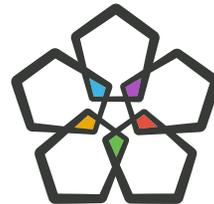


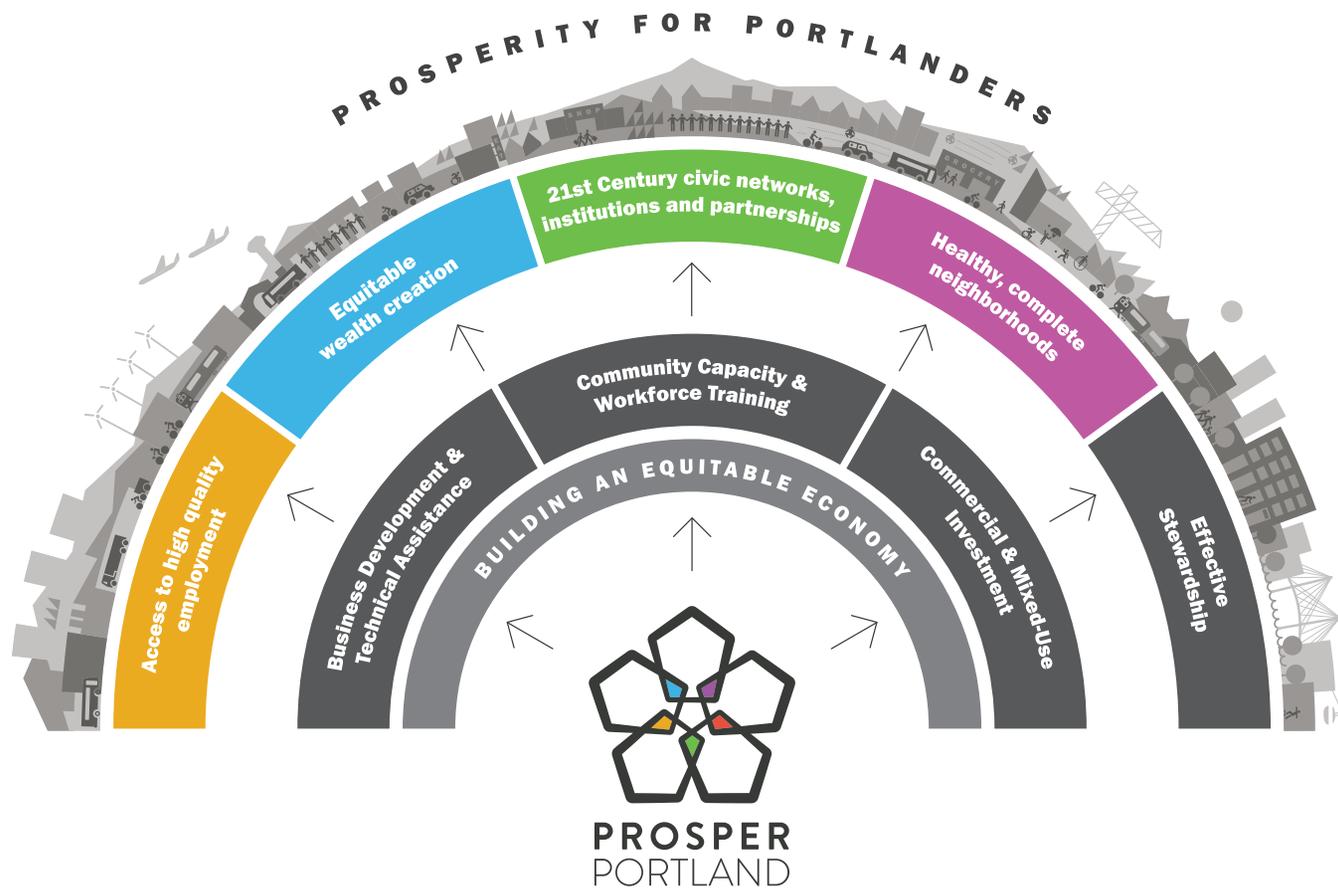
# 2020 STRATEGIC PLAN **STATUS REPORT**



**JAN 2019**



**PROSPER  
PORTLAND**



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# Objective 1 | Create Healthy, Complete Neighborhoods Throughout Portland

## **ACTION**

The activities in this objective focus on:

- Implementing tailored development and place-making approaches within Portland's neighborhoods to reflect each community's unique qualities and interests;
- Building a more equitable, resilient, and adaptable city in the face of economic and natural changes; and
- Applying a community-led, community-driven approach and calibrating investments to ensure diverse communities are able to absorb and benefit from growth without displacement.

## 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.



### 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 through the Lents, Gateway, and Old Town/Chinatown action plans;

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;

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

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.

### ACTIONS TO DATE

- **Advanced and funded four mixed-income, mixed-use projects** in the Lents Town Center
- **Negotiating financing for mixed-income, mixed-use project at 106<sup>th</sup> & Halsey** adjacent to Gateway Discovery Park
- **Acquired Block 25 and 4<sup>th</sup> & Burnside** to prepare for development solicitation
- **Adopted 5-Year N/NE Action Plan** to increase employment and wealth creation opportunities for long-term and returning residents, businesses and property owners; subsequently pursued collaborative, community-driven project at Hill Block.

- **Focused on density, mixed-income housing, commercial affordability** in Lents Town Center redevelopment
- **Launched Commercial Affordability program** at Alberta Commons and 10<sup>th</sup> & Yamhill
- **Addressing energy efficiency market gaps** with PropertyFit
- **Assisted with seismic improvements** at Society Hotel, Phoenix Pharmacy, Overland Warehouse

- **Partnered to fund** Gateway Discovery Park, Killingsworth Street Improvements, Lombard Street Improvements, Foster Road Improvements, Bond Avenue, West Burnside/River District Safety and Access Project
- **Committed resources to fund a bridge** across I-84 that will help complete the city's Green Loop

- **Implemented Alberta Commons CBA commitments** to construction contracting, grocery store workforce hiring, public art and design, community space, supply chain, and retail tenanting

**3.2**  
ACREAGE,  
GATEWAY  
DISCOVERY PARK

**263**  
HOUSING UNITS  
FROM LTC PHASE 1  
DEVELOPMENT

**60%**  
OF LTC PHASE  
1 HOUSING IS  
AFFORDABLE

## 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. These centers are where the region's job growth and innovation happen and are strong indicators of the region's economic and physical health.



### KEY ACTIONS

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

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);

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;

### ACTIONS TO DATE

- **Executed Disposition and Development Agreement with PSU** for campus build-out, including completion of new Business School with ground floor commercial, 4<sup>th</sup> & Montgomery construction, and 4<sup>th</sup> & Lincoln acquisition
  - **Invested in Bond Avenue** improvements to serve OHSU, Knight Cancer Research Building and broader North Macadam district
  - **Supported development of OMSI's master plan** and convened early discussions on public support for build-out
  - **Coordinated with Bureau of Planning and Sustainability** to support Innovation Quadrant growth through Central City 2035 rezoning
  - **Supporting Innovation Quadrant** as board member
- 
- **Acquired ODOT blocks property** and identified development partner
  - **Negotiated development agreement with Zidell Realty** for phased mixed-use, mixed-income project
  - **Completed disposition of Burnside Bridgehead properties** to deliver on mixed-use Framework Plan objectives
  - **Expanded Enterprise Zone** to Central Eastside Industrial District, supported business growth at AutoDesk and Salt & Straw
- 
- **Negotiating MOU** with developer and property owner for 102<sup>nd</sup> & Pacific project
  - **Supporting Human Solutions headquarters expansion** and ground floor retail to 106<sup>th</sup> & Halsey
  - **Proactively conducted business assistance** along Halsey/Weidler & Foster Road corridors prior to infrastructure improvements
  - **Participated in cross-bureau assessment** of mitigation and job creation opportunities in Foster Floodplain

53

TOTAL COMPANIES ENROLLED IN E-ZONE

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

KEY ACTIONS	ACTIONS TO DATE
<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"> <li>• <b>Piloting brownfield remediation</b> program with bureau partners</li> <li>• <b>Continued Enterprise Zone enrollment</b>; 53 total companies enrolled</li> <li>• Board recommended Prosper Portland serve as <b>City’s administrator of Regionally Significant Industrial Sites program</b> to incentivize industrial job growth and recover public investment</li> <li>• <b>Partnered to convey leasehold parcels</b> in Airport Way to commercial, job-creating uses, including Cook Security and Trammel Crow</li> </ul>
<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"> <li>• <b>Joined Mayor’s 2018 delegation</b> to Suzhou to present on Green Cities</li> <li>• <b>Sponsored Vertue Lab Impact Summit</b> (formerly BestFest)</li> <li>• Board adopted revisions and higher standards for agency’s <b>Green Building Policy</b></li> <li>• Board adopted <b>Commercial Property Assessed Clean Energy (PropertyFit) program</b> and closed first two transactions</li> <li>• <b>Supported Hassalo on 8<sup>th</sup></b> integrated neighborhood-level design &amp; energy measures</li> </ul>
<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"> <li>• <b>Piloting public benefits agreement menu</b> for all Enterprise Zone enrollees</li> <li>• <b>Convened development and community partners</b> to begin discussions about a Broadway Corridor Community Benefit Agreement, and tailored public benefit agreements for ODOT Blocks, 102<sup>nd</sup> &amp; Pacific, 4<sup>th</sup> &amp; Burnside, and Block 25</li> </ul>

**8** TOTAL PUBLIC BENEFIT AGREEMENTS SIGNED BY E-ZONE COMPANIES

**97** COMMITMENTS IN E-ZONE PUBLIC BENEFIT AGREEMENTS

## Outcome 1.3: REGIONAL ASSETS

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



### KEY ACTIONS

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;

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

### ACTIONS TO DATE

- **Acquired U.S. Postal Service site** for 13-acre job-focused redevelopment opportunity in the central city
- **Convened Broadway Corridor Steering Committee**, completed Framework plan (including CC 2035 entitlements), initiated master planning
- **Relocated USPS processing and distribution facilities**, engaged in search for new retail site
- **Supporting City in coordinating community development objectives with ODOT improvements** to Rose Quarter
- **Provided land and investment to support long-desired Convention Center Hotel** with related garage and ground floor activation
- **Secured federal grant** to advance track and building improvement assessments at Union Station
- **Co-invested** in Gateway Discovery Park, Lents Park, Paul Bunyan statue, Rosewood Initiative headquarters improvements and Lents community mural
- **Provided Community Livability Grants (CLG)** to Chinatown Museum, Lan Su Chinese Garden, OTCT Employment Access Center, OMSI early childhood education, Milagro Theater, Blazers Boys & Girls Club, Allen Temple, Chinatown Gate, Wisdom of the Elders, Oregon Tradeswomen
- **Provided loan to SEI** for acquisition of Gordly House as African American cultural center
- **Provided technical assistance and support** to renovate historic Phoenix Pharmacy on SE Foster Road

# \$2,600,000

IN COMMUNITY LIVABILITY  
GRANTS AWARDED TO PRIORITY  
NEIGHBORHOOD PROJECTS

## Outcome 1.3: REGIONAL ASSETS (Continued)

KEY ACTIONS	ACTIONS TO DATE
<p>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;</p>	<ul style="list-style-type: none"> <li>• <b>Provided interim district parking</b> at ODOT Blocks</li> <li>• <b>Invested in Convention Center Hotel garage parking</b> to serve new hotel and broader Rose Quarter</li> <li>• <b>Supported Lloyd EcoDistrict energy plan</b> and solar on Oregon Convention Center</li> <li>• <b>Supported OHSU district utility system expansion</b> (climate positive nominee for C40)</li> <li>• <b>Provided PSU with EDA grant funding</b> for utility system improvements</li> </ul>
<p>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</p>	<ul style="list-style-type: none"> <li>• <b>Invested in completion of Leach Botanical Gardens</b> master plan and buildout</li> <li>• <b>Supported Cully Park and Gateway Discovery Park</b> through co-investment with Parks Bureau</li> <li>• <b>Provided CLG funds</b> to Zenger Farms Urban Grange, Portland Mercado</li> <li>• <b>Completed Foster Lents Floodplain Initiative</b> with bureau partners to identify mitigation and business development opportunities</li> </ul>
<p>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.</p>	<ul style="list-style-type: none"> <li>• <b>Convened development and community partners</b> to begin discussions about a Broadway Corridor Community Benefit Agreement</li> <li>• <b>Supported Project Labor and Apprenticeship Agreements</b> on Convention Center Hotel, Gladys McCoy Health Department Headquarters, and South Waterfront Central District</li> </ul>

# #1

LEVEL OF SUSTAINABILITY CERTIFICATION (PARKSMART GOLD) THAT OCC GARAGE IS AIMING TO ACHIEVE



## Objective 2 | Access to High Quality Employment for Portland Residents

### **ACTION**

The activities in this objective focus on ensuring inclusive economic 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.

## 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.



### KEY ACTIONS

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

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

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;

### ACTIONS TO DATE

- **Established key initiatives in each cluster** including Ecocapital Connections (Green Cities), A&O Young Professionals and Peer to Peer (A&O), TechTown (Software) and Oregon Manufacturing Extension Partnership (Advanced Manufacturing)
- **Currently revisiting cluster action plans** to evaluate existing programming and further integrate equity work
- **Made public benefit agreements mandatory** for Enterprise Zone program; 8 companies have signed PBAs
- **Developing agency-wide use of public benefits** for procurement, business and real estate lending
- **Implemented Greater Portland Global** with Athletic & Outdoor, Green Cities, and Metals & Machinery industry clusters, making international trips in partnership with Travel Portland, Business Oregon, GPI and Port of Portland
- **Re-established ties with Japan and Germany** and supported Foreign Direct Investment attraction in other key markets through partners (Canada, Mexico, UK)
- **Centered international trade activities in other markets** on cluster-specific needs and assets (e.g., Green Cities work in Thailand and China)

**3,567** JOBS GENERATED FROM RELOCATIONS, EXPANSIONS AND FOREIGN DIRECT INVESTMENT

## Outcome 2.1: QUALITY JOB GROWTH (Continued)

### KEY ACTIONS

Align public sector programs, financial tools, and physical assets to leverage city-wide innovation priorities such as the Innovation Quadrant, OHSU's Knight Cancer Challenge, and emerging cross-sector opportunities like "Internet of Things" and health technology;

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

Partner with GPI, 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

### ACTIONS TO DATE

- **Supported Innovation Quadrant** through acquisition and developer solicitation for ODOT Blocks, investments in Bond Avenue in North Macadam, and E-Zone boundary expansion to include the Central Eastside Industrial District
- **Supported the Central Eastside Industrial Council** in establishing an Enhanced Services District
- At the direction of the Mayor's Council of Economic Advisors, **launching comprehensive program to increase private-sector participation** in addressing economic and workforce development challenges, particularly for communities of color.
- **Implemented updated Enterprise Zone policy**, increasing minimum employee compensation and requiring Public Benefit Agreements in exchange for tax benefits.
- Participated in **South Waterfront Apprenticeship Oversight Committee**
- **Supported pop-up shops and foreign direct investment** program in Japan
- **Increased awareness of Portland and its diverse businesses** through partnerships with Travel Portland and Business Oregon

## Outcome 2.2: BUSINESS VITALITY

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



### KEY ACTIONS

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

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

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;

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

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

### ACTIONS TO DATE

- **Cluster leads completed 368 visits** to companies in FY 2017-18, most of which offer middle-wage employment opportunities
- **Provided consultations to advanced manufacturing firms** with Oregon Manufacturing Extension Partnership via OMEP's Smart Talent Program to increase efficiencies and training practices
- **Visited Japan (popups), Mexico (Green Expo) and Germany** to aid companies in business development
- **Worked with Adidas, JLR, Daimler** and other anchors regarding expansion
- **Organized 2018 Urban Manufacturing Report** to investigate and identify challenges to growth for Portland-based small and mid-sized manufacturers
- Participated in **2017 statewide Athletic & Outdoor Industry strategy**
- **Worked with Travel Portland, local hotels and supermarkets, and Kaiser Healthcare** on Mercatus partnership

6

COUNTRIES VISITED,  
COORDINATED BY STAFF  
FOR CLUSTER FIRMS

1,088

TOTAL VISITS BY  
STAFF TO CLUSTER  
COMPANIES

## Outcome 2.3: ACCESS TO CAREER-PATH EMPLOYMENT

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



### 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;

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;

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

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.

### ACTIONS TO DATE

- **Using Enterprise Zone program** as main vehicle for expansion and recruitment of private employers with quality jobs.
- **Recruited Amazon distribution center** to Rivergate/Portland Harbor
- **Committed funding for affordable commercial projects** — Alberta Commons, 10th & Yamhill and Lents Commons — all near transit.
- **Invested in Orchards of 82<sup>nd</sup>**, a mixed-use shared space project with affordable homes and APANO's headquarters
- **Supported transit and transportation investments** in Columbia Corridor, ODOT Blocks, Freeway Lands, Gateway Transit Center, and Division BRT through planning and updated E-Zone policy
- **Established Workforce Navigators** in SE and for manufacturing firms to connect employers to talent
- **Required public benefits agreements** for all new Enterprise Zone firms
- **Worked with TriMet to expand the reduced fare program** for low-income riders to get to regional employers within Neighborhood Prosperity Network.
- **Partnered with Mayor's Office, Worksystems, and Council of Economic Advisors** to deepen workforce investments
- **Funded Economic Opportunity Program** to support adult and youth workforce development
- Participated in Construction Career Pathways Project with Metro and other partners
- Implemented Alberta Commons CBA workforce objectives

**\$274M**

GOODS PURCHASED  
W/IN CITY BOUNDARIES  
BY E-ZONE COMPANIES

**1,079**

PEOPLE SERVED, ON AVERAGE,  
THROUGH EOP PROGRAM;  
61% ARE PEOPLE OF COLOR



## Objective 3 | Foster Wealth Creation within Communities of Color and Low-Income Neighborhoods

### **ACTION**

The activities in this objective focus on promoting wealth creation by increasing the diversity of high-growth firms, improving the success rate and growth trajectory of local small businesses, increasing opportunities for property ownership among underserved populations, and ensuring Prosper Portland's construction and redevelopment projects support the growth of minority-owned construction and development firms.

**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.



**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;

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

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.

