

# **Requested Budget FY 2020-21**

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Prosper Portland  
222 NW Fifth Avenue  
Portland, OR 97209-3859  
(503) 823-3200





Office of Mayor Ted Wheeler  
City of Portland

TO: Commissioner Chloe Eudaly  
Commissioner Amanda Fritz  
Commissioner Jo Ann Hardesty

FROM: Mayor Ted Wheeler 

DATE: January 29, 2020

RE: Prosper Portland FY 2020-21 Requested Budget

Attached is the Prosper Portland fiscal year (FY) 2020-21 Requested Budget. The request includes:

- Community Budget Committee letter on priorities
- Organization Chart
- Prosper Portland Overview
- Prosper Portland Financial Summary
- Joint Letter on Community Development Mitigating Displacement
- Prosper Portland General Fund Program Offers
- Prosper Portland Direction to Develop packages
- Summary of Tax Increment Districts/Other Funds
- Five-Year Tax Increment Districts and other funds
- Budget Equity Assessment Tool

Following is Prosper Portland's FY 2020-21 Requested Budget totaling \$204 million in expenditures. Staff created the Requested Budget between September 2019 and January 2020 in alignment with Prosper Portland's Strategic Plan and FY 2020-21 draft agency-wide work plan and initial budget direction from my office. The budget also aligns with Prosper Portland's Financial Sustainability Plan that was adopted by the Prosper Portland Board of Commissioners (Board) in July 2018.

The Requested Budget is balanced using 1) the latest updates on projects and programs from Tax Increment Financing (TIF) District action plans, 2) the latest TIF forecasts developed in conjunction with debt management staff at the City Office of Management and Finance, 3) the City Budget Office's current service level funding of General Fund resources for economic development, and 4) updated estimates for loan portfolio and property income revenues. Four additional forecast years are included for most funding sources, providing a Five-Year Forecast between FY 2020-21 and FY 2024-25.

The FY 2020-21 Requested Budget includes 82.7 Full Time Equivalents and 6.8 Limited Term Positions for a total of 89.5 staff positions. The full Five-Year Forecast includes a gradual reduction of staff to 78 total positions by FY 2023-24.

Draft budget decisions in TIF District funds for FY 2020-21 and the Five-Year Forecast are guided by the Prosper Portland Strategic Plan goals and the following action plans and budget priorities identified through individual community-based outreach:

- **North/Northeast Community Action Plan:** Ongoing investment of \$32 million in remaining Interstate Corridor TIF resources on small business and long-time property owner assistance, community livability grants, and a cultural business hub(s).
- **Gateway Action Plan:** Ongoing investment of remaining TIF resources in the Gateway Regional Center TIF District including business investments in the Halsey/Weidler corridor, mixed-use development of the Gateway Transit Center, and infrastructure investments in Central Gateway.
- **Lents Action Plan:** Ongoing investment of remaining resources in the Lents Town Center TIF District, including the 92<sup>nd</sup> and Harold development, long-term property owner assistance, Prosperity Investment and Community Livability Grants, and quality job growth.
- **Old Town/Chinatown Action Plan:** Ongoing investment within River District and Downtown Waterfront TIF Districts for small business vitality, culturally specific redevelopment opportunities, and historic preservation.
- **Broadway Corridor Development Planning and Master Plan:** Investments within the River District TIF District for asset management of the existing USPS site and site preparation for development in alignment with extensive community and Steering Committee input.
- **Oregon Convention Center:** Planning, investment and continued asset management on Prosper Portland held assets including Inn at the Convention Center, the Convention Center Hotel Garage, and the Action Sports Building.
- **Central Eastside:** Investment in industrial and employment growth at ODOT Blocks and in partnership with OMSI on the OMSI Master Plan.
- **North Macadam:** Implementation of partnership agreement with PSU, new transportation and greenway infrastructure to support South Waterfront growth, and investments in office, housing, innovation, and job growth including via partnership with OSHU.
- **Housing Set Aside:** Ongoing implementation of the Housing Set Aside Policy providing a total of 45 percent of all new TIF Debt Proceeds, totaling \$124 million over the next five years.

Prosper Portland's General Fund request prioritizes resources essential to implement Prosper Portland Strategic Plan goal of building an equitable economy. The budget request includes four Program Offers that align ongoing funds to continue existing service levels for the Inclusive Business Resource Network, Workforce Development, Neighborhood Prosperity Network, and Traded Sector business development. A one-time add package is requested for Prosper Portland's portion of the joint bureau request for Community Development Mitigating Displacement in Portland. One-time packages are also requested





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for Prosper Portland's Superfund allocation and the Portland Film Office. The funding requests represent 50% of the total programming planned for each effort, with 50% coming from funds other than General Fund.

Prosper Portland reviewed the FY 2020-21 draft budget with its approximately 20-member Community Budget Committee (CBC), whose members represent a diverse array of geographic, industry sector, and community stakeholders. The CBC's letter of recommendation on the Requested Budget is included in this package. Staff, stakeholders, and Prosper Portland Board members are aligned on key TIF District project budget decisions and General Fund decision packages.

Like previous years, Prosper Portland's total budget is divided across three business lines (Economic Development, Infrastructure, and Property Redevelopment) for all funding sources that include major redevelopment and economic development activities, lending programs, and grant programs that further Prosper Portland's Strategic Plan goals. All Housing Set Aside resources that are transferred to the Portland Housing Bureau are accounted for within the Housing category.

Staff will continue to review the Requested Budget with stakeholders, the Prosper Portland Board, and City Council through April, and any adjustments to estimates or changes in prioritizations will be incorporated into the Proposed Budget that will be reviewed by City Council in May.



**Prosper Portland  
FY 2020-21 Requested Budget**

| <b>Table of Contents</b>  | <b>Page</b> |
|---|-------------|
| <b>Budget Advisory Committee Letter</b>                         | <b>1</b>    |
| <b>Prosper Portland Financial Summaries</b>                     |             |
| Organization Chart  | 8           |
| Bureau Summary  | 9           |
| Financial Summary   | 11          |
| Staffing and Administrative Overview                            | 12          |
| <b>Prosper Portland Overview and General Fund Programs</b>      |             |
| <b>Program Offers</b>   |             |
| Inclusive Entrepreneurship                                      | 13          |
| Neighborhood Prosperity Network                                 | 17          |
| Adult and Youth Workforce Development                           | 20          |
| Traded Sector Economic Development                              | 23          |
| <b>Performance Measure Report</b>                               | <b>27</b>   |
| <b>Direction to Develop</b>                                     | <b>30</b>   |
| Portland Film Office  | 31          |
| Portland Harbor Cleanup   | 32          |
| Priority Issue 6: Community Development Mitigating Displacement | 33          |
| <b>Fund Summaries / Five-Year Forecast</b>                      |             |
| General Fund  | 38          |
| Other Federal Grants (EDA Loan Fund)                            | 40          |
| HCD Contract Fund (CDBG EOI)                                    | 41          |
| Community Opportunities & Enhancements Program (COEP) Fund      | 42          |
| Enterprise Zone Fund  | 43          |
| Ambassador Program Fund   | 44          |
| Airport Way TIF   | 45          |
| Central Eastside TIF  | 46          |
| Convention Center TIF   | 48          |
| Downtown Waterfront TIF   | 50          |
| Gateway TIF   | 51          |
| Interstate Corridor TIF   | 52          |
| Lents Town Center TIF   | 54          |
| Neighborhood Prosperity Initiative (NPI) TIF                    | 56          |
| North Macadam TIF   | 57          |
| River District TIF  | 58          |
| South Park Blocks TIF   | 60          |

|   |           |
|---|-----------|
| Willamette Industrial TIF               | 61        |
| Enterprise Loans Fund                   | 62        |
| Business Management Fund                | 63        |
| Internal Service Fund (Risk Management) | 64        |
| <b>Fee Schedule and Review</b>          | <b>65</b> |
| <b>Budget Equity Assessment</b>         | <b>68</b> |



