



DATE: January 12, 2022
TO: Board of Commissioners
FROM: Kimberly Branam, Executive Director
SUBJECT: Report Number 22-04
Update on the Fiscal Year 2022-23 High-Level Agency Wide Draft Work Plan

BRIEF DESCRIPTION OF INFORMATION ITEM

No action is requested; information only.

At the January 12, 2022, Prosper Portland Board of Commissioners (Board) meeting, staff will provide an update on the Fiscal Year (FY) 2022-23 High-Level Agency Wide Draft Work Plan (Work Plan; see Attachment A). The Work Plan is a critical component of the budget and prioritization process for Prosper Portland's work in the FY beginning July 1, 2022.

STRATEGIC PLAN ALIGNMENT AND OUTCOMES

Drafting and finalizing an annual Work Plan allows staff to ensure that priorities, investments, and activities are aligned with the agency's Strategic Plan. The Work Plan also provides clarity to staff as they create and update their Individual Work Plans.

BACKGROUND AND CONTEXT

Development of the Work Plan occurred in two phases: i.) finalizing the FY 2021-22 objectives so that they are consistent with current FY activities; and ii.) drafting FY 2022-23 objectives that staff anticipate prioritizing in the July 1, 2022 to June 30, 2023 time frame and that will drive the budget development process, as staff will be submitting the agency's requested budget in late January.

EQUITY IMPACT

Work Plan objectives are consistent with and deliver on the agency's Equity Policy "to ensure Prosper Portland delivers on its strategic priorities of increasing access to quality employment; supporting equitable wealth creation; creating healthy, complete neighborhoods; fostering partnerships; and becoming a multicultural Anti-Racist Organization.

COMMUNITY PARTICIPATION AND FEEDBACK

Many, but not all, Work Plan objectives have been informed by community participation feedback (e.g., community action plans, Inclusive Business Resource Network request for proposals, Affordable Commercial Tenanting Program). Staff have also shared and reviewed the draft Work Plan priorities with the agency's Community Budget Committee.

ATTACHMENTS

- A. FY 2022-23 High-Level Agency Wide Draft Work Plan

FINAL FY 2021-22 Work Plan

GOAL 1: HEALTHY, COMPLETE NEIGHBORHOODS	
FY 2021-22 Objectives	Draft FY 2022-23 Objectives
VIBRANT COMMUNITIES AND CORRIDORS	
1a. Implement year five of N/NE Community Development Initiative : Onboard new Action Plan Leadership Committee; make progress on five goals, develop new property ownership and development loan program and Cultural Business Hub RFP; finalize development team partnership structure for Williams & Russell and start predevelopment	1a. Implement N/NE Community Development Initiative : launch new real estate-based access to capital program focused on Developers of Color; Cultural Business Hub project selection(s); and Williams & Russell CDC complete schematic design and related community outreach.
1b. Implement Lents Action Plan : Secure tenants in affordable commercial space at Lents Commons; move forward renovation of the Bakery Blocks, predevelopment on 92 nd & Harold Phase II and Phoenix Pharmacy preservation. Begin outreach on close out of Action Plan.	1b. Implement and close out Lents Action Plan : stabilize ground floor tenants at Lents Commons; close on of 92 nd & Harold disposition for a new mixed income housing development; partner with PHB on timeline for Block F affordable housing. Assess and adjust industrial and open space goal as part of close out.
1c. Implement Gateway Action Plan : Secure tenants at The Nick Fish; partner with TriMet on Gateway Transit Center / Eastside Station Area Planning; provide development support to PBOT on LID funded infrastructure improvements at 92 nd & Burnside. Begin outreach on Action Plan update aligned with Gateway bond issuance action.	1c. Implement and update Gateway Action Plan : ongoing tenanting and stabilize ground floor tenants at The Nick Fish; pursue strategic site acquisition and development investments at the Gateway Transit Center.
1d. Implement updated Old Town Action Plan : execute Old Town Activation and Stimulus Strategy to assist property owners with tenanting their buildings and neighborhood activation; partner with Lan Su on Block 24 predevelopment; dispose of Old Fire Station property; and support development partners on 4 th & Burnside and Block 25 .	1d. Implement Old Town Action Plan : ongoing landlord and small business support to help tenants and activate the district; pursue strategic site acquisition; complete predevelopment on 4 th & Burnside and Blocks 24 and 25.
1e. Award at least 25 Community Livability Grants , 50 Prosperity Investment Program Grants , and 8 Business loans or 6 Commercial Property loans in line with local action plans and the Financial Sustainability Plan.	1e. Award at least 25 Community Livability Grants , 50 Prosperity Investment Program Grants , and 12 Business loans or 8 Commercial Property loans in line with local action plans and the Financial Sustainability Plan.
1f. Deploy 240 Repair Grants to small businesses citywide to directly support COVID-impacted businesses.	1f. Close out remaining Repair Grant funds to small businesses citywide.
1g. Sponsor activations and pop ups in alignment with a social media campaign supporting businesses and attracting activity to businesses and districts hard hit by the pandemic, with particular focus on 10 th & Yamhill, Old Town, Lents Town Center and at The Nick Fish	1g. Identify partnerships and long-term approach on activations & pop ups in alignment with a social media campaign to support small businesses in key districts and activate Prosper controlled properties.
CONNECTED INNOVATION AND JOB CENTERS	
1h. Support Beam Development in predevelopment on phase 1 of Workshop Blocks on Block A and/or Block B in furtherance of Central Eastside economic development, industrial and job growth goals. Facilitate strategic interim activation opportunities on remaining parcel(s).	1h. Support development partner in completing predevelopment on phase 1 of Workshop Blocks . Identify and invest in strategic activation opportunities on remaining parcel(s).



FINAL FY 2021-22 Work Plan

GOAL 1: HEALTHY, COMPLETE NEIGHBORHOODS	
FY 2021-22 Objectives	Draft FY 2022-23 Objectives
1i. Focus on priority transportation and greenway infrastructure tied to active development opportunities in South Waterfront in partnership with OHSU and City; continue N. District Apprenticeship Agreement Committee to monitor contracting performance on projects.	1i. Invest in priority transportation and greenway infrastructure in South Waterfront and assess acquisition opportunities in partnership with PHB to support district growth.
1j. Revisit Disposition and Development Agreement with PSU to align with current plans for siting new or expanded higher ed programs and redevelopment of University Place.	1j. Amend Disposition and Development Agreement with PSU as needed to align with current PSU plans and timing for development, including at University Place.
REGIONAL ASSETS	
1k. Assess and determine Broadway Corridor disposition and community benefit agreement approach, undertake site preparation (environmental hot spot removal, P&DC demolition), and negotiate and implement City IGAs and related activities (PHB, PBOT, Parks, BES/Water, OMF) in alignment with adopted Funding & Finance Plan; pursue additional funding to offset infrastructure costs and development risk.	1k. Issue Broadway Corridor development solicitation for parcel(s) disposition and development with related community benefits, continue site preparation (USPS demolition,) and finalize design/contract for street infrastructure improvements.
1l. Facilitate OMSI Master Plan efforts in coordination with PCC and Portland Opera and partnership with the Affiliated Tribes of Northwest Indians on the Waterfront Education Park and center via Metro grant funding; identify and negotiate City funding package to support OMSI Master Plan implementation.	1l. Support OMSI negotiations with development partner on phase 1 development identified in their Master Plan, support OMSI partnership with ATNI and Columbia River Inter-Tribal Fish Commission on a Center for Tribal Nations and pursue related infrastructure improvements and investments by the City.
1m. Support Albina Vision Trust on visioning, outreach and proposed governance approach related to Lower Albina; amend and manage grant agreement; coordinate with City on I-5 project and related freeway lids; support AVT phase 1 implementation requests (e.g., Paramount Apartments).	1m. Transition partnership with Albina Vision Trust from grant agreement to implementation via coordinated City team, support to AVT and Metro on EDA grant related to PPS/Blanchard site, and ODOT I-5 lid planning.
1n. Solicit Union Station property management; identify long term funding strategy based on scopes of work identified via the Federal Rail Administration assessment grant and to leverage federal funding opportunities.	1n. Select new Union Station management and negotiate new lease agreement with Amtrak
1o. Close out Oregon Convention Center investments with sale of office design and air rights for commercial use above Prosper Portland-owned Convention Center Hotel garage and secure new operator and determine investment in Inn at the Convention Center renovation.	1o. Invest and start renovation to Inn at the Convention Center .
1p. Implement revised Disposition Policy, processes, and procedures to integrate equity impact assessment and specified public benefits in disposition and development projects.	1p. Develop equity focused language and structure disposition solicitation documents to increase development team equity goals and outcomes for all real property-based dispositions (e.g., RFI, RFQ, RFP).

FINAL FY 2021-22 Work Plan

GOAL 2: ACCESS TO HIGH QUALITY EMPLOYMENT	
FY 2021-22 Objectives	Draft FY 2022-23 Objectives
QUALITY JOB GROWTH	
<p>2a. Implement industry cluster action plans and strategic framework: Identify inclusion and growth interventions through focus groups, research, and business outreach. Promote and expand existing DEI efforts through Portland Means Progress, TechTown etc.</p> <p>Green Cities: Collaborate with regional partners to identify federal funding opportunities (i.e., EDA, Green Cities ARP Navigator, etc.); Collaborate with workforce partners and PCEF to identify climate workforce needs and strategic pathways to building a diverse workforce.</p> <p>Metals & Machinery: Via incorporation into PMP, convene manufacturing suppliers and identify intentional purchasing opportunities for BIPOC and LGBTQ businesses; Conduct B2B Program to grow domestic and international sales opportunities and local purchasing.</p> <p>Tech & Media: Via incorporation into PMP, create a culture of accountability to drive inclusion in high-growth tech firms; support tech entrepreneurship and the use of technology solutions for entrepreneurs within communities of color.</p> <p>Athletic & Outdoor: Via incorporation into PMP, identify and implement cross-industry tactics for recruitment and retention of diverse talent with A&O firms. Create ways for women- and POC-owned companies to reach new markets and customers.</p>	<p>2a. Create and align new cluster action plans and strategic frameworks for inclusion and growth strategies based on the Inclusive Economic Development Strategy and State of the Cluster work. Review existing target industries and Portland’s industries’ competitiveness to recommend target cluster industries and key small business priorities. Evaluate drivers of growth, competitiveness, and international trade for different segments of the recommended target industries; industry-specific opportunities for greatest racial equity impacts.</p>
<p>2b. Deepen programming and increase cluster and regional participation in Portland Means Progress by 50%. Align existing equity programming (TechTown, Inspiring Diversity Grant) with Portland Means Progress.</p>	<p>2b. Continue growing regional participation in Portland Means Progress by 10%. Evaluate equity needs by businesses and provide programming to support traded-sector businesses to advance equity goals.</p>
<p>2c. Provide direct assistance to 150 businesses, including 80 in-depth State of the Cluster visits with a focus on identifying industry challenges and opportunities from a diverse set of businesses using equity lens; direct and referral assistance; and engagement in signature programs (e.g., Portland Means Progress, Inspiring Diversity Grant, TechTown)</p>	<p>2c. Provide direct assistance to 200 businesses, including 50 in-depth State of the Clusters visits with a focus on identifying industry challenges and opportunities from a diverse set of businesses using equity lens; provide direct and referral assistance and encourage engagement in signature industry programs (Portland Means Progress, Inspiring Diversity Grants, TechTown).</p>
<p>2d. Create strong pipeline for updated financial products, leading to 2 loans and 5 Enterprise Zone agreements to increase access to capital for traded sector companies and secure public benefit. Enhance marketing materials for improved customer experience.</p>	<p>2d. Provide 2 financial loans and 5 Enterprise Zone agreements to support traded-sector business growth and secure Community Benefit Agreements.</p>
<p>2e. Deliver on Greater Portland Global trade approach in collaboration with Greater Portland Inc, Port of Portland, U.S. Commercial Service and Business Oregon with focus on Asia, Canada and Mexico. Prioritize export assistance to diverse, small, and mid-sized firms. Engage with Business Oregon on the development of new Recruitment and International Strategy.</p>	<p>2e. Launch new International Trade Strategy based on IEDP recommendations and research. Identify alignment with Greater Portland Global partners and Business Oregon’s new International and Recruitment strategy.</p>

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GOAL 2: ACCESS TO HIGH QUALITY EMPLOYMENT	
FY 2021-22 Objectives	Draft FY 2022-23 Objectives
BUSINESS VITALITY	
2f. Develop and deploy COVID-19 economic relief and recovery resources including, American Rescue Plan project implementation (Small Business Navigation and Technical Assistance, Workforce Training and Employment, Minority Chamber and Venture Portland Support, Downtown and Commercial Corridor Activation), CDBG-CV grants (Business Technical Assistance), EDA applications (Build Back Better Regional Challenge), and future interventions. Launch online business resource hub website, reporting infrastructure and onboard providers	2f. Deliver business navigation and technical assistance services through the term of the contract.
2g. Track and report on efficacy of employment growth and retention efforts within business technical assistance services, federal funding opportunities, referrals, cluster programming.	2g. Track and report on efficacy of employment growth and retention efforts within business technical assistance services, federal funding opportunities, referrals, cluster programming.
ACCESS TO CAREER-PATH EMPLOYMENT	
2h. Increase out-of-state independent productions in Portland and concierge service through Portland Film Office . Align investment and financial tools with Metro and Travel Portland to support BIPOC career development in film industry.	2h. Increase out-of-state independent productions in Portland and concierge service through Portland Film Office . Deploy investment and financial resources with Metro and Travel Portland to support BIPOC career development in film industry. Explore expanding the Film office to include support for the music industry and recruitment of events to Portland.
2i. Ensure underserved population in all Neighborhood Prosperity Network districts have access to quality jobs and training. Support five community workforce navigators in coordination with Worksystems and providers (PCC, IRCO, SE Works, Urban League, MHCC).	2i. Support community workforce navigation efforts in coordination with Worksystems and providers to ensure underserved population in priority geographies have access to quality job opportunities and training.

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GOAL 3: EQUITABLE WEALTH CREATION	
FY 2021-22 Objectives	Draft FY 2022-23 Objectives
INCLUSIVE INNOVATION AND ENTREPRENEURSHIP ECOSYSTEM	
3a. Deliver high-quality support to 400 diverse, growth-oriented entrepreneurs and small businesses through Inclusive Business Resource Network (IBRN). Evaluate and support partners in achieving meaningful progress towards badge outcomes and to i) manage startup programs aimed at companies with traded sector potential, with goal of serving 30 businesses annually; ii) run two growth programs serving 30 to 40 businesses annually; iii) deliver culturally appropriate, accessible long-term technical assistance to 400 clients; iv) implement Cannabis Business Development to support 10 businesses; v) implement COEP program for underrepresented construction-focused businesses in collaboration with public partners; and vi) deploy one-time CDBG-CV funds to expand legal and digital divide resources.	3a. Deliver technical assistance through Inclusive Business Resource Network; transition and onboard IBRN providers according to RFP results. Support and evaluate partners in achieving meaningful progress towards outcomes. Evaluate COEP program alignment contingent on outcome of pending ratepayer decision.
3b. Utilize a Results-Based Accountability approach in the development of new IBRN RFP , solicit and select providers for multiple services for small business for the next five years	3c. Continue to grow Mercatus Collective directory to include 1400 businesses of color. Put on two COVID-safe annual My People’s Market (MPM) events, expand business opportunities through MPM in partnership with Travel Portland and through Portland Means Progress initiative; and emphasize buy-local campaigns
3c. Grow and leverage Mercatus Collective directory to include 1100 minority-owned businesses. Put on two COVID-safe annual My People’s Market (MPM) events, expand business opportunities through MPM in partnership with Travel Portland and through Portland Means Progress initiative; and emphasize buy-local campaigns	3c. Explore permanent physical location for My Peoples Market.
3d. Support partners in delivering culturally appropriate, light touch technical assistance (i.e., on-site technical assistance and networking) to 450 small businesses, with a focus on NPN and N/NE Portland. Evaluate and report on effectiveness through a more refined set of measurables and outcome-based data points.	3d. Support Inclusive Business Resource Network partners in delivering culturally appropriate, light touch technical assistance (i.e., on-site technical assistance and networking) to 450 small businesses, with a focus on NPN and N/NE Portland. Establish and report on impact through a more refined set of measurables and outcome-based data points.
3e. Engage with community-based navigators with transactional goals (e.g., 8 business loans including, 6 CPRLs, and 50 Prosperity Investment Program grants) to support equitable wealth creation opportunities in line with N/NE, NPN, Gateway, Lents, and Old Town/Chinatown action plans, and Downtown Retail Core priorities. Assess opportunities for closer alignment between geographic navigators and IBRN providers.	3e. Engage with community-based navigators with transactional goals (e.g., 12 business loans including, 8 CPRLs, and 50 Prosperity Investment Program grants). Complete assessment of opportunities and recommend ways to implement closer alignment between geographic navigators and IBRN providers through program and contract amendments, as appropriate.
BUSINESS GROWTH	
3f. Grow and stabilize local BIPOC-owned and small business through proactive outreach and marketing of new business loan products.	

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GOAL 3: EQUITABLE WEALTH CREATION	
FY 2021-22 Objectives	Draft FY 2022-23 Objectives
3g. Monitor and pursue leases at four Affordable Commercial Tenanting (ACT) : 10 th & Yamhill, Lents Commons, The Nick Fish, Alberta Commons. Coordinate tenanting with My Peoples Market/Mercatus businesses seeking retail space to create stabilization and wealth generation opportunities for small business.	3g. Continue to tenant and stabilize tenants in Affordable Commercial Tenanting (ACT) and support permanent physical location for My Peoples Market exploration.
3h. Develop a proposed Affordable Commercial Program building on pilots, including for Prosper Portland owned/control spaces; leveraged private affordable space; or administration of MUZ bonus related funds; secure Board approval of formal ACT guidelines.	3h. Implement Affordable Commercial Program , including for select Prosper owned/control spaces; leveraged private affordable space; or administration of MUZ bonus related funds.
PROPERTY OWNER DEVELOPMENT	
3i. Launch Developers of Color program with new commercial real estate financial tools to address access to capital obstacles with an early focus on N/NE Action Plan.	3i. Identify and provide technical assistance support to BIPOC firms moving into commercial development. Structure disposition solicitation documents to increase development team equity goals and outcomes.
EQUITABLE CONSTRUCTION AND CONTRACTING	
3j. Implement updated Construction Business & Workforce Equity Policy to achieve increased goals and targets on Prosper Portland projects and administer new fund from public private partnerships. Continue to monitor and transparently report on outcomes. Assess inclusion of Community Workforce Agreement policy language.	3j. Assess and refine the updated Construction Business & Workforce Equity Policy based on performance outcomes. Achieve construction business and workforce equity objectives on Prosper Portland projects and administer new fund. Continue to monitor and transparently report on outcomes.
3k. Define a strategy to increase connections between M/DBE firms and potential customers through networking events, Prosper sponsored projects, and potential inclusion on Mercatus website. Manage grant contracts and engage in specific events and initiatives to support capacity of key organizations (NAMC Oregon, Professional Business Development Group, Latino Built) to deliver project performance and COEP outcomes.	3k. Implement activities and strategy to increase connections between M/DBE firms and potential customers. Manage grant contracts and engage in specific events and initiatives to support capacity of key organizations (NAMC Oregon, Professional Business Development Group, Latino Built) to deliver project performance and COEP outcomes.
3l. Participate in Construction Careers Pathway Project close out discussions focused on Safe from Hate anti-bias worksite standards and training.	3l. Finalize agreement to apply and adopt specific Safe from Hate training standards across regional partners. Launch process to solicit for team to complete updated Disparity Study .
3m. Initiate at least three significant owned and sponsored construction projects scaled to increase access for diverse contractors (e.g., USPS site preparation, Nick Fish Tenant Improvements, Inn at Convention Center improvements).	3m. Initiate at least three significant owned and sponsored construction projects scaled to increase access for diverse contractors (e.g., USPS main building demolition, Inn at the Convention Center).

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GOAL 4: 21ST CENTURY CIVIC NETWORKS & PARTNERSHIPS

FY 2021-22 Objectives

Draft FY 2022-23 Objectives

WORKFORCE AND REGIONAL COMPETITIVENESS

4a. Engage with Greater Portland Inc in developing and implementing new Comprehensive Economic Development Strategy and regional workforce strategies to guide economic recovery. Collaborate with regional partners to secure federal resources to advance plans such as the EDA Build Back Better and Good Jobs Challenge Grants	4a. Engage Greater Portland Inc and Worksystems to align new economic and workforce strategies and federal resources to support regional workforce needs.
4c. Deliver high-quality workforce development training and coaching toward career track jobs for 800 adults facing barriers to employment through Economic Opportunity Program in partnership with Worksystems. Continue integration of workforce navigators and COEP program within workforce development system.	4c. Deliver high-quality workforce development training and coaching toward career track jobs for 800 adults facing barriers to employment through Economic Opportunity Program in partnership with Worksystems. Continue integration of workforce navigators and COEP program within workforce development system.
4d. Deliver high-quality educational and career-related skills training for 332 opportunity youth through NextGen Program in partnership with Worksystems.	4d. Deliver high-quality educational and career-related skills training for approximately 330 opportunity youth through NextGen Program in partnership with Worksystems.
4e. Contract with Worksystems to deploy \$4M ARPA funds to support paid work and stipend opportunities to support city recovery efforts, placements at businesses at risk of closing, and rapid re-career individuals into high-demand and middle-income jobs.	4e. Manage, monitor, and report on the Worksystems contract to deploy \$4M ARPA funds to support paid work and stipend opportunities to support city recovery efforts, placements at businesses at risk of closing, and rapid re-career individuals into high-demand and middle-income jobs.
4f. Partner with Emerging Leaders to deliver vocational development and mentoring services (including financial wellness education and direct support to 51 individuals who have been impacted by the COVID-19 pandemic, prioritizing services to BIPOC and those interested in working in Portland's traded sector industry clusters.	

