 17	Create a Kenton plan district in the Denver Avenue Business District and around the planned light rail station.					BOP

Notes:

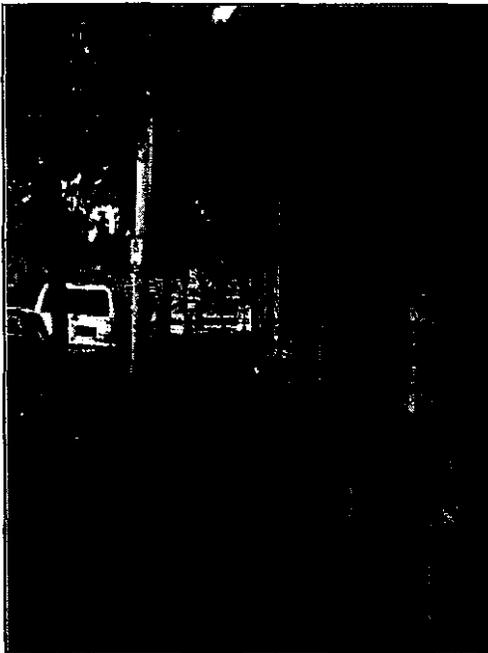
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Gateway treatment at the entrance to the historic Kenton commercial area.
(Drawing Courtesy of University of Oregon Department of Architecture and Allied Arts)



The Kenton Hotel was one of the first buildings to be renovated along Denver Avenue.



There are many amenities that make walking in the Denver Avenue Business District pleasant. Benches, flower boxes, street trees, and awnings are illustrated in these pictures.

Policy 3: Parks & Recreation

Provide a variety of recreational, educational, and cultural opportunities for Kenton residents. Ensure that Kenton's park and recreational opportunities are representative of Portland's outstanding city-wide parks and recreation system and contribute significantly to neighborhood livability.

Objectives:

1. Provide a variety of activities and facilities in parks, providing unstructured as well as planned recreational opportunities.
2. Ensure that parks are safe, clean places for everyone to use and enjoy.
3. Encourage the establishment of facilities and businesses in connection with the recreational opportunities available in Kenton particularly the area above the Columbia Slough.
4. As residential densities increase, ensure that there is adequate park and recreational space.
5. *Develop a greenway bike and pedestrian path that connects the Kenton neighborhood south of Columbia Boulevard to the 40-mile loop.



Bird watchers and hikers are expected to increase their use of the Columbia slough as clean-up efforts improve water quality in the slough. Drawing by Judy Galantha.

*This objective was revised or added as part of the *Kenton Downtown Plan*.

ACTION CHART 3: Parks & Recreation

#	Proposals for Action	Time				Implementors
		Completed	On-Going	Next 5 Yrs	6 to 20 Yrs	
PROJECTS						
PR 1	Post signs to indicate the location of bike paths and the 40 mile loop trail in Kenton.					PDOT
PR 2	Extend the 40 mile loop trail along the Columbia Slough dike near PIR.					PARKS, Loop
PR 3	Create an exercise/hiking trail around Heron Lakes Golf Course.					PARKS
PR 4	Create a new entrance to Heron Lakes Golf Course by Force Lake, including wetland observation areas and a nature path to the heron rookery.					PARKS
PR 5	Establish community gardens in Kenton.					PARKS, KNA
PR 6	Establish a boat house for canoe and row boat rental on the Columbia Slough with access to the Kenton residential area. Establish plan for park access and development, security, and implementation.					PARKS
*KDP 12	Explore the possibility of acquiring land along Fenwick Avenue, from Willis to Columbia Blvd., to build a linear neighborhood park.					KNA, PDC
*KDP 15	Continue to seek funding to open public access points to the Columbia Slough in the Kenton neighborhood vicinity for both passive recreation as well as launching canoes and other small non-motorized watercraft. Promote multi-agency cooperation and public/private partnerships to accomplish this action as soon as possible.					KNA, CSWC, BES, PARKS, PDOT, PDD
PROGRAMS						
PR 7	Use school buildings for organized programs and activities.					PPS, PARKS, KNA
PR 8	Provide supervised park and recreation activities for youth after school and in the summer.					PARKS
PR 9	Ensure that Delta Park maintains open space for activities for all groups.					PARKS
PR 10	Increase supervision in and maintenance of parks.					PARKS
PR 11	Develop and implement improvement in and a maintenance plan for Trenton Park.					PARKS
PR 12	Use funds from the PIR Trust Fund to make park improvements in Kenton.					PIR, KNA, PARKS
PR 13	Establish a citizen committee to determine how park levy funds for Kenton Park should be spent.					KNA, PARKS

Notes:

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- *KDP denotes action items added as part of the *Kenton Downtown Plan*.

Policy 4: Youth & Family Services

Establish recreational and educational opportunities that nurture young people in Kenton and ensure their future as good citizens of Kenton and the City of Portland. Support and strengthen families in Kenton by providing access to information and services.

Objectives:

1. Provide programs that match the needs of young people for training, organized activities, and jobs to the needs of the Kenton community.
2. Provide locally-based, affordable social services that will support the well-being and stability of Kenton's residents.
3. Support and expand recreational, educational and counseling programs for youth as a way to head off their participation in gangs, drugs, and vandalism.
4. Develop childcare options that meet the needs of neighborhood families.

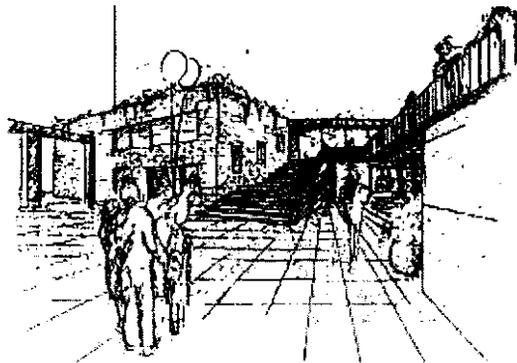
ACTION CHART 4: Youth & Family Services

#	Proposals for Action	Time				Implementors
		Completed	On-Going	Next 5 Yrs	6 to 20 Yrs	
	PROGRAMS					
FS 1	Support programs in the schools which address drug abuse prevention, conflict resolution, and anger management.					KNA, PPS
FS 2	Expand the availability, affordability and access to substance abuse treatment in Kenton. Develop a policy on siting social service facilities in Kenton.					KNA, MC, PVT
FS 3	Provide outreach and support programs for single teenage mothers in Kenton.					NPYSC, YWCA
FS 4	Provide organized activities for girls and boys in the community. Enhance ongoing programs at the Boys & Girls Club and encourage participation in neighborhood youth organizations.					KNA, PARKS, PPS
FS 5	Expand after-school care for youth.					KNA
FS 6	Provide community service programs that match the need of Kenton's youth for training, jobs and recognition with the needs of citizens in Kenton for services.					KNA, NPYSC, LNBA, KBA
Action Chart Continued						

#	Proposals for Action- continued	Time				Implementors
		Completed	On-Going	Next 5 Yrs	6 to 20 Yrs	
FS 7	Establish annual recognition program for community service, academic and athletic achievement by youth.					KNA, NPYSC, LNBA, KBA
FS 8	Work with Ockley Green Middle School to provide pre-employment classes offered by the North Portland Service Center.					KAP
FS 9	Encourage 14-17 year olds to apply to YSC for placement by PIC.					KAP
FS 10	Encourage 16-21 year olds to apply to the Youth Employment Institute for testing, training, and placement.					KAP
FS 11	Establish a youth employment committee to explore development of locally based senior lawn care or other other program for 14-16 year olds.					KAP
FS 12	Establish an education/special programs committee to explore development of the following kinds of programs: summer school, tutorships, foreign language classes, performing arts programs; Big Brother/Big Sister, Junior Achievement, cultural diversity program, gang prevention, and parent involved activities.					KAP
FS 13	Promote counseling available at YSC for youth, individuals, families, and groups. Explore possibility of a counseling station in Kenton.					KAP
FS 14	Establish a daycare committee to explore needs and options for developing a daycare center and/or daycare homes in Kenton.					KAP
FS 15	Work with local agencies and seniors to develop programs/services for seniors.					KAP
FS 16	Work with PDC, PIC, etc to refer adults for job testing, training, and placement.					KAP

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Drawing Courtesy of University of Oregon Department of Architecture and Allied Arts.

Policy 5: Transportation

Improve access to Kenton by providing a variety of transportation modes while reducing noise, pollution, and safety hazards.

Objectives:

1. Participate in the development of a light rail transit line that will serve the neighborhoods and commercial areas of North and Northeast Portland.
2. Establish a secure, safe environment on public transit and ensure that service is convenient for Kenton residents.
3. Ensure the safety of Kenton's children through more community involvement in child traffic safety programs.
4. *Provide traffic control devices that reinforce each street's designation as shown in the Transportation Element of the *Comprehensive Plan* and reduce commuter use of neighborhood streets.
5. Protect neighborhood livability and safety by discouraging speeding on residential streets.
6. *Ensure that pedestrians have safe, pleasant, efficient routes that connect the Denver Avenue Business District, the future light rail station, Kenton Park, the Interstate Rose Garden, and other neighborhood amenities.
7. *Improve pedestrian and bicycle connections between the Denver Avenue Business District and the industrial area to the north.



*This objective was revised or added as part of the *Kenton Downtown Plan*.

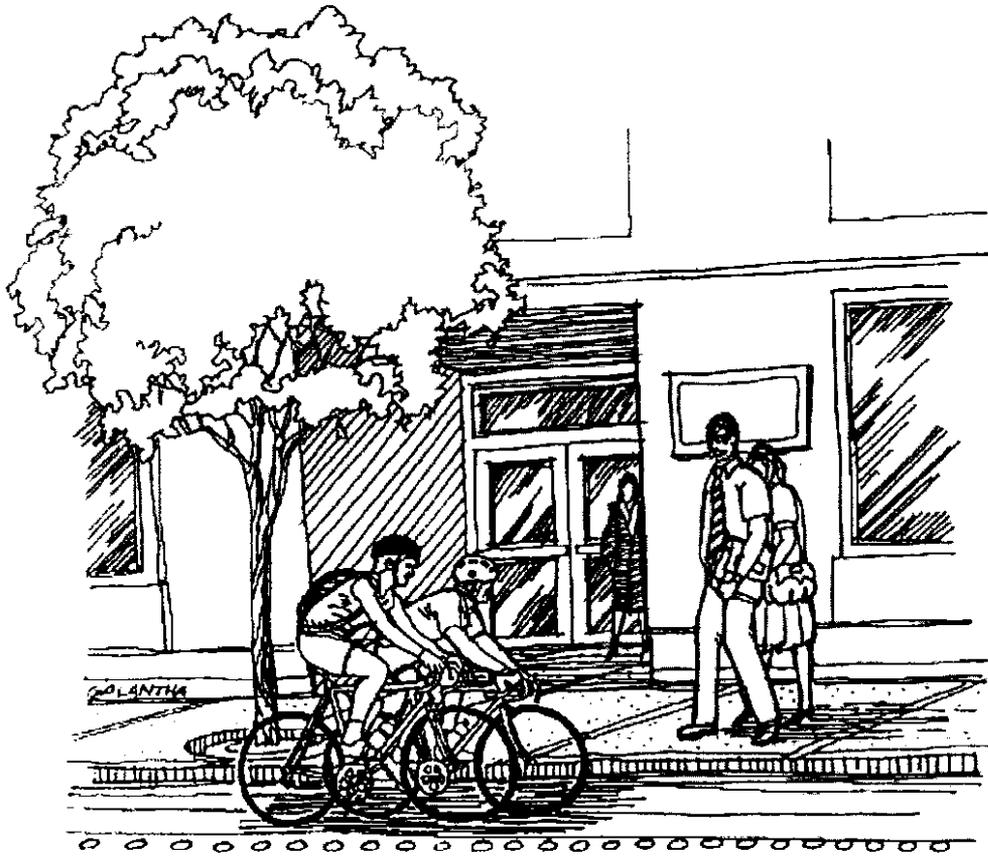
ACTION CHART 5: Transportation

#	Proposals for Action	Time				Implementors
		Completed	On-Going	Next 5 Yrs	6 to 20 Yrs	
PROJECTS						
T1	Identify appropriate locations for creation of pedestrian crosswalks.					PDOT
T2	Re-examine Denver Avenue's ASCP designation, parking and pedestrian areas to reinforce revitalization efforts. Consider the use of traffic calming devices on Denver. Provide bike lanes on Denver that connect with other bike paths.					PDOT
PROGRAMS						
T3	Work to provide bike lanes on Denver, slow traffic on Denver and slow traffic elsewhere where needed to increase pedestrian safety.					KAP
T4	Examine the adequacy of the child traffic safety program. Work with schools and the Portland Traffic Safety Commission to coordinate efforts and concerns on child traffic safety.					KNA, PPS, PDOT
T5	Establish a comprehensive bicycle program in Kenton for recreation and commuting.					KNA
T6	Institute a Neighborhood Traffic Management Program in Kenton. Encourage traffic to use arterials rather than neighborhood streets.					PDOT, KNA
T7	Monitor traffic to and from PIR. Establish an education and enforcement program for those attending events at PIR.					KNA, PDOT
T8	Maintain bus stops and shelters particularly those that serve as transfer stations (Interstate & Lombard).					TM
T9	Expand security on buses.					TM
T10	Examine the ASCP designations for Lombard Street and Columbia Blvd. Shift the majority of truck traffic to Columbia Blvd. from Lombard Street. Study the impact of completing the traffic cloverleaf at I-5 and Columbia Blvd. on truck traffic.					PDOT
T11	Examine routing bus lines through Kenton to ensure better access, adequate service, and more convenient transfers.					TM, KNA, PN
*KDP 1	Review the <i>Kenton Neighborhood Plan's</i> transportation policy action chart and prioritize transportation projects and programs to improve transportation throughout and adjacent to the <i>Kenton Downtown Plan</i> area.					KNA, PDOT
Action Chart Continued						

#	Proposals for Action-continued	Time				Implementors
		Completed	On-Going	Next 5 Yrs	6 to 20 Yrs	
*KDP 3	<p>Identify improvements to facilitate pedestrian-bicycle connections to 40-mile loop and Kenton industrial area. Explore ideas generated from past neighborhood studies, such as:</p> <ul style="list-style-type: none"> Extend and improve the pedestrian-bicycle connections along Denver Avenue north of the Interstate/Denver Intersection to the Columbia Slough and city park facilities; Utilize existing sidewalks along Argyle Way and Columbia Boulevard and the traffic light at that intersection, and facilitate a planning effort to design and complete a trail through the industrial area north of Columbia Boulevard with a connection to the proposed rowing park and trail on the Columbia Slough at Denver Avenue; Create a stairway connection from Brandon Avenue to Columbia Blvd. with a pedestrian signal at Columbia Blvd., and utilize the existing traffic light at Columbia Blvd. and Argyle Way; and Extend Fenwick Street to Columbia Blvd. and relocate the Interstate Place/Columbia Blvd. signal to the new Fenwick intersection. 					KNA, PDOT, Loop
*KDP 4	Work with ODOT to ensure a safe pedestrian-bicycle connection to the 40 mile loop on Denver Avenue as part of any future improvements to the Denver viaduct.					KNA, PDOT, Loop

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Policy 6: Historic and Natural Resources

Increase awareness of Kenton's historical and natural resources through the establishment of a Kenton Historic District and an Urban Wildlife Habitat Corridor. Use these resources as focal points of Kenton pride and revitalization.