**ACTIONS TO DATE**

- **Launched Mercatus** as online platform & directory, currently features 350 businesses & related storytelling events
- **Introduced My People's Market**, held three subsequent markets drawing 1000s
- **Partnered with PIE** to provide accelerator services similar to Startup PDX Challenge
- **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
- **Launched Inclusive Business Resource Network** (IBRN) to deliver critical services through 16 partners to businesses owned by women and people of color
- **Supported PSU BOP** delivery of Increase Project, serving 20-30 businesses/year
- **Launched Cannabis Business Development Program** with initial grants to 10 businesses
- **Donated former Jasmine block property** to support development 4th and Montgomery at PSU
- **Invested in Karl Miller Center** at PSU's business school

**17** INCLUSIVE STARTUP FUND INVESTMENTS IN FIRMS LED BY PEOPLE OF COLOR

**8K** TOTAL ATTENDEES AT 3 MY PEOPLE'S MARKETS

**600+** BUSINESSES SERVED PER YEAR THROUGH IBRN

### Outcome 3.2: BUSINESS GROWTH

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



#### 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;

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

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

#### ACTIONS TO DATE

- **Introduced Affordable Commercial Tenanting program** at Alberta Commons, Lents Commons, and 10th & Yamhill
- **Co-invested with MESO** to provide 75 mini micro-loans to priority businesses
- **Delivered new market opportunities** through Mercatus/ My Peoples Market
- **Partnering with Mayor's Office, Worksystems and Council of Economic Advisors** on priority inclusive business growth opportunity
- **Collaborated with Travel Portland to develop procurement relationships** between tourism industry and local businesses owned by people of color
- **Serving 600+ businesses/year** through Inclusive Business Resource Network (IBRN)
- **Offered equity training** to IBRN providers to delivery culturally appropriate assistance

No action to date

# 34,700

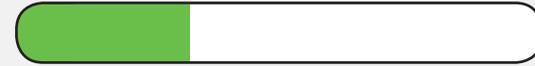
TOTAL SQ. FT. OF AFFORDABLE COMMERCIAL SPACE AT 4 PROJECT LOCATIONS

# 4

SITES OFFER AFFORDABLE COMMERCIAL TENANTING

### Outcome 3.3: PROPERTY OWNER DEVELOPMENT

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



#### 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

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

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.

#### ACTIONS TO DATE

- **Launching long-term property owner (LTPO) navigator program** as part of N/NE Community Development Initiative
- **Piloted LPTO project assistance program** with eight owners in ICURA, OTCT, Lents; (moving forward with Chinatown Museum, Phoenix Pharmacy)
- **Provided pre-development grant** to developer of color in CES
- **Launched Portland Mercado** in partnership with Hacienda CDC
- **Advanced predevelopment of Old Fire Station** with developer of color
- **Supported Living Cully's and Hacienda CDC's Las Adelitas** project with acquisition assistance and funding applications
- **Provided financial resources and technical support** for build-out of Rosewood Initiative headquarters

No action to date

- **Supporting tenants** at Lents Commons, 10th & Yamhill, Alberta Commons with TI assistance, marketing, affordable rents
- **Aligning Pop-Up work with equity goals**, partnership w/MESO, Blanchet House
- **Created and seeded** Neighborhood Prosperity Initiative Opportunity Fund
- **Created Prosperity Investment Program** with lens and focus on wealth creation opportunities for long time property owners and people of color
- **Created program to offer small loan** as PIP match 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.



### KEY ACTIONS

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

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;

Direct bid all Prosper Portland-owned projects under existing legal thresholds to certified firms;

Address potential financial and construction challenges with creative solutions for projects that are prime contracted by under-represented populations; and

Undertake a new disparity study to provide the most intentional and proactive business equity program possible.

### ACTIONS TO DATE

- **Completed design and construction of Alberta Commons and Nelson Building**, led by minority-owned general contractors
- **Provided technical grant assistance** to NAMCO and MCIP
- **Partnering with OAME and City of Portland** to develop and fund Prime Developer Program
- **Secured alternative contracting process** for Nelson tenant improvements
- **Conducted alternative CM/GC process** for cost estimating and construction coordination for improvements to Old Fire Station
- **Solicited bids** for Nelson roof repairs and Mason Ehrman Building tenant improvements only from minority-owned businesses
- **Expanded use of certified firms** to provide property management services. Increased use of certified firms by 45%
- **Promoted connections and networking** via Mercatus and My People’s Market events
- **Scoping in progress** with public partners
- **Instituted data transparency** on business & workforce equity via website updates

# \$152M

AWARDED TO DMWESB CONTRACTORS ON PROSPER PORTLAND OWNED OR SPONSORED PROJECTS



## Objective 4 | Form 21st Century Civic Networks, Institutions and Partnerships

### **ACTION**

The activities in this objective seek to strengthen and, in some cases, redefine the partnerships and networks required to address the most pressing issues—education, workforce development, neighborhood affordability, and infrastructure—that serve as impediments to 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.