AFFORDABILITY AND NEIGHBORHOOD SOLUTIONS

4g. Coordinate with City bureau teams on priority issues, including engaging in anti-displacement policy development and cross-City RBA process; cross-bureau East Portland bureau advisory group; at Lower Albina and 1-5 with PBOT, BPS, PHB and transportation partners; and Broadway Corridor, OMSI, and Rose Quarter master planning efforts.	4g. Coordinate with City bureau teams on priority issues, including engaging in anti-displacement policy development and cross-City RBA process; cross-bureau East Portland bureau advisory group; at Lower Albina and 1-5 with PBOT, BPS, PHB and transportation partners; and Broadway Corridor, OMSI, and Rose Quarter master planning efforts.
4h. Partner with Metro on SW Corridor FTA economic development grant award, including related small business outreach, support Metro's work with SW Corridor Equity Coalition.	4h. Partner with Metro on SW Corridor FTA economic development grant award, including continued small business outreach and a real estate assessment, monitor and support Metro's work with the SW Corridor Equity Coalition.
4i. Align new/expanded TIF district conversations in Cully, East Portland, SW Corridor to embrace community-based and equitable development opportunities in partnership with PHB and BPS.	4i. Align new/expanded TIF district conversations in Cully, East Portland, SW Corridor to embrace community-based and equitable development opportunities in partnership with PHB and BPS.

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GOAL 4: 21ST CENTURY CIVIC NETWORKS & PARTNERSHIPS

FY 2021-22 Objectives

Draft FY 2022-23 Objectives

4j. Partner with PBOT and PPR to revitalize Ankeny Square to support food cart small businesses and activate Ankeny Square; fund needed improvements.	
4k. Coordinate with PBOT, BPS, PHB and Portland Streetcar Inc on equitable development related benefits tied to potential land use changes and new streetcar alignment in NW .	4k. Coordinate with PBOT, BPS, PHB and Portland Streetcar Inc on equitable development related benefits tied to potential land use changes and new streetcar alignment in NW .
4l. Partner with PHB to identify and create opportunities for joint housing and commercial affordability projects as part of the Fairfield renovation in the West End, and as new partnership opportunities arise.	4l. Partner with PHB on construction of ground floor commercial space to support small businesses as part of the Fairfield renovation in the West End.
4m. Provide Prosper sites for use by OMF and partner organization as Safe Rest Villages in downtown, Lloyd, Old Town and the Central Eastside.	4m. Provide Prosper Portland sites for use by OMF and partner organization as Safe Rest Villages in Lloyd and Old Town through the lease term.
NEIGHBORHOOD CAPACITY BUILDING	
4n. Partner with Cully, SW Equity Coalition, and East Portland NPNs/CBOs on community priorities and aligned potential funding, including TIF district creation or expansion.	4n. Partner with Cully, SW Equity Coalition, and East Portland NPNs/CBOs on community priorities and aligned potential funding, including TIF district creation or expansion.
4o. Neighborhood Prosperity Network (NPN) : provide tailored organizational capacity building, technical assistance, and financial assistance to all 7 districts. Support community-led projects and business growth. Emphasize leadership opportunities for people of color to serve on boards and subcommittees throughout NPN. Launch process to assess, identify and implement new business/revenue models to support future of Neighborhood Prosperity Network as micro-TIF districts expire.	4o. Neighborhood Prosperity Network (NPN) : provide tailored organizational capacity building, technical assistance, and financial assistance to all 7 districts. Support community-led projects and business growth. Emphasize leadership opportunities for people of color to serve on boards and subcommittees throughout NPN. Identify and implement new business/revenue models to support future of Neighborhood Prosperity Network as micro-TIF districts expire.
4p. Provide capacity building grants , through \$700k in ARP funds, for multicultural chambers to engage in leadership roles/advisory tables, support BIPOC businesses, provide City of Portland with strategic direction based on culturally sensitive engagement, retain staff, and build capacity to equitably implement American Rescue Plan Funds.	4p. Support multicultural chamber capacity building efforts to engage in leadership roles/advisory tables, support BIPOC businesses, provide City of Portland with strategic direction based on culturally sensitive engagement, retain staff, and build capacity to equitably implement American Rescue Plan Funds.
4q. Support Venture Portland in delivering high quality support for districts. Implement the ARP contract to increase capacity for the Catalytic Investment Initiative districts and deployment of an events hub team that supports business districts and organizations needing technical assistance to implement neighborhood and large-scale events.	4q. Support Venture Portland in delivering high quality assistance for districts. Manage the ARP contract to increase capacity for the Catalytic Investment Initiative districts and deployment of an events hub team that supports business districts and organizations needing technical assistance to implement neighborhood and large-scale events.
INNOVATION AND INFRASTRUCTURE	
4r. Continue to strengthen partnerships with national thought leaders such as Brookings, Policy Link, C40, Urban Manufacturing Alliance, Government Alliance on Race and Equity, and Urban Land Institute to establish new innovative policies and initiatives, including how to post-pandemic economic conditions.	4r. Continue partnerships with international and national thought leaders such as Brookings, C40 New Economies and Innovation team, Policy Link, Government Alliance on Race and Equity, and Urban Land Institute to explore best practices and new innovative policies.



FINAL FY 2021-22 Work Plan

GOAL 4: 21 ST CENTURY CIVIC NETWORKS & PARTNERSHIPS	
FY 2021-22 Objectives	Draft FY 2022-23 Objectives
4s. Convene the Equitable Food Economy Collaborative to deliver on USDA planning grant and identify shared goals to support entrepreneurship and wealth building for BIPOC producers.	4s. Develop and disseminate a regional food system action plan that provides a framework for collaboration among diverse food system stakeholders, inspires philanthropic and private investments in inclusive food systems infrastructure, and offers specific enterprise or programmatic solutions for implementation
4t. Explore concept and business plan for clean energy hub for decarbonization; support industrial users in partnership with BPS and as a part of a potential EDA application	4t. Launch clean energy hub in partnership with the Bureau of Planning & Sustainability. Identify economic opportunities for Portland’s businesses and workers presented by the transition to a zero-carbon and circular economy, as well as key economic challenges industries may face due to climate impacts.

FINAL FY 2021-22 Work Plan

GOAL 5: EQUITABLE, INNOVATIVE, FINANCIALLY SUSTAINABLE AGENCY	
FY 2021-22 Objectives	Draft FY 2022-23 Objectives
EMPLOYEE DEVELOPMENT, ENGAGEMENT & INTERNAL EQUITY	
5a. Negotiate successor Collective Bargaining Agreement that continues to align with agency values, cultural agreements, and long-term objectives. Ensure compliance with Oregon Equal Pay Act and engage in interim bargaining on collect bargaining issues as necessary.	5a. Negotiate successor Collective Bargaining Agreement that continues to align with agency values, cultural agreements, and long-term objectives. Ensure compliance with Oregon Equal Pay Act and engage in interim bargaining on collect bargaining issues as necessary.
5b. Update individual goals and proactively implement individual development plans within budget and training resources. Provide high-quality training that meets needs of staff and managers.	5b. Update individual goals and proactively implement individual development plans within budget and training resources. Provide high-quality training that meets needs of staff and managers.
5c. Develop and update agency wide job descriptions to ensure role clarity throughout the agency.	
5d. Continue agency culture change and racial equity initiatives to create more inclusive, equitable, and healthier culture. Facilitate affinity groups to support staff of color and create stronger allies for staff. Deliver Equity Learning Labs to provide learning opportunities, with a focus on disability justice and gender/ LGBTQ equity. Implement and assess organizational Equity Framework to guide internal equity work and agency Equity Priorities and Strategies. Conduct a new Cultural Assessment.	5d. Continue agency culture change and racial equity initiatives to create more inclusive, equitable, and healthier culture. Facilitate affinity groups to support staff of color and create stronger allies for staff. Deliver Equity Learning Labs to provide learning opportunities, with a focus on disability justice and gender/ LGBTQ equity. Implement and assess organizational Equity Framework to guide internal equity work and agency Equity Priorities and Strategies. Conduct a new Cultural Assessment.
5e. Implement Change Team priorities in response to letters: i) Establish contracts with Trauma-informed racial equity practitioners to conduct coaching for non-Black managers and staff and provide healing support for Black employees; ii) Create an Equity Memo Tool for BIPOC staff to flag equity considerations formally and create opportunities for organizational learning and change; and iii) analyze and update exit interviews for analysis focusing on staff turnover, especially BIPOC employees.	5e. Implement Change Team priorities in response to letters: i) Establish contracts with Trauma-informed racial equity practitioners to conduct coaching for non-Black managers and staff and provide healing support for Black employees; ii) Create an Equity Memo Tool for BIPOC staff to flag equity considerations formally and create opportunities for organizational learning and change; and iii) analyze and update exit interviews for analysis focusing on staff turnover, especially BIPOC employees.
5f. Deploy Equity Council to help advance internal culture change and provide staff engagement opportunities.	5f. Deploy Equity Council to help advance internal culture change and provide staff engagement opportunities.
5g. Support staff's technical and business needs by optimizing teleworking environment (e.g., moving to laptops, improving VPN experience, moving to web-based tools where possible). Provide education on using tools available (OneDrive and Teams) that moves toward cloud storage and reduces reliance on internal file servers. Begin implementing hybrid working model for returning to the office (e.g., building out capacity in conference rooms).	5g. Optimize support for hybrid working model.
5h. COOP : Monitor and implement OSHA rules relating to COVID-19. Make recommendations regarding booster shots and vendor/contractor/visitor COVID-19 protocols. Work with	5h. COOP : Update safety and security protocols as situations change throughout the year both in terms of COVID and the physical safety of staff in the office.