**Community Budget  
Committee Co-Chairs**

**Duncan Hwang** Asian Pacific  
American Network of Oregon

**Johanna Brickman** VertueLab

**Community Budget  
Committee General  
Membership**

**Arlene Kimura** Hazelwood  
Neighborhood Association

**Ashley Henry** Business for a  
Better Portland

**Bryson Davis** Williams &  
Russell Project Working Group

**Cara Snow** Technology  
Association of Oregon

**Corky Collier** Columbia  
Corridor Association

**Dan Zalkow** Portland State  
University

**Gwen Thompson** N/NE  
Community Development  
Initiative

**Helen Ying** Old Town  
Community Association

**James Paulson** Worksystems,  
Inc.

**Jenny Glass** The Rosewood  
Initiative

**Juliana Lukasik** Central  
Eastside Industrial Council

**Kari Naone** TiE Oregon

**Michael Harrison** Oregon  
Health & Science University

**Oscar Arana** Native American  
Youth and Family Center

**Owen Ronchelli** Go Lloyd

**Rana Uzzaman** Council for  
Economic & Racial Equity

**Sabina Urdes** Lents  
Neighborhood Association

January 29, 2020

Kimberly Branam  
Executive Director  
Prosper Portland

We, the members of the Prosper Portland Community Budget Committee (Committee), are pleased to submit this letter to accompany submission of the Prosper Portland Requested Budget for fiscal year (FY) 2020/21. The Committee met seven times to become acquainted with the breadth of Prosper Portland's work, understand the trajectory and implementation of the agency's Strategic Plan, review the Mayor's priorities, discuss draft Prosper Portland work plans, and scrutinize draft budgets for the City of Portland's General Fund and Tax Increment Finance (TIF) districts. Before getting to the budgets themselves, we would like to take the opportunity to provide a statement of Committee values and feedback on the broader budget process.

**Community Budget Committees Statement of Values**

The Committee appreciates Prosper Portland's focus on equity, formalized in the agency's Strategic Plan and Equity Framework. The Committee kept the values of impact to communities of color, community benefits and outcomes, and financial sustainability and effective stewardship at the center of budget discussions.

**Prosper Portland Budget Process**

At the conclusion of last year's budget process, staff engaged the Committee on how the process could be improved. The following were the Committee's main comments and recommendations:

1. Attending meetings solely in December and January does not give Committee members enough time to understand the nature of the agency's work. In response, staff have created a **year-long budget process** to improve Committee members' experience.
2. Given that Prosper Portland has many business lines and several different kinds of funding, it can be difficult to make an "apples-to-apples" comparison across activities and initiatives. The Committee recommends that the agency continue to develop **measurable, human-focused outcomes** that both convey the impact of the work and provide greater ease in comparing different activities and programs.
3. In the past, it has been difficult to provide feedback on budgets without being aware of other constituents' opinions or advice. This year staff have begun **community outreach to business associations, neighborhood associations, and other organizations** during the fall and winter months, rather than after the Committee submits its recommendation letter.

To best support citywide economic development and redevelopment goals in the public interest, the Committee took the approach of shared accountability throughout the fiscal year 2020/21 budget development process and appreciates Prosper Portland's efforts to conduct more community outreach in advance of submitting the requested budget.

The Committee also had significant discussion regarding how Committee feedback is considered by staff, the Prosper Portland Board of Commissioners, and City Council. The Committee expressed frustration with the disempowering experience of the previous year of committing significant volunteer time and giving serious consideration to Prosper Portland's requested budget only to see unexplained budget changes or additions after submitting our letter. The Committee hopes that the recommendations that follow are given thorough consideration.

The Committee noted the difficulty in making recommendations about the Directions to Develop without understanding the implications should one of the initiatives not receive funding and the overall economic development ecosystem effect.

Finally, the Committee is interested in the longer-term trajectory of Prosper Portland's initiatives and citywide collaboration.

#### **General Fund Base Budget for Community Economic Development & Traded Sector Economic Development**

The Committee supports Prosper Portland's \$5.9 million General Fund base budget request which focuses on the continuation of community economic development and traded sector programs to increase economic opportunities for communities of color, those with low incomes, and underserved neighborhoods.

#### **General Fund Direction to Develop Request for Small Business Stabilization in East Portland**

The Committee engaged in significant discussion and focused on the following Direction to Develop in response to the Mayor's direction regarding a coordinated investment to help address stabilization and anti-displacement. We support this request as a part of a coordinated package with the Portland Housing Bureau and the Bureau of Planning and Sustainability with a focus on outer SE Stark and outer SE Division streets where significant City investments are planned or underway:

#### **Anti-Displacement Coordinated Requested, \$700,000**

- Division Transit Business Support, \$200,000
  - \$100,000 General Fund; \$100,000 Enterprise Zone (E-Zone)
  - Funds administered through the Inclusive Business Resource Network (IBRN) and will be matched by Prosper Portland's \$100,000 annual E-Zone investment in Community Workforce Navigator Program
  - Provides culturally responsive business outreach and technical assistance to businesses located in the outer SE Division corridor to approximately 30 businesses to receive 300 hours of business support services
  - Supports activities articulated in the Division Transit and Development Local Action Plan, adopted by City Council in 2016
- Retail Navigator, \$300,000
  - \$150,000 General Fund; \$100,000 TIF; \$50,000 E-Zone
  - Expanded support for IBRN retail businesses along East Portland priority corridors
  - Supports the most at-risk businesses on SE Division and SE Stark by providing space programming, improvements, and lease negotiations
  - Supports approximately 25 businesses along or adjacent to East Portland

- business corridors with individualized retail programming support services
- IBRN/Neighborhood Prosperity Network (NPN) Business Technical Assistance, \$200,000
  - \$100,000 General Fund; \$100,000 E-Zone
  - Increases client transition to long-term programming to reach business stability goals
  - Provides ongoing funding for approximately 125 clients who work or live in an NPN, an increase of 45% from fiscal year 2019/20

The Committee had significant discussion regarding anti-displacement work in the city, specifically East Portland. While there is much work to be done in this area across the city and through Prosper Portland, the Committee supports focusing on ensuring existing businesses in East Portland thrive and supports a comprehensive look at a longer-term anti-displacement strategy that supports new businesses, considering the resources available for FY 2020/21.

The Committee also discussed the business and workforce needs of East Portland and the importance of outreach efforts in ensuring businesses are aware of available resources. Of note, the Committee discussed the impact of childcare costs and availability to support business and workforce needs.

The Committee observed that the Division Transit Project provides evidence of the positive outcomes that emerge from pairing business support with infrastructure projects. Multiple future infrastructure projects are anticipated, and the Committee recommends anticipating the need for anti-displacement work providing business support and building the cost for those efforts directly into the infrastructure projects' budgets.

#### **Additional Directions to Develop**

Staff shared the following Directions to Develop and the Committee supports the decision to submit the Directions as proposed:

#### **Portland Harbor Cleanup, \$729,200**

- \$364,000 General Fund; \$364,000 Tax Increment Financing
- Citywide ask for City and Prosper Portland which own properties identified in the Portland Harbor Cleanup to propose funds towards the cleanup over the next three years
- TIF resources identified as potential funding source for the offset

The Committee appreciates the legal obligation of the City and Potentially Responsible Parties to remediate environmental contamination in the Portland Harbor.

#### **Business and Industry: The Portland Film Office, \$284,000**

- \$142,000 General Fund; \$142,000 outside funding (private/nonprofit)
- Facilitates filming in Portland for products of all sizes, capturing economic impact for the city
- Promotes Portland as a film location, supporting workforce development for the film industry in Portland

The Committee appreciates ongoing support for The Portland Film Office and the vision and work of late-Commissioner Nick Fish to attract and sustain the film industry in Portland to achieve positive economic impact for the city.

### **TIF District Budgets**

The Committee reviewed all TIF budgets; below are our recommendations by district:

#### **River District**

The Committee acknowledges the River District has an approximately \$50 million projected shortfall. The Committee supports the investment priorities in the River District budget request which focuses on implementation of the following major community priorities, with the understanding that that shortfall will be negotiated and addressed through City Council's consideration of the Broadway Corridor Community Benefit and Disposition and Development Agreements:

- Old Town/Chinatown Action Plan
  - Redevelopment
    - Block 25, mixed-use
    - 4<sup>th</sup> and Burnside, mixed-use
  - Business vitality through PIP grants and loans
  - Support non-profits through Community Livability Grants
- Broadway Corridor & Union Station
- Centennial Mills – in acknowledgement that Prosper Portland intends to dispose of the property as soon as possible, the **Committee recommends ceasing property management budget in the four-year forecast** with a community update as disposition is known
- Asset management
  - Union Station
  - USPS building & parking garage
  - 10th & Yamhill Master Lease

**The Committee supports the use of River District funds for the Portland Harbor Cleanup and wants to ensure the protection of dedicated funds for the Old Town Five Year Action Plan.**

#### **Downtown Waterfront**

The Committee supports the investment priorities in the Downtown Waterfront budget request which focuses on implementation of the Old Town/Chinatown Action Plan. In FY 2020/21 key investments will be made in the following areas:

- Old Town Chinatown Action Plan
  - Redevelopment
    - Block 24, Lan Su Garden expansion
  - Small businesses vitality
  - Historic & cultural preservation
  - Neighborhood development
  - District parking

#### **Gateway Regional Center**

The Committee supports the investment priorities in the Gateway budget request which focuses on implementation of the Gateway Five-Year Action Plan. The Committee suggests Prosper Portland contemplate how to **discuss its investments in East Portland (Gateway, Lents, NPNs) in a comprehensive and coordinated way**. In FY 2020/21 Gateway key investments will be made in the following areas:

- Gateway Action Plan

- Mixed-income housing & affordable commercial at 106th/Halsey
- Gateway Transit Center mixed-use development
- Gateway Local Improvement District: housing development and partnership with the Portland Bureau of Transportation (PBOT) and TriMet

While understanding the rationale for earmarking resources by geography within the Gateway Action Plan, the **Committee recommends that Prosper Portland offer flexibility should opportunities arise that may require reallocating budget among these geographies.**

### **Lents Town Center**

The Committee supports investment priorities in the Lents budget request which focuses on implementation of the Lents 5-Year Action Plan. In FY 2020/21 key investments will be made in the following areas:

- Lents Action Plan
  - Lents Town Center development
    - Bakery Blocks and public plaza 92<sup>nd</sup> & Harold
  - Lents Commons build out and activation
  - Long time property owner assistance

The Committee discussed the importance of quality job growth in Lents **and recommends allocating resources that focus on economic development and industrial land activities.** The Committee encourages Prosper Portland and the City to take a holistic and longer-term look at the Lents area and the future of tax increment financing resources.

### **North Macadam**

The Committee supports investment priorities in the North Macadam budget request, including affordable housing investments and fulfilling prior commitments made to Portland State University. In addition, the Committee received comments from the South Portland Neighborhood Association, the Urban Greenspaces Institute, and individuals living in South Waterfront. A subset of Committee members had the opportunity to discuss and recommend prioritizing the following projects:

- Completion of SW Bond Avenue
- Remaining portions of the greenway built to the master plan (primarily located on ZRZ-owned and Alamo Manhattan-owned lands)
- South Portal transportation improvements (including the signal, Lowell realignment, and turn lane on North Macadam)

To accomplish these projects, we request that TIF resources be shifted from the “Project Development” line item to the “Infrastructure” line item, if needed, after Prosper Portland’s discussions with the Portland Bureau of Transportation and Portland Parks and Recreation. We also recognize that the City does not own the land that these projects would be built upon and that other City bureaus have an interest in their successful completion. As such, **we encourage Prosper Portland to engage area property owners, the Portland Bureau of Transportation and the Bureau of Parks and Recreation** in discussions, so agreements can be reached before the TIF district expires.

### **Neighborhood Prosperity Network**

The Committee supports investment priorities in the NPN budget requests. In FY 2020/21 key investments will be made in the following areas:

- District improvement and promotion grants

- Full time district managers
- Capacity building and trainings

The Committee also discussed and encouraged Prosper Portland and the City to take a long-term look at the NPN to ensure ongoing operations in consideration of expiration of TIF resources.

### **Oregon Convention Center**

The Committee supports the investment priorities in the Oregon Convention Center budget request. In addition, the Committee received comments from Go Lloyd, the neighborhood transportation management association. A subset of Committee members had the opportunity to discuss and recommend prioritizing the following Oregon Convention Center projects:

- Inn at the Convention Center
- 910 Building (Action Sports)
- Small tenanting opportunities
- 100 NE Multnomah

### **Interstate Corridor**

The Committee supports the investment priorities in the Interstate budget request which focuses on implementation of the North/Northeast Community Development Initiative Five-Year Action Plan. In FY 2020/21 key investments will be made in the following areas:

- N/NE Community Development Initiative
  - Alberta Commons commercial affordability
  - Small business and long-timer property owner assistance
  - Community Livability Grants
  - Prosperity Investment Program grants
  - Cultural Business Hub(s)
- Asset management
  - Alberta Commons master lease
  - Nelson properties in Kenton

### **Central Eastside**

The Committee supports investment priorities in the Central Eastside budget request. In FY 2020/21 key investments will be made in the following areas:

- Employment growth and industrial affordability, particularly at:
  - ODOT Blocks
  - OMSI Master Plan
- Business development and retention
  - Affordable industrial space
  - Traded sector
- Developers of color

### **South Park Blocks**

The Committee supports investment priorities in the South Park Blocks budget requests. In FY 2020/21 key investments will be made in the following areas:

- Joyce Hotel partnership with the Portland Housing Bureau to renovate building for affordable housing and ground-floor affordable commercial space



**Willamette Industrial & Airport Way**

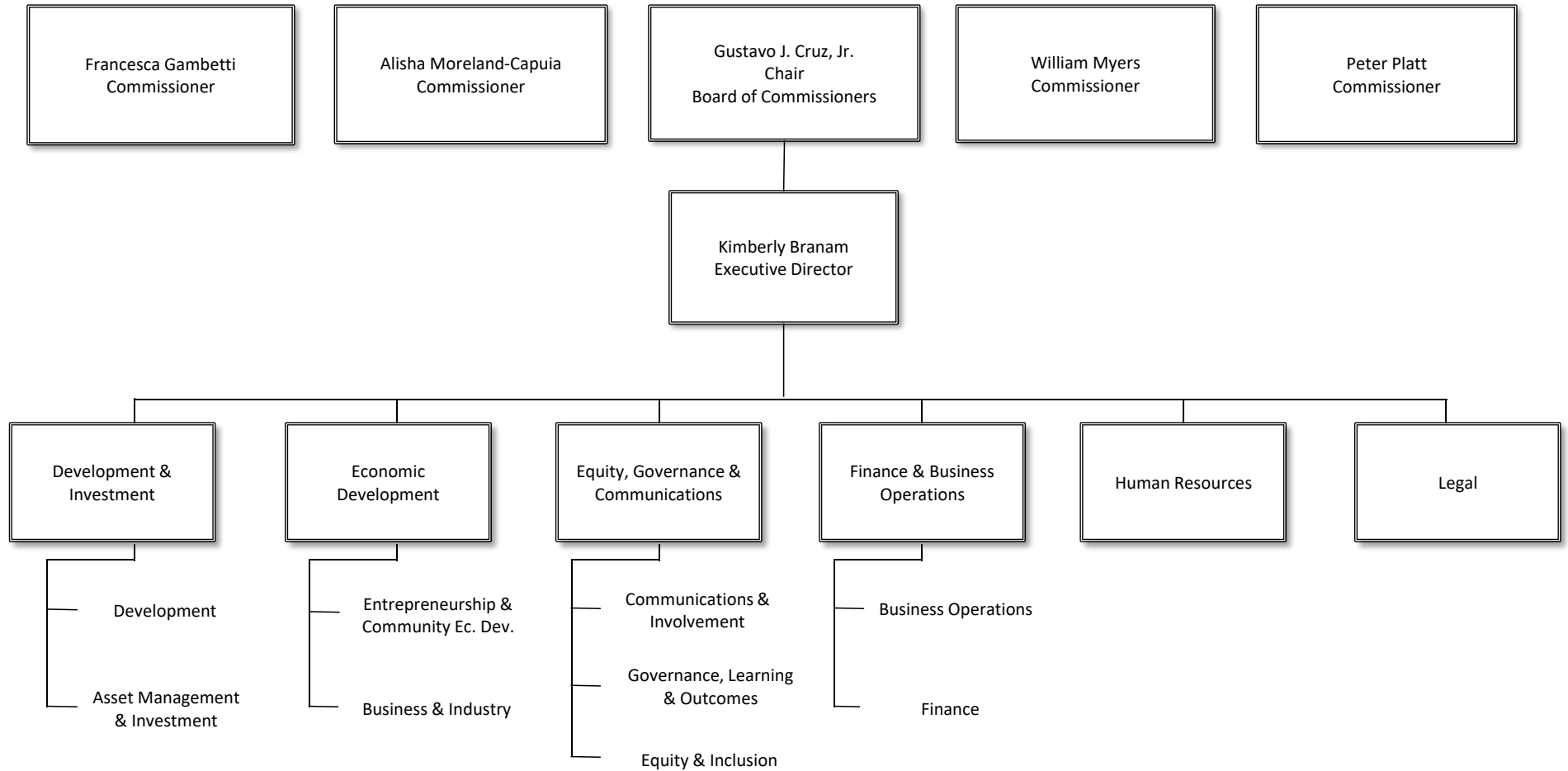
The Committee supports investment priorities in the Willamette Industrial and Airport Way budget requests. In FY 2020/21 key investments will be made in the following areas:

- Employment growth & industrial affordability
- Expanding the supply of developable industrial lands
- Partnership opportunities with Port of Portland

We thank you for the opportunity to comment,

Prosper Portland Community Budget Committee

## PROSPER PORTLAND



# Bureau Summary

## Bureau Mission

Prosper Portland creates economic growth and opportunity for Portland.

## Bureau Overview

Prosper Portland is the City's economic development and tax increment financing (TIF) agency. The agency's work is guided by the [2015-2020 Prosper Portland Strategic Plan](#) (Strategic Plan), which the Prosper Portland Board and City Council adopted in May 2015. The Strategic Plan tightened the agency's focus on building an equitable economy, especially with and for communities of color and those who have been historically underserved.

With this plan, Prosper Portland has sought to empower people, communities and businesses to thrive in the regional and global economies, thereby increasing the percentage of households living at or above self-sufficiency by 2020. The agency's vision for Portland as one of the most globally competitive, equitable, and healthy cities in the world is grounded in four key areas: access to quality jobs; equitable wealth creation; collaboration with our partners for an equitable economy; and vibrant, inclusive neighborhoods and communities.

Prosper Portland applies business development and technical assistance, community capacity and workforce development training, and commercial and infrastructure investments to achieve the strategic objectives.

Prosper Portland's budget is fully aligned with the Strategic Plan and with key objectives identified in the Portland Plan, the Climate Action Plan, and the 2035 Comprehensive Plan.

Prosper Portland manages ten traditional TIF districts and six Neighborhood Prosperity Initiative (NPI) micro TIF districts. Working with private and non-profit partners, Prosper Portland stewards TIF resources within these districts to implement Strategic Plan objectives, largely focused on creating healthy, complete neighborhoods due to the capital nature of TIF resources.

Resources from the City's General Fund allow Prosper Portland to fulfill job growth, wealth creation and community capacity goals that are not eligible for funding through TIF. General Fund resources extend the agency's work beyond TIF district boundaries and real estate investments to provide critical non-physical assistance that supports business growth and economic opportunity through staff expertise, working capital, and technical assistance.

Together, TIF and General Fund support allow for a web of activities that connect people and resources to build a more equitable economy. While projects and programs vary in size and scope, they are consistent in facilitating business activity and neighborhood development that generates community

wealth, fuels the retention and creation of living-wage jobs that support families, and creates healthy and vibrant communities throughout the city.

## **Strategic Direction**

Prosper Portland is a learning organization, committed to the future of Portland as a highly progressive and productive city with a diverse population and a robust economy where everyone, no matter who they are or where they came from, has a place to grow and prosper.

With an era of transformative growth for Portland on the horizon, Prosper Portland is committed to create economic growth and opportunity with private and non-profit partners on behalf of the City of Portland.

## Financial Summary

### Total Resources and Requirements

| Total All Funds             | Revised 2<br>FY 2019-20 | Requested<br>FY 2020-21 | Forecast<br>FY 2021-22 | Forecast<br>FY 2022-23 | Forecast<br>FY 2023-24 | Forecast<br>FY 2024-25 |
|-----------------------------|-------------------------|-------------------------|------------------------|------------------------|------------------------|------------------------|
| <b>Resources</b>            |                         |                         |                        |                        |                        |                        |
| Beginning Fund Balance      | 293,653,820             | 259,220,007             | 153,346,730            | 69,444,311             | 39,977,046             | 2,063,564              |
| <b>Revenue</b>              |                         |                         |                        |                        |                        |                        |
| City General Fund           | 7,302,620               | 7,433,053               | 6,048,130              | 5,745,724              | 5,458,438              | 5,185,516              |
| Fees and Charges            | 2,048,753               | 1,747,887               | 1,279,267              | 967,638                | 717,008                | 469,268                |
| Grants - Federal except HCD | 50,000                  | 463,000                 | 50,000                 | -                      | -                      | -                      |
| Grants - HCD Contract       | 2,280,648               | 2,280,648               | 2,166,615              | 2,058,284              | 1,955,370              | 1,857,602              |
| Grants - State & Local      | 801,142                 | 820,949                 | 207,301                | 84,719                 | -                      | -                      |
| Interest on Investments     | 5,965,384               | 4,317,499               | 2,582,276              | 2,242,251              | 1,783,929              | 983,878                |
| Loan Collections            | 2,391,458               | 2,246,131               | 2,454,832              | 2,221,076              | 5,407,358              | 6,320,155              |
| TIF Debt Proceeds           | 120,204,903             | 66,663,193              | 55,922,044             | 12,614,380             | 13,642,717             | 22,111,162             |
| Other Debt Proceeds         | 0                       | -                       | 8,000,000              | -                      | -                      | -                      |
| Miscellaneous               | 58,000                  | 90,000                  | -                      | -                      | -                      | -                      |
| Property Income             | 10,757,687              | 11,260,960              | 23,707,108             | 15,691,052             | 16,945,626             | 18,325,414             |
| Reimbursements              | 319,181                 | 411,344                 | 460,724                | 468,187                | 475,699                | 483,625                |
| Service Reimbursments       | 13,970,244              | 14,245,093              | 14,633,483             | 14,828,976             | 14,996,944             | 15,444,586             |
| Transfers In                | 950,895                 | 80,000                  | 30,000                 | -                      | -                      | -                      |
| <b>Total Revenue</b>        | <b>167,100,915</b>      | <b>112,059,757</b>      | <b>117,541,780</b>     | <b>56,922,287</b>      | <b>61,383,089</b>      | <b>71,181,206</b>      |
| <b>Total Resources</b>      | <b>460,754,735</b>      | <b>371,279,764</b>      | <b>270,888,510</b>     | <b>126,366,598</b>     | <b>101,360,135</b>     | <b>73,244,770</b>      |
| <b>Requirements</b>         |                         |                         |                        |                        |                        |                        |
| <b>Expenditures</b>         |                         |                         |                        |                        |                        |                        |
| Administration              | 14,913,724              | 15,350,582              | 49,477,422             | 14,900,662             | 15,042,352             | 15,485,046             |
| Economic Development        | 17,623,095              | 15,548,300              | 12,749,469             | 10,796,622             | 9,281,405              | 8,992,973              |
| Housing                     | 56,570,494              | 45,857,544              | 44,155,627             | 13,283,043             | 18,799,233             | 1,853,090              |
| Infrastructure              | 16,541,840              | 13,905,641              | 3,480,848              | 5,933                  | 5,006,004              | 3,506,241              |
| Property Redevelopment      | 95,520,937              | 112,945,874             | 76,509,851             | 31,759,317             | 35,355,633             | 27,860,401             |
| Debt Service                | 0                       | -                       | 407,500                | 815,000                | 815,000                | 815,000                |
| <b>Total Expenditures</b>   | <b>201,170,090</b>      | <b>203,607,941</b>      | <b>186,780,717</b>     | <b>71,560,577</b>      | <b>84,299,627</b>      | <b>58,512,751</b>      |
| Transfers                   | 14,921,139              | 14,325,093              | 14,663,482             | 14,828,976             | 14,996,944             | 15,444,586             |
| Contingency                 | 244,663,506             | 153,346,730             | 69,444,311             | 39,977,046             | 2,063,564              | 712,568                |
| <b>Total Requirements</b>   | <b>460,754,735</b>      | <b>371,279,764</b>      | <b>270,888,510</b>     | <b>126,366,598</b>     | <b>101,360,135</b>     | <b>73,244,770</b>      |

## Staff and Administrative Overhead Budget - FY 2020-21 Requested Budget and Forecast

| Staff/Overhead Assumptions                   | FY 2018-19<br>Actuals | FY 2019-20<br>Revised | FY 2020-21<br>Requested | FY 2021-22<br>Forecast | FY 2022-23<br>Forecast | FY 2023-24<br>Forecast | FY 2024-25<br>Forecast |
|--|-----------------------|-----------------------|-------------------------|------------------------|------------------------|------------------------|------------------------|
| <b>Salaries and Benefits</b>                 |                       |                       |                         |                        |                        |                        |                        |
| Full Time Positions (FTE)                    | 81.1                  | 82.7                  | 82.7                    | 81.5                   | 80.4                   | 77.0                   | 78.0                   |
| Limited Term Positions (LTE)                 | 5.0                   | 8.0                   | 6.8                     | 4.0                    | 3.0                    | 1.0                    | 0.0                    |
| Total Positions (Full Time and Limited Term) | 86.1                  | 90.7                  | 89.5                    | 85.5                   | 83.4                   | 78.0                   | 78.0                   |
| Salaries                                     | \$ 8,982,632          | \$ 9,521,986          | \$ 9,852,151            | \$ 9,853,125           | \$ 9,980,217           | \$ 9,686,805           | \$ 10,052,927          |
| Benefits                                     | 3,592,752             | 4,647,246             | 4,832,023               | 5,371,666              | 5,466,035              | 5,942,703              | 6,194,277              |
| <b>Total Salaries/Benefits*</b>              | <b>12,575,384</b>     | <b>14,169,232</b>     | <b>14,684,175</b>       | <b>15,224,790</b>      | <b>15,446,252</b>      | <b>15,629,507</b>      | <b>16,247,205</b>      |
| PERS Pension Obligation Bond Payments        | 783,037               | 968,001               | 1,006,700               | 1,047,071              | 1,100,000              | 1,150,000              | 1,200,000              |
| Administrative Materials and Services **     | 4,074,948             | 4,574,949             | 4,009,949               | 4,000,000              | 3,900,000              | 3,900,000              | 3,900,000              |
| <b>Total</b>                                 | <b>\$ 17,433,369</b>  | <b>\$ 19,712,182</b>  | <b>\$ 19,700,824</b>    | <b>\$ 20,271,861</b>   | <b>\$ 20,446,252</b>   | <b>\$ 20,679,507</b>   | <b>\$ 21,347,205</b>   |

**Notes:**

\*Budget for historical salaries and benefits higher than actuals due to staff vacancies occurring each year; FY 2017-18 through FY 2022-23 assumes no savings from vacancies.

\*\* Administrative Materials and Services includes ongoing operating costs and one-time expenditures. FY 2017-18/18-19 includes Yardi implementation FY 2019-20 includes portion of estimated move costs

## FY 2020-21 Requested Budget Positions by Department

| Department                             | FTE         | LTE        | Total<br>Positions | Salaries            | Benefits            | Total                |
|--|-------------|------------|--------------------|---------------------|---------------------|----------------------|
| Development and Investment             | 28.0        | 3          | 31.0               | \$ 3,303,311        | \$ 1,637,382        | \$ 4,940,693         |
| Economic Development                   | 17.0        | 1.1        | 18.1               | 1,968,009           | 969,188             | 2,937,197            |
| Finance and Business Operations        | 18.7        | 0          | 18.7               | 1,965,828           | 977,871             | 2,943,698            |
| Equity, Governance, and Communications | 10.0        | 2          | 12.0               | 1,291,371           | 638,070             | 1,929,441            |
| Executive, HR and Legal                | 9.0         | 0.7        | 9.7                | 1,323,632           | 609,513             | 1,933,145            |
| <b>Total</b>                           | <b>82.7</b> | <b>6.8</b> | <b>89.5</b>        | <b>\$ 9,852,151</b> | <b>\$ 4,832,023</b> | <b>\$ 14,684,175</b> |



# Inclusive Entrepreneurship

## Program Description & Goals

From tech startups to neighborhood retail, small businesses are vital to the city's economy. The Inclusive Business Resource Network is a citywide program that brings multiple services for small business into a single network to provide greater efficiencies and cross-functional innovation. The Network leverages the power of partnership to increase the success of underrepresented entrepreneurs. Prosper Portland staff implements the program by

1. Supporting an inclusive Community of Practice (CoP). This entails facilitating a learning community across sectors for practitioners focused on serving underrepresented entrepreneurs, developing a shared mission among a variety of organizations and a shared language for racial equity, growing a community of thought leaders and business advisors who specialize in culturally specific and culturally responsive business support;
2. Leading with outcomes. This entails setting ambitious goals to see more businesses owned by people of color and women grow and scale, and designing & implementing a reporting system in collaboration with service providers who report on outcomes while telling a more complete story of the entrepreneurial journey for a diversity of growth paths; and
3. Collaborating with partners to deliver excellent service. This entails coordinating services across an existing portfolio of programs and services designed for minority and female entrepreneurs while putting the needs of the entrepreneur first, designing wrap-around service support for businesses of multiple industries and growth stages and improving ways entrepreneurs navigate between services, allowing user feedback from both businesses and organizations to improve design of the delivery system.

The outcomes and program portfolio were designed with an emphasis on supporting a business through growth and ensuring technical assistance leads to wealth creation for disadvantaged entrepreneurs (people of color, women founders and low-income business owners). The network provides wrap around support for entrepreneurs such as legal support, accounting, and market research. Services that integrate with the network include the Mercatus platform and My People's Market.

This program began in FY 17-18 with five-year goals outlined below. It is a multi-year support program and expectations are that businesses take multiple years to stabilize and prepare for growth.

| Measure Title   | PM 2017-18<br>Actuals | PM 2018-19<br>Actuals | PM 2019-20<br>Target | PM 2020-21<br>Target | Strategic<br>Target |
|---|-----------------------|-----------------------|----------------------|----------------------|---------------------|
| 25 Businesses Invest in Expansion in 5 Years                  | 1                     | 5                     | 8                    | 15                   | 25                  |
| 100 Startup Businesses Launched in 5 Years                    | 17                    | 46                    | 55                   | 75                   | 100                 |
| # of Businesses Receiving Light Touch Technical Assistance    | 513                   | 656                   | 350                  | 400                  | 0                   |
| Number of Businesses Receiving Long Term Technical Assistance | 381                   | 502                   | 450                  | 450                  | 0                   |
| 1000 Strong and Stable Businesses in 5 years                  | 64                    | 118                   | 400                  | 700                  | 1,000               |

## Explanation of Services

Through focused resources, collaboration and client-centered services, the Network seeks to drastically shift outcomes for business owners of color, immigrants, women founders, and other underrepresented minorities.

The Inclusive Business Resource Network (IBRN) is a group of seventeen organizations funded and facilitated by Prosper Portland that provide business technical assistance and entrepreneurship support to underrepresented entrepreneurs. Prosper Portland convenes IBRN partners monthly as a Community of Practice and in trainings to share best practices and resources, learn from each other and collaboratively problem solve for different areas where we can improve business success.

IBRN operates as an integrated system delivering both long term and light touch general business advising as well as specialized services. Long-term business advising includes one-on-one and peer-to-peer learning opportunities in facilitated group cohorts and making connections to industry mentors. Business navigators and drop in centers within Neighborhood Prosperity Network districts ensure cultural and geographic diversity, with business advising for up to 10 hours and referrals to long term programs within the network. Additionally, the Network includes: i) Mercatus, a website that provides a directory and storytelling platform for entrepreneurs of color; ii) My People's Market, which is in its third year of providing a space for entrepreneurs of color to sell their goods; iii) a portfolio of business finance programs to increase access to capital such as micro loan products, seed funding and business loans; and iv) specialized services such as legal support, accounting and market research.

The development of the Network has contributed to the growth of Mercatus. The business directory and storytelling platform has seen a steady increase of new directory membership over three and a half years, with just over 50 in its launch year to now over 500 listed members and a community of 650. As IBRN supported Prosper Portland efforts for working more closely in partnership with community organizations, Mercatus has strengthened Prosper Portland's relationship with business owners in underserved communities. In addition to the directory, Mercatus publishes 14 new business features a year, a full feature magazine and print directory, and brings business owners together for business growth opportunities like My People's Market, institutional purchasing opportunities, and networking events like Momentous.

Approximately 1,000 businesses were served last year through the Network, and 498 businesses (71% owned by people of color and 60% owned by women) – received long-term support (30+ advising hours a year). Our funding supports service to at least 800 businesses annually.

In February 2017, Prosper Portland issued Requests for Proposals (RFPs) to select providers for the Network. Diverse selection committees reviewed the proposals and forwarded their recommendations for selection to Prosper Portland. The full RFP process involved significant outreach and input from existing providers and other entities interested in IBRN.

Ongoing and regular feedback from partners and clients is important to the success of IBRN and is collected in the following ways:

- IBRN partners complete feedback forms after each monthly Network meeting.
- Prosper Portland staff conduct an annual survey of IBRN clients.
- Network providers have formed committees on various topics to advise Prosper Portland staff on the overall program.
- Prosper Portland contract managers meet regularly with each IBRN partner to get updates on the partner's services and suggestions for improvement.

## Equity Impacts

The Inclusive Business Resource Network is directed toward those who have been historically underserved. Through both long term and light touch services, 71% of businesses in the Network are owned by people of color and 68% are owned by women. Network providers participate in equity training to further develop culturally-responsive business coaching practices. A majority of business advisors in the Network are people of color.

According to the IBRN annual client survey, 89 percent of respondents felt that their business advisor respects their culture and makes them feel welcome and 80 percent of respondents feel more connected to a diverse business community.

Mercatus elevates more than 500 entrepreneurs of color on a directory and storytelling technology platform for entrepreneurs of color.

## Changes to Program

The Network's services in FY 20-21 are anticipated to be funded at approximately the same level as the current FY 19-20 budget plus CAL increases. Funding includes General Fund, Community Development Block Grants (CDBG) and other Prosper Portland resources.

## Program Budget

|                                 | FY 2017-18 Actuals | 2018-19 Actuals | 2019-20 Revised  | 2020-21<br>Requested with<br>DP |
|---------------------------------|--------------------|-----------------|------------------|---------------------------------|
| <b>Bureau Expense</b>           |                    |                 |                  |                                 |
| External Materials and Services | 0                  | 0               | 2,238,415        | 2,494,223                       |
| <b>Sum:</b>                     | <b>0</b>           | <b>0</b>        | <b>2,238,415</b> | <b>2,494,223</b>                |

**Resources:**

- General Fund: Prosper Portland's portion of the General Fund is expected to increase with cost of living projections set by the City
- CDBG: Estimated to decrease over the years but have stayed relatively flat historically. These funds are passed through from the Portland Housing Bureau.
- Other Prosper Portland resources: Funds are meant to support programs during recessions and when there is insufficient funding from the City General Fund. FY 17-18 through FY 19-20 funding for the Network increased from earlier years. FY 20-21 has a slight decrease from previous years.

**Expenses:** More than 82% of funds go directly to organizations who provide the above services to small businesses and entrepreneurs. These expenses, while not fixed, are critical and necessary to the Inclusive Business Resource Network. Approximately 1% of the funds are used for more discretionary purposes.

**Staffing:** Three people staff this program at Prosper Portland, with assistance from other staff. These staff have expertise in program and ecosystem design in support of small businesses and entrepreneurs. Staff provide direct assistance to organizations and individual clients, oversee use of funds, monitor outcomes, and connect clients to resources and business opportunities.

**Assets and  
Liabilities:**

**Program Information**

|                 |   |                         |                  |
|-----------------|---|-------------------------|------------------|
| <b>Bureau:</b>  | Prosper Portland  | <b>Program Contact:</b> | Morgan Masterman |
| <b>Website:</b> | <a href="https://prosperportland.us/portfolio-items/inclusive-business-resource-network/">https://prosperportland.us/portfolio-items/inclusive-business-resource-network/</a> | <b>Contact Phone</b>    | 503-823-6839     |

# Neighborhood Prosperity Network

## Program Description & Goals

The Neighborhood Prosperity Network is a Prosper Portland program designed to support social equity-based community economic development at the neighborhood level. The Network is a citywide initiative to foster economic opportunity and vitality throughout Portland neighborhoods, with a focus on low-income populations and communities of color. Through grants, training and support from Prosper Portland, each Network organization is responsible for planning and implementing projects to improve the local commercial district.

Districts have been successful in growing financial support and volunteers over the past six years. These additional funds and staff assistance have supported direct business assistance and increased district employment.

The NPN includes funding to support a complimentary neighborhood-based effort for Venture Portland, who invests in smart, strategic growth of Portland’s unique neighborhood business districts.

| Measure Title  | PM 2017-18<br>Actuals | PM 2018-19<br>Actuals | PM 2019-20<br>Target | PM 2020-21<br>Target | Strategic<br>Target |
|--|-----------------------|-----------------------|----------------------|----------------------|---------------------|
| Number of volunteer hours provided by NPI Districts  | 20,599                | 20,035                | 30,000               | 30,000               | 0                   |
| Net number of businesses (NPI Districts)   | 16                    | 51                    | 20                   | 20                   | 0                   |
| Private Funds Leveraged by NPI Districts   | \$826,687             | \$747,304             | \$500,000            | \$500,000            | 0                   |
| Number of technical assistance hours to business district associations by Venture Portland | 3,188                 | 11,230                | 2,700                | 2,700                | 0                   |
| Private Funds Leveraged by Venture Portland  | \$211,118             | \$401,149             | \$1,000,000          | \$1,000,000          | 0                   |
| Number of projects funded by Venture Portland  | 27                    | 29                    | 35                   | 30                   | 0                   |

## Explanation of Services

With an emphasis on localized bottom up economic development Prosper Portland partners with seven community-based organizations located in North, Northeast and East Portland, to support economic opportunity, small business growth, and build community capacity in these neighborhoods. These organizations or districts include Cully Blvd Alliance, Division-Midway Alliance, Historic Parkrose, Jade District, Our 42nd Avenue District, Rosewood Initiative and St. Johns Center for Opportunity.

With a complimentary focus on spurring neighborhood small business connectedness and growth, Venture Portland provides technical assistance to 37 plus neighborhood business districts throughout Portland.

Each NPN district focuses on the unique needs of its community with the goal of growing businesses and increasing employment opportunities. Grants from Prosper Portland enable the organizations to hire staff, make physical improvements, encourage community led development projects and increase the visibility of the district. Prosper Portland staff also provides technical assistance to the districts. Depending on district priorities, business technical assistance has been made available to districts from the Inclusive Business Resource Network and workforce navigators are available to assist in employment in the districts.

Through grant funds, trainings, and technical assistance Venture Portland serves Portland's diverse and dynamic business districts, which are comprised of many of the city's businesses and nearly half of its jobs – playing a vital role in Portland's economic prosperity.

NPN outcome data is currently being revamped. However, trends over the past several years have shown increases in volunteers and private funds leveraged.

In FY 18-19 Venture Portland helped business districts work towards achieving benchmarks of success. Generated \$124,627 through fee for service consulting, provided 735 training hours and awarded \$117,168 to 16 business districts for 29 projects leveraging \$401,149, a 3.5 to 1 match.

Each NPN district has a board that is made up of community members. They also hold community events regularly.

Venture Portland's board meets quarterly, and it also supports 300 volunteer board members citywide.

## Equity Impacts

The Neighborhood Prosperity Network is a key program to deliver on Prosper Portland's Strategic Plan and ensure that historically underrepresented communities benefit from the investment that is occurring in the neighborhoods. These districts are in neighborhoods with the lowest average household incomes and higher than average diversity compared to Portland as a whole.

Venture Portland's Catalytic Investment Initiative provides high touch assistance to address historic and structural disparities and issues with affordability and displacement in 7 targeted business districts in East and North Portland (East: 82nd Ave, Foster, Gateway, Midway; North: Kenton, St. Johns, Williams). These districts, which collectively contain more than 6,000 businesses, have higher percentages of immigrants, people of color and people living below Portland's median household income.

## Changes to Program

The Network's services in FY 20-21 are anticipated to be funded at about the same as the current FY 19-20 budget, which is made up of General Fund, Tax Increment Financing (TIF) and other Prosper Portland resources.



## Program Budget

|                                 | FY 2017-18 Actuals | 2018-19 Actuals  | 2019-20 Revised  | 2020-21<br>Requested with<br>DP |
|---------------------------------|--------------------|------------------|------------------|---------------------------------|
| <b>Bureau Expense</b>           |                    |                  |                  |                                 |
| External Materials and Services | 1,764,910          | 2,196,464        | 1,691,543        | 1,939,856                       |
| <b>Sum:</b>                     | <b>1,764,910</b>   | <b>2,196,464</b> | <b>1,691,543</b> | <b>1,939,856</b>                |

**Resources:**

- General Fund: Prosper Portland's portion of the General Fund is projected to increase with cost of living projections set by the City.
- TIF and Revenue Share: Each of the seven districts are in Urban Renewal Areas and receive tax increment financing annually and six of the districts (St. Johns is excluded) receive shared revenue from the City and Multnomah County. This is projected to increase in FY 20-21.
- Other Prosper Portland funds: Funds are meant to support programs during recessions and when there is insufficient funding from the City General Fund. Funding for FY 18-19 and FY 19-20 increased for the Network from the previous years to provide staff assistance to the districts.

**Expenses:** 75% of NPN funds go directly to the seven districts and are thus critical to maintain current level of services. About 4% of funds are discretionary.

18% of Venture Portland's funds are awarded to business districts as grants.

**Staffing:** 2 people staff the NPN program at Prosper Portland, with some assistance from other staff. Staff provide direct assistance to the districts, oversight for use of funds, monitor outcomes, and much more.

9 Venture Portland employees provide direct and indirect assistance to business districts.

**Assets and  
Liabilities:**

## Program Information

|                 |   |                         |              |
|-----------------|---|-------------------------|--------------|
| <b>Bureau:</b>  | Prosper Portland  | <b>Program Contact:</b> | Dana DeKlyen |
| <b>Website:</b> | <a href="https://prosperportland.us/portfolio-items/neighborhood-prosperity-initiative/">https://prosperportland.us/portfolio-items/neighborhood-prosperity-initiative/</a> | <b>Contact Phone</b>    | 503-823-3312 |

# Adult & Youth Workforce Development

## Program Description & Goals

Prosper Portland, in collaboration with Worksystems, Inc. (WSI), funds adult and youth workforce development programs for low-income Portlanders, helping them to better connect and compete in the regional economy. WSI administers the workforce development programs through a network of service providers that serve over 2000 individuals annually, with up to three years of individualized job training and preparation and with an emphasis on high paying industry employment.

Program measures have shown a consistent level of assistance over the years, including exceeding target goals for percentage of participants of color served. The percent of youth placed in employment or training significantly increased in FY 18-19 and exceeded program goals.

| Measure Title   | PM 2017-18<br>Actuals | PM 2018-19<br>Actuals | PM 2019-20<br>Target | PM 2020-21<br>Target | Strategic<br>Target |
|---|-----------------------|-----------------------|----------------------|----------------------|---------------------|
| Number of youth participants in workforce development   | 470                   | 502                   | 492                  | 492                  | 0                   |
| Percentage of youth participants POC in workforce development   | 75%                   | 64%                   | 65%                  | 65%                  | 0                   |
| Number of adult participants in workforce development   | 906                   | 936                   | 781                  | 781                  | 0                   |
| Percentage of adult participants people of color in workforce development   | 56%                   | 53%                   | 65%                  | 65%                  | 0                   |
| Percent of Adult Participants in Workforce Development who Advanced in Employment as Demonstrated by Gain in Earnings, Wage or Benefits | 54%                   | 62%                   | 60%                  | 60%                  | 0                   |

## Explanation of Services

## Adult Workforce Development

The Economic Opportunity Program has five adult workforce development providers to deliver supportive and individually tailored workforce development services. The program targets low-income Portland residents, age 18 and older, who face multiple barriers to employment. Eligible participants have an immediate goal of becoming employed, and engage in coaching, skill development and training to achieve career pathway employment. In addition to this system of providers, WSI makes resources, support and training available to EOP participants through Worksource Portland Metro (WSPM). Service length is individually tailored with a typical participant in service for approximately three years. Services include: individual career plan development; individualized vocational case management; career exploration; work readiness training; work experience placement and support; job search assistance and placement; retention and advancement supports after job placement. Additional services provided through WSPM include: contextualized, cohort-based adult education; job readiness courses; sector-based bridge training; short-term vocational training leading to employer-recognized certificates; occupational skills training leading to employer-recognized certificates; pre-apprenticeship programs and other targeted sector-based occupational training; internships; on-the-job training; and individualized job placement for certain industries and participants.

## Community Based Workforce Navigator

The Community Workforce Navigator Program (“CWNP”) began in 2015 to increase access to appropriate workforce development services for high barrier job seekers. The target population is under and unemployed residents, low-income residents, people of color and/or those who speak English as a second language. The CWNP is a neighborhood-based initiative focused in priority service areas throughout the City of Portland. The program currently has 3.5 staff who are employed by workforce development providers. Workforce navigators provide tailored workforce support, services include: individual needs assessment, resume review, interview skills, job search and placement support, and referrals to other workforce services or trainings. This program is closely coordinated with Neighborhood Prosperity Network (NPN) staff and community leaders.

## Youth Workforce Development

The NextGen Program has five youth workforce development providers serving culturally and geographically diverse populations within Portland. The program primarily targets youths age 16-24 who are disconnected from traditional high school or lacking the basic skills and credentials to enter college or career pathway employment. Each workforce development provider delivers supportive and individually tailored workforce development case management to youth for up to three years. Providers help youth identify and achieve their career goals and develop the life skills necessary to stay on course. The goal is for all participants to secure a career pathway job or progress along a path to complete post-secondary education. Services include: individual career plan development; career exploration; work and college readiness training; work experience placement and support; post-secondary placement, navigation and support; job search assistance and placement; and retention and advancement support after job or post-secondary placement.

## Equity Impacts

The adult and youth workforce programs target those who have been disproportionately underserved. Over half of those who participate in the adult workforce programs are people of color, decreasing slightly from 56% in FY 17-18 to 53% in FY 18-19. Approximately 64% of youths who participated in workforce programs in FY 18-19 were people of color, which decreased from 75% in FY 17-18. The Community Workforce Navigator Program served nearly three times the amount of participants in FY 18-19 than in FY17-18. Total served were 977 and 66% were people of color.

Of these participants about 62% of adults advanced in employment and 69% of youths were placed in employment or post-secondary training in FY 18-19.

## Changes to Program

Workforce services in FY 20-21 are anticipated to be funded at about the same rate as the current FY 19-20 budget, which includes General Fund plus CAL target, Community Development Block Grants (CDBG) and other Prosper Portland resources. Staffing levels will remain consistent.

WSI redesigned the youth workforce program, now known as NextGen. The program was updated to align with the Workforce Innovation and Opportunity Act (WIOA), which leverages a substantial amount of resources for the program. The youth workforce program will serve less participants this year due to a decrease in WIOA funding. Program changes include improved alignment with Worksource centers across the Portland Metro Area, and cohort trainings in four high growth target sectors – healthcare, construction, technology and manufacturing.

The CWNP continues to grow and serve the most vulnerable populations throughout the City of Portland. The program was launched in the Cully/42nd Ave neighborhoods and has since expanded to include Jade/Division Midway, Rosewood and St Johns. Due to program success, staff will continue to explore expanding the program to serve all Neighborhood Prosperity Network neighborhoