



DATE: September 29, 2021
TO: Board of Commissioners
FROM: Kimberly Branam, Executive Director
SUBJECT: Report Number 21-28
Update on the 2015-2020 Strategic Plan Final Report

BRIEF DESCRIPTION OF INFORMATION ITEM

No action is requested; this is an informational item.

At the September 29, 2021, Prosper Portland Board of Commissioners (Board) meeting, staff will provide an update on the 2015 – 2020 Strategic Plan Final Report (Final Report). The Final Report covers the background on the development of the Strategic Plan, an overview of the five guiding objectives, key accomplishments and metrics, lessons learned, and an appendix listing the completed actions.

STRATEGIC PLAN ALIGNMENT AND OUTCOMES

The aim of the Final Report is to detail how Prosper Portland's projects and programs aligned with objectives laid out in the Strategic Plan. To demonstrate this alignment, key accomplishments highlight the critical work done over the past five years, including:

- Creation of the Inclusive Business Resource Network, to build a stronger and more inclusive small business environment.
- Launch of the Affordable Commercial Tenancing Pilot Program to preserve the vitality and resilience of small businesses in Portland's neighborhoods.
- Acquisition of the US Postal Service property and milestone community benefits agreement term sheet approval associated with the Broadway Corridor redevelopment.
- Initiation of Portland Means Progress, with 100 businesses making racial equity commitments and 72 Black, Indigenous, people of color (BIPOC) interns connected to experience opportunities.
- Development of the Equity Framework, an evolving, usable resource for the organization's collective work to achieve its equity objectives.
- The final year of the plan was defined by a rapid shift in programming and service delivery in response to the economic impact of COVID-19. Key economic relief and stabilization interventions have been aligned with our over-arching strategic priority of creating and sustaining an equitable economy in Portland.

BACKGROUND AND CONTEXT

The Final Report is an opportunity to evaluate and reflect on how Prosper Portland delivered on its ambitious five-year Strategic Plan that was created in 2015. High level actions and objectives were developed by the Project Steering Committee, comprised of more than 20 key partners and experts.

The objectives offered a framework for delivering on the strategic goal of building a more equitable economy for Portland.

The 2015-2020 Strategic Plan (Plan) was created to consider the economic climate, contextual factors coming out of the Great Recession, and severe gaps in income and wealth across race and ethnicity. The Plan marked a dramatic shift in agency focus to an emphasis on ‘who benefits’, and articulated a commitment to becoming an anti-racist organization. The Plan acknowledged challenges that could not be met solely through implementation of TIF resources and other traditional tools. Finally, the Plan established a north star for our agency’s work and framework for budgeting and work planning. To accomplish this work, the Plan laid out five objectives:

1. Objective 1: Create healthy, complete neighborhoods throughout Portland
2. Objective 2: Access to high quality employment for Portland
3. Objective 3: Foster wealth creation within communities of color and low-income neighborhoods
4. Objective 4: Form 21st century civic networks, institutions, and partnerships
5. Objective 5: Operate an equitable, innovative, and financially sustainable agency

EQUITY IMPACT

The Final Report offers the opportunity to demonstrate the reach of key programs that delivered towards the agency’s equity goals:

- Over the past five years, 3,226 firms received technical assistance and support;
- More than 6,000 jobs created or retained and more than 7,700 job placements;
- More than \$5,000,000 in Prosperity Investment Program grants, with 68 percent of funding going to BIPOC-owned businesses; and
- Adoption of four, five-year neighborhood action plans to ensure community investments are aligned with equitable development goals.

At the September 29, 2021 Prosper Portland Board meeting, staff will discuss the Final Report in greater detail and share how the strategic framework outlined in this report will help to inform the development of a three- to five-year Economic Development Strategy (the Strategy) and a subsequent new strategic plan. Development of the Strategy is being led by Prosper Portland in collaboration with city partners. A Request for Proposals has been issued to select a consultant to assist with development of the Strategy.

ATTACHMENTS

- A. 2015 -2020 Strategic Plan Final Report

STRATEGIC PLAN

Final Report

A summary and lessons learned from
Prosper Portland's 2015 -2020 Strategic Plan

AUGUST 2021



Building an Equitable Economy



Building an equitable economy

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“We are grateful for the collaboration and support of our many public and private partners whose contributions have been invaluable in the advancement of our strategic goals.”

Letter from the Executive Director

AUGUST 2021



KIMBERLY BRANAM
Executive Director

When we launched our [2015-2020 Strategic Plan](#), we declared our commitment to growing quality jobs, advancing opportunities for prosperity, creating vibrant neighborhoods and communities, and collaborating with partners to create an equitable city, with prosperity shared by Portlanders of all colors, incomes and neighborhoods.

This report focuses primarily on four-plus years of the Plan implementation, from 2015 through 2019. It highlights the five central objectives - healthy neighborhoods, jobs, wealth creation, partnerships and a sustainable agency- and the key accomplishments that have supported each objective.

Those accomplishments cover a broad range of activity and have been driven consistently by a people-first approach to help all Portland residents thrive.

As we close out our 2015-2020 Strategic Plan and prepare for the years ahead, many of the programs and projects we began putting in place five years ago remain critical to ensuring an equitable economic recovery in the future.

Portland currently faces what is expected to be the most significant economic downturn since the Great Depression. Unemployment claims in Multnomah County totaled more than 52,000 between March and April 2020; many businesses in the city have permanently closed. Wealth, income, and health inequities, stark before the pandemic, are exacerbated by the current crisis.

The COVID-19 pandemic has forced the recognition that public health is the precondition for economic health. Over the past year, we've seen that business, community and government responsiveness and creativity can make a meaningful impact to provide economic relief and household stability when we work together.

Racial, ethnic, gender, and geographic inequities demand our continued dedication of resources and partnerships to mitigate disparate impacts. From the Inclusive Business Resource Network and the Neighborhood Prosperity initiatives to our traded sector business development, Portland Means Progress and community-based action plans, our focus will be economic stabilization, adaptation, recovery and resilience to support our city and its residents.

We are grateful for the collaboration and support of our many public and private partners whose contributions have been invaluable in the advancement of our strategic goals.

The [Interim Stabilization Strategy](#) outlines our work and our critical partnerships in the coming months, as we face the pandemic and its economic impact. We remain steadfast in our commitment to equity as we set the stage for an inclusive economic recovery and future for Portland.

A handwritten signature in dark ink, appearing to read 'K. Branam', written in a cursive style.

Kimberly Branam

Background

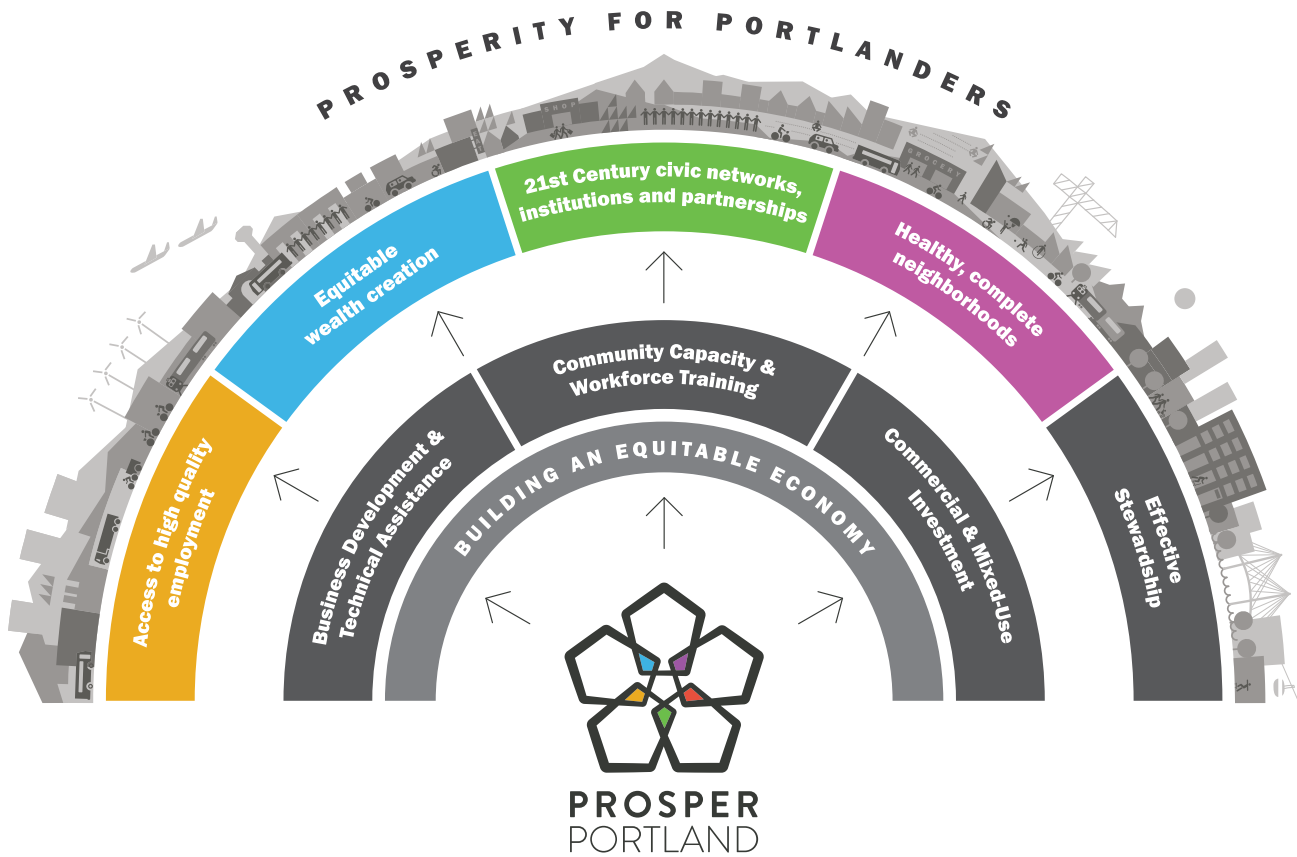
As Prosper Portland began the process of developing this strategic plan with partners, the city of Portland faced great promise and perilous inequities. The city continued to rebound from the Great Recession in spectacular fashion, with steady job growth, increased wages, and scores of young, eager new transplants moving here each month. Beneath this veneer of progress, however, lower-income Portlanders and members of communities of color faced broader gaps in opportunity than before the economic rebound. To stem this disturbing trend, Prosper Portland reoriented and explicitly focused its work on bridging these gaps to achieve widely shared prosperity across the city.

The Plan's Five Objectives

To attain the goal of widely shared prosperity among all Portland residents, Prosper Portland delivered work that was deliberate and centered on building healthy communities, maintaining economic competitiveness, and creating equitable opportunities for all Portlanders. To achieve this, the agency focused on five primary actions:

- 1 **Create Healthy, Complete Neighborhoods Throughout Portland**
- 2 **Support Access to High Quality Employment for Portland Residents**
- 3 **Foster Wealth Creation within Communities of Color and Low-Income Neighborhoods**
- 4 **Form 21st Century Civic Networks, Institutions and Partnerships**
- 5 **Operate an Equitable, Innovative and Financially Sustainable Agency**

This report will break down the key accomplishments and challenges of implementing the 2015-2020 Strategic Plan by the five objectives.



In 2015, Portland as a whole enjoyed the attributes to thrive in a global economy, one that rewards cities possessing a high quality of life, distinctive competitive advantages, diverse, open communities, and a culture that promotes innovation and entrepreneurship. Yet the city also faced serious challenges that undermine its long-term ability to compete and Portlanders' ability to participate in the gains from economic growth, among them insufficient job growth to meet the needs of the city's growing population, lack of affordability in close-in neighborhoods, and the consequences of a long history of institutional racism driving wide disparities in employment, income, and wealth between white communities and communities of color.

This was the context for the 2015-2020 Strategic Plan, which set forth an ambitious goal: to achieve widely shared

prosperity among all residents of Portland by harnessing and expanding Prosper Portland's tools for job creation, placemaking, and economic opportunity. A three-pronged vision drove the work: that Portland would be one of the most globally competitive, equitable, and healthy cities in the world; that Prosper Portland would stimulate job creation, encourage broad economic prosperity, and foster great places on behalf of the City of Portland; and that Prosper Portland would be a workplace of choice with passionate staff excelling in an open and empowering environment and sharing a commitment to our collective success.

The process of developing the plan was multifaceted. First, the agency engaged consultants to study how Portland stacked up against peer cities and how effective Prosper Portland had been in delivering on the 2009 Economic



2015-2020 Strategic Plan

Download the plan at prosperportland.us/2020plan

Development Strategy and 2011 Neighborhood Economic Development Strategy. The quantitative analysis showed both strengths and weaknesses, but indicated that in general, Portland was faring worse than its peers in most socioeconomic indicators. The qualitative research suggested that a new strategic plan should better integrate equity-focused and pro-growth approaches across the agency. Prosper Portland also relied on an approximately 25-member advisory committee providing expertise on community economic development, redevelopment, and workforce development, as well as on public outreach and input from a network of public, private, non-profit, and institutional partners.

The Plan marked a distinct turn in the agency's work in a number of ways. Most critically, it asserted that it must always consider 'who benefits' from its work. Without intentionally applying a racial equity lens to its projects, programs, and internal operations, Prosper Portland will fail to address past wrongs or meet current and future needs.

The plan established an ambitious vision for the city of Portland that would show a dramatic increase in the percentage of households at or above self-sufficiency. In 2015, 63 percent of Portland households were self-sufficient; the Strategic Plan aimed to increase that to 68 percent by 2020, with a long-term goal of 80 percent.

The plan acknowledged the agency's history of explicitly racist practices and the legacy of how institutional racism affects its work today. This acknowledgement underpins the necessity for the projects, programs, and investments to be centered on racial equity.

**Most critically,
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The plan necessitates that an equitable economy must be inclusive as our city becomes more racially and ethnically diverse.

The plan emphasized the importance of partnerships. Prosper Portland alone cannot create widely shared prosperity – it must work with and rely on public, private, and non-profit partners whose work complements its own.

The plan embraced growth. Prosper Portland believes that by welcoming new residents and businesses, it can both grow the economy and provide opportunities to fill equity gaps for Portlanders who historically have been hurt by the city's growth.

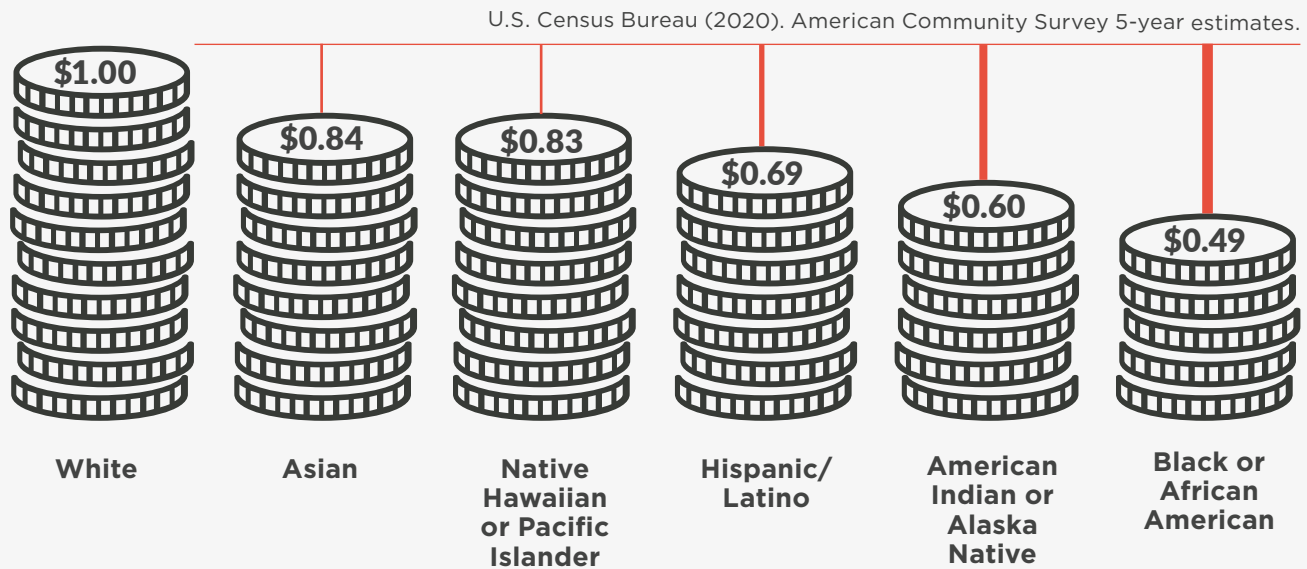
The plan recognized that the tool the agency has relied on for decades, tax increment financing, is dwindling; that new sources of capital and operations funding are critical to delivering on the plan objectives; and that the agency needed to create a long-term financial sustainability plan to complement its strategy.

Inclusive Growth

The plan outlined the need for inclusive growth, positing that the growing ethnic and racial diversity in Portland should be catalyzed into a competitive advantage for the city's employers. The plan highlighted that an inclusive economy is more than just good social policy, it is vital to the long-term economic success of Portland's companies and communities. The plan was informed by historical data. Median wage data showed that over time the gap in wage grew between white workers and workers of color.