FINAL FY 2021-22 Work Plan

GOAL 5: EQUITABLE, INNOVATIVE, FINANCIALLY SUSTAINABLE AGENCY	
FY 2021-22 Objectives	Draft FY 2022-23 Objectives
building management to implement protocols. Ensure IT infrastructure supports hybrid work. Assess and address safety concerns of staff working in office.	
5i. Ad Hoc Committee: Establishes processes that enable healthy culture and hybrid work environment. Advise on “new normal” guidelines for working in the office, including optimizing time in the office toward collaboration and in-person relationship building; necessary guidelines, trainings needs and support hybrid work; and evaluation process.	5i. Ad Hoc Committee: Evaluate how “new normal” guidelines are working. Make adjustments that strive to optimize connection, collaboration and culture building, while providing flexibility to employees.
EFFECTIVE MANAGEMENT AND GOVERNANCE	
5j. Update policies and procedures as needed to reflect changes in business processes, and/or improve business practices with Administrative Policy Officer support and application of equity and financial sustainability lens. Implement GASB 87 (new treatment of leases).	
5k. Launch Honoraria policy in support of more accessible and equitable engagement.	5k. Implement Honoraria policy in support of more accessible and equitable engagement.
5l. Complete and disseminate 2015-2020 Strategic Plan Final Report , including assessment of accomplishments, lessons learned, and next steps that will help inform Inclusive Economic Development Strategy and successor strategic plan. Conduct and publish regular reporting, including Strategic Plan Close-Out Report; Gateway Action Plan; and other program and projects as identified by project, program, and reporting staff.	5l. Conduct and publish regular reporting, including N/NE Community Development Initiative Action Plan; and other program and projects as identified by project, program, and reporting staff.
5m. Utilize Bid Locker e-procurement platform to modernize procurement practices for electronic bid/proposal submissions, optimize staff time, and increase the reach and visibility of the agency’s contracting opportunities.	
5n. Create project plan for Equitable Contracting Roadmap , a project that will rethink the agency’s procurement practices by analyzing potential barriers to access and means of communicating opportunities to the contracting community.	5n. Begin implementation of Equitable Contracting Roadmap
5o. Implement key systems (UKG, Gravity, Dynamics) and other process improvements (monthly accounting close, Accounts Payable) to enhance efficiency and improve customer experience.	5o. Explore opportunities to leverage capabilities of new internal systems.
5p. Implement and evaluate new delegated authority levels. To streamline business processes most items that would have previously gone to FIC [now CAFE] are approved by some combination of managers, directors and/or CFO. This policy change was made on an interim basis, pending evaluation of how the new delegated authority levels were working in practice.	5q. Survey stakeholders on how CAFE structure and procedures are working including new acquisition and disposition playbooks. Adjustment as needed.



FINAL FY 2021-22 Work Plan

GOAL 5: EQUITABLE, INNOVATIVE, FINANCIALLY SUSTAINABLE AGENCY	
FY 2021-22 Objectives	Draft FY 2022-23 Objectives
5q. Transition property management functions to third party contractor for efficiency and improved tenant experience. Includes operating properties such as 10Y and Nick Fish, as well as vacant parcels. Transition will include assignment of various contracts associated with each property.	5q. Manage third party property management contracts and assess efficiency and improved tenant experience performance.
5r. Update Business & Industry, Entrepreneurship & Community Economic Development, and lending team performance metrics and outcomes using Results-Based Accountability . Create and revise outcome tracking mechanisms to align with new metrics.	5r. Report out and evaluate new tracking mechanisms and performance metrics and outcomes using new Results-Based Accountability
5s. Make Prosper Portland Board meetings accessible and available to community members attending and participating in person or remotely.	5s. Make Prosper Portland Board meetings accessible and available to community members attending and participating in person or remotely.
5t. Transition Geographic Information Systems data maintenance, mapping, and spatial analysis to Bureau of Planning and Sustainability for two-year pilot.	5t. Assess Geographic Information Systems partnerships with Bureau of Planning and Sustainability to inform long-term solution.
5u. Expand staff use of AirTable and other system solutions to gather, monitor, and report program and project data and outcomes. Execute flex service contacts with vendors to assist in data, outcomes, and qualitative analysis.	5u. Expand staff use of AirTable and other system solutions to gather, monitor, and report program and project data and outcomes. Execute flex service contacts with vendors to assist in data, outcomes, and qualitative analysis.
5w. Build out better systems to manage federal monitoring and reporting requirements for ARP funded projects	
5x. Review agency's Local Contract Review Board Administrative Rules (LCRB Rules) and identify areas in need of update to comport with changes in State Law and other improvements.	5z. Rewrite and adopt updated Local Contract Review Board Administrative Rules (LCRB) Rules.
FINANCIAL SUSTAINABILITY AND STEWARDSHIP	
5aa. Update Financial Sustainability Plan model and approach to development "FSP 2.0;" includes" including refined strategy to optimize remaining resources via loans, operating income, and real estate assets and evaluation of potential additional public resources. Incorporate FSP 2.0 in budget processes and produce update on status and accomplishments.	5aa. Secure formal approval for FSP 2.0. Apply updated Financial Sustainability Plan model "FSP 2.0" and related strategies to loan, operating income, and real estate asset negotiations and transactions. Seek approvals for potential additional public resources aligned to business lines. Incorporate FSP 2.0 in budget processes and produce update on status and accomplishments.
5bb. Manage real estate and loan investments to portfolio return consistent with FSP. Implement revised real estate policies and procedures that relate to risk pricing and review by CAFE. Track and document FSP implications at CAFE approval (or other management sign off if not going to CAFE).	5bb. Implement regular reporting to track progress against FSP 2.0. Manage real estate and loan investments to portfolio return consistent with FSP. Implement revised real estate policies and procedures that relate to risk pricing and review by CAFE. Track and document FSP implications at CAFE approval.
5cc. Create and update agency wide macro model incorporating new detailed lending and real estate models. Update long term output and outcomes driven by FSP models.	5cc. Ensure that new macro model can be updated easily enough to allow for iterative forecasting. Tie Yardi inputs into the model. Maintain and update detailed lending and



FINAL FY 2021-22 Work Plan

GOAL 5: EQUITABLE, INNOVATIVE, FINANCIALLY SUSTAINABLE AGENCY	
FY 2021-22 Objectives	Draft FY 2022-23 Objectives
	real estate model as a working tool to provide ongoing input and inform budget processes. Update long term output and outcomes driven by FSP models.
5dd. Continue to implement Property Plans for all properties, including specific disposition strategies and commercial leases; identify real property assets to acquire that meet Strategic Plan goals for long term return on investment. Dispose of remnant and legacy properties (Holman dock, Centennial Mills, A&N, 100 Multnomah). Renovate existing income generating assets (Inn at the Convention Center, Nelson).	5dd. Continue to implement Property Plans for all properties, including specific disposition strategies and commercial leases; identify real property assets to acquire that meet Strategic Plan goals for long term return on investment. Dispose of remaining remnant properties via negotiations with City bureaus (PPR, PBOT, BES). Complete renovation of existing income generating assets (Inn at the Convention Center).
5ee. Close 2 PropertyFit loans ; implement Regionally Significant Industrial Sites as needed to support industrial development	5ee. Close 2 PropertyFit loans ; implement Regionally Significant Industrial Sites as needed to support industrial development
5ff. Conduct research on new potential public financing options and their implementation viability at Prosper Portland (via contract with DAD.A. Davidson). Prioritize options based on size/impact/achievability and incorporate into FSP 2.0.	5ff. Assemble project teams assigned responsibility to evaluate prioritized options. Begin deep dive/implementation on best options. Based on research and related recommendations, seek approvals for potential new public funding sources aligned to key business lines.
5gg. Finalize and implement accounting structure for program income , including planning for Airport Way TIF district post defeasance.	5gg. Continue to implement accounting structure for program income in preparation for additional TIF district defeasance.
5hh. Partner with City in allocation of environmental cleanup costs at this phase of the Portland Harbor Superfund litigation.	5hh. Partner with City in allocation of environmental cleanup costs at this phase of the Portland Harbor Superfund litigation.
COMMUNICATIONS, ENGAGEMENT, AND COMMUNITY PARTNERSHIP	
5ii. Launch Inclusive Economic Development Strategy (IEDS) with significant community engagement, including advisory committee kick off, focus groups, etc. Undertake commercial corridor and Central City specific market and industry opportunity analyses to identify strategies for equitable commercial corridor, business district and downtown development strategies in a post pandemic context and to inform IEDS.	5ii. Complete and secure Prosper Portland Board and City Council approval of Inclusive Economic Development Strategy; create complementary Prosper Portland strategic plan
5kk. Develop and implement ongoing social media campaigns to highlight agency initiatives and partners, particularly campaigns and celebrations to highlight equity and diversity in Portland (e.g., Black History Month, Native American History Month).	5kk. Implement ongoing social media campaigns to highlight agency initiatives and partners, particularly campaigns and celebrations to highlight equity and diversity in Portland (e.g., Black History Month, Native American History Month).
5ll. Implement activation strategies to support BIPOC, women-owned, and local small businesses (e.g., Shop Small/Shop Now, public plazas).	5ll. Continue to advance activation strategies to support BIPOC, women-owned, and local small businesses (e.g., Shop Small/Shop Now, public plazas).
5mm. Implement community engagement guidelines using best practices in community involvement, including opportunities for virtual, in-person, and hybrid engagement.	5mm. Assess and update community engagement guidelines , as appropriate, to incorporate lessons learned from pandemic, including virtual and hybrid approaches to engagement, more comprehensive translation services, etc.

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GOAL 5: EQUITABLE, INNOVATIVE, FINANCIALLY SUSTAINABLE AGENCY	
FY 2021-22 Objectives	Draft FY 2022-23 Objectives
Implement comprehensive translation strategy, guidelines, applicability, and budget for staff working with community partners in which English is not the preferred language.	
5nn. Update and disaggregate Business & Workforce contracting data on website quarterly.	5nn. Update and disaggregate Business & Workforce contracting data on website quarterly.
5oo. Develop approach to audit Prosper Portland website and identify how that informs a future redesign to increase accessibility (navigation, translations, blind access, etc.).	5oo. Identify consultant to conduct audit, use findings to inform RFP and execute contract for website developer/graphic design firm to implement redesign.
5qq. Implement activities identified in the Tribal Relations Plan : attend the annual Tribal Nations Summit; work with the Office of Government Relations to strengthen relationships with Tribal Nations to further economic development opportunities; participate in the City’s land acknowledgment team; reduce barriers to entrepreneurship for the urban Native community; and contract with Native-owned firm(s) to provide equity training(s).	5qq. Implement updated activities identified in Tribal Relations Plan.
5rr. Partner with Office of Government Relations to advance state and federal legislative priorities, including Broadway Corridor investment, E-Zone preservation, ongoing Community Development Block Grant funding, Union Station funding, etc.	5rr. Partner with Office of Government Relations to advance state and federal legislative priorities.
5ss. Convene with and recruit new members and co-chairs to Community Budget Committee to provide guidance and input on the fiscal year 2022-23 budget development process.	5ss. Convene with and recruit new members to Community Budget Committee to provide guidance and input on the fiscal year 2023-24 budget development process.
5tt. Assess potential next iteration of the Council for Economic and Racial Equity as a key agency-wide advisory body.	