## 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.



### KEY ACTIONS

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;

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;

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;

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

Collaborate with GPI, 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.

### ACTIONS TO DATE

- **Partnered with WSI** to launch Connect to Careers youth program
- **Supported WSI's youth program transition** to NextGen and co-invest in service delivery
- **Placed Workforce Navigators** in Jade District/Division-Midway Alliance, Rosewood Initiative, and Our 42<sup>nd</sup> Ave/Cully Blvd. Alliance Neighborhood Prosperity districts
- **Launched St. John's** Workforce Navigator
- Participated in **Metro Construction Career Pathways Project**
- **Initiated a Manufacturing Workforce Navigator** to deepen connections with manufacturing industry and provide a pipeline for people of color into a middle-wage jobs
- **Partnered with and provided grant funding** to Emerging Leaders Institute
- **Supported WSI's Summerworks Youth Job Fair** and Wex-y (Work Experience for Youth) program to help low-income underrepresented youth find work experiences
- **Partnered with GPI** to respond to Amazon second headquarters RFP; offered Broadway Corridor opportunity site with no public subsidy

**Outcome 4.2:**  
**AFFORDABILITY & NEIGHBORHOOD SOLUTIONS**

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



**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

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

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.

**ACTIONS TO DATE**

- **Co-invested with PHB** to deliver on significant mixed-income housing in Lents Town Center
- **Co-acquired USPS site** to deliver on mixed-income housing at Broadway Corridor
- **Launched Affordable Commercial Tenanting Program** at Lents Commons, Alberta Commons, and 10th & Yamhill; exploring options at 106th & Halsey
- **Negotiating with PHB** and development partner for mixed-income housing at 106th & Halsey
- **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., OTCT, Lents, Gateway, N/NE), and Rose Quarter

**\$97.7M**

AMOUNT SET ASIDE TO  
PORTLAND HOUSING BUREAU

### 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.



#### KEY ACTIONS

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;

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

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; and

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.

#### ACTIONS TO DATE

- **Launched workforce navigator program** to tailor technical assistance and job placement services to priority NPN districts
- **Created and seeded** the Neighborhood Prosperity Initiative Opportunity Fund
- **Convened conversations with NPN district managers** on new/expanded TIF districts
- **Enlisted grant writer** to assist NPNs on resource development activities
- **Partnered with Venture Portland, Old Town / Chinatown Community Association and Lents Grown** to deliver support to neighborhood business districts across the city
- **Board approved Neighborhood Prosperity Initiative Opportunity Fund**; closed on one loan
- **Established Portland Community Investment Fund** to apply for federal New Markets Tax Credits
- **Hosted equity trainings** for all NPN partners

## 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.



### KEY ACTIONS

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

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;

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

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.

### ACTIONS TO DATE

- **Working with BPS on 2020 update** to Climate Action Plan
- **Supported Lloyd District energy plan** and OCC solar
- **Participating on multi-bureau Smart Cities Steering Committee;** seeking private sector partnerships through application process
- **Recruited Reach Now** from SF to deploy car-sharing program & funded EV charging station in CES
- **Working closely with BPS to implement city's Electric Vehicle Strategy** to generate jobs & local business development
- **Provided/coordinated testimony to City Council** on 100% renewable policy, fossil fuel resolution
- **Supporting urban delivery pilot with UPS** using 2 local low-carbon providers
- **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, branded the program PropertyFit, and closed first loan; actively seeking applications.
- **In conversations with other jurisdictions regarding expansion** of PropertyFit outside of Multnomah County
- **Expanded legislative authority** to include energy conservation, renewable energy, water conservation and seismic resiliency as eligible improvements.
- **Working with the City to evaluate feasibility of creating FAR transfer bank,** brownfields tax exemption program and seismic retrofit tax exemption program



## **Objective 5 | Operate an Equitable, Innovative and Financially Sustainable Agency**

### **ACTION**

The activities under this objective are intended to ensure that Prosper Portland operates in a manner consistent with the values of this plan and the expectations of the public. Prosper Portland must become a leader in instilling equity into all facets of its operations, exercise transparent and accountable stewardship of its public resources, incorporate best practices in management and operations, and value and support employees through training and leadership development.

**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.



**KEY ACTIONS**

Complete Prosper Portland transition to an Anti- Racist Multicultural organization through implementation of the equity action plan developed according to the Crossroads paradigm;

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

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

**ACTIONS TO DATE**

- **Completed trainings** with Crossroads
  - Completed **2015 Equity Action Plan**
  - **Engaged with Center for Equity and Inclusion and Kapwa Consulting** for all staff trainings
- 
- **Currently 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 our 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.
- 
- **Engaged with Center for Equity and Inclusion** to identify and name a culture of learning, inclusion, trust and communication
  - **Revised 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.
  - **Providing more opportunities for staff input** and collaboration.
  - **Continuing to create a learning environment** by offering trainings on how to organize and accomplish our 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.



**KEY ACTIONS**

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

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;

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

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

**ACTIONS TO DATE**

- **Receive annual certificate of excellence** for Comprehensive Annual Financial Report
- **Received international recognition** for A&O Peer to Peer Program (IEDA award)
- **Launched new individual work plan template** to explicitly align with Strategic Plan, equity outcomes, and Financial Sustainability Plan goals
- **Implemented MS Dynamics AX** to reduce cost and right-size financial system
- **Implemented Office 2016 upgrade** to optimize work tools available in the Office365 suite
- **Upgraded analog phone system** to Voice over IP (VOIP)
- **Continued virtualization** of server room environment to minimize IT infrastructure costs (currently 70% virtualized)
- **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
- **Selected and launched Yardi** as asset management tool
- **Revising Real Estate Policies and 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.



**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;

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

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

**ACTIONS TO DATE**

- **Adopted Ten Year Financial Sustainability Plan** by Board action in July 2018
- **Created Portland Community Investment Fund** to apply for New Markets Tax Credits; 2018 application award pending
- **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 MESO’s mini micro-loan program** to support small businesses
- **Selected and implemented Yardi** to track capital and property obligations on agency-owned assets
- **Creating property plan reports** for all Prosper Portland assets in portfolio to guide disposition strategy
- **Created Strategic Capital Improvement Consultant** as limited term position to identify new and revised financial assistance products

**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.

**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;

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;

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

Implement a strategic communications plan that highlights those projects and activities, including the work of partners, that support the goals of this strategic plan;

Empower staff to prioritize authentic relationship building with individuals, communities, and partners that help further the goals of this strategic plan;

**ACTIONS TO DATE**

- **Created Council for Economic and Racial Equity** to advise agency on Social Equity Policy progress and activities
- **Convened Broadway Corridor Steering Committee** and public engagement well in advance of development
- **Launched redesigned, mobile-friendly website**
- **Using Open Gov and Slido.com** to solicit public opinion and perspective on Broadway Corridor plan elements
- **Using Sprout Social software to manage social media channels**, including scheduling posts, interacting with followers, reporting and assigning tasks
- **Completed agency rebrand and adopted name change** to Prosper Portland by board action in May 2017
- **Engaged CEI** to conduct internal trainings
- **Developed and launched new communications strategy** and agency rebrand
- **Encouraged & organized staff to participate at public events** representing Prosper Portland

**Outcome 5.4:  
COMMUNICATIONS, ENGAGEMENT & COMMUNITY PARTNERSHIP (Continued)**

**KEY ACTIONS**

Leverage partnerships with institutional, community, and business organizations to raise awareness and utilization of City and Prosper Portland programs and initiatives; and

Partner with organizations to reach non-native English speaking populations to raise the profile of Prosper Portland loan, grant, and technical service programs.

**ACTIONS TO DATE**

- **Developed collaborative partnership with Business for a Better Portland.** BBPDX has advocated for additional general funds dollars for agency Ec. Dev. work
- **Maintaining ongoing relationships with NPI district managers** who create connections between agency and local businesses

- **Offering translation services** as part of pre-event registration.
- **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



# Measures of Success

The Prosper Portland Strategic Plan goal and objectives will be evaluated on the following indicators of success at the end of the five-year plan. These high-level metrics measure not only Prosper Portland's efforts but the collective impact of public and private partners.

# MEASURES OF SUCCESS

5 OBJECTIVES: ■ NEIGHBORHOODS ■ JOBS ■ PROSPERITY ■ PARTNERSHIP ■ EQUITABLE, FINANCIALLY SUSTAINABLE AGENCY

MEASURE	BASELINE	TARGET	UPDATE
<span style="color: purple;">■</span> <b>Prosperous Households</b> <span style="color: orange;">■</span> Increase the percentage of households at or above self-sufficiency to 68% by 2020	63%	68%	65.9% <sup>1</sup>
<span style="color: purple;">■</span> <b>Complete Neighborhoods</b> 70% of Portland households live in complete neighborhoods by 2020	63.7%	70.0%	65.5%
<span style="color: purple;">■</span> <b>Thriving Economic Core</b> Maintain the Central City as a vital regional employment hub with at least 33% of Portland's jobs	33%	33%	33.2%
<span style="color: purple;">■</span> <b>Mixed-Income Communities</b> By 2020, reduce the number of Portland households living in high-poverty neighborhoods by 50% without promoting displacement	24,709	50% Reduction	21,646
<span style="color: purple;">■</span> <b>Healthier East Portland</b> Increase resident satisfaction in East Portland to 80%	64%	80%	N/A <sup>2</sup>
<span style="color: purple;">■</span> <b>Environmental and Human Health</b> Reduce local per capita carbon emissions to 52% below 1990 levels by 2020.	35%	52%	41%
<span style="color: orange;">■</span> <b>Quality Economic &amp; Job Growth</b> Increase percent of workforce in Multnomah County earning at least a middle wage to 48% by 2020	45%	48%	48.90%
<span style="color: orange;">■</span> <b>Equitable Job Access</b> Close the unemployment rate gap between white workers and workers of color by 2020	7.5% - White 8.3% - POC <sup>3</sup>	Close gap	4.5% - White 5.2% - POC
<span style="color: orange;">■</span> <b>New Middle-Wage Jobs</b> Create 13,000 new middle wage jobs in Multnomah County by 2020, with significant net job growth adjacent to low-income neighborhoods by 2020	100,008 total	13,000 new	17,088 new
<span style="color: orange;">■</span> <b>New Middle-Wage Jobs in East Portland</b> Create new middle wage jobs in East Portland at a rate comparable to or greater than Multnomah County as a whole.	7% - E. Portland 9% - Mult. County	Equal or greater	7.8% - E. Portland 6.9% - Mult. County

■ AHEAD ■ ON TRACK

<sup>1</sup> Methodology changes to the 2014 standard  
<sup>2</sup> City of Portland Community Survey has been discontinued  
<sup>3</sup> Data source discontinued (ACS 3-year Estimates). Re-established baseline and updates to 1-year estimates

# MEASURES OF SUCCESS

5 OBJECTIVES: ■ NEIGHBORHOODS ■ JOBS ■ PROSPERITY ■ PARTNERSHIP ■ EQUITABLE, FINANCIALLY SUSTAINABLE AGENCY

MEASURE	BASELINE	TARGET	UPDATE
<span style="color: orange;">■</span> <b>Global Investment/Connections</b> Increase employees in regional foreign-owned establishments by 3,686 jobs (8.9%) by 2020	41,314	3,686 increase	N/A <sup>4</sup>
<span style="color: green;">■</span> <b>Business Owner Diversity</b> Increase percentage of small businesses registered in Multnomah County founded or owned by women or people of color by 2020	TBD	TBD	N/A <sup>5</sup>
<span style="color: green;">■</span> <b>Equitable Access to Capital</b> Increase investment in startups registered in Multnomah County founded, owned by or employing top executives that are women to 50% of all deals by 2020; increase investment in startups founded, owned or with top executives that are people of color by 500% by 2020	19% Female 10% Asian & East Indian 2% African-American 1% Latinx	50% all deals woman owned or led startups Increase investment by 500% in POC funded or led startups	<b>58% of VC investments in Multco went to startups owned by/employing women as execs.</b>  <b>18 deals in 2018 for companies founded by or employing POC as execs (vs. 11 deals in 2015)</b>
<span style="color: green;">■</span> <b>Profitable/Thriving Local Businesses</b> Raise annual income of Sole Proprietors by 3% over 5-year period	Average income: \$25,254	Raise annual income by 3%	N/A <sup>6</sup>
<span style="color: green;">■</span> <b>Increased Wealth &amp; Assets among People of Color</b> Reduce gap in Multnomah County between households that are people of color and homeowners that are people of color from 6.6 to 5.4 percent.	22.5% Households <sup>7</sup> 15.9% Homeowners 6.6% Gap	Reduce gap to 5.4%	<b>23.7% Households</b> <b>18.1% Homeowners</b> <b>5.6% Gap</b>
<span style="color: grey;">■</span> <b>Sustainable Agency Resources</b> Increase percentage of non-TIF resources to 75% of annual operating budget by 2020	50%	75%	75%
<span style="color: grey;">■</span> <b>Equitable Agency Practices/Multi-Cultural Anti-Racist Institution</b> Increase diversity of Prosper Portland workforce to 30% of both total employees and managers by 2020	21%	30%	28%
<span style="color: grey;">■</span> <b>Strong Customer Satisfaction</b> Establish and increase customer satisfaction rate in Prosper Portland services	TBD	TBD	N/A

<sup>4</sup> Data source (Brookings) has been discontinued

<sup>5</sup> No identified source for baseline creation and updates

<sup>6</sup> No identified source for updates

<sup>7</sup> Re-established baseline and updates to 1-year estimates to be consistent with other county-wide measures

■ ON TRACK  
■ AHEAD