Five years on, the data show that the workforce has indeed been diversifying in Portland. The workforce grew in the Black/African American, Asian, American

The Wage Gap (Median Household Income, 2019)



Indian/Alaskan Native, Native Hawaiian/Pacific Islander, and Hispanic* communities. The largest workforce population growth was in the Hispanic community, with an increase of 1.6% of the total workforce.

While the workforce diversified, a significant wage gap still remains for people of color throughout the country and in Portland. Data show that in 2019, the median income for a household is remarkably lower for households of color compared to their white counterparts.

The stagnant wage gap, despite a diversifying workforce, demonstrates the importance of equity-focused economic development. The data reinforce the value of recommitment to developing an inclusive growth model.

The Plan and the Pandemic

What the plan did not do was contemplate a natural disaster. Yet while the COVID-19 pandemic turned the world and

the community upside down, disproportionately impacting low-income households and communities of color, Prosper Portland was immediately prepared to use a racial equity lens in response.

The agency's commitment to prioritize Black, Indigenous and People of Color (BIPOC) communities in 2015 remains critical today. BIPOC communities have been disproportionately impacted by layoffs and unemployment nationwide. With unemployment rising to nearly 10 percent nationwide, Black or African Americans experienced a nine percent growth in unemployment rate compared to their white counterparts who experienced six percent growth.

The 2015-2020 Strategic Plan presented a formidable task and an imperative to rise to the challenge. What follows is an assessment of where the agency has succeeded, where it has not, and what it has learned along the way.

NEIGHBORHOODS



Healthy, connected neighborhoods decrease the cost of access to employment and services for low-income people. Mixed-income communities increase the likelihood of intergenerational economic mobility. While some Portland neighborhoods experience the benefit of such an environment, the quality of place in Portland varies widely. The historic lack of investment in East Portland makes clear how this disparity impacts local communities.

The Strategic Plan prioritized efforts to ensure that all Portland residents had access to healthy, complete, and resilient neighborhoods that respond to and respect the diversity of their needs. It envisioned that neighborhood residents had ready access to basic public services, including parks and transportation; a diversity of housing across income levels; and basic goods and services. It planned for neighborhoods that felt safe, clean, and inspired pride among their residents. These would be places where businesses would form and jobs were created, and where the built environment reduced carbon emissions and other harmful impacts to climate. With this vision in mind, Prosper Portland advanced collaborative community development efforts tailored to the needs of key neighborhoods across the city.

Recognizing that much of the work involved in pursuing this objective extends beyond Prosper Portland's areas of focus, the agency worked with residents, businesses, and other stakeholders to set goals for their communities. It leveraged unique catalytic opportunities, such as OHSU's Knight Cancer Challenge and Lents Town Center, to jump-start physical development while maximizing economic and livability benefits for neighborhood residents. It created community-informed action plans with partners in N/NE, Oldtown/Chinatown, Lents and Gateway designed to ensure physical development had equitable benefits as communities faced major challenges from disinvestment to displacement pressures.

Objective:

Create Healthy,
Complete Neighborhoods
Throughout Portland

Activities to meet this objective:

- 1 **Invested in tailored development and place-making approaches** within Portland's neighborhoods to reflect each community's unique qualities and interests;
- 2 **Prioritized equity and resiliency** to build a more equitable, resilient, and adaptable city in the face of economic changes; and
- 3 **Centered community** by applying a community-led, community-driven approach and calibrating investments to ensure communities of color and historically disadvantaged neighborhoods are able to absorb and benefit from growth without displacement.

NEIGHBORHOODS | Five -Year Data

\$71M

invested in
neighborhood
redevelopment efforts

\$6.4M

in Business
Assistance Grants

68%

of grants awarded
to BIPOC owners

\$6M

in Community
Livability Grants
76 grants to nonprofits

9

infrastructure projects
in East Portland

30K*

East Portland residents
provided access to
safe streets and parks

*TIF funded infrastructure projects (parks, streetscape, and public safety improvements) for residents within a ¼ mile of project

NEIGHBORHOODS

Key Accomplishments



Lents Town Center

In keeping with its Action Plan, Lents Town Center has been transformed over the last five years through partnerships. With \$37 million in loans from Prosper Portland and \$17 million in loans from the Portland Housing Bureau (PHB), the Asian Health & Service Center, Lents Commons, Oliver Station, and Woody Guthrie delivered long-hoped-for retail amenities, community space and mixed income housing. Today the area offers 263 new housing units, including 157 affordable units and 47 workforce units. More than 550 people have used PHB's housing resources in Lents. Lents Town Center will continue to grow through the next phase of development, which remake the 4.4 acre 92nd and Harold site into a 200+ unit, mixed-income, multi-family residential building, with on-site inclusionary housing.



Broadway Corridor

Prosper Portland's 2016 acquisition, in partnership with the Portland Housing Bureau, of the 13.5 acre U.S. Postal Service property in the heart of the 32-acre Broadway Corridor presented a once-in-a-generation opportunity to develop 4 million square feet of new economic, business, social and community development opportunities. Since May 2017, more than 1,000 people attended Broadway Corridor-specific public events, both online and in person, with some discussions conducted in Spanish, Russian, and Chinese. Prosper Portland received 1,000+ comments, hosted 19 Steering Committee meetings, and participated in more than a dozen community events and presentations. Focus groups and roundtable discussions increased the racial diversity of process participants. People at lower income levels, those with disabilities, and those whose primary language is not English also provided input. In 2018, Prosper Portland selected Continuum Partners as the preferred development partner for the property. In 2020, Prosper Portland, the Portland Housing Bureau and their partners in the Broadway Corridor development reached milestone agreements that lay the foundation for this new neighborhood and ensure this public/private partnership will provide quality employment opportunities, prioritize benefits for Black, Indigenous and all People of Color and align with the city's climate action objectives.



Gateway Discovery Park and The Nick Fish

The Gateway neighborhood turned out in the hundreds to celebrate the opening of Gateway Discovery Park on Saturday, August 4, 2018. The 3.2-acre park offers an inclusive play area for kids of all abilities (thanks to efforts led by Harper's Playground), a large grassy lawn, a plaza for performances and other events, a splash pad for water play, a skateboard area, picnic and gathering spots, and innovative public art. Prosper Portland provided \$1.2 million for the park and plaza, supporting a collaboration with Portland Parks & Recreation and the local community and business groups to achieve this long-awaited amenity for Gateway.

By May 2020, the site adjacent to the park, now known as The Nick Fish, had reached the completion of vertical construction, with the mixed-income, mixed-use property slated to wrap up by early 2021. The project will offer up to nine ground floor retail spaces enrolled in the Affordable Commercial Tenancing program, and 75 units of housing (52 affordable at or below 60% median family income and 23 market rate).



Alberta Commons

This urban retail shopping center at NE Martin Luther King Jr Blvd and NE Alberta Street is anchored by Natural Grocers, a quality, affordable, organic grocery retail chain. Colas Construction, a local African American, family-owned business, was the general contractor for the project. A community-centered process ensured the delivery of the project's Community Benefit Agreement (CBA), providing oversight, reviewing the hiring plan, and engaging the target community with employment opportunities.

In summer 2019, the Alberta Commons retail spaces opened with three local businesses owned by people of color with longtime ties to the N/NE neighborhood: Cason's Fine Meats, Champions Barbershop, and green-HAUS gallery + boutique. The retail sites are included in Prosper Portland's Affordable Commercial Tenancing Program, designed to help small businesses, including those owned by people of color, gain a foothold in the retail mix of the area, provide needed goods and services to the neighborhood and create lasting, beneficial relationships with the surrounding community.

NEIGHBORHOODS

Old Town / Chinatown



Old Town/Chinatown Action Plan extended

On Wednesday, September 4, 2019, Portland City Council approved a five-year extension of the Old Town/Chinatown Action Plan, reaffirming the city's commitment to neighborhood investment, business vitality, and district livability in Old Town/Chinatown. The original 2014 Action Plan resulted in considerable progress, including the addition of more than 600 living wage jobs, renovation or redevelopment of nine buildings, and more than two dozen new retailers and businesses in the neighborhood. Significant resources remain in

Prosper Portland's budget, however, and the Action Plan extension and priorities have the support of the Old Town Community Association.

Guided by the extended plan, Prosper Portland will work with public and private partners including the Joint Office on Homelessness, the Old Town Community Association, and city bureaus to improve public safety and district livability and attract investment to advance business and property redevelopment.

Alberta Arts District

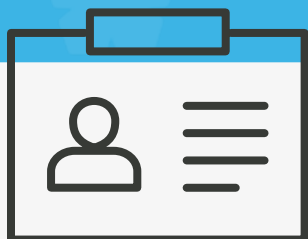


Black Heritage Markers installed on Alberta Street

A ribbon-cutting ceremony on November 5, 2019 celebrated the installation of the Alberta Street Black Heritage Markers, funded in part by a Prosper Portland Community Livability Grant. Designed by Portland artists Cleo Davis and Kayin Talton Davis, the red metallic markers stand seven feet tall and use art, photographs

and text to celebrate the accomplishments of ten notable African Americans from NE Portland. Alberta Main Street managed the markers project and worked with Diversa Edu to share the Alberta Stories through an app; three Jefferson High School students hired as interns promoted the stories.

JOBS



In the midst of an economic recovery that showed promising growth but worrying trends, could the city harness and propel economic growth to provide job opportunities for Portland residents across all geographic and cultural communities? Such growth would require the city to embrace its trade, technology, innovation, and talent assets in a way that benefits all Portlanders, with a particular focus on middle-wage jobs.

The focus on middle-wage jobs was driven by a significant increase in low-wage and high-wage employment and a hollowing-out of the middle class. Accordingly, Prosper Portland committed to develop programs and practices with integrated approaches and holistic solutions. It identified the necessity of place-based approaches to bring activity into BIPOC neighborhoods and business- and people-focused approaches to help all Portland residents thrive in an innovation and knowledge-based economy. Achieving the job creation objective would rely on partnership with key organizations like Worksystems and Greater Portland Inc as well as the city's target industry coalitions.

Prosper Portland's target industry work fundamentally changed as well, moving from being solely pro-growth to being both pro-growth

and pro-inclusion and access. Cluster action plans evolved to focus on helping inclusive companies grow and helping growing companies become more inclusive.

The plan could not have predicted a global pandemic that would result in unprecedented job loss. But the pandemic does not change the city's need to attract, retain, and develop talent. Mindful of Portland's growing ethnically and racially diverse population, the plan recognized the significant educational disparities related to race and income that act as barriers to achieving a competitive future workforce. Central to the Jobs objective is the acknowledgement that addressing these disparities is not only a moral but also an economic and business imperative, since economic inequities undercut long-term economic growth.

Objective:

Access to High
Quality Employment
for Portland Residents

Activities to meet this objective:

- **Promoted inclusive growth** by supporting the competitive industries that provide high-quality employment opportunities and working to fill those jobs with people of color and low-income residents.

JOBS | Data

72

BIPOC interns connected to internships through Portland Means Progress and Small Business Internship Grant, 2018-2021

128

Portland businesses made racial equity commitments through Portland Means Progress and Tech town

Traded Sector Job Growth	4,393
Small Business Job Growth	2,075
Workforce Program Job Placement*	7,735

*Workforce program job placement program administered through Work Systems Inc; Both traded sector and small biz job growth are from FY2017-2020.

14,203
TOTAL JOBS

JOBS

Key Accomplishments



Growth & Inclusion Focused Action Plans

Completed in early 2020, the updated cluster action plans established a dual mission statement to help traded sector companies become more inclusive and to help inclusive traded sector companies grow. The plans focus on equitable processes and outcomes, using a common strategic framework to connect the agency's Strategic Plan to the tactics implemented at a staff level. The four clusters - Technology and Media, Athletic and Outdoor, Metals and Machinery, and Green Cities - each display a different mix of firms, workforce and ownership diversity, competitive challenges, and opportunities and therefore employ a range of strategic approaches.



Neighborhood Prosperity Network (NPN) Workforce Navigators

Responding to community need, in 2015 Prosper Portland piloted the Community Workforce Navigator program in the Our 42nd Avenue and Cully Blvd Alliance NPN districts. The hands-on, community-based approach to workforce training and career counseling better connects services to communities of color, including immigrants and refugees. In 2017, the Navigator program broadened to serve clients in the Jade District and Division Midway Alliance, and in 2018 the program was deployed in Rosewood, St. Johns, and Parkrose. By May 2019, the Navigator program had served 1,602 people, 82 percent of whom were people of color.





Portland Means Progress Culture Change

The Mayor's Council of Economic Advisors identified the initial actions of this citywide initiative, which began in March 2019 to provide connections for businesses to hire local underrepresented youth and young professionals of color, purchase from businesses owned by people of color and create diverse and vibrant workforce and company cultures. The goal is to connect businesses to existing programming that supports social impact, creating a pipeline for private-sector engagement. Its 50 initial early adopter businesses represented both large and small firms in a variety of industries and more than 26,000 employees; 34% identified as woman-owned and 12% identified as minority-owned. More than 90% of early adopter businesses recommitted to Portland Means Progress in 2020.

Since inception, Portland Means Progress has enrolled 100 businesses representing more than 31,000 employees, offered workshops and trainings on building inclusive workplaces and accountability in racial equity work, and created a Culture Change Road Map in partnership with 16 businesses and four equity practitioners to guide participating companies in their diversity and inclusion work. The [online Road Map](#) has generated more than 3,000 visits; the PMP website has drawn more than 11,000 unique visitors and 32,000 page views.



Enterprise Zone Public Benefit Agreements

Since 2015, nearly 100 companies have participated in the program, and approximately 60 projects are active. In the past five years, the City's E-Zone programs have leveraged more than \$1.3 billion in private investments; over the past five years E-Zone investments have supported an average of 2,463 new jobs. Companies have invested anywhere from \$100,000 to \$180 million in facilities, equipment, and machinery as part of their E-Zone qualified investments. As traded-sector companies, these firms could invest anywhere in the world. Their local investment demonstrates the power of the E-Zone program as Portland's best economic development tool for attracting industrial sector businesses to establish and grow in Portland.

The Enterprise Zone instituted a public benefits agreement (PBA) requirement in 2017, and each of the 17 participating companies committed to specific activities aligned with PBAs that mirror Prosper Portland's strategic focus areas: jobs, prosperity, neighborhoods and partnerships. Examples include working with a local high school to establish internships and supporting entrepreneurs of color through executive mentoring.

Q&A with Origami Catering

Tell us about your company.

Casey Bonsi: I started Origami Catering in Ashland, Oregon in 2007 and moved the company to Portland a year later. When I moved Origami to Portland I had three employees. We now have more than 30 full time employees. We operate 18 hours a day, seven days a week, and I'm grateful for the passionate crew that we have.

How do you expect to grow?

CB: Every day our crew and managers work to improve the company, and with this daily practice the business grows naturally. We expand by offering more products, offering different services and servicing new accounts. Depending on the growth of the business, we may hire three to four additional employees each year.

What does your business provide?

CB: We make grab and go sushi, salad rolls, salads and noodle dishes for grocery stores and cafeterias. We prepare and deliver fresh products seven days a week. Our grab and go items can be found at New Seasons Markets, OHSU, Providence, Green Zebra, and other local retailers.

What do you love about being a small business in Portland?

CB: The people. The community is supportive and friendly, and Portlanders always find a way to make things fun.



How has Prosper Portland had an impact on you and your business?

CB: Prosper Portland believed in my company from the very beginning when Origami was struggling to get started in Portland and is a great resource for business development and networking. Agency staff connected me to resources like SCORE, Mercy Corp NW and MESO. Our company has grown substantially since working with Prosper Portland. We received a Green Features Grant and a Storefront Grant which allowed us to save money renovating our building. We repurposed an abandoned building on Killingsworth St. to provide affordable housing for the neighborhood and to have a larger kitchen for Origami Catering. We moved Origami Catering to the ground floor commercial space in March of 2020. I leased out the two kitchen spaces at the Lombard building to a Vietnamese/Thai restaurant and Albina City Nuts, a gourmet nut manufacturer—both are local companies.

How does Prosper Portland's commitment to creating more opportunity and prosperity for diverse populations align with your own work?

CB: At the Killingsworth building, we provide many jobs for people in the neighborhood and an employee lives in a renovated apartment upstairs. Origami Catering donates food and money to a number of nonprofits including the Rescue Mission, St. John's Food Share, MESO, Brown Hope, and The Family Nurturing Center. Before the pandemic, we provided students at Portland Community College a free lunch four times a week. Community college students are an invisible demographic struggling to get basic needs met. We will donate food to PCC students again once the college is open. It's an honor to participate in programs that improve people's lives. PCC's and Prosper Portland's commitment to the community is an inspiration for us to make a difference in our neighborhood.

Q&A with Zapproved



Portland's most visible and successful technology companies issued a collective challenge to their industry peers in 2015: take the "Tech Diversity Pledge" and improve training and hiring practices to create a more diverse workforce. Supported by Prosper Portland, Technology Association of Oregon, and Worksystems, Inc., more than a dozen companies signed a letter outlining agreed-upon actions to improve diversity in their respective organizations, and additional companies have subsequently joined in the commitment.

Tell us your company story.