Objectives:

1. Establish a Kenton Historic Design District and designate historic ensembles and individual sites in Kenton as Portland Historic Landmarks.
2. Enhance the natural resource values of the Columbia Slough. Establish slough management policies which preserve environmental, recreational, and educational uses of the Columbia Slough for Kenton and Portland residents.
3. Reinforce the Columbia Slough and surrounding wetlands as an urban wildlife habitat corridor with connections and access to Kenton's residential areas.
4. Ensure that new residential and commercial construction is compatible with Kenton's historic character.
5. *Continue to maintain the Paul Bunyan statue. Ensure that the statue is not moved from the vicinity of its original location at Interstate and Denver Avenues.



Opening Day at the Exchange Building, 1909 (OHS)

*This objective was revised or added as part of the *Kenton Downtown Plan*.

ACTION CHART 6: Historic and Natural Resources

#	Proposals for Action	Time				Implementors
		Completed	On-Going	Next 5 Yrs	6 to 20 Yrs	
PROJECTS						
H1	Update the Historic Resources Inventory for Kenton. Include historic features such as horse rings, dates in sidewalk, etc. as well as structures.					KNA, BOP
H2	Write a history of Kenton and its past residents, including an oral history.					KNA
H3	Collect neighborhood historic records, statistics, and photos to preserve Kenton's history. Provide permanent storage for the information which the neighborhood can access.					KNA
H4	Create a pedestrian and bike path to Columbia Slough area.					KNA, PDOT
H5	Conduct the research and outreach necessary for establishment of a historic conservation district at state & federal level.					KNA, BOP
H6	Hold an annual bike tour of the Columbia Slough area.					KNA, PARKS
H7	Clean up the Columbia Slough and prevent further negative impacts on natural areas.					BES, AUD, PVT, KNA, METRO
H8	Create a Force Lake wetlands observation area and trail system.					PARKS, KNA
*KDF 11	Explore the possibility of developing plaques to identify historic buildings on Denver Avenue.					KNA
PROGRAMS						
H9	Establish an organization, Friends of the Columbia Slough, to advocate for the preservation of natural, environmental, recreational, and educational values in the Columbia Slough area.					KNA
H10	Develop the Columbia Slough area as an urban wildlife corridor.					AUD, KNA, BOP, BES
H11	Identify areas in Kenton as part of the region's greenspace resources.					KNA, METRO
H12	Develop a program to take advantage of the educational opportunities for children at the Urban Wildlife Refuge including the Wildlife Arboretum.					PPS, OMSI, AUD
H13	Create a true gateway to the Kenton Historic Design Zone by requiring existing businesses within the boundaries of the design zone to meet design guidelines that are consistent with the character and architecture of the neighborhood.					BOP, KNA
REGULATIONS						
H14	Establish a Kenton Conservation District.					BOP, KNA, LC
H15	Develop and adopt design guidelines for Kenton Conservation District.					BOP, KNA, LC
Action Chart Continued						

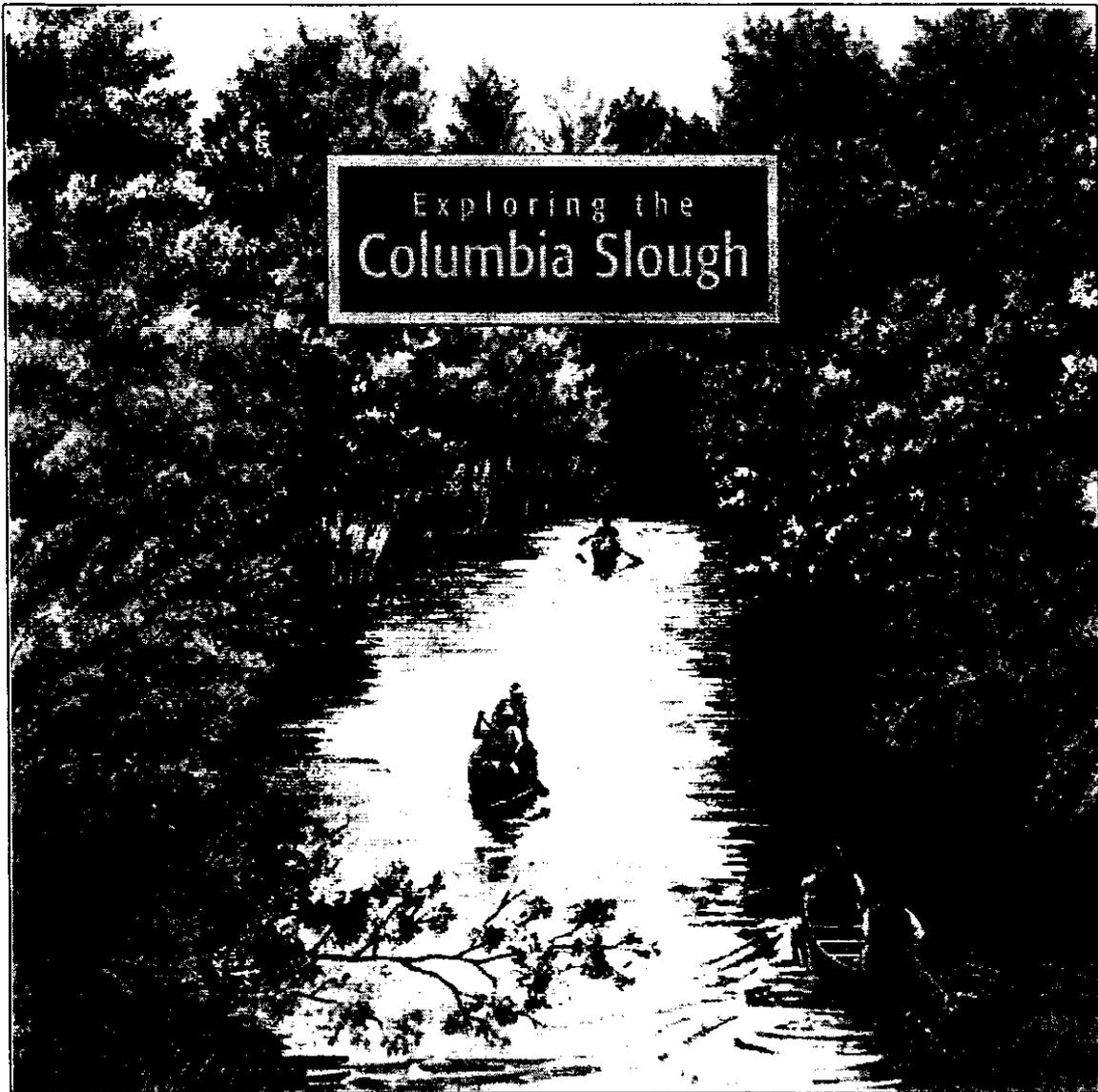
#	Proposals for Action-continued	Time				Implementors
		Completed	On-Going	Next 5 Yrs	6 to 20 Yrs	
*KDP 18	Develop specific design guidelines and standards for the Kenton plan district.					KNA, BOP
*KDP 19	Require design review for properties in the Kenton plan district that are outside of the Kenton Conservation District.	Adopted with the <i>Kenton Downtown Plan</i>				BOP
*KDP 20	Forward a proposal for listing downtown Kenton as a historic district on the National Register of Historic Places to the State Historic Preservation Office for their review.					KNA, BOP

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The Paul Bunyan statue at Denver Avenue and Interstate Blvd. has been a Kenton neighborhood landmark since 1959.



Exploring the
Columbia Slough

Exploring the Columbia Slough is the property of the Audubon Society of Portland, Urban Conservation program. The brochure was developed with funds from; the Audubon Society of Portland, U.S. Environmental Protection Agency, Oregon Department of Environmental Quality, U.S. Fish and Wildlife Service, Metro, Unified Sewage Agency and Portland's Bureau of Environmental Services.

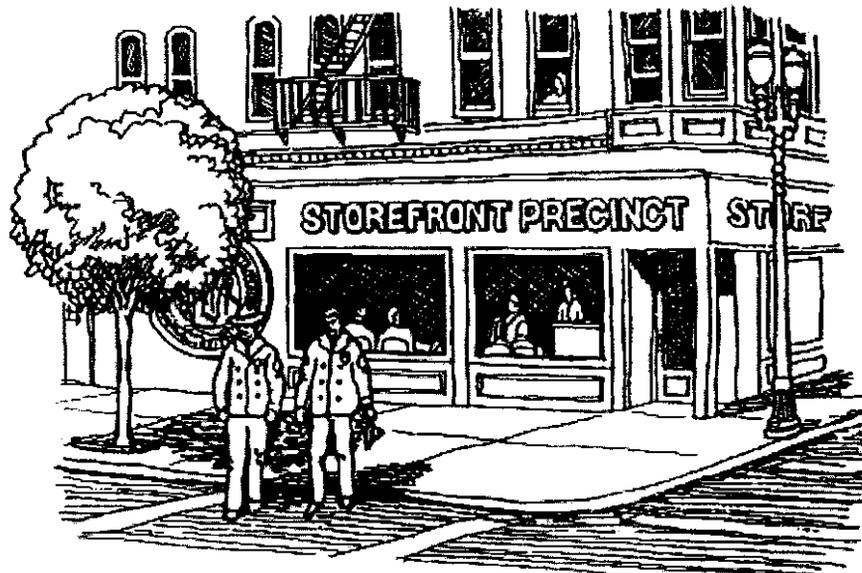
The cover illustration of canoeists enjoying the upper Columbia Slough is the artwork of Evelyn Hicks.

Policy 7: Public Safety and Neighborhood Livability

Create sense of community among Kenton neighbors and ensure a safe, pleasant place to live, work, and play.

Objectives:

1. Expand participation by Kenton residents in crime prevention and mutual aid activities.
2. Expand community policing programs in Kenton. Encourage police to become involved in neighborhood concerns, increase their knowledge and familiarity with the community, and develop a trusting relationship with Kenton residents.
3. Enhance the attractiveness of Kenton's residential and commercial areas.
4. Involve local businesses in crime prevention activities.
5. Ensure prompt resolution of concerns and conflicts between Kenton residents and local businesses.
6. Create a safe environment for pedestrians, with special attention given to the needs of seniors and children.



ACTION CHART 7: Public Safety & Neighborhood Livability

#	Proposals for Action	Time				Implementors
		Completed	On-Going	Next 5 Yrs	6 to 20 Yrs	
PROJECTS						
PS 1	Hold an annual clean-up of the Columbia Slough.					KNA, BES, Local Industry
PS 2	Increase lighting at problem dumping sites. Post signs that prohibit dumping.					KNA
PS 3	Inventory illegal dumping sites.					KNA
PS 4	Work with city and regional agencies to create effective ways to stop illegal dumping and facilitate clean-up of problem dump sites.					KNA, BOB, BES, MET
PS 5	Hold neighborhood clean-ups.					KNA, BES
PS 6	Sponsor area clean-up, which includes providing help to the elderly, disabled or needy by involving youth groups.					KAP
PS 7	Hold three specific clean-ups for vacant lots, graffiti removal, and illegal dumping.					KAP
PS 8	Hold a block watch workshop to train neighbors, provide support, and exchange information.					KNA, PN, ONA
PS 9	Institute a graffiti removal program.					KNA
PS 10	Provide information to residents on how to report nuisances. Encourage responsible agencies to take pro-active, customer service approach to reports of nuisances by neighborhood residents and property owners.					KNA, BOB, PN
PS 11	Establish a community code enforcement committee to initiate a Community Code Enforcement Program to improve deteriorating buildings, remove abandoned vehicles and other nuisances, reduce the number of inappropriately parked vehicles, and improve the appearance of the neighborhood.					KAP
PS 12	Place trash cans and anti-littering signs at major bus stops in Kenton.					TM
PS 13	Establish a crime prevention center. Promote current and ongoing crime prevention programs: neighborhood watch, apartment watch, business watch, citizen foot patrols, home security classes, graffiti removal, how to address chronic/crisis crime prevention. Maintain ongoing liaison with Kenton police officer.					KAP
PS 14	Establish safe and convenient pedestrian crossing on Denver Avenue between Lombard and Schoefield.					PDOT
PS 15	Support funding for community policing. Establish a mini-precinct in Kenton.					PB, Kenton Hotel, KNA, KAP
Action Chart Continued						

#	Proposals for Action-continued	Time				Implementors
		Completed	On-Going	Next 5 Yrs	6 to 20 Yrs	
	PROGRAMS					
PS 16	Continue police liaison for the Kenton neighborhood.					PB
PS 17	Promote recycling programs for single and multi-dwelling units.					KNA, BES, METRO, KAP
PS 18	Develop outreach program to elderly in Kenton who are vulnerable to crime as part of block watch activities.					KNA, MC, NEC
PS 19	Hold landlord training program in Kenton area to encourage landlords to take an active approach to managing their properties by screening tenants and providing adequate maintenance.					PB, KAP
PS 20	Involve more Kenton neighbors and blocks in block watch activities. Encourage networking between individual block watches.					KNA, PN, ONA
PS 21	Create school programs that educate children on personal safety, self-esteem, and respect for others.					PPS
PS 22	Continue the use of the CHIERS service in Kenton. Seek long term solutions for alcoholic and substance abusers.					CHIERS, KNA
PS 23	Target enforcement of liquor license laws in Kenton.					OLCC
PS 24	Establish "good neighbor" plan for commercial and industrial businesses in Kenton.					KNA, KBA, LNBA
PS 25	Establish a crime committee to help disseminate information about crime prevention measures and services; develop, distribute and collect a survey to determine crime and public safety perceptions and needs of the area; and advocate for needed security measures, including the creation of drug free zones and increased police patrols if deemed necessary.					KAP
PS 26	Promote and provide array of home security measures.					KAP
PS 27	Increase the effectiveness of street cleaning services by notifying residents of schedules.					PDOT
PS 28	Establish a liquor-related problems committee.					KAP
PS 29	Establish business watches on Denver Avenue & Lombard Street.					LNBA, BA, KNA, ONA
	REGULATIONS					
PS 30	Ban the sale of fortified wine in Kenton.					KNA, OLCC

Notes:

- Action charts were approved by Portland City Council by resolution. They are a starting place. Actions with an identified implementor were adopted with the understanding that some will need to be adjusted and others replaced with more feasible proposals. Identification of an implementor for an action is an expression of interest and support with the understanding that circumstances will affect the implementation leader's ability to take action. Actions with a listed advocate rather than an implementor are included in recognition of the importance of continued discussion of these issues. Such actions will become part of this plan only when an implementor has agreed to support them.



An example of the use of ornamental concrete block in the Kenton Conservation District.

Policy 8: Housing

Maintain and reinforce Kenton as an affordable, family-oriented neighborhood with a stable population of responsible homeowners and renters.

Objectives:

1. Establish programs that encourage home ownership and enable residents to maintain their homes.
2. Encourage landlords to take a proactive approach to managing their properties by adequately screening tenants. Ensure that rental properties are maintained.
3. Maintain affordability of housing in Kenton.
4. *Create opportunities for high and medium density housing at transit supportive densities near the Denver Avenue Business District. Concentrate the highest density development near the planned light rail station. Create opportunities for medium density housing, such as garden apartments, low-rise condominiums, and rowhouses as a transition from the high density housing and the surrounding existing single family neighborhood.
5. *Encourage the new housing created by the rezoning of the *Kenton Downtown Plan* to be a mixture of rental and owner-occupied units.



This apartment building in the Kenton Conservation District uses ornamental concrete block.

*This objective was revised or added as part of the *Kenton Downtown Plan*.

ACTION CHART 8: Housing

#	Proposals for Action	Time				Implementors
		Completed	On-Going	Next 5 Yrs	6 to 20 Yrs	
PROGRAMS						
HO 1	Improve the Kenton Neighborhood properties and promote the neighborhood by establishing a marketing committee to develop programs to improve neighborhood properties and to promote the neighborhood to potential buyers.					KAP
HO 2	Examine the possible extension of HCD/PDC home loan programs to encourage home ownership and maintenance of homes to the Kenton neighborhood.					PDC, KNA
HO 3	Explore the establishment of a community development corporation in Kenton.					KNA, KAP
HO 4	Involve the North Portland Revitalization Committee in neighborhood maintenance and revitalization activities.					KNA
HO 5	Promote neighborhood maintenance through activities such as paint--a--thons, neighborhood clean-ups, etc.					KNA
HO 6	Hold landlord training program in Kenton.					PB
HO 7	Promote weatherization programs.					KNA, ONA
HO 8	Examine barriers to home ownership in Kenton such as redlining by banks.					KNA
REGULATIONS						
*KDP 16	Change the zoning to allow additional housing within walking distance of the Denver Avenue Business District.					BOP

Notes:

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- *KDP denotes action items added as part of the *Kenton Downtown Plan*.

Policy 9: Land Use North of Columbia Boulevard

The area of Kenton north of Columbia Boulevard, which makes up two-thirds of the neighborhood, should be a recreational and economic resource for Kenton. Industrial and recreational uses should be designed and encouraged to be good neighbors.

Objectives:

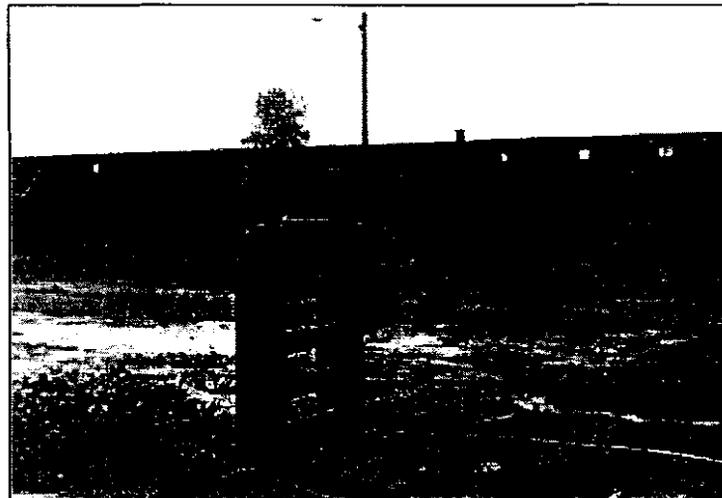
1. Encourage owners and operators of industrial uses to be good neighbors by working with the neighborhood to minimize negative impacts on residential areas of Kenton.
2. Encourage business and industry owners and operators to take responsibility for protecting the environment. Involve industrial and business owners and operators to be involved in the clean-up and preservation of the Columbia Slough.
3. Involve the community in determining the future use and development of the Union Stockyard site and other vacant parcels of land in the area north of Columbia Boulevard.
4. Establish zoning designations in the area of Kenton north of Columbia Boulevard that emphasize open space as a priority, allows for future acquisition of additional open space and preservation of natural areas, and retains most of the industrially zoned land.
5. Encourage the establishment of uses on the stockyard site that will enhance the renovation and expansion of the Exposition Site as a focus of entertainment and recreational activities and as a gateway to the Force Lake/Columbia Slough natural areas. Uses might include open space, RV facilities, businesses associated with a marina connected to the Exposition Center.

ACTION CHART 9: Land Use North of Columbia Boulevard

#	Proposals for Action	Time				Implementors
		Completed	On-Going	Next 5 Yrs	6 to 20 Yrs	
PROGRAMS						
LU 1	Establish a "Good Neighbor" Plan for industrial uses.					BOP, KNA
LU 2	Establish a monitoring system to keep abreast of potential development in area above Columbia.					KNA, BOP
LU 3	Review the process for the establishment of new businesses and industrial uses to ensure that there are minimal negative impacts on the residents of Kenton while increasing the potential benefit to Kenton and the City of Portland.					KNA, BOP
LU 4	Determine the appropriate zoning for the stockyard site and radio tower site with emphasis on open space, industrial uses and housing. Consider the establishment of attractions in the area such as a Native American Cultural Center.	Adopted with <i>Albina Community Plan</i>				BOP, KNA, PARKS, PVT

Notes:

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The stockyard site is a reminder of Kenton's origins as a company town developed by the Swift Meat Packing Co.

ABBREVIATIONS

AUD	Audubon
BA	North/Northeast Business Association
BES	Bureau of Environmental Services
BL	Bureau of Licenses
BOP	Bureau of Planning
COP	City of Portland
CSWC	Columbia Slough Watershed Council
KAP	Kenton Action Plan
KBA	Kenton Business Association
KNA	Kenton Neighborhood Association
LC	Landmarks Commission
Loop	40-Mile Loop Land Trust
LNBA	Lombard North Business Association
MC	Multnomah County
MET	Metro
NEC	Northeast Coalition of Neighborhoods
NPYSC	North Portland Youth Services Center
NTM	Neighborhood Traffic Management
ODDA	Oregon Downtown Development Association
ODOT	Oregon Department of Transportation
OLCC	Oregon Liquor Control Commission
OMSI	Oregon Museum of Science and Industry
ONA	Office of Neighborhood Associations
PARKS	Parks
PDC	Portland Development Commission
PDD	Peninsula Drainage District
PDOT	Portland Department of Transportation
PIR	Portland International Raceway
PN	Peninsula Neighbors
PPB	Portland Police Bureau
PPS	Portland Public Schools
PVT	Private
TM	Tri-Met
YWCA	Young Women's Christian Association

Kenton Action Plan
April 1992

(There are no changes to this plan as a result of
the *Kenton Downtown Plan*)

ACKNOWLEDGMENTS

North Portland Revitalization Project: Steering Committee

Doug Ray - Cathedral Park
Alta Mitchoff - Kenton
Jack Poe - Portsmouth
Willa Larsen - St. Johns
Marcia Pry/Dr. Yore - St. Johns Boosters
Larry Scruggs - Lombard North Business Assn.
John Condon - Kenton Business District

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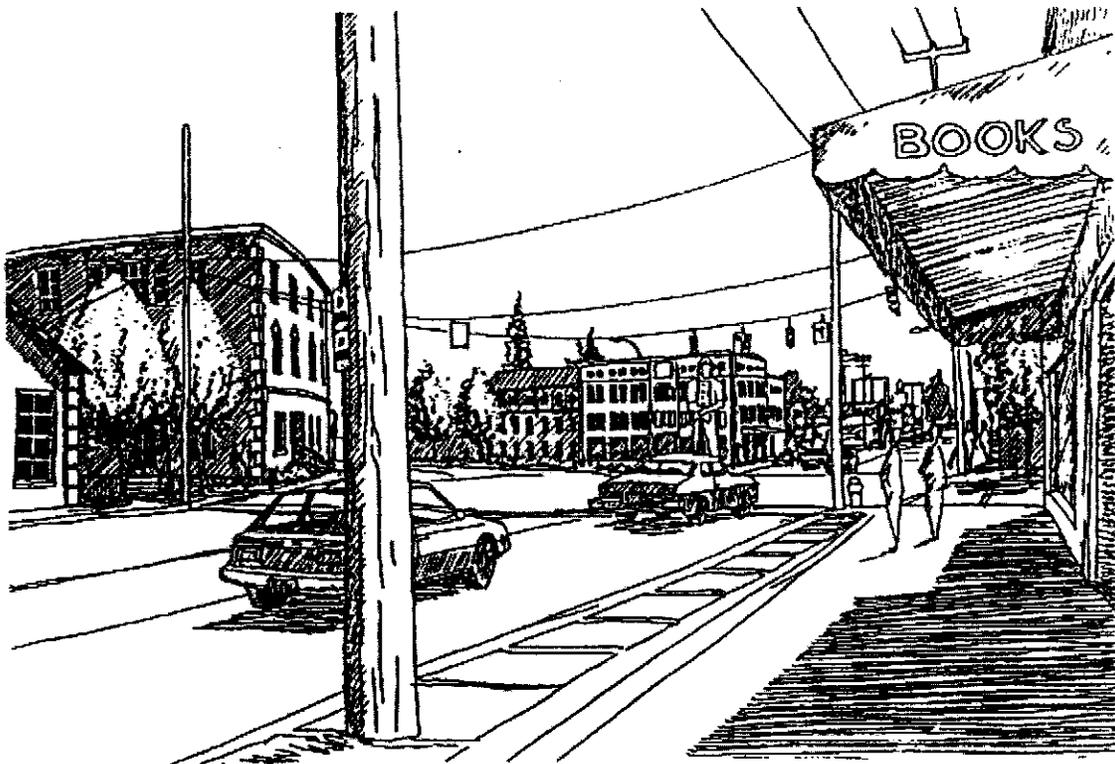
Special Resource

Vada Grimsrud

This Plan was made possible with a grant from the Neighborhood Revitalization Special Project Fund of the City of Portland.

The Kenton Action Plan was a planning project conducted within the same time period as the Albina Community Plan Kenton Neighborhood Plan. The Kenton Action Plan addresses issues similar to those in the Kenton Neighborhood Plan. The Kenton Action Plan sets timelines and implementation strategies that will implement the goals and objectives of both the Kenton Action Plan and the Kenton Neighborhood Plan.

The Kenton Action Plan was adopted by resolution by City Council in April, 1992. The Kenton Neighborhood Plan Action Charts and the Kenton Action Plan as appended to the back of the Kenton Neighborhood Plan were adopted by City Council by resolution on July 28, 1993. The Kenton Action Plan like the Kenton Neighborhood Plan Action Charts are not part of the Comprehensive Plan.



Drawing Shows What the Corner of N. Interstate and Denver Might Look Like When a Light Rail Station is Located There. (Drawing courtesy of University of Oregon Department of Architecture and Allied Arts)

GOAL A:

Promote community empowerment and foster community pride through increased citizen and business involvement and cooperation, plus establishment of a historic design district.

ACTION

1. Management and staff

- A. Establish 6-person Steering Committee to oversee all actions of Kenton Action Plan (KAP) and direct staff person (coordinator). Retain staff person to coordinate actions of KAP and clerical assistant to assist coordinator.
- B. Develop plan and establish a Board of Directors for a Community Development Corporation (CDC) which should begin operations with own coordinator in late 1993 to early 1994.

2. Community outreach

Increase active membership in KNA and KBA and encourage cooperative efforts between the two groups. Conduct specific outreach to minority group members to inform them of programs available and to encourage active membership in KNA and KBA. Encourage community participation and support of KAP programs. Support efforts of the American Indian Association of Portland's CDC for Native American Home ownership in Kenton.

3. Kenton Historic Design District

Continue development of the Kenton Historic Design District as set forth in the Proposed Kenton Neighborhood Plan, February 1992.

4. Annual community event

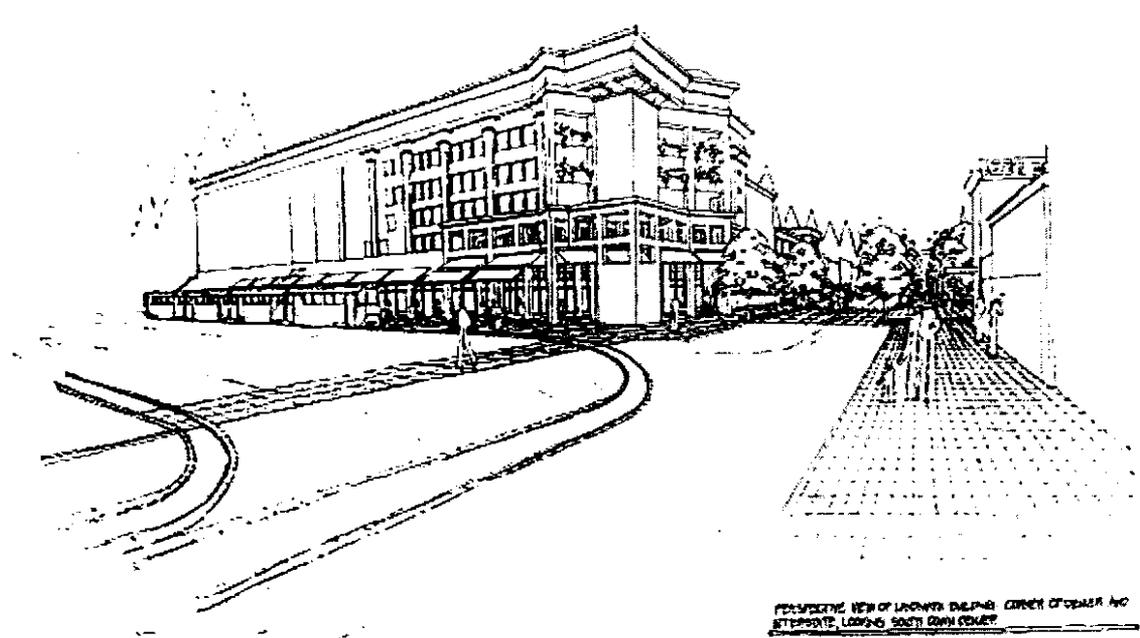
Sponsor annual street fair and/or other community event and include a multi-cultural component to emphasize the area's cultural diversity.

5. Media

Increase positive publicity about area's residential and business districts.

GOAL A:

ACTION	ESTIMATED COST/VALUE	TIMELINE
1. Management and staff A. Coordinator and Clerical Assistant	Staff budget: *** Coordinator \$35,830 (.65 FTE 24 mos) Cler. Asst. \$ 9,350 (.35 FTE 22 mos) Materials \$12,500 (24 mos) TOTAL \$57,680 (BCD)	To begin 7/92 To begin 7/92 To begin 7/92 To begin 1/93
B. CDC development	***	Ongoing
2. Community outreach	***	Ongoing
3. Kenton Historic Design District	***	Ongoing
4. Annual community event	***	7/94-9/94 and annually thereafter
5. Media	***	Ongoing



Design for Light Rail Station at Denver and Interstate Avenues.
 (Drawing Courtesy of University of Oregon Department of
 Architecture and Allied Arts)

GOAL B:

Create a safe and secure neighborhood and business district, perceived as free, and indeed free of crime and drug/alcohol-related problems.

ACTION

1. Crime prevention center

Promote current and ongoing crime prevention programs: neighbor watch, apartment watch, business watch, citizen foot patrols, home security classes, graffiti removal, how to address chronic/crisis crime problems, and others. Maintain ongoing liaison with Kenton Police Officer.

2. Storefront police station

Open a storefront police station in Kenton Hotel.

3. Citizen foot patrols

Continue to organize, train and equip citizen foot patrols.

4. Crime committee

Establish crime committee to:

- (a) help disseminate information about crime prevention measures and services;
- (b) develop, distribute and collect survey to determine crime and public safety perceptions and needs of area, (survey to be repeated periodically to measure progress of crime prevention programs);
- (c) advocate for needed security measures, including creation of drug free zones (if deemed appropriate) and increased police patrols (if deemed necessary).

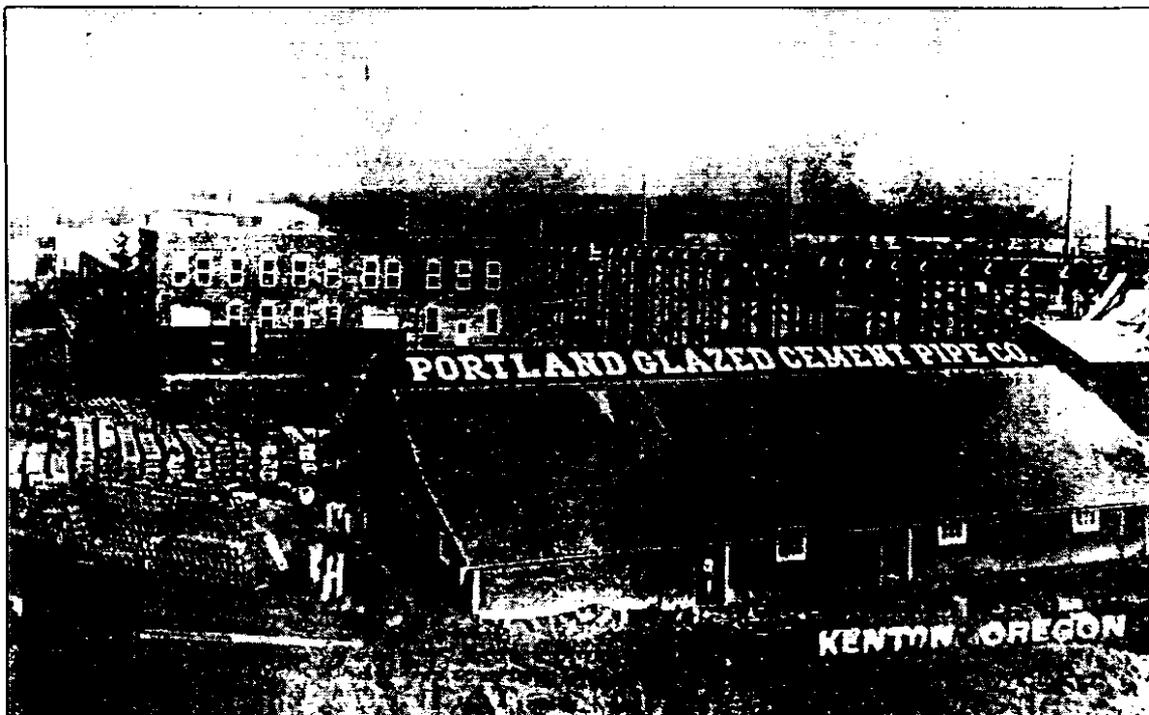
5. Home security measures

Promote and provide an array of home security measures:

- (a) keep porch lights on after dark, use energy efficient lighting, utilize defensive landscaping, other,
- (b) provide locks to eligible seniors;
- (c) provide locks and photosensitive detectors for outside lights to others;
- (d) provide no- and low-cost PDC home security loans.

GOAL B:

ACTION	ESTIMATED COST/VALUE	TIMELINE
1. Crime prevention center	***	Ongoing
2. Storefront police station	Police Donated space in Kenton Hotel shared with KAP coordinator & cler. asst.	Ongoing
3. Citizen foot patrols	\$ 290 - 25 hats & 6 jackets \$ 140 - batteries, log books, memo pads \$ 750 - 6 radios & 1 base station \$1,180 - (NPEC)	Ongoing
4. Crime committee	***	5/92 and ongoing 8/92-11/92
(b) survey	\$2,000 survey (BCD and NPEC)	
5. Home security measures	Police locks for seniors \$ 7,500 - 100 photosensitive detectors \$ 6,000 - 200 locks (2/house) \$13,500 (BCD) \$90,000 - 30 loans @ \$3,000/each (PDC)	1/93-6/93



Portland Glazed Cement Pipe Co. was one of the many early industries located in Kenton above Columbia Boulevard. (OHS)

GOAL C:

Create an attractive and clean neighborhood, free from abandoned/inappropriately parked vehicles, debris, and other nuisances. Make the neighborhood pedestrian-friendly and appealing to home owners.

ACTION

1. Annual clean-up

Sponsor area clean-up, which includes providing help to elderly, disabled, and needy via youth groups.

Specific clean-ups: Sponsor 3 specific clean-ups for vacant lots, graffiti removal, illegal dumping, other.

2. Recycling

Promote recycling programs for single- and multi-family (up to 4) units via Neighborhood Recycling Program of Bureau of Environmental Services and Recycling Advocates.

3. Code Enforcement

Establish a community code enforcement committee to initiate a Community Code Enforcement Program to improve deteriorated buildings, remove abandoned vehicles and other nuisances, reduce the number of inappropriately parked vehicles, and improve the appearance of the neighborhood.

Landlord training: Promote and provide the Landlord Training Program by John Campbell and the Bureau of Police, with follow-up work on problem buildings by community code enforcement committee.

4. Pedestrian safety

Work with Bureau of Traffic Management to provide bike lanes on Denver, slow down traffic on Denver, and slow traffic elsewhere, where needed.

5. Improve neighborhood properties and promote neighborhood

Establish a marketing committee to develop programs to improve neighborhood properties and to promote the neighborhood to potential home buyers:

- (a) Home purchase loans. Promote "best available" home purchase programs for new home buyers. Currently "best available" programs are offered by U.S. Bank and Security Pacific Bank;
- (b) Home improvement loans. Obtain necessary designation so that area residents are eligible for PDC no- and low-cost home improvement loans;
- (c) Special promotion program for summer 1993. Explore development of special program to market neighborhood to potential home buyers, utilizing an array of techniques and materials, and involving local banks, realtors, others;

- (d) Rental housing loans. Work with PDC and NOAH (Network for Oregon Affordable Housing) to provide low-cost rental housing loans to current owners to improve rental properties in area;
- (e) Acquire and rehab housing. Acquire and rehab housing and make available for owner occupiers. Develop programs for PDC and/or private developer implementation;
- (f) Adopt a block. Explore development of "adopt a block" program for 1994.