Monica Enand: Founded in 2008 in Portland, Ore., Zapproved Inc. is a pioneer in developing cloud-hosted software for corporate legal departments. The Z-Discovery Platform returns power to in-

house corporate legal teams and helps them navigate electronic discovery with minimal risk and cost, and it sets new standards for scalability and intuitive design. The company's flagship product, Legal Hold Pro, is widely adopted by Fortune 500 and Global 2000 corporations and won the 2015 Legaltech News Innovation Award for Best E-Discovery Legal Hold Product. Zapproved was named as a "vendor to watch" in the 2015 Gartner Magic Quadrant for E-Discovery.

How has your relationship with Prosper Portland made a difference to you and your business?

ME: Employees are the foundation of any successful company. We joined Prosper Portland in signing the tech diversity pledge to help foster diversity in the workplace.

It's rewarding to partner with other like-minded companies in driving this initiative. Since our move from Hillsboro to our Portland office, Prosper Portland has been instrumental in coordinating diversity efforts across the tech companies and fostering collaboration within the community on this unifying purpose.

Prosper Portland's mission focuses on creating more opportunity and shared prosperity for Portland and in particular for diverse populations. How does that align with your own work and goals?

ME: The partnership with Prosper Portland supports Zapproved's mission to bring a more diverse workforce to Portland. We believe this is important because these efforts will increase creativity and bring new perspectives which are vital to growing companies. Industry moves fast, and we need the varied insights and perspectives to help drive our business toward its growth goals. As with many challenging goals, diversity in the workforce is no easy feat, but the efforts we take to foster awareness about the pledge and to create opportunities for those who wouldn't otherwise have them, makes the workplace better for everybody.

PROSPERITY



Disparities in wealth represent the primary obstacle to promoting lasting prosperity within BIPOC communities. Multigenerational wealth created from property and business ownership is a driver of disparity in wealth between white and BIPOC populations; even gains in employment and income show little progress in erasing differences in wealth.

Historically, small business development efforts have been used to provide disconnected populations with opportunities for ownership and wealth creation, but too often these business owners are in low-growth fields with significant obstacles to success and little upside. True wealth creation must connect historically disadvantaged populations with the same pathways to wealth as privileged populations.

A significant step toward creating those pathways was the creation of the Inclusive Business Resource Network, an array of service providers focused on entrepreneurs of color. IBRN, along with the Mercatus directory, shifted community focus and service toward the broad range and diversity of Portland's BIPOC-owned businesses.

Objective:

Foster Wealth Creation
within Communities of
Color and Low-Income
Neighborhoods

Activities to meet this objective:

- 1 **Promoted wealth creation**
by increasing the diversity
of high-growth firms;
- 2 **Improved the success rate**
and growth trajectory of
local small businesses;
- 3 **Increased opportunities**
for property ownership
among underserved
populations, and;
- 4 **Supported growth**
of minority-owned con-
struction and development
firms through Prosper
Portland's construction and
redevelopment projects.

WEALTH CREATION | Five -Year Data

\$3M

invested

via Inclusive Fund

24

startups funded

3,226

Cumulative number of
businesses that received
technical assistance,
FY 17-20

\$461M

in construction costs

23%

to certified firms*

\$5M

Prosperity
Investment
Program

68%

grants to
BIPOC-owned
businesses

*Certified firms include contract amounts awarded to firms certified as Disadvantaged Business Enterprises (DBE), Minority-Owned Business Enterprises (MBE), Woman-Owned Business Enterprises (WBE) and Emerging Small Businesses (ESB).

PROSPERITY

Key Accomplishments



Inclusive Business Resource Network

In January 2016 Prosper Portland launched the Inclusive Business Resource Network (IBRN) to focus on what it does well: invest in impactful systems and convene partners. Over the past four years the agency has built upon the IBRN program's lessons, partnerships, and emerging practices to create a stronger and more inclusive small business environment here in Portland. IBRN now serves approximately 1,000 businesses each year, with the goal of serving more than 70 percent entrepreneurs of color and more than 50 percent women entrepreneurs. Nearly 20 Network providers offer services to business owners of color, immigrants, women founders, and other underrepresented communities.



Mercatus Collective & My People's Market

This online business directory for entrepreneurs of color provides a platform for storytelling, pathways to new market opportunities, and access to signature events. The website features videos and interviews with entrepreneurs documenting their experience, resiliency and stories, presenting a collective narrative on Portland's BIPOC business ownership. An early collaboration with Travel Portland led to the launch of My People's Market, a celebration of Portland's multi-cultural small business owners and entrepreneurs of color. Since its launch in 2016, Mercatus has grown to more than 700 participants.





Affordable Commercial Tenanting Program

Prosper Portland created the Affordable Commercial Tenanting Program in 2017 to address leasing conditions that have resulted in the displacement of small businesses from Portland's urban neighborhoods. The program seeks to reduce barriers to entry for underrepresented businesses, preserve the vitality of small businesses in Portland's urban neighborhoods and advance the goal to build an equitable economy. Priority businesses are those led by owners from underrepresented populations, particularly women and communities of color, and those in underserved communities. The ACT program started at Alberta Commons and Lents Commons and is now also available at the 10Y retail spaces at SW 10th and Yamhill in downtown Portland and The Nick Fish in the Gateway area.



Business and Workforce Equity Contracting and Regional Coordination

Prosper Portland commitment is that our significant investments in construction provide job opportunities for underrepresented populations, particularly women and BIPOC. The policy was developed in 2007, but in the past five years, the monitoring and compliance of business and workforce equity has become more robust. Staff are dedicated to support regional developers to increase capacity for COBID-certified firms. The agency has collaborated with local partners on Metro's Construction Careers Pathways Project (C2P2), which seeks to convene "stakeholders from public agencies, private industry and community-based organizations...to identify strategies for providing reliable career pathways for people of color and women in the construction trades." In 2019, the Board adopted the C2P2 Regional Framework, which contained strategies for public agencies to implement related to creating and sustaining a diverse construction workforce.

PROSPERITY

Q&A with One App Oregon

Tell us your company story.

Tyrone Poole: My own struggles sparked the idea. I've been homeless; I later volunteered and then worked at the YWCA, matching families affected by homelessness with rental properties. That experience opened my eyes to the barriers homeless families face. I imagined what life would be like if a tool like this had existed for me. With the help of Prosper Portland I was able to make it a reality for many families. NoAppFee pulls a renter's background check and screens it against every vacancy in the city at the same time. Applicants get a list of places for which they qualify, giving families access to homes within days. The whole inspiration came from me solving a problem that I was a part of.

How did Prosper Portland programs and support make a difference?

TP: Prosper Portland helped me in so many ways and still continues to help me today. Besides the obvious support of free rent and utilities for a year and the cash grant (through the Startup PDX Challenge), which allowed me to focus on the platform 100%, the Prosper Portland program offered me mentorship which was invaluable.

My mentor became the first investor in my company and led the way in generating a total of \$1 million in investment.



Prosper Portland also has always supported me publicly, helping with press releases and media coverage. This gave me credibility in my own community (which is extremely important with minority start-ups). Prosper Portland also keeps me informed of opportunities that I should take advantage of. Without Prosper Portland I would always be out of the loop!

Agency staff made introductions to people who could assist in furthering my progress, from other startup founders to the mayor of Portland who spoke at our launch party. The truth is, the staff always made themselves available and did anything they could for me no matter what I needed. Recently Portland Housing Bureau reached out to Prosper Portland for a character reference. Katherine Krajnak spoke amazingly on my behalf which allowed me to gain more access.

What's next for you and your company?

TP: We are going to use Portland as our first success and to prove our company's concept!

How does Prosper Portland's commitment to creating more opportunity and prosperity for diverse populations align with your own mission?

TP: I am contacted on a regular basis by people asking me to help them develop a business. Right now I don't have the time to give because I have not completed my own vision. But when the time comes I want to work very closely with Prosper Portland to provide opportunities to other African American startup founders.

Small Business Relief Fund & APANO Grant



Between April and October 2020 Prosper Portland provided \$13,510,000 in relief funds to more than 1,200 businesses, including initial relief grants to Jade District and Old Town/Chinatown businesses through Asian Pacific American Network of Oregon and the first iteration of Small Business Relief Fund grants.

The selection process involved a committee comprising representatives from the Council for Economic and Racial Equity, Oregon Native American Chamber, Black American Chamber, Hispanic Metropolitan Chamber, and the Philippine American Chamber, as well as individuals from the business community and City Council staff. This group was instrumental in the continued focus on equity in providing small business relief during the public health and economic crisis.

Most of the resources went to people of color and women, with approximately 88% invested in BIPOC business owners; 452 BIPOC women-owned businesses received grants totaling more than \$5 million; a quarter (25%) of the grant funds went to east Portland businesses, and 24% went to businesses in north and northeast Portland.



In March 2020, Prosper Portland, working with the Asian Pacific American Network of Oregon (APANO) and Jade District Neighborhood Prosperity Network, provided \$150,000 to APANO for grants to help businesses that have been impacted the most in the COVID-19 crisis, with specific emphasis on businesses with Asian/Pacific Islander (API) ownership.

Grant priority was in Portland's Jade District, where many Asian-owned businesses experienced dramatic drops in revenue due to the COVID-19 crisis as they faced the impact of xenophobia and misinformation. API-owned businesses in Old Town/Chinatown also had the opportunity to apply for grant funds through APANO.

In addition, the Jade District steering committee directed another \$60,000 to the grant pool, available to any business within the District boundary.

Thirty-one small businesses impacted by the pandemic were selected for grants of up to \$10,000. Funds were used for working capital including payroll, rent, marketing, and inventory.

PARTNERSHIPS



The challenge of addressing wealth and income disparities and managing growth in an equitable manner requires collective action. The necessary interventions call for a new form of governance that leverages the strengths of public, private, and not-for-profit institutions through ad hoc networks that form to design, execute, and finance new solutions that address market and system failures.

While Prosper Portland and public sector resources are insufficient to fully address the challenges identified in this plan, the agency plays a unique role as convener of private and community interests and, in particular, serves as a nexus between the private sector and public agencies.

In this capacity, Prosper Portland can play a lead role in helping organize the civic networks required to address the most pressing issues facing neighborhoods and the local economy.



Objective:

Form 21st Century Civic Networks, Institutions and Partnerships

Activities to meet this objective:

- **Strengthened and redefined partnerships** and networks required to address critical issues like education, workforce development, neighborhood affordability, and infrastructure that impede widely shared prosperity. The nature of these challenges requires responses from broad-based partnerships that extend far beyond the capacity of any single institution or organization.

PARTNERSHIPS | Five -Year Data

\$92M

set aside for Portland Housing Bureau

20

Community Partner Organizations funded through Inclusive Business Resource Network

19,684

technical assistance hours via Venture Portland, FY 2015-20

28

Portland tech companies made the TechTown Diversity Pledge

70

businesses committed to the Portland Means Progress challenge

110,291

volunteer hours via Neighborhood Prosperity Network, FY 2015-20

PARTNERSHIPS

Key Accomplishments



Addressing the Housing Crisis

Prosper Portland's partnership with the Portland Housing Bureau, alongside additional partners ranging from neighborhood organizations to project developers and the community, delivered innovative, community-centered projects throughout the city. In Lents Town Center, Woody Guthrie Place, 72 Foster, Lents Commons, and Oliver Station added affordable and mixed-income multi-family housing units. In the Riverplace district, The Vera's mix of affordable two- and three-bedroom units allows more children and families to benefit from the amenity-rich area of the South Waterfront.

Most recently, the Nick Fish development at SE Halsey and 106th brought affordable housing, ground-floor retail, and a new headquarters for Human Solutions to the Gateway district. In addition to these significant investments in housing, Prosper Portland's ongoing partnership with the Joint Office of Homeless Services has supported an array of assistance to the houseless community.

Overall, Prosper Portland provided more than \$185 million in TIF resources to Portland Housing Bureau in the five-year period between FY 2015-16 and FY 2019-20.



Neighborhood Prosperity Network

The Neighborhood Prosperity Network is a Prosper Portland-created, community-driven economic development program which allows those closest to the issues (particularly those historically under-represented) to create solutions that meet community needs. The NPN's foundational principles are equity and inclusive economic development. Through grants, training, and support from Prosper Portland, each Network organization is responsible for planning and implementing projects to improve the local commercial district. The Network comprises seven districts: Cully Boulevard Alliance, Division-Midway Alliance, Historic Parkrose, Jade District, Our 42nd Avenue, Rosewood Initiative, and St. John's Center for Opportunity.

Notable district-led accomplishments include the Jade District Night Market, highlighting authentic international foods, cultural performances and more than 80 food, nonprofit and retail vendors; Cully's Las Adelitas project, which transforms a public nuisance into a community asset; and Rosewood's renovation of its community center.



Community-Centered Tax Increment Finance

Historically, the creation of new tax increment finance (TIF) districts has been championed by elected officials and policy makers, rather than as a reaction to neighborhood advocacy for public investment. That dynamic has been turned on its head, as since 2019, seven community-based organizations in the Cully neighborhood have been organizing to explore creation of a community-centered TIF district, whose resources could be invested in projects and programs that stem the tide of gentrification and displacement in one of Portland's most dynamic and diverse neighborhoods.



Photo: PBOT

Halsey/Weidler Streetscape

In July 2019 the Gateway community joined elected officials and city staff to celebrate the completion of the Halsey/Weidler Streetscape improvements, the first major transportation project in the Gateway neighborhood. The \$5.5 million PBOT project, which received \$1.6 million in Prosper Portland funding, created a walking-friendly "Main Street" to support safety and business in the retail corridor of the Gateway Regional Center. The improvements included better connections for businesses and residents, the addition of a festival street at 103rd and an improved gateway to the Halsey/Weidler business district.



PARTNERSHIPS



Q&A with Paulmang Pau Gualnam

Tell us about yourself.

I came to Portland by myself in 2009 through a refugee resettlement program after waiting years in a refugee camp on the Thai/Malaysia border. In resettlement we have no chance to choose what city we go to, especially if we don't have a family sponsorship. Wherever it is, it's better than a refugee camp. But I think I got lucky, I came to the right place.

Ever since then I've worked with the refugee community. I went to Mt. Hood Community College for two years but community need was high volume, especially for the Myanmar/Burmese community. So I held off on my classes to help as a job counselor. Everyone needed extra help. I worked 60-70 hours a week. At the same time I learned how to start a new life in Portland.

Since March 2015 I have been with the Division Midway Alliance (DMA), supporting the community. After a year and a half I got the full time position as the community outreach coordinator. The Myanmar/Burmese community is still new, people are a little scared about reaching out. I point them to the agency or link that gives help.

How have you connected to programs and resources supported by Prosper Portland?

I've lived in the outer SE Portland area since I came here, and I see Prosper Portland as one of the agencies that is especially helping communities of color. As a refugee and new to Portland, Prosper Portland's motive is really heartwarming to me—doing things for the community, things we can count on. Portland has so

many social services that are helping families that are new and vulnerable. I find myself the link between such urgent needs and the services we can provide.

What have you learned?

I learned how to help myself at the same time that I helped others. [For example] I got the Oregon Health Plan, so I made an appointment for myself and at the same time helped other people do the same thing.

Most of us came from years in refugee camps; we had no chance to get basic education. We had to work on surviving. So we've learned new things in the real-world classroom. Self-sufficiency is our goal. That makes a lot of challenges. The big challenge is how to bring the resources to the community or bring the community to the resources.

Helping our community become more part of the neighborhood is one thing I am trying for, especially because the Myanmar/Burmese community is so new. There is a need to say, hey, there's an organization where you can get help. Or you can have a business and help yourself. That's my focus right now. I'm still learning every day.

What's been an unexpected benefit from your connection to Prosper Portland?

I am honored to be on the Council for Economic and Racial Equity. I've met a lot of very successful people with high skills, who have kick-started their own businesses. For me, coming downtown is still a little nerve-racking! Even that is a learning experience. But whatever I have that is being recognized is a big chance for me.

What does equity mean to you?

Equity starts at home. The challenge we face every day is that we're talking to people who want to start a small business, but those people struggle with basic things. You have to start really small with the essentials, like making things more accessible to people. For a refugee and immigrant community, it's a challenge to even understand the materials we see every day. It's a grassroots process to help people with immediate steps from the ground up.

I work with people who can't even read their mail, but everyone has a chance to improve their lives, their skills, and have hope for the future. We are here to help those fulfill their hopes. That's the very motivation behind community work and equity as I understand it.

What's next for you?

I spend a lot of time helping people meet basic needs. But I also want to work with those who are ready for the next step, defining opportunities that are good for the neighborhood and understanding what our community skills and opportunities are, and how we can take advantage of Prosper Portland resources to move forward.

Before I came to the US I spent 6.5 years in a concentration camp in Myanmar/Burma for activities in my student life. That brutal experience makes every step, every day here exciting. I look the same, but every day I get one more day far away from those troubles. I see opportunity.

Paulman Pau Gualnam worked with Division Midway Alliance from March 2015 through August 2018.



Innovative Partnership during crisis

Using \$24,000 in program funds from Prosper Portland, The Rosewood Initiative worked with two small, family-owned restaurants in the Rosewood neighborhood of East Portland, Chai Thai (top photo) and Nelly's Taqueria (bottom photo), to prepare hot meals for the residents of Human Solutions' two emergency shelters, Lilac Meadows for families and the Gresham Women's Shelter. Volunteer drivers transported the food from the restaurants to both shelters, where on a typical night, about 220 people eat dinner.

Kimberly Branam, Prosper Portland executive director, said, "This is just the kind of program the community needs: one that supports POC-owned businesses and at the same time serves vulnerable people in the neighborhood. We're glad we could act quickly in the early days of the shutdown to get this funding to Rosewood to assist local small businesses."

Human Solutions executive director Andy Miller said, "This is how community responds in a crisis – through innovative partnerships. Prosper Portland stepped in quickly to do what they do best – supporting local small business to keep them working. The Rosewood Initiative did its part by recruiting local minority-owned restaurants it already partners with, and Human Solutions was able to relieve some of the stress on our courageous shelter teams and make sure our shelter guests had plenty of delicious food. There is nothing more powerful than our community working in partnership for the greater good."

The Rosewood partnership focused on two priorities: working with business owners of color, who often face greater barriers to capital, and focusing on East Portland, where restaurants depend on a clientele with less disposable income for dining out, especially right now.

Oscar Ocampo of Nelly's Taqueria said, "Nelly's Taqueria is really grateful to have the opportunity to work with Rosewood on such a great program to cater to the homeless community. Thanks to this we are able to keep our doors open and continue to grow. Gracias."

Tamara Holloway, manager of Human Solutions' Lilac Meadows Family Shelter near SE 82nd & Powell Blvd., said, "Our shelter team is doing amazing frontline work right now during the pandemic. When a hot, ready-to-serve dinner is delivered by a volunteer driver from a local restaurant, our staff and shelter residents feel cared for by our community. We couldn't be more grateful for this delicious food and all the donations we have been getting from everyone in our incredible community. Thanks to each and every one of you. We are for sure stronger together."

The teams at Human Solutions and The Rosewood Initiative hope to grow the program by inviting the community to invest through a GoFundMe campaign where people can contribute to this win-win community effort. Click to make a contribution online.

Jenny Glass, executive director of The Rosewood Initiative, sees the program as a way to fulfill the Initiative's mission to support the neighborhood when its community space doors are temporarily closed due to the coronavirus pandemic. She said, "The Rosewood community in East Portland is strong and resilient, but there is no denying that the residents and businesses in this area were struggling even before COVID-19. This pandemic and the necessary economic shutdown deepens the hardships faced by communities of color, people with low incomes and neighborhoods that have been under-resourced for decades. We're honored to play a small part in supporting local businesses owned by people of color and houseless folks in our community during this challenging time."

Human Solutions and The Rosewood Initiative are community-based organizations working in East Multnomah County to address the root causes of poverty and build vibrant communities where everyone can thrive. The Rosewood Initiative is a place-based nonprofit that supports community-driven solutions for a healthier, more economically vibrant Rosewood neighborhood. Human Solutions is a 31-year-old community organization that develops affordable housing and operates shelters and a range of programming to ensure all community members have economic and housing security.

EFFECTIVE STEWARDSHIP



This objective aimed to bring consistency in the agency's operations and practices. The themes of equity, innovation, talent development, and financial sustainability underpin the ability to deliver equitable programs and projects.

Since its peak budget years of the early 2000s, with average annual budgets of \$300,000,000 and more than 200 staff, Prosper Portland's capital and operating budgets have shrunk. Not only has the agency's size changed, so too has its mission. In addition to codifying a shift to equitable community economic development, the Strategic Plan highlighted the need for new and different resources to fund the agency's work. In response, staff have since innovated to create new business

loan programs that allow the agency to both broaden its impact and also create income for future investments.

Prosper Portland made a commitment to be a citywide leader by instilling equity into all facets of its operations, exercising transparent and accountable stewardship of its public resources, incorporating best practices in management and operations, and valuing and supporting employees through training and leadership development.



Activities to meet this objective:

- **Prioritized values** to ensure that Prosper Portland operates in a manner consistent with the values of its Strategic Plan and the expectations of the public.

Objective:

Operate an Equitable, Innovative and Financially Sustainable Agency

EQUITABLE, SUSTAINABLE AGENCY | Five-Year Data

70%

virtualized server system to minimize IT infrastructure costs

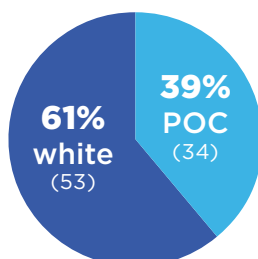
31%

of annual operating budget that are non-TIF resources

20+

equity learning sessions

Internal Workforce Diversity

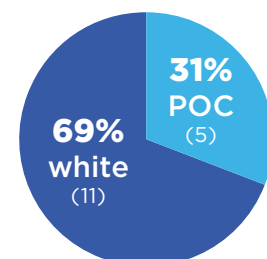


87

total staff
(including students,
as of June 30, 2020)

16

management staff



EFFECTIVE STEWARDSHIP

Key Accomplishments



Equity framework, policy, and tools

In 2019 Prosper Portland launched its agency-wide Equity Framework, an evolving, usable resource for the organization's collective work to achieve its equity objectives, enforced by the agency's Equity Policy and procedures. The Framework incorporated a range of tools and lenses to support the work, including the Equity Lens, Real Estate Acquisitions & Dispositions Lens and Community Engagement Guidelines.

The Framework prompts critical questions and important conversations and provides a common foundation for Prosper Portland and the community to learn and grow together. It encompasses the agency's equity policies, public equity statement, cultural and meeting agreements and tools like the engagement guidelines that inform Prosper Portland's quest to create a more inclusive and equitable culture both internally and in the city at large.

The Equity Policy calls for the use of an equity lens for every project. The agency commits to managing all programs and investments in a manner that explicitly considers beneficiaries, addresses disparities, and supports equitable outcomes. Prosper Portland's programs and investments that

impact the community center racial equity in program development, community engagement, and implementation and are considered from a racial equity perspective to understand who benefits, who is burdened, and who influences decisions.

Over the course of the Strategic Plan, Prosper Portland incorporated equitable outcomes in its human resources work as well. It revamped its approach to candidate recruitment, putting more emphasis on use of partner relationships and equitable hiring practices to demonstrate good stewardship and commitment to equity. Changing practices also led to new approaches in negotiating the collective bargaining agreement and in performance management.

Agency Rebrand – In 2017 the agency announced a new name and a redesigned website to reflect the agency's shift toward more inclusive economic development. The rebrand as Prosper Portland speaks to the agency's focus on sharing the gains of economic growth equitably and further demonstrates its commitment to use its programs and funding mechanisms to focus on the four key areas of the Strategic Plan.

**Fondo de Ayuda para las Pequeñas
Empresas de Portland**

**Quỹ Cứu trợ Doanh nghiệp Nhỏ
của Portland**

**Портлендский фонд поддержки
небольших предприятий**

波特兰小企业救助金



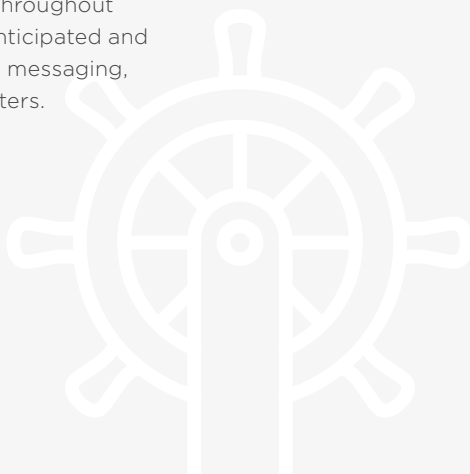
Language accessibility and translation

Prosper Portland's work with the Small Business Relief Fund, a response to the pandemic-driven economic crisis, followed the city's guidelines to improve engagement with vulnerable populations by providing translations of program materials in multiple languages. Email messages, website content, ads and mailings appeared in the top five languages (English, Spanish, Russian, Vietnamese, Chinese), and more than 100 Fund applicants chose to receive communications in their preferred language.

The lessons learned through the SBRF process have impacted communications practices throughout the agency, with translation now an anticipated and budgeted component of broad public messaging, program rollouts, videos, and newsletters.

Financial Sustainability Plan

The Prosper Portland board adopted the Ten-Year Financial Sustainability Plan in 2018, establishing a long-term business plan that seeks to achieve diversified, balanced, and sustainable funding for Prosper Portland's projects, programs, and operations. The FSP played a critical role in decision-making as a tool to help consider racial equity implications, trade-offs, and potential income generation from the agency's investments. In the first few years of the FSP we experienced mixed results; loan products generally achieved the goals set, while real estate development projects did not generate the forecasted revenue. The pandemic has required Prosper Portland to reevaluate its sustainability plan, with an updated plan coming in FY 2021/2022.



LESSONS LEARNED

NEIGHBORHOODS



To address significant trust deficit and collectively shape community development priorities it is important to involve affected communities as early as possible in redevelopment projects. That requires:

- i. investing in trust building and repairing relationships;
- ii. prioritizing community engagement and involvement in public/private partnerships and;
- iii. increasing transparency in communicating development hurdles, tradeoffs and outcomes.

It is necessary to have difficult conversations about market forces and challenges of delivering on community goals with limited public resources. Effective interventions require a strategic approach that includes

- i. up-front investments in affordable housing;
- ii. community asset ownership;
- iii. accessible commercial space to stabilize communities; and;
- iv. equitable community development priorities that include infrastructure and community amenities.

JOBS



Prosper Portland cannot simply help companies create new middle-wage jobs. Supporting growing companies to become more inclusive, and inclusive companies to grow requires a multi-pronged approach. Lessons learned include:

- i. creating a clear framework for inclusive job growth through Traded Sector Cluster Action Plans;
- ii. aligning traded sector economic development efforts with community-based workforce development programs and using public benefits agreements
- iii. developing new financial tools (e.g., Thriving Small Business and Creating Opportunity loan programs) targeting traded sector firms;
- iv. developing connections between traded sector firms and local BIPOC-owned small businesses; and
- v. investing in long-term relationships with businesses and proactive recruiting outside of the region help to mitigate displacement pressures on legacy industries.

PROSPERITY

The creation of wealth among underrepresented populations has been stymied by multiple barriers, including a lack of access for local developers of color in the Portland market; rising rents in commercial corridors which price out long-term businesses, and historic lack of access to public contracting for BIPOC and women-owned contracting firms. Lessons learned centered around the need for programs and assistance targeted to priority communities, such as:

- i. Providing wrap-around professional services to small businesses through the Inclusive Business Resource Network
- ii. Encouraging more developers of color by providing programming that utilizes technical assistance
- iii. Offering business owners the ability to grow in place through the use of affordable commercial tenantry
- iv. Creating new pathways for promotion of BIPOC and women-owned businesses, such as Mercatus and My People's Market
- v. Implementing workforce equity programming goals and policy to increase local public spending with BIPOC and women-owned contracting firms



PARTNERSHIPS

Bringing community, public partners, and the private sector together to address significant challenges and seize opportunities requires resources, relationships, and flexibility. Prosper Portland learned a great deal through trial and error, including the value of:

- i. mobilizing and resourcing neighborhood capacity development through programs like the Neighborhood Prosperity Networks and establishing partnerships with emerging community organizations;
- ii. increasing alignment between broader workforce and business development work and place-based efforts with workforce navigators and business technical assistance dedicated to key commercial corridors; and
- iii. working closely with Portland Housing Bureau, Bureau of Planning and Sustainability, Portland Bureau of Transportation, Portland Parks & Recreation, Metro and TriMet to co-invest in thoughtful and inclusive community development.

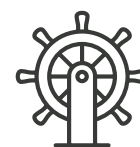


EFFECTIVE STEWARDSHIP

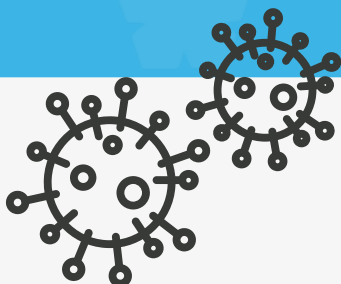
The Strategic Plan called for major anti-racist policy, programmatic and culture shifts within the agency and its work. While significant progress has been made through policies and programs, creating an inclusive culture within Prosper Portland for partners and staff that prioritizes BIPOC leadership and expertise remains a work in progress. The agency learned that collectively establishing cultural agreements grounded in anti-racism, strengthening Prosper Portland Equity Council's focus on internal culture change and leading with race, hiring an Equity Program Manager, and creating deliberate affinity spaces as well as opportunities for BIPOC staff to engage with leadership have been instrumental in learning to counteract white supremacy culture, together.

Addressing Prosper Portland's long-term ability to support inclusive economic and community development remains a fundamental challenge. The agency made strides in developing and implementing a 10-Year Financial Sustainability Plan and partnered with stakeholders in Cully to identify the viability of new community-centered TIF districts. But it faced COVID-19 headwinds, resulting in revenue reductions, and learned that:

- i. it needs sufficient staffing capacity and updated lending products to meet community and financial needs;
- ii. its holding costs continue to increase as it faces challenges disposing of remnants and legacy properties; and
- iii. financial returns are regularly compromised to achieve additional community priorities.



THE COVID-19 ERA



Much of this year, the final year of the 2015-2020 Strategic Plan, was dedicated to a rapid shift in programmatic and service delivery due to COVID-19. While not a formal objective of this plan, responding to a global pandemic and subsequent economic recession required substantive and swift action. Prosper Portland has supported the continuing economic recovery through a myriad of stabilization efforts, while keeping equity at the forefront of guiding principles in its relief efforts.

Following Mayor Ted Wheeler's declaration of emergency on March 12, 2020, the City of Portland formed a COVID-19 Economic Relief and Stabilization Framework. The Economic Recovery Task Force and the Economic Impact Action Committee, as well as specific work groups have overseen these initial phases of the city's response to the economic impact of the pandemic, which has also included significant community engagement.

The **Economic Recovery Task Force**, composed of nearly 100 business, community, foundation, labor, public, and workforce leaders, advises on collaborative economic relief and stabilization interventions.

The **Economic Impact Action Committee** was composed of city leaders and organizational partners. This smaller group set priorities, coordinated activities & deployed resources.

Based on the priorities of the Economic Recovery Task Force, **Work Groups** formed to involve key stakeholders in coordination with the Task Force

and Action Committee and to provide recommendations on specific focus areas.

These groups defined priorities for the Economic Relief Framework and the Economic Stabilization Framework which comprise this Economic Relief and Stabilization Strategy. Deep community engagement, input from the groups listed above, and feedback from industry and culturally specific business reopening listening sessions hosted with partner organizations were invaluable components of the process.

As the city's economic development agency, Prosper Portland provided staff support to the Economic Recovery Task Force and work groups and partnered with the Bureau of Planning & Sustainability, Portland Housing Bureau, Portland Bureau of Transportation, Office for Community Technology, Bureau of Development Services, Multnomah County, the Governor's Office, Worksystems, Inc and many others to develop and implement the recommendations.

Response to the global pandemic and subsequent economic recession

Activities to meet this objective:

- 1 **Centered racial equity**
in the collective responses to COVID-19;
- 2 **Provided financial and technical resources**
to local small businesses and community-based organizations;
- 3 **Assisted businesses**
in navigating and implementing public health requirements and guidelines;
- 4 **Convened and supported**
local leaders, public agencies, and stakeholders in responding to the economic crisis resulting from the COVID-19 pandemic;
- 5 **Worked with industry and community stakeholders**
to understand support systems needed for re-opening businesses; and
- 6 **Developed a near-term strategy**
to emphasize efforts on immediate relief and recovery.

PANDEMIC | FY 2019-20 DATA

\$15M

in CARES Act funding administered to small businesses, including block grants through community partners

1,500

boxes of Personal Protective Equipment (PPE) delivered to BIPOC-owned businesses

\$2.5M

deployed via #PDXCARES Grant Program to support venues and other key arts organizations

THE COVID-19 ERA

Key Accomplishments



Economic Stabilization Framework

In September 2020, the Economic Recovery Task Force developed a new plan, agreeing on the importance of focusing both conversations and implementation on the dual public health and economic impacts. The Economic Stabilization Framework prioritizes support to the most vulnerable, applying a racial equity lens. As topic-specific groups addressed particular areas of concern and ways to provide relief and stabilization to the community, a concentration on four areas of economic stabilization emerged, all grounded by the fundamental priority of racial equity and serving the most vulnerable: Household Stabilization, Business Stabilization, Community Partners Stabilization, and Neighborhood Stabilization. The Portland Economic Relief and Stabilization Strategy [add link], released in November, allows the City to function amid changing dynamics and to focus on equity as government agencies and leaders set the stage for a more stable, inclusive economic future.



Small Business Relief Fund, CARES Act Resources

In March 2020, Prosper Portland provided \$150,000 to APANO for grants to help businesses that have been impacted the most in the COVID-19 crisis, with specific emphasis on businesses with Asian/Pacific Islander (API) ownership. The Jade District and Old Town Chinatown Selection Committee acted quickly to select recipients of these funds, meant for small businesses impacted since mid-January 2020 by the COVID-19 pandemic. Thirty-one businesses were selected for grants up to \$10,000. In this same month, more than 200 small businesses received grants from the Portland Small Business Relief Fund (SBRF), established with \$1 million in general fund dollars authorized by Portland City Council. In April, Prosper Portland provided \$1 million in loans through the SBRF. Following Portland City Council's allocation \$15 million in federal Coronavirus Aid, Relief, and Economic Security (CARES) Act funding, more than 900 small businesses received grants from the latest round of the Portland SBRF totaling at \$11 million. \$3 million of the total was allocated as block grants to community partners that could reach culturally specific populations to provide access to these funds.



Reopening Resources

Portland Means Progress businesses and community partners collaborated to help their fellow Portlanders in the face of the current public health and economic crisis. The City of Portland and Prosper Portland, in partnership with local industry and culturally specific organizations, hosted a series of online listening sessions to learn how the city can support businesses as it looked toward phased reopening. In parallel to these sessions, Prosper Portland released reopening resources in five languages. The agency rolled out support for enforcing face covering requirements, which included customer engagement recommendations, talking points, and window clings.



PPE Distribution

In the wake of the 2020 pandemic, many businesses and partners took action to advance racial equity and help their fellow Portlanders in the face of the current public health and economic crisis. Using \$50,000 of Portland Means Progress budget, Prosper Portland staff collaborated with Portland Means Progress partners Asian Pacific American Chamber of Commerce, Black American Chamber of Commerce, Oregon Native American Chamber, Philippine American Chamber of Commerce of Oregon, Hispanic Metropolitan Chamber, Business for a Better Portland, Portland Business Alliance, Portland Area Business Alliance, Travel Portland, and others to source local providers and distribute more than 1500 boxes of personal protective equipment to BIPOC-owned businesses.



NEXT STEPS

At the time of this report, economic relief and stabilization remain essential steps on the longer-term road to full recovery on the local level. As we focus on near-term interventions and approaches, we will continue to build on the 2015-20 Strategic Plan's foundation of shared prosperity.

In the months ahead, Prosper Portland will work with partners to establish a City of Portland Economic Recovery Plan. But Portland's industries, communities and people are still struggling. To address the most immediate concerns, the Economic Recovery Task Force established a near-term Economic Stabilization Framework in September 2020, agreeing on the importance of focusing both conversations and implementation on the

dual public health and economic impacts. The Economic Stabilization Framework prioritizes support to the most vulnerable, applying a racial equity lens. As topic-specific groups addressed particular areas of concern and ways to provide relief and stabilization to the community, a concentration on four areas of economic stabilization emerged, all grounded by the fundamental priority of racial equity and serving the most vulnerable:



Household Stabilization

A deliberate focus on mitigating economic hardship on impacted individuals and improve access to economic opportunities



Business Stabilization

Provide direct support for BIPOC-owned and vulnerable businesses



Community / Partner Stabilization

Ensure communities and businesses retain a civic fabric to support relief and recovery



Neighborhood Stabilization

Direct financial support for BIPOC-owned businesses and nonprofits that provide immediate necessary services and/or are long term anchors to the community

This near-term strategy allows Prosper Portland to function amid changing dynamics and to focus on equity as public and private community collaboration sets the stage for a more stable, inclusive economic future. Development of the city's long-term economic recovery plan will begin in the summer of 2021. Informed by the accomplishments and challenges this report details, the new plan will provide critical strategic direction for the city's recovery and resilience.

APPENDIX

Outcome 1.1: VIBRANT COMMUNITIES & CORRIDORS

Neighborhoods throughout Portland are anchored by vibrant commercial and mixed-use areas that support local demand for goods and services and result in improved business and resident satisfaction with their communities. At a regional level, the Central City core's vitality stimulates regional economic growth and bolsters our competitive economic advantage in a global economy.

Responsible Parties:

Prosper Portland, Bureau of Planning & Sustainability (BPS), City of Portland infrastructure bureaus and Portland Housing Bureau (PHB), private sector.

KEY ACTIONS

Initiate redevelopment projects on a community-serving, neighborhood scale in line with community-driven district action plans that are tailored to community-expressed priorities and opportunities, with a focus on supporting the growth of mixed-use, mixed-income communities throughout Lents, Gateway and Old Town/Chinatown;

Apply Prosper Portland resources and tools to activate market-based development in key communities and geographies where there are ongoing gaps in the market in partnership with City bureaus to implement the Portland Plan, Comprehensive Plan, and Central City 2035 objectives;

ACTIONS TO DATE

- Advanced and funded five mixed-income, mixed-use projects in the Lents Town Center to deliver on community non-profit and housing goals including partnership with Asian Health and Services Center
- Funded and advanced the construction of The Nick Fish project adjacent to Gateway Discovery Park
- Advanced and funded acquisition and disposition of 4 key properties in Old Town / Chinatown including: Block 24 property, selecting development partners for Block 25 and 4th & Burnside properties, and selling Old Town Lofts to create space for Japanese American Museum of Oregon's permanent home
- Adopted 5-Year N/NE Action Plan - implementing significant grant support for BIPOC-owned businesses and non-profits in N/NE
- Convened a community-led project working group which led the development and launch of the Williams & Russell Request for Information and the subsequent Request for Proposals from interested community and development partners
- Expanded Interstate Plan boundary to avail funding for the project

- Focused on density, mixed-income housing, commercial affordability in Lents Town Center and along the Halsey/Weidler corridor
- Launched Affordable Commercial Tenancing pilots at 10th & Yamhill, Lents Commons, and The Nick Fish
- Instituted with the Bureau of Planning and Sustainability a mixed-use affordable commercial zoning bonus
- Tenanted Alberta Commons as an Affordable Commercial Tenancing Pilot and to implement the Alberta Commons Community Benefit Agreement
- Developed PropertyFit lending program to close energy efficiency market gaps and closed four loans
- Assisted with seismic improvements at Society Hotel, Phoenix Pharmacy, Overland Warehouse, Kex Hotel
- Collaborated with The Asian Health and Service Center on the development of its new office, community and clinic space, and event center in Lents



Outcome 1.1: VIBRANT COMMUNITIES & CORRIDORS *(Continued)*

Invest in strategic place-making infrastructure – e.g., streets, parks, public spaces – in North, Northeast, East, and Central City neighborhoods

- Partnered with the Portland Bureau of Transportation to fund Killingsworth Street Improvements, Foster Road Improvements, Halsey/Weidler Improvements, Lombard Avenue Improvements, including coordination between transportation and small business improvement grants
- Funded the Earl Blumenauer Bike/Pedestrian Bridge across I-84 in partnership with PBOT to help complete the city's Green Loop
- Supported OHSU community services and research functions through financial support to the Tilikum Bridge and SW Bond Avenue in partnership with TriMet and Portland Bureau of Transportation
- Coordinated with BPS, PBOT, and PHB on SW Corridor transit planning and development efforts with a lens towards adopting anti-displacement strategies
- Invested in improvements and expansion at Leach Botanical Garden in Lents in partnership with Portland Parks & Recreation
- Partnership investments with the Regional Arts and Culture Council, including murals at Alberta Commons and Lents Town Center
- Supported the buildout of Central City Concern's Employment Access Center in Old Town



Institutionalize the use of public benefits agreements and other mutual investment partnerships (such as the Economic Opportunity Program) as part of the redevelopment process to address the human impacts from development and be intentional about who benefits from public resources.

- Implemented Alberta Commons Community Benefit Agreement commitments to construction contracting, grocery store workforce hiring, public art and design, community space, supply chain, and retail tenancing
- Implemented Community Benefit Agreement at Lents 92H for affordable commercial tenancing
- Initiated E-Zone Public Benefit Menu – 18 participating companies enrolled with commitments to developing public benefits in their business plan
- Negotiated and executed (Aug 2020) Portland's first-of-its-kind Community Benefit Agreement for Broadway Corridor project
- Managed the South Waterfront apprenticeship agreement to deliver on construction equity goals tied to South Waterfront infrastructure and development projects
- Drafted agency guidelines for institutionalizing community-oriented benefit agreements



Outcome 1.2: CONNECTED INNOVATION AND JOBS CENTERS

Portland's numerous employment-based centers are critical to the City's overall economic prosperity from the Central City, to industrial districts such as Airport Way and the Central Eastside, to neighborhood hospital and university centers. The region's job growth and innovation take place in these centers, which are strong indicators of the region's economic and physical health.

Responsible Parties:

Prosper Portland, BPS, Oregon Health & Science University (OHSU), Portland State University (PSU), Portland Community College (PCC), TriMet, Port of Portland, private partners, business organizations.

KEY ACTIONS

Support the Innovation Quadrant and economic opportunities associated with the growth and physical connection between PSU, OHSU, PCC, and OMSI;

ACTIONS TO DATE

- Executed Disposition and Development Agreement with PSU for campus buildout, including completion of new Business School with ground floor commercial, the 4th & Montgomery building, housing OSU, OHSU, and PSU functions; and 4th & Lincoln acquisition
- Invested in Bond Avenue and the development of the MAX Orange Line and Tilikum Bridge improvements to serve OHSU, Knight Cancer Research Building and connect South Waterfront to the Central Eastside
- Supported development of OMSI's master plan and convened discussions on public support for build-out
- Coordinated with Bureau of Planning and Sustainability to support Innovation Quadrant growth through Central City 2035 rezoning
- Supported Innovation Quadrant as board member and with operations funding
- Following the June 2015 Development Agreement with ZRZ, partnered on their development of the Zidell Yards master plan for 33 acres that stretches under the Ross Island Bridge and outlines future streets, parks and greenway system, and mixed-use new development. Unable to reach accord on an updated development agreement.



Outcome 1.2: CONNECTED INNOVATION AND JOBS CENTERS *(Continued)*

Initiate catalytic redevelopment projects in South Waterfront and Central Eastside along the Portland Milwaukie Light Rail and to complement adjacent institutional growth (including ODOT Blocks);

- Acquired and entered into a disposition agreement for three vacant parcels of land known as the ODOT blocks, and negotiated first phase Block A project focusing on inclusive innovation and tech
- Initiated negotiations with private property owners to implement South Portal improvements with PBOT
- Completed disposition of Burnside Bridgehead properties that resulted in renovation and construction of four new mixed-use projects
- Expanded Enterprise Zone to Central Eastside Industrial District, supported business growth at Salt & Straw, House of Antique Hardware, Olympia Provisions, Revant Optics, Viewpoint Construction Software, and Simple Finance/BBVA USA
- Agreed on term sheet with Beam Development for all three ODOT blocks in the Central Eastside and supported OMSI's efforts around a Master Plan



Pursue redevelopment and related transportation improvements in East Portland to realize job growth, increase connectivity between East Portland and major employment centers, and complement community-driven action plans, including at the Gateway Transit Center;

- In partnership with the David Douglas School District, and Mt Hood Community College, supported developer and property owners for 102nd & Pacific project
- Approved funding for Local Improvement District in Central Gateway to support improved connectivity and new housing
- Partnered with the City and TriMet on the Division Bus Rapid Transit Line. Secured additional funding to support anti-displacement activities to help mitigate community and business displacement, including tailored business technical assistance, implemented a workforce navigator and additional district support to Jade and DMA districts.
- Supported community-based non-profits including: Human Solutions headquarters and IRCO's Africa House
- Proactively conducted business assistance along Halsey/Weidler & Foster Road corridors prior to infrastructure improvements
- Participated in cross-bureau assessment and recommendations tied to Johnson Creek floodplain management and industrial areas within Lents



Outcome 1.2: CONNECTED INNOVATION AND JOBS CENTERS *(Continued)*

<p>Enter into private-public partnerships to attract traded sector firms in key industrial districts such as the Portland Harbor, Columbia Corridor, and the Central Eastside; prioritize brownfield remediation and support critical infrastructure investments to accommodate middle-wage job growth in industrial corridors and low-income neighborhoods; ensure strong and reliable infrastructure required for Portland to connect nationally and globally;</p>	<ul style="list-style-type: none"> Continued Enterprise Zone enrollment; 50 total companies enrolled City Council authorized Prosper Portland to serve as City's administrator of Regionally Significant Industrial Sites program to incentivize industrial job growth and recover public investment Partnered with Trammel Crow to convey leasehold parcels in Airport Way to commercial, job-creating uses, including Cook Security Initiated acquisition efforts for BIPOC-focused Maker's Space in Swan Island area Maintained partnership with Port of Portland around industry needs and land opportunities Cook Security signed a public benefit agreement through the Enterprise Zone. 	
<p>Strengthen Portland's leadership in green development by keeping the City at the forefront of innovation in the built environment, connecting Prosper Portland's place-based investment with industry opportunities to pursue new models of construction, promote energy efficiency, and explore efficiency solutions at the district and neighborhood scale; and</p>	<ul style="list-style-type: none"> Coordinate with BPS on green strategies to support EV, climate and consumption-based strategies, and district energy feasibility at Rose Quarter and South Waterfront. Supported OHSU district utility system expansion (climate positive nominee for C40) Board adopted revisions and higher standards for agency's Green Building Policy Board adopted Commercial Property Assessed Clean Energy (PropertyFit) program and closed four transactions totaling \$9.19 million Supported Hassalo on 8th integrated neighborhood-level design & energy measures Revamped the We Build Green Cities website to showcase local businesses and green development leadership in development projects, policies and technologies. Told story at World Mayors Summit's Green Economy Forum. Participated in multiple C40 initiatives, including: Green Innovation & Economy Committee and Central Eastside Project. As part of the Broadway Corridor development, completed assessment around district energy and all electrical approaches towards a climate-neutral or net-zero approach Sponsored and participated in Vertue Lab's FUEL conference (formerly BestFest) for the last five years to convene cleantech businesses and investors from across the Northwest. 	
<p>Develop tailored public benefits agreements as part of significant redevelopment projects to support company and institutional growth and be intentional about who benefits from public investments.</p>	<ul style="list-style-type: none"> Developed and instituted public benefits agreement menu for all Enterprise Zone enrollees Negotiated and executed (Aug 2020) Broadway Corridor Community Benefit Agreement Term Sheet Drafted agency guidelines for institutionalizing community-oriented benefit agreements Tenanted Alberta Commons as an Affordable Commercial Tenanting Pilot and to implement the Alberta Commons Community Benefit Agreement 	

Outcome 1.3: REGIONAL ASSETS

Strengthen eastside and Central City landmarks and attractions through strategic partnerships and focused use of urban renewal resources.

Responsible Parties:

Prosper Portland, BPS, Portland Bureau of Transportation (PBOT), Portland Parks & Recreation (PP&R), Office of Management & Finance (OMF), private sector, and non-profit partners.

KEY ACTIONS

ACTIONS TO DATE

Initiate catalytic redevelopment projects in the Central City that leverage significant public and regional assets, including Union Station, the U.S. Post Office site, and the Rose Quarter;

- Convened a steering committee to help lead development planning, undertook community outreach, and Master Plan submittal for Broadway Corridor; entered into negotiations of a Community Benefit Agreement (CBA) and development agreement for the USPS site
- Completed a Framework Plan and acquired U.S. Postal Service site for 13-acre job-focused redevelopment opportunity in the Central City
- Convened a steering committee to help lead development planning, undertook community outreach, and Master Plan submittal for Broadway Corridor; entered into negotiations of a Community Benefit Agreement (CBA) and development agreement for the USPS site
- USPS relocated processing and distribution facilities
- Identified temporary retail relocation site and initiated construction for the USPS relocation
- Supported PBOT in coordinating community development objectives with ODOT I-5 improvements in the Rose Quarter
- Participated in conversations, entered into grant agreement with Albina Vision Trust to fund community engagement around the future of Lower Albina
- Sold land to support the development of the Convention Center Hotel and grow the Convention Center's business capacity
- Funded, constructed, and own a garage to support Convention Center Hotel success
- Undertook design and permitting of 100 Multnomah office tower above Hotel Garage and negotiated sale of commercial air rights
- Secured federal grants to make immediate improvements and advance railroad track and building improvement needs at Union Station






Invest in priority neighborhood and cultural landmarks and economic drivers that are significant contributors to the community's character;

- Co-invested in Gateway Discovery Park, Lents Park, Paul Bunyan statue, Rosewood Initiative headquarters improvements and Lents community mural
- Prioritized supporting non-profits at risk of displacement, preserving cultural heritage, and providing key economic services:
 - Provided Community Livability Grants (CLG) to, among others, Chinatown Museum, Lan Su Chinese Garden, Old Town / Chinatown Employment Access Center, OMSI early childhood education, Milagro Theater, Blazers Boys & Girls Club, Allen Temple, Chinatown Gate, Wisdom of the Elders, Oregon Tradeswomen
 - Supported Black cultural landmarks in N/NE including providing funding for Alberta Street Black Heritage Markers, Billy Webb Elks Lodge, Sons of Haiti, and SEI and PAALF for acquisition of Gordly House
 - Provided technical assistance and support to renovate historic Phoenix Pharmacy on SE Foster Rd
 - Completed ground sale lease to Japanese American Museum of Oregon in Old Town



Outcome 1.3: REGIONAL ASSETS *(Continued)*

Develop district utility and infrastructure approaches that realize community-wide benefit, including shared parking facilities in strategic locations in the Central City to unlock private development;	<ul style="list-style-type: none"> • Provided interim district parking at ODOT Blocks to serve Central Eastside business needs • Invested in Convention Center Hotel garage parking to serve new hotel and broader Rose Quarter • Supported Lloyd EcoDistrict energy plan and solar array on Oregon Convention Center • Partnered with PSU to secure Economic Development Administration grant funding for utility system improvements • Coordinated with PBOT and Old Town Community Association to identify opportunities for shared parking development in Old Town / Chinatown 	
Support effort to link and strengthen East Portland cultural, natural, and recreation-based amenities through public-private partnerships (e.g., Leach Botanical Garden, Zenger Farm's Urban Grange, Foster Floodplain Natural Area, Beggars Tick Wildlife Refuge, Springwater Corridor, and Portland Mercado); and	<ul style="list-style-type: none"> • Invested in completion of Leach Botanical Gardens expansion and buildout • Supported Cully Park and Gateway Discovery Park through co-investment with Parks Bureau • Provided Community Livability Grant funds to Zenger Farms Urban Grange • Provided funding for the land and development of the Portland Mercado • Completed Foster Lents Floodplain Initiative with bureau partners to identify mitigation and business development opportunities 	
Develop tailored public benefits agreements as part of significant redevelopment projects to address the human impacts from development and be intentional about who benefits from public resources.	<ul style="list-style-type: none"> • Negotiated and executed Community Benefit Agreement for three projects: Alberta Commons, South Waterfront, and Broadway Corridor (Aug 2020) • Supported Project Labor and Apprenticeship Agreements on Convention Center Hotel, Multnomah County's Gladys McCoy Health Department Headquarters, and South Waterfront Central District, monitored through the implementation of the Business Workforce Equity Policy and monitored project compliance • Drafted agency guidelines for institutionalizing community-oriented benefit agreements • Collaborated with community partners in East Portland to prioritize the development of community-oriented parks and spaces 	

Outcome 2.1: QUALITY JOB GROWTH

Portland possesses a robust economy that by 2020 has increased employment by 28,000 quality jobs—including 13,000 middle-wage jobs.