GOAL C:

ACTION	ESTIMATED COST/VALUE	TIMELINE
1. Annual clean-up	\$1,250/yr (BCD)	3/92-5/92
Specific clean-ups	\$2,000 total (BCD)	and annually As needed
2. Recycling	***	7/92-8/92
3. Code Enforcement	***	7/92 and ongoing
Landlord training	BOB Police	10/92-11/92
4. Pedestrian Safety	BTM	Ongoing
5. Improve/promote neighborhood	***	
(a) Home purchase loans		Ongoing
(b) Home improvement loans	\$225,000 - 30 loans @ \$7,500/ea (PDC)	3/93-8/93
(c) Special promotion 1993	unknown at this time	Summer 1993
(d) Rental housing loans		7/93-12/93
(e) Acquire/rehab housing	unknown at this time	1994
(f) Adopt a block	unknown at this time	1994



Paul Bunyan has been a landmark at Denver and Interstate since 1959.

GOAL D:

Create a viable and attractive business district, serving local needs, providing a focal point, and encourage new businesses to locate in the area.

ACTION

1. Liquor-related problems

Establish a liquor-related problems committee to:

- (a) Work with liquor establishments to encourage reasonable closing hours, promote quiet and no loitering among departing clients, discourage sale of fortified wine and small liquor bottles;
- (b) Work with representatives of Bureau of Licenses, Police, and Oregon Liquor Control Commission;
- (c) Review new liquor applications;
- (d) Address chronic/crisis liquor problems;
- (e) Represent area in application process before City Council and/or OLCC.

2. Recycling

Promote recycling programs for multi-family (5 or more) units and commercial facilities via Bureau of Environmental Services and Recycling Advocates.

3. Business district appearance

- A. Kenton Hotel has been placed on National Register of Historic Places (1991) and will be completely renovated (1992) to provide spaces for ground floor businesses and KAP/storefront police station, plus apartments on 2nd and 3rd floors.
- B. Establish business task force within KBA to focus (1992) on business district appearance:
 - (a) Encourage business and property owners to improve/maintain storefronts and outdoor pedestrian spaces - via program of matching grant monies - via program of storefront loans;
 - (b) Plant trees on Denver (and other streets) to enhance appearance of business district and neighborhood;
 - (c) Explore development of program to place decorative streetlights in business district;
 - (d) Other.

4. Business loans and new business development

- A. Business task force of KBA to work (1993) with PDC, OAME (Oregon Association of Minority Entrepreneurs), banks, others to provide low-cost business loans to:
 - (a) Businesses creating permanent, family-wage jobs;
 - (b) Businesses improving blighted properties
 - (c) New or emerging small businesses; and
 - (d) Other businesses

- B. Business task force of KBA to focus (1993) on development of programs to attract and maintain new businesses in area (including new focus for current businesses). Monitor progress of businesses and encourage participation in programs and counseling of Small Business Development Center.

- C. Together with KBA, retain a business manager to oversee activities of business task force of KBA.

GOAL D:

ACTION	ESTIMATED COST/VALUE	TIMELINE
1. Liquor-related problems	***	5/92 and ongoing
2. Recycling	***	9/92-10/92
3. Business district appearance		
A. Kenton Hotel	\$500,000 - (privately financed)	5/92-6/92
B. Business task force of KBA		
(a) matching grants & other storefront loans	\$ 34,500 - (NPEC & HJF) Undetermined - (U.S. Bank)	3/92 7/92-7/93
(b)	\$ 12,000 - 48 trees & grates (BCD)	Winter 92
(c)	Unknown at this time	Ongoing
(d)	Unknown at this time	Ongoing
4. Business loans/business dev.		
A. Business loans.	Unknown at this time	1/93 and Ongoing
B. Attract/maintain businesses	1/93 and	Ongoing
C. Retain business manager.	\$11,025 Business Mgr. (.40 FTE 12 mos) \$ 5,000 ODDA training (12 mos) <u>\$ 1,275 Materials (12 mos)</u> \$17,300 (NPEC) Office space/furn/tele/computer: shared w/coordinator & cler. asst.	To begin 1/93

GOAL E:

Promote and/or establish programs to serve the needs of youth, children and seniors, plus assist adults with job training and/or placement.

ACTION

1. Current youth programs

Promote/enhance ongoing programs at Boys & Girls Club and encourage participation in neighborhood youth organizations.

2. Pre-employment classes for youth

Work with Ockley Green Middle School to include pre-employment classes currently offered to 13-16 year olds at other schools by North Portland Youth Service Center (YSC).

3. Employment for youth

- A. Summer jobs at non-profit organizations: encourage 14-17 year olds to apply to YSC for placement by Private Industry Council (PIC).
- B. OJT through Youth Employment Institute (YEI): encourage 16-21 year olds to apply to YEI for testing/training/placement.
- C. Establish youth employment committee to explore development of locally-based senior lawn (or other) program for 14-16 year olds.

4. Educational and/or "special programs" for kids

Establish an education/special programs committee to explore development of the following kinds of programs:

- (a) Summer school, other classes, tutor-ships;
- (b) Foreign language classes
- (c) Performing arts programs
- (d) "Special programs" for kids, such as Big Brother/Big Sister, Junior Achievement, cultural diversity, gang prevention for kids at risk, other
- (e) Parent-involved activities

5. Counseling for youth

Promote counseling available at YSC for youth; individual, family, group. Arrange for counseling station in Kenton if demand is high.

6. Daycare center and/or daycare homes

Establish daycare committee to explore needs and options for developing a daycare center and/or daycare homes in area.

7. Programs/services for seniors

Work with local agencies and seniors to develop programs/services for seniors.

8. Employment for adults

Work with PDC, PIC, others to refer adults for job testing, training, and placement

GOAL E:

ACTION	ESTIMATED COST/VALUE	TIMELINE
1. Current youth programs	***	Ongoing
2. Pre-employment classes for youth	Unknown at this time	11/92-3/93
3. Employment for youth	***	
A. Summer jobs		Apply 3/92-4/92 for placement in summer '92
B. OJT		Ongoing
C. Senior lawn program	Unknown at this time	4/93-8/93
4. Educational "special programs" for kids.	Unknown at this time	10/93 and ongoing
5. Counseling for youth	No cost 1992 If demand is high, additional counselor time in 1993	Ongoing
6. Daycare center and/or daycare homes.	Unknown at this time	10/94 and ongoing
7. Programs/services for seniors	Unknown at this time	9/93 and ongoing
8. Employment for adults	***	Ongoing

ABBREVIATIONS

BCD	Bureau of Community Development
BES	Bureau of Environmental Services
BOB	Bureau of Buildings
BTM	Bureau of Traffic Management
CPNA	Cathedral Park Neighborhood Association
FTE	Full Time Equivalent
HCD	Housing and Community Development
HJF	Helen John Foundation
KAP	Kenton Action Plan
KBA	Kenton Business Association
KNA	Kenton Neighborhood Association
NOAH	Network for Oregon Affordable Housing
NPEC	North Portland Enhancement Committee
OAME	Oregon Association of Minority Entrepreneurs
ODDA	Oregon Downtown Development Association
OJT	On-the-job training
OLCC	Oregon Liquor Control Commission
PDC	Portland Development Commission
PIC	Private Industry Council
PNA	Portsmouth Neighborhood Association
SJNA	St. Johns Neighborhood Association
YEI	Youth Employment Institute
YSC	North Portland Youth Service Center
***	Estimated cost included in staff budget