Responsible Parties:

Prosper Portland, Greater Portland Inc. (GPI), Worksystems, Oregon Manufacturing Extension Partnership, Port of Portland, PSU, OHSU, industry organizations, private sector partners, philanthropic partners.

KEY ACTIONS

ACTIONS TO DATE

Establish key initiatives and deliver on cluster action plans for Portland's targeted industries - Athletic & Outdoor, Green Cities, Technology & Media, Metals & Machinery, and Healthcare - to heighten the region's competitiveness for cluster firms and promote robust and inclusive economic growth

- Established EcoCapital Connections (Green Cities), A&O Young Professionals and Peer to Peer (Athletic & Outdoor), TechTown (Tech & Media) and Oregon Manufacturing Extension Partnership (Advanced Manufacturing)
- Created equity-centered cluster action plans to evaluate existing programming and further integrate equity work
- Created cross-cluster initiatives (Inspiring Diversity Grant, Small Business Internship Grant, Effective & Inclusive Manager Training Series, TechTown Allyshift Trainings) to support inclusion across traded sectors
- Grew partnerships with key economic development and industry partners, such as Greater Portland Inc, VertueLab, Worksystems, Inc., Portland Made, and other cluster-specific partners.



Institutionalize the use of public benefits agreements as part of business assistance loans, grants, or tax abatements to grow middle-wage job employment opportunities and diversify the workforce

- Made public benefit agreements mandatory for Enterprise Zone program; 18 companies have signed PBAs. The Portland Enterprise Zone was reauthorized through 2029 by the State of Oregon, Portland City Council and Port of Portland, establishing a long-term model for including public benefits as part of tax incentive requirements.
- Developing agency-wide use of public benefits for procurement, business and real estate lending
- Developed Thriving Small Business, Creating Opportunity, and Revenue-Based Financing loan programs that integrate business commitments to public benefits
- Drafted agency guidelines for institutionalizing public to community benefit agreements



Implement Greater Portland Global - the region's international trade and investment strategy - to promote middle-wage job growth by improving access to international markets, attracting smart foreign investment, and prioritizing trade and transportation infrastructure investments;

- Implemented Greater Portland Global with Athletic & Outdoor, Green Cities, and Metals & Machinery industry clusters, making international trips in partnership with Travel Portland, Business Oregon, Greater Portland, Inc and Port of Portland
- Strengthened ties with Japan and Germany and supported Foreign Direct Investment attraction in key markets through partners (Canada, UK)
- Centered international export trade activities on cluster-specific needs and assets (e.g., Green Cities work and export missions to Thailand, China and Mexico, Athletic & Outdoor work in Germany)



Outcome 2.1: QUALITY JOB GROWTH *(Continued)*

Align public sector programs, financial tools, and physical assets to leverage citywide innovation priorities such as the Innovation Quadrant, OHSU's Knight Cancer Challenge, and emerging cross-sector opportunities like "Internet of Things" and health technology;	<ul style="list-style-type: none"> Supported Innovation Quadrant through acquisition and developer solicitation for ODOT Blocks, investments in Bond Avenue and Tilikum Crossing in North Macadam, and E-Zone boundary expansion to include the Central Eastside Industrial District Invested in the development of the Collaborative Life Sciences building and the Knight Cancer Research Center facility through Bond Avenue Supported the Central Eastside Industrial Council in establishing an Enhanced Services District Partner with Technology Association of Oregon on scope of their focus, including "Internet of Things" advancement. 	
Negotiate industry-level commitments to diversify workforce, establish career pathways, and increase local hiring; establish a standard form of recognition for businesses that provide high-quality employment opportunities; and recommend policies in support of "raising the floor" for Portland's low-wage workers; and	<ul style="list-style-type: none"> In collaboration with the Mayor's Council of Economic Advisors, launched Portland Means Progress to increase private-sector participation in advancing racial equity through workforce development, intentional purchasing, and creating culture change through Diversity, Equity & Inclusion work. Founding partners for Portland Means Progress include Technology Association of Oregon, Business for a Better Portland, Portland Business Alliance, the multicultural chambers, Worksystems, Greater Portland, Inc, Travel Portland. Portland Means Progress represents more than 100 businesses committed to actions that represent more than 30,000 employees. Implemented updated Enterprise Zone policy, increasing minimum employee compensation and requiring Public Benefit Agreements in exchange for tax benefits Led the South Waterfront Apprenticeship Oversight Committee and implemented the workforce equity on all Prosper Portland development projects Grew TechTown to 28 pledge companies employing more than 3,500 individuals Launched Inspiring Diversity Grant to support traded-sector businesses to increase diversity and inclusion work. Adopted the Construction Career Pathways Project Regional Framework in partnership with Metro, which contained strategies for public agencies to implement related to creating and sustaining a diverse construction workforce. 	
Partner with Greater Portland, Inc, Business Oregon, the Port of Portland, the Portland Business Alliance, and other key partners to implement a branding strategy that promotes Portland globally as a competitive location to start, grow, or locate a business - particularly for diverse business owners	<ul style="list-style-type: none"> Developed the Mercatus Directory and Magazine that helps to locate and grow BIPOC-owned businesses Maintain industry web sites for We Build Green Cities, TechTown and Athletic & Outdoor to share knowledge, communicate equitable practices and promote cluster leadership. Partner with Greater Portland, Inc for marketing the region, including developing collateral, a widely distributed site selector newsletter, virtual industry tours, and developing recruitment pipelines for business relocations. Created unique partnerships with Japanese communities, including Setagaya Ward in Tokyo and the City of Kobe Increased awareness of Portland and its diverse businesses through partnerships with Travel Portland and Business Oregon Hosted My People's Market in Japan – partnership with Travel Portland by hosting MPM popup by invitation from city leaders in Setagaya Ward in Tokyo, Japan 	

Outcome 2: BUSINESS VITALITY

Strong and growing Portland businesses offer robust middle-wage job employment opportunities.

Responsible Parties:

Prosper Portland, private sector, anchor institutions, Oregon Manufacturing Extension Partnership, Port of Portland, technical assistance providers, trade promotion organizations.

KEY ACTIONS**ACTIONS TO DATE**

Prioritize business development visits and technical assistance to traded sector companies with middle-wage employment opportunities

- Cluster leads completed at least 87% of goal for business retention visits and referrals each year of the five-year strategic plan; resulting in more than 2,500 business visits with an average of 500 per year



Increase the competitiveness of small- and medium-sized companies through initiatives focused on innovation, lean production, industry certifications, and supply-chain connections

- Provided consultations to advanced manufacturing firms with Oregon Manufacturing Extension Partnership, achieving more than \$100,000,000 economic impact on an overall \$1.1M investment
- Partnered with Oregon Manufacturing Extension Partnership and Central Eastside Industrial Council in conducting a Manufacturing Supply-Chain Conference with aim to help 55 participating manufacturers grow their businesses by increasing sales, contacts, and knowledge of resources.
- EcoCapital – Connected more than 150 entrepreneurs and early-stage businesses seeking capital to multi-national corporate and angel investors.
- Provided technical assistance to 120 entrepreneurs needing pitch assistance in seeking capital through Green Cities programming
- Partnered with Oregon Manufacturing Extension Partnership in conducting weekly Manufacturing Resource Sharing Zoom meetings to help manufacturers navigate COVID issues in the workplace, and continue to bring various speakers to discuss a range of manufacturing topics for the 30-70 participants each week.



Leverage government connections and on-the-ground resources to increase sales opportunities in domestic and foreign markets for small- and medium-sized companies across industry;

- Portland Means Progress Intentional Purchasing action inspired \$150M in BIPOC firm procurement by Portland Means Progress firms
- Led international export missions with businesses to Japan (popups), Mexico (Green Expo), Thailand (ASEAN Sustainable Energy Week), France (EV32) and Germany (Outdoor Show) to aid companies in new market and business development opportunities
- Attended NY NOW and Shoppe Object Trade shows (2018-2020) resulting in \$207K of wholesale orders for POC and women-owned businesses.
- Exhibited with local businesses at U.S. Dept of Commerce certified trade shows including PowerGen (energy), WEFTEC (water), Distributech (smart energy, and Windpower (wind) to connect Portland businesses with new business opportunities
- Began pilot with Healthcare Without Harm and Kaiser around intentional food procurement from BIPOC producers.



Outcome 2.2: BUSINESS VITALITY *(Continued)*

Address market access and infrastructure needs limiting expansion opportunities of middle-wage job employers and industries

- Worked with BMRD Consulting to develop strategies that address market access limitations
- Supported the creation of thousands of jobs by key industry anchors, including JLR, Daimler, Adidas, AutoDesk and AWS.
- Sponsored 2018 Urban Manufacturing Report to investigate and identify challenges to growth for Portland-based small and midsize manufacturers
- Participated in 2017 statewide Athletic & Outdoor Industry strategy and served on Governor Brown's Outdoor Recreation Task Force
- Increased access to capital for early stage Green Cities companies through the annual EcoCapital event.



Establish connections between anchor firms and institutions with supply-chain needs or substantial purchasing power and local businesses, particularly businesses owned by underserved populations.

- Worked with Travel Portland, local hotels and supermarkets, and Kaiser Healthcare on Mercatus partnership; co-hosted six My People's Market events. Collaborations resulted in increased awareness of Mercatus PDX platform, which now includes more than 800 businesses; My People's Market events averaged more than 100 BIPOC vendors per event.
- Launched Mercatus and Athletic & Outdoor Greet and Grow event for small business B2B, with a vendor fair, breakout sessions, and networking. Service providers offered small business support in Marketing/Sales, Legal, Creative Services, Business Strategy/Consulting, HR, and Accounting
- Portland Means Progress Intentional Purchasing action creates connections for businesses to increase purchasing from local BIPOC businesses



Outcome 2.3: ACCESS TO CAREER-PATH EMPLOYMENT

Job seekers from across the socioeconomic and demographic spectrum are able to access quality employment opportunities.

Responsible Parties:

Prosper Portland, private sector partners, Port of Portland, community-based organizations, K-12 public education providers, Worksystems, PCC, Mt. Hood Community College (MHCC), PSU, Worksystems.

KEY ACTIONS

Target expansion and recruitment of private and institutional employers with quality jobs in and adjacent to underserved neighborhoods including Lents, Gateway, the Columbia Corridor, the Portland Harbor, and East Portland;

Invest in community-based development that leverages adjacent transit and transportation improvements and facilitates connections between East Portland residents and major regional employers;

ACTIONS TO DATE

- Using Enterprise Zone program as main vehicle for expansion and recruitment of private employers with quality jobs
- Supported Amazon distribution center location at Rivergate through Enterprise Zone program
- Approval from City Council to administer Regional Significant Industrial Site project
- Developing business plan with Port of Portland to create a Maker's Space focused on Business Owners of Color
- Traded sector business relocations and expansions within Portland in partnership with Greater Portland, Inc, leading to access to quality jobs. In FY19-20, the work of the traded sector team resulted in more than 1100 jobs.

- Committed funding for affordable commercial projects — Lents Commons, 10th & Yamhill, and The Nick Fish — all near transit
- Supported the development of Orchards of 82nd, a mixed-use shared space project located in the Jade District with affordable homes and APANO's headquarters
- Partnered to develop Asian Health Services Center, Oliver Station, Woody Guthrie Place
- Supported transit and transportation investments in Columbia Corridor, Freeway Lands, Gateway Transit Center, and Division Bus Rapid Transit through planning and updated E-Zone policy
- Supported sale of Sugar Shack/Las Adelitas site for future affordable housing development in Cully neighborhood.
- Supported community-led acquisition and rehab of property on NE 42nd that houses small, local serving businesses, including (Com)motion Dance Studio.



Outcome 2.3: ACCESS TO CAREER-PATH EMPLOYMENT *(Continued)*

Improve connections between target industry employers and job seekers by developing internship and apprentice programs, linking industry needs to post-secondary curriculum, and targeting skill development programs to underserved populations;

- Established Workforce Navigators in St Johns Center for Opportunity, Our 42nd Ave, Cully Blvd Alliance, Historic Parkrose, Jade District, Division Midway Alliance, Rosewood and with the Urban League with a focus on connecting African American job seekers to opportunities in the manufacturing industry.
- Required public benefits agreements for all new Enterprise Zone firms
- Portland Means Progress partnership with Emerging Leaders, Worksystems, Inc, and businesses resulting in 53 Work Experience opportunity placements for young professionals of color and underrepresented youth in 2019.
- Launched solicitation process and developed Community Opportunities and Enhancements Program focusing on outreach, training and retention
- Through investments in youth and adult training programs with WorkSystems, supported industry-specific post-secondary training in construction, tech, manufacturing, and healthcare.
- Through Techtown, partnered with Portland Workforce Alliance to create the TechZone booth at youth expo, showing students the work environment within the industry and allow them to connect with folks inside the industry. Created Girls of Color cohort where students engaged with representatives from more than 20 companies in small table discussions along with a panel discussion and office tour.
- Through Techtown, supported Advancing Careers of Technical Women Conference by funding to bring in high school girls and create a panel discussion with women in tech.
- Through Techtown, make connections between education providers (De la Salle High School), Epicodus, Alchemy Code Lab (code schools)) and technology industry, while also supporting the educators in becoming more inclusive and attracting more diverse students.
- Partnered with the City of Seattle Office of Sustainability & Environment to identify NW opportunities to build an inclusive workforce related to zero emission cars, buses and truck manufacturing.
- Showcased leading traded sector firms by sponsoring NW Youth Career Expo.



Outcome 2.3: ACCESS TO CAREER-PATH EMPLOYMENT *(Continued)*

Employ workforce development initiatives, including the Economic Opportunity Program, and increase transportation options to connect neighborhood residents to nearby quality job opportunities with target industry firms, local-serving businesses and institutional employers; and

- Worked with TriMet to expand the reduced fare program for low-income riders to get to regional employers within Neighborhood Prosperity Network and other Community-Based Organizations
- Created and supported Ezone company childcare and transit programming to support employees
- Partnered with TriMet in the development of north-south connections through the development of the MAX Orange line increasing connectivity to OHSU major regional employer
- Collaborated with partners in East Portland to explore the expansion of Trimet services making north-south connections



Partner with Worksystems, workforce development providers, and trades to develop a clear infrastructure for employers to identify, screen, and hire people of color and those with low incomes.

- Partnered with Mayor's Office, Worksystems, and Council of Economic Advisors to deepen workforce partnerships & connections with the private sector
- Funded in partnership with Worksystems, the Economic Opportunity Program and NextGen support adult and youth workforce development, prioritizing low-income people of color through providers such as POIC, Oregon Tradeswomen, Constructing Hope, and Portland Youth Builders.
- Implemented Alberta Commons Community Benefit Agreement workforce objectives
- In partnership with Worksystems, launched solicitation process and developed Community Opportunities and Enhancements Program workforce program focusing on outreach, training and retention
- Adopted the Construction Career Pathways Project (C2P2) Regional Framework in partnership with Metro, which contained strategies for public agencies to implement related to creating and sustaining a diverse construction workforce.



Board Report – Update on the 2015-2020 Strategic Plan Final Report
September 29, 2021

Outcome 3.1: INCLUSIVE INNOVATION & ENTREPRENEURSHIP ECOSYSTEM

Portland is nationally recognized as a leader in supporting and cultivating high-growth entrepreneurs from under-represented populations, including communities of color, women, and low-income neighborhoods.

Responsible Parties:
Prosper Portland, industry organizations, Oregon Manufacturing Extension Partnership, startup support organizations, academic institutions and research universities, philanthropic partners.

KEY ACTIONS

Promote entrepreneurs from under-represented populations with scalable businesses through targeted technical assistance, the expansion of signature programs such as the Startup PDX Challenge and access to established startup resources;

Launch an Inclusive Startup Fund to increase access to first time capital for under-represented entrepreneurs, expand the local pool of angel investors from under-represented populations, and encourage the existing venture capital community to invest in startups with diverse founders;

ACTIONS TO DATE

- Created the Inclusive Business Resource Network in 2017 with the goal of bringing multiple services for small business into a single network for entrepreneurs. The program supported 1,952 entrepreneurs, with 70% of support going to BIPOC small business owners
 -
 - Partnered with Portland Incubator Experiment to provide accelerator services similar to the Startup PDX Challenge
 - The Level Up program (fka Peer to Peer) continues to help small and mid sized Athletic & Outdoor/Consumer Products companies connect with service providers, mentors, business resources, and network with other business owners to help grow their businesses. Since 2015 the program has hosted 30 sessions, supported 43 unique companies of which 23% are BIPOC and 53% are women owned.
 - Launched the Portland Post Production Grant Program in partnership with Oregon Made Creative to award grants to support the professional development of local Portland filmmakers.
-
- Launched Inclusive Startup Fund with Elevate Capital through partnership with Multnomah County and Business Oregon, supporting 24 companies
 - Supported launch of XXcelerate Fund & funded growth program



Outcome 3.1:**INCLUSIVE INNOVATION & ENTREPRENEURSHIP ECOSYSTEM** *(Continued)*

Expand startup mentoring programs to include industries with significant middle-wage job potential, including the craft manufacturing of consumer, food, and beverage products; and

- Startup PDX Challenge incubator for companies led by founders of color; Portland Incubator Experiment now leads
- AOP (Athletic & Outdoor Professionals) hosted a number of events and programs designed to increase connections and highlight diverse talent within the industry including Jan. 2020 Mastering Mentorship event in partnership with Claima Stories and Adidas.
- Supported Livelihood NW delivery of Increase Project, serving 20-30 POC-owned businesses/year
- Launched Cannabis Business Development Program with initial grants focused on supporting BIPOC individuals who have been disproportionately impacted by the criminalization of marijuana. Supported 10 businesses.



Connect research and commercialization initiatives between PSU, OHSU, and other universities to under-represented entrepreneurs and develop entrepreneurship programming for first generation college students and students from under-represented populations.

- Granted property at 4th and Montgomery for joint OHSU, PCC, and BPS for cross-institutional services and education facilities to develop integrated learning, and applied-technical training
- Invested in PSU's renovation and expansion of Karl Miller Center to provide opportunities for entrepreneurs
- Supported the development of the Knight Cancer Research Building in partnership with OHSU and PSU
- Knight Cancer Research Building housed overlap OHSU PSU interface programmatic



Outcome 3.2: BUSINESS GROWTH

Thriving businesses provide wealth creation opportunities for Portlanders of color and within or adjacent to low-income neighborhoods.

Responsible Parties:

Prosper Portland, private and philanthropic partners, Port of Portland, business technical assistance providers.

KEY ACTIONS

Work with lenders and Prosper Portland financial tools to achieve greater access to capital among business owners of color and those in low-income neighborhoods;

Increase market opportunities for local businesses by establishing productive connections to large employers and anchor institutions with substantial purchasing power;

ACTIONS TO DATE

- Introduced Affordable Commercial Tenanting pilot program at Alberta Commons, Lents Commons, 10th & Yamhill, and The Nick Fish
- Co-invested with Micro Enterprise Services of Oregon to provide 124 mini micro-loans to priority businesses
- Developed Thriving Small Business, Creating Opportunity and Revenue-Based Financing loan programs
- Secured \$1.35 million in Economic Development Administration Coronavirus Aid, Relief, and Economic Security Act Supplemental Award to assist Portland businesses impacted by pandemic.

- Delivered new market opportunities through Mercatus/My People's Market
- Portland Means Progress Intentional Purchasing action creates connections for businesses to increase purchasing from local businesses owned by people of color
- Greet & Grow – B2B purchasing –Hosted a day-long event for 30 small service providers (Marketing, Legal, Accounting, etc.) in Mercatus and Athletic & Outdoor to meet with other small businesses that require services. Almost 200 in attendance, plus presentations from key vendors; Outcomes included increased leads for vendors.
- Collaborated with Travel Portland to develop procurement relationships between tourism industry and local businesses owned by people of color



Outcome 3.2: BUSINESS GROWTH (Continued)

Provide culturally appropriate, easily accessible business technical assistance and mentorship to small businesses owned by under-represented populations; and

- Launched Inclusive Business Resource Network (IBRN) to deliver critical services through 20 partners to businesses owned by women and people of color
- Serving 1000+ businesses/year through Inclusive Business Resource Network (IBRN)
- Offered equity training to IBRN providers to deliver culturally appropriate assistance
- Developed Portland Means Progress Culture Change Roadmap and Racial Equity trainings open to the public
- Sourced, assembled and distributed 1800 PPE boxes to customer-facing businesses owned by people of color through the multicultural chambers; 100% of purchasing occurred within the Portland metro area and approximately 50% of purchases were from businesses owned by people of color.
- Launched solicitation process and developed Community Opportunities and Enhancements Program program focusing on business technical assistance for construction businesses owned by people of color.



Partner with and incentivize employers of lower-wage workers to establish worker-owned cooperatives or employee stock ownership programs to facilitate long-term wealth creation opportunities

No action to date



Outcome 3.3: PROPERTY OWNER DEVELOPMENT

Commercial and residential property ownership provides wealth creation opportunities for Portlanders of color and within low-income neighborhoods.

Responsible Parties:

Prosper Portland, private lenders and development partners, PSU, and philanthropic partners.

KEY ACTIONS

Reduce barriers to commercial and residential property ownership among people of color and within low-income neighborhoods through education, mentorships, technical assistance, financing, and partnerships with development intermediaries;

Connect people of color and those in low-income neighborhoods who aspire to develop commercial property with opportunities to network and form partnerships with established developers, community leaders, community-based organizations, or development intermediaries

ACTIONS TO DATE

- Supported long-term property owners (LTPO) within N/NE to assess and redevelop their properties
- Augmented PHB's homeownership and home improvement programs to individuals to develop N/NE down payment assistance grants
- Piloted LTPO project assistance program with eight owners in ICURA, Old Town / Chinatown, Lents;
- Launched Developers of Color Initiative to assess the market obstacles in financing and development
- Undertook land dispositions with a lens towards supporting BIPOC businesses to participate in development opportunities including at 4th and Montgomery and 100 Multnomah

- Provided financial resources and technical support for build-out of Rosewood Initiative headquarters
- Convened a community-led project working group which led the development and launch of the Williams & Russell Request for Information and the subsequent Request for Proposals from interested community and development partners
- Launched Developers of Color initiative to assess obstacles to financial access, industry capacity building, and community capacity building



Outcome 3.3: PROPERTY OWNER DEVELOPMENT *(Continued)*

Establish a Public-Private Property Development Fellows program of current and emerging leaders within communities of color and those from low-income neighborhoods to grow the talent pool of development professionals in partnership with organizations like the PSU Center for Real Estate Studies

- Supported efforts in partnership with the Urban Land Institute (ULI) to increase diversity talent pool
- Supported the development of Diversity, Equity & Inclusion committee within ULI leadership to identify priorities for diversifying industry and development opportunities
- Partnered with ULI on community capacity training for urban planning



Utilize existing or establish new Prosper Portland loans and grants to promote wealth creation among under-represented people in places where the market is not strong and with long-time property owners.

- Supporting tenants at Lents Commons, 10th & Yamhill, Alberta Commons with TI assistance, marketing, affordable rent
- Aligning Pop-Up work with equity goals, partnership with Portland Business Alliance and equity partners
- Created and seeded Neighborhood Prosperity Initiative Opportunity Fund focused on property ownership (Two loans have been closed, first one fully repaid)
- Developed Thriving Small Business, Creating Opportunity and Revenue-Based Financing loan programs
- Created Prosperity Investment Program with lens and focus on wealth creation opportunities for long-time property owners and people of color
- Created loan to cover grant match requirement for small business and property owner grants in N/NE



Outcome 3.4: EQUITABLE CONSTRUCTION AND CONTRACTING

Prosper Portland’s construction and contracting business practices support equitable wealth-creation outcomes from projects and programs.

Responsible Parties:

Prosper Portland, Metropolitan Contractors Improvement Program, private partners.

KEY ACTIONS





Secure prime contracting and project management opportunities for under-represented populations on Prosper Portland-funded projects;

ACTIONS TO DATE

- Supported all Prosper Portland construction projects to be in 100% compliance with Business Workforce Equity policy
- Secured prime contracting construction projects for under-represented construction contractors including tenant improvements at Alberta Commons and Nelson Building
- Partnered with National Association of Minority Contractors, MCIP, PDBG, and Latino Built via technical assistance grants
- Partnering with Oregon Association of Minority Entrepreneurs and City of Portland to develop and fund Prime Developer Program
- Working to update program specifications and business workforce policy to align with current Agency Equity Goals






Outcome 3.4: EQUITABLE CONSTRUCTION AND CONTRACTING *(Continued)*

<p>Meet and exceed diverse construction objectives by expanding the use of Disadvantaged Business Enterprise (DBE) as the preferred form of certification and employing alternative contracting methods such as Best Value to ensure approaches that are more inclusive than low bid;</p>	<ul style="list-style-type: none"> Implemented and supported all Prosper Portland construction projects to be in 100% compliance with Business Workforce Equity policy, with \$107M going to certified firms <ul style="list-style-type: none"> Secured alternative contracting process for Nelson Building tenant improvements Solicited bids for Nelson Building roof repairs and Mason Ehrman Building tenant improvements only from minority-owned businesses 	
<p>Direct bid all Prosper Portland-owned projects under existing legal thresholds to certified firms;</p>	<ul style="list-style-type: none"> Expanded use of certified firms to provide property management services. Increased use of certified firms by 45% 	
<p>Address potential financial and construction challenges with creative solutions for projects that are prime contracted by under-represented populations; and</p>	<ul style="list-style-type: none"> Promoted connections and networking via Talentwell, Mercatus, and My People's Market events Developed Community Opportunities and Enhancements Program program focusing on outreach, training and retention, funded by a 1% set-aside of eligible costs on all City-owned public improvement contracts. Supported contractors in the development of scopes of work, and supporting sub-contractors when running into challenges Worked to strengthen relationships with technical assistance partners; including Oregon Association of Minority Entrepreneurs, National Association of Minority Contractors, Portland Business Development Group, Latino Built to reduce barriers for certified contracting firms in securing public contracts 	
<p>Undertake a new disparity study to provide the most intentional and proactive business equity program possible.</p>	<ul style="list-style-type: none"> No progress 	

Outcome 4.1: WORKFORCE & REGIONAL COMPETITIVENESS
Portland is the center of a thriving equitable regional economy that produces an abundance of quality jobs that residents are able to access, and underserved residents and people of color readily access workforce development resources.

Responsible Parties:
Prosper Portland, Worksystems, PCC, MHCC, Multnomah County, Home Forward, community-based organizations, Port of Portland, Oregon Manufacturing Extension Partnership, All Hands Raised, PSU, OHSU, Greater Portland, Inc, and Business Oregon.

KEY ACTIONS	ACTIONS TO DATE	
Expand and deepen alignment with Worksystems and other partners to connect disconnected adults and youth to quality employment opportunities and supportive services including the Economic Opportunity Program, Housing Works, Action for Prosperity, Community Works Project, and SummerWorks;	<ul style="list-style-type: none"> Partnered with WSI to launch Connect to Careers youth program Supported WSI's youth program transition to NextGen and co-invest in service delivery Supported WSI's Summer Works Youth Job Fair and Wex-y (Work Experience for Youth) program to help low-income underrepresented youth find work experiences Coordinated with WorkSystems to provide childcare for parents in vocational training Worksystem's leveraged investments in the Economic Opportunity Program network to connect those experiencing houselessness access to career coaching, training, housing assistance in partnership with a Home for Everyone, 	
Develop innovative ways to improve access for unemployed and under-employed residents to access job training and workforce readiness resources through initiatives such as neighborhood-based workforce navigators in low-income communities and community-driven mentorship and education;	<ul style="list-style-type: none"> Placed Workforce Navigators in Jade District/Division-Midway Alliance, Rosewood Initiative, and Our 42nd Ave/ Cully Blvd. Alliance/ Historic Parkrose and St. Johns Center for Opportunity Neighborhood Prosperity districts. In partnership with WSI and Urban League, launched a workforce navigator focused on connecting African American/Black job seekers to employment opportunities in the manufacturing industry. 	
Address skill gaps within high-growth, high-demand occupations and support individual career development through partnerships with employers to provide supported on-the-job training for new employees and training for incumbent workers to advance to higher-skilled, higher-wage jobs;	<ul style="list-style-type: none"> Participated in Metro Construction Career Pathways Project, secured Board approval for participation in Regional Framework approach Initiated a Manufacturing Workforce Navigator to deepen connections with manufacturing industry and provide a pipeline for people of color into a middle-wage jobs In partnership with Worksystems, invested in tech and advanced manufacturing programs, supporting efforts such as Code Oregon and IT Ready 	

Outcome 4.1: WORKFORCE & REGIONAL COMPETITIVENESS *(Continued)*

Facilitate the transition of first generation and minority college and post-secondary students into the workforce and create future leadership opportunities through partnerships with major area employers, PSU, and other higher education institutions; and

- Partnered with Emerging Leaders Program through Portland Means Progress and provided grant funding through Small Business Internship Grant to support internship placements at small traded sector businesses
- Supported WSI's Summer Works Youth Job Fair and Wex-y (Work Experience for Youth) program to help low-income underrepresented youth find work experiences
- Workforce development partnerships in the Green Cities cluster include Project Zero through PGE and NW Careers Fair.



Collaborate with Greater Portland, Inc, Business Oregon, and other key partners to advance regional economic development objectives that focus on inclusive job growth through strong leadership, resource development, and alignment of goals, actions, and resources.

- Partnered with Greater Portland, Inc on Greater Portland 2020 and Comprehensive Economic Development Strategy now in progress
- Partnered with Business Oregon on E-Zone reauthorization and launch of Industrial Site Readiness program in Portland
- Partnered with Greater Portland, Inc to develop regional strategies to economic growth during COVID
- Partnered with Greater Portland, Inc on Growing Small Businesses Globally, Oregon Opportunity Zone initiative, and Employment Lands Site Readiness Toolkit.
- The Greater Portland Economic Development District (GPEDD), staffed by Greater Portland Inc., launched as a not-for-profit organization working in Clackamas, Multnomah, Washington, and Clark counties with Kimberly Branam as its chair.



Outcome 4.2:

AFFORDABILITY & NEIGHBORHOOD SOLUTIONS

Portland neighborhoods remain affordable to residents at all income levels and for small businesses across all industry sectors.

Responsible Parties:

Prosper Portland, PHB, BPS, Multnomah County, Home Forward, community-based organizations, and private sector.

KEY ACTIONS

Partner with PHB and BPS to produce and implement an updated affordable housing strategy to meet the growing need for below-market rate housing and reflect the current public resources and tools available to address the need;

Pursue opportunities created by private sector development activity to increase the supply of below-market rate housing and long-term affordable commercial space throughout the city

ACTIONS TO DATE

- Co-invested with PHB to deliver on significant mixed-income housing in Lents Town Center and at The Nick Fish in Gateway Regional Center
- Partnered with PHB on The Vera in South Waterfront
- Partnered with PHB to acquire USPS site to deliver on mixed-income housing at Broadway Corridor
- Coordinated Interstate Corridor TIF district amendments to support affordable home ownership
- Provided land for Oregon Harbor of Hope services facility
- Provided properties for State of Emergency COVID response for physically distanced villages at ODOT Blocks and Block R

- Co-acquired USPS site and undertook Broadway Corridor development planning for mixed-income housing
- Partnered with PHB and the private sector on disposition of 92nd and Harold properties for mixed-income housing
- Partnered with BPS to designate Prosper Portland as the City's administrator of the Affordable Commercial Bonus Program



Outcome 4.2: AFFORDABILITY & NEIGHBORHOOD SOLUTIONS *(Continued)*

Coordinate with partner bureaus and agencies to create an integrated investment approach for low-income or gentrifying neighborhoods that maximizes benefits to neighborhood residents and anticipates and minimizes impacts on affordability; and

- Launched Affordable Commercial Tenancing pilots at 10th & Yamhill, Lents Commons, and The Nick Fish
- Supported Portland Streetcar Inc and BPS in assessing NW Streetcar expansion impacts and potential benefits
- Participating in Anti-displacement PDX Initiative partnership with all City Bureaus
- Prioritized grants and loans within N/NE to foster economic opportunities for African American and BIPOC owned-businesses and organizations
- Participating in the SW Corridor project which includes anti-displacement policies
- Administered small business place-based grants to prioritize BIPOC-owned business and long-term business owners
- Coordinated PIP grant with PBOT street improvement plans to help stabilize plans; Foster Streetscape, Halsey/Weidler, Lombard
- Coordination work on SW Corridor to ensure commercial and business support and capacity building occurs prior to any infrastructure investment



Ensure alignment between redevelopment and place-making priorities established in this plan, those captured in the city's Comprehensive Plan, Central City 2035, and community-led, community-driven plans.

- Partnered with city bureaus to address community needs and plans, with particular emphasis in the Neighborhood Prosperity Program (e.g., Division Bus Rapid Transit, Cully TIF district, and Rosewood Purpose Built Communities), SW Corridor equitable development, CC 2035 quadrant plans, community action plans (i.e., Old Town / Chinatown, Lents, Gateway, N/NE), and Rose Quarter



Outcome 4.3 NEIGHBORHOOD CAPACITY BUILDING

Local business owners, residents, and community experts drive economic development outcomes with support from aligned city government agencies and neighborhood-based and culturally specific organizations and have the capacity to engage in productive, balanced partnerships between public, private, and not-for-profit organizations.

Responsible Parties:

Prosper Portland, Neighborhood Prosperity Network (NPN) and Main Street Network districts, Venture Portland, private and philanthropic partners.

KEY ACTIONS**ACTIONS TO DATE**

Enhance the ability of existing NPI and Main Street Network to promote the growth of neighborhood small businesses, connect residents to employment, and steer local development towards community desired solutions;

- Launched workforce navigator program to tailor technical assistance and job placement services to Neighborhood Prosperity Network districts
- Created and seeded the Neighborhood Prosperity Initiative Opportunity Fund (closed 2 loans. 1st loan repaid)
- Convened conversations with Neighborhood Prosperity Network district managers on new/expanded TIF districts (actively exploring Cully TIF district)
- Enlisted grant writer to assist Neighborhood Prosperity Networks on resource development activities
- Provided ongoing financial and technical support to 7 Neighborhood Prosperity Network Districts.



Support the expansion of the NPI and Main Street Network model to solve unique economic development problems in low-income or gentrifying neighborhoods;

- Partnered with Venture Portland, Old Town / Chinatown Community Association, Soul District Business Association, and Lents Grown to deliver support to neighborhood business districts across the city



Launch a Community Development Fund with like-minded investors to provide gap financing for catalytic projects in or adjacent to NPI districts with the goal of supporting community-driven, public benefit development projects;

- Board approved Neighborhood Prosperity Initiative Opportunity Fund; closed on two loans
- Established Portland Community Investment Fund to apply for federal New Markets Tax Credits, submitted three applications including pipeline projects in or adjacent to NPI districts



Provide training, technical, and financial assistance to neighborhood business district associations that furthers their ability to create a positive economic development atmosphere for local businesses and the surrounding community.

- Hosted equity trainings for all NPN partners
- Partnered with Venture Portland to deliver training and technical assistance to Portland business district associations. Supported Venture Portland in developing an equity strategy to ensure services are prioritized for districts in underserved communities.
- Contracted with Dialogues in Action, NPN district managers and teams to create project impact assessment tool for each district.
- Provide an annual grant to each NPN to access district-specific technical assistance.



Outcome 4.4: INNOVATION & INFRASTRUCTURE

Portland is recognized as a leader in civic innovation where the City serves as a market for local technology solutions and pursues infrastructure and utility solutions that are a cost-effective and resilient approach to providing community benefit.

Responsible Parties:

Prosper Portland, City of Portland, Multnomah County, TriMet, startup support organizations

KEY ACTIONS

ACTIONS TO DATE

Initiate or participate in collaborative networks to address innovation- and employment-enabling infrastructure;

- Assisting BPS with climate action work including: 2020 Climate Action Plan, Climate Emergency Declaration, and Sustainable Consumption Strategy work.
- Supported Lloyd District energy plan and Oregon Convention Center rooftop solar array.
- The Economic Recovery Task Force Digital Divide Work Group, staffed by BPS and OCT, launched a pilot program for addressing the digital divide and distributing technology kits and training.



Serve as the gateway to government for firms seeking strategic business partnerships and establish Portland as the test bed for innovative ideas and technologies from the private sector, with a particular focus on more efficient and cost-effective public services and emerging low-carbon products and services that improve economic opportunity and livability for Portland residents through Early Adopter Program;

- Participated on multi-bureau Smart Cities Steering Committee; seeking private sector partnerships through application process
- Working closely with BPS to implement city's Electric Vehicle Strategy to generate jobs & local business development
- Supported UPS urban delivery pilot using two local low-carbon providers



Develop financing tools, such as Property Assessed Clean Energy or a seismic fund, that attract private capital to allow residents and businesses to update buildings and realize greater utility affordability and efficiency; and

- Determined feasibility, developed legal and administrative infrastructure for the program, enrolled capital providers and contractors to participate in the program, developed marketing and outreach materials
- Developed PropertyFit lending program to close energy efficiency market gaps and closed four loans
- Expanded legislative authority to include energy conservation, renewable energy, water conservation and seismic resiliency as eligible improvements
- Working with the City to develop an excess Floor-Area Ratio disposition approach



Seek opportunities to partner with existing startup support ecosystem (e.g., accelerators, hackathons, pitch and product development events) to incentivize local entrepreneurs to solve problems for a variety of socioeconomic levels and demographic groups.

- Provided technical assistance to clean tech entrepreneurs seeking capital in partnership with Oregon Entrepreneurs Network and Oregon's Venture Catalysts.
- Partnered with Inner City Capital Connections to support the growth of 93 small businesses.
- Support community-led efforts such as Startup Weekend Latino to advance entrepreneurship throughout the Portland community.



Outcome 5.1:

EMPLOYEE DEVELOPMENT, ENGAGEMENT & INTERNAL EQUITY

The work environment displays diversity, fosters productivity, encourages learning and growth, and employees understand they are the foundation of Prosper Portland's success. Internally, Prosper Portland focuses on becoming a multicultural anti-racist institution through the implementation of an ambitious equity action plan.

Responsible Parties:

Prosper Portland, Prosper Portland Equity Council, Office of Equity & Human Rights

KEY ACTIONS

ACTIONS TO DATE

Complete Prosper Portland transition to an anti-racist multicultural organization through implementation of the equity action plan developed according to the Crossroads paradigm;

- Completed trainings with Crossroads
- Completed 2015 Equity Action Plan and launched new organizational equity plan/Team Equity Priorities (TEP)
- Launched 2019 Equity Framework
- Updated Equity Policy to reflect organizational approach
- Incorporated Equity Tools and Guidelines for staff resources
- Created Equity & Inclusion Program Manager position
- Created Council for Economic and Racial Equity to advise agency on Equity Policy progress and activities
- Provided ongoing staff learning opportunities (Equity Labs)
- Repositioned Equity Council to support culture change efforts
- Hosted affinity spaces
- Hosted management-specific equity-related trainings
- Engaged with Center for Equity and Inclusion, Kapwa Consulting, Luna Jimenez Institute for Social Transformation for all -staff trainings



Reinvent hiring, promotion, and employee development practices to become an employer of choice, particularly for employees of color; and

- Evaluating the structure and content of job descriptions to remove barriers to employment and ensure equity and inclusivity are highlighted throughout
- Strengthened relationships with community partners in targeted outreach efforts for recruitments
- Implemented several changes to recruitment protocols to ensure a more equitable and inclusive process
- Established ongoing commitment to ensure diverse pools of applicants
- Completed a manager training on Hiring and Retaining a Diverse Workforce
- Continue to give first consideration to internal staff for promotional opportunities



Outcome 5.1:

EMPLOYEE DEVELOPMENT, ENGAGEMENT & INTERNAL EQUITY *(Continued)*

Cultivate a culture of innovation and empowerment through staff-directed initiatives to transform how Prosper Portland's work is organized and accomplished.

- Engaged with Center for Equity and Inclusion to identify and name Prosper Portland Cultural Agreements
- Developed staff-driven and supported equity affinity/caucus groups to discuss and move forward agency equity initiatives
- Developed Team Equity Priorities to be imbedded in project and programmatic work
- Implemented new employee onboarding process to help ensure successful retention of our staff
- Implemented mentor program to help new staff understand our culture and equity work
- Continuing to create a learning environment by offering trainings on how to organize and accomplish agency's work (PMP and Writing Workshop)



Outcome 5.2:

EFFECTIVE MANAGEMENT AND GOVERNANCE

Prosper Portland's operations are characterized by high-quality management and staff who implement a clear strategic plan in an effective and innovative manner.

Responsible Parties:

Prosper Portland, City Council

KEY ACTIONS

ACTIONS TO DATE

Deliver on the mission of the agency by consistently producing best practice projects, programs, and initiatives;

- Receive an annual certificate of excellence for Comprehensive Annual Financial Report
- Received international recognition for Athletic & Outdoor Peer to Peer Program (IEconomic Development Administration award)
- IBRN team received community partner award from Livelihood NW
- IBRN and NPN recognized by Democracy Collab 2019
- Spirit of Portland Award for My People's Market in 2018



Align annual agency and employee work plans and budgets with Prosper Portland's Strategic Plan to ensure the goals of the Strategic Plan are achieved;

- In 2018 launched new individual work plan template to explicitly align with Strategic Plan, equity outcomes, and Financial Sustainability Plan goals
- Individual work plan templates updated yearly to align



Outcome 5.2: EFFECTIVE MANAGEMENT AND GOVERNANCE *(Continued)*

Support continuous process improvement and effective service delivery by eliminating unnecessary policies and processes and investing in new or leveraging existing technology assets; and

- Implemented MS Dynamics AX to reduce cost and right-size financial system
- Implemented Office2016 upgrade to optimize work tools available in the Office365 cloud applications.
- Upgrades of 2008 Servers to 2016, TRIM to Content Manager, Crystal Reports to new Web versions to ensure systems stay current and can comply with emerging technology
- Upgraded analog phone system to Voice over IP (VOIP)
- Continued virtualization of server room environment to minimize IT infrastructure costs (currently 70% virtualized)
- Implemented new payroll system in FY2020-2021
- Implemented both Multi-factor authentication and GreatHorn Email Protection to safeguard against security breaches and phishing attempts.
- Deployed Web Payment Processing Gateway (Authorize.net) to allow for electronic payment processing.
- Completed agency-wide policy clean-up effort to reduce the number of redundant or outdated policies and procedures
- Refining data collection processes and metrics reporting through software tools Apptivo and R
- Transitioned technology and infrastructure for staff to support telework in response to COVID 19



Safeguard public resources and assets through strong internal controls, reliable and transparent financial information, and compliance with necessary policies and procedures.

- Manage annual budget process in accordance with state budget law and City of Portland requirements; complete annual financial audit with external auditors with minimal findings
- Revamped budgeting process with the addition of the Community Budget Committee to provide oversight and input in the development of general fund \$ allocation
- Selected and launched Yardi as asset management tool
- Board approved revised Real Estate Policies and Procedures
- Completed agency-wide policy clean-up effort to reduce the number of redundant or outdated policies and procedures
- Updated Continuity of Operations (COOP) to streamline operations procedures



Outcome 5.3:

FINANCIAL SUSTAINABILITY & STEWARDSHIP

Prosper Portland exercises transparent administration of resources and assets to ensure public funds are effectively invested to achieve agency objectives while promoting the long-term sustainability of the organization.

Responsible Parties:

Prosper Portland, City Council, Office of Management & Finance, foundations, private lenders, and equity capital providers

KEY ACTIONS

Develop and begin implementation of a long-term business plan for the agency that seeks to achieve diversified, balanced, and sustainable funding for Prosper Portland's projects, programs, and operations;

Identify new sources of capital and operating funds, including capital from outside the U.S., to advance catalytic development projects and business investment, particularly in neighborhoods without access to tax increment financing;

Establish new capital sources to equalize investment in businesses founded by entrepreneurs of color and women;

ACTIONS TO DATE

- Board adopted Ten-Year Financial Sustainability Plan in 2018
- In 2019, created Property Plans for all agency assets, including financial expectations and anticipated returns
- Provide Board with annual status update on achieving goals in the Financial Sustainability Plan (operating revenues and expenditures).

- Created Portland Community Investment Fund and submitted three applications for New Markets Tax Credits
- Partnered with community-based organizations and Business Oregon on Opportunity Zone designations
- Applied to Economic Development Administration for Coronavirus Aid, Relief, and Economic Security Act Supplemental Revolving Loan Fund grant
- Connected international investors to local real estate development opportunities that deliver on Strategic Plan goals

- Partnered with Multnomah County to invest in the Inclusive Startup Fund focusing on early-stage start-ups founded by women and people of color
- Funded Micro Enterprise Services of Oregon's mini micro-loan program to support small businesses
- Submitted request for Coronavirus Aid, Relief, and Economic Security Act federal stimulus resources



Outcome 5.3: FINANCIAL SUSTAINABILITY & STEWARDSHIP *(Continued)*

Implement strategic disposition of Prosper Portland's real estate portfolio to achieve both development and long-term financial sustainability objectives; and

- Selected and implemented Yardi to track capital and property obligations on agency-owned assets
- Created Property Plans for all Prosper Portland assets in portfolio to guide disposition strategy
- Disposed of 46 properties consistent with Strategic Plan and Financial Sustainability Plan



Refine Prosper Portland's financial assistance products to meet changing market needs and long-term financial sustainability objectives.

- Created Thriving Small Business, Creating Opportunity and Revenue-Based Financing loan programs
- Consolidated Green Features Grant, Storefront Improvement Grant, and Development Opportunity Grant into Prosperity Investment Program to better serve business needs



Outcome 5.4**COMMUNICATIONS, ENGAGEMENT & COMMUNITY PARTNERSHIP**

Prosper Portland works closely with all communities, particularly with historically-disadvantaged communities, to ensure deep engagement and mutual accountability in addressing structural disparities and creating pathways for prosperity.

Responsible Parties:

Prosper Portland, Office of Neighborhood Involvement, neighborhood organizations, business associations, and chambers of commerce

KEY ACTIONS

Establish new models for community engagement and decision making that provide equal access and opportunity to Prosper Portland resources, regardless of level of wealth or influence;

ACTIONS TO DATE

- Created Council for Economic and Racial Equity to advise agency on Equity Policy progress and activities
- Convened Broadway Corridor Steering Committee and Community Engagement Pop-Up Events to broaden awareness and input on development objectives
- Empowered N/NE CDI to advise agency on how to invest \$32M of Interstate TIF resources
- Created year-round Community Budget Committee to more regularly engage on agency projects, initiatives, and budget considerations
- Developed and adopted agency-wide Community Engagement Guidelines to streamline and provide best practice for community engagement
- Partnered with Williams & Russell Project Working Group to gather feedback on future community decision-making strategies through engagement events and survey



Refine and maximize use of web-based and social media tools to inform and engage diverse communities, seek their input, and alert them to potential opportunities;

- Launched redesigned, mobile-friendly website in 2017
- Used Open Gov and Slido.com to solicit public opinion and perspective on Broadway Corridor plan elements
- Used Sprout Social software to manage social media channels, including scheduling posts, interacting with followers, reporting and assigning tasks
- Used Survey Monkey and JotForm to collect input and feedback
- Implemented regular email communications to increasingly broad audience through MailChimp, with an audience growth rate of 320%.




Tell the story of Prosper Portland's racist past and organizational journey into an anti-racist, multicultural organization;

- Completed agency rebrand and adopted name change to Prosper Portland in 2017
- Developed and adopted Equity Framework in 2019
- Revised and adopted Equity Policy in 2019
- Engaged Center for Equity and Inclusion and the Luna Jimenez Institute for Social Transformation to conduct internal staff trainings
- Facilitated 7 Equity Learning Labs in 2019-2020; including: Detour Spotting, Radical Welcome, Moving from Ally to Accomplice
- Developed Team Equity Priorities to guide the work of each internal Team



Outcome 5.4:

COMMUNICATIONS, ENGAGEMENT & COMMUNITY PARTNERSHIP *(Continued)*

Implement a strategic communications plan that highlights those projects and activities, including the work of partners, that support the goals of this strategic plan;	<ul style="list-style-type: none"> • Developed and launched new communications strategy and agency rebrand in 2017 • Developed and implemented project-specific communication strategies that align with the goals of agency strategic plan • Adapted communications strategy to rapidly respond to business need for information and resources in response to pandemic 	
Empower staff to prioritize authentic relationship building with individuals, communities, and partners that help further the goals of this strategic plan;	<ul style="list-style-type: none"> • Encouraged and organized staff to participate at public events representing Prosper Portland • Developed and adopted agency-wide Community Engagement Guidelines to streamline and provide best practice for community engagement • Provide opportunities for staff to engage through book club, learning lunches, and informal gatherings 	
Leverage partnerships with institutional, community, and business organizations to raise awareness and utilization of City and Prosper Portland programs and initiatives; and	<ul style="list-style-type: none"> • Developed collaborative partnership with Business for a Better Portland • Maintaining ongoing relationships with NPN district managers who create connections between agency and local businesses • Working with the We are Better Together campaign to amplify collective impact of city sponsorship • Partnered with Travel Portland to convene My People's Market events 	
Partner with organizations to reach non-native English speaking populations to raise the profile of Prosper Portland loan, grant, and technical service programs.	<ul style="list-style-type: none"> • Offering translation services as part of pre-event registration • Provided in-language listening sessions for COVID business reopening plans • Maintaining ongoing relationship with IRCO for on-demand translation of agency collateral, applications and event notifications • Implemented Spanish-language ad campaign to support agency-led events • Translated new IBRN survey into Russian and Spanish • Pandemic response resources translated into multiple languages • Implementing city guidelines regarding multiple language access 	



Building an Equitable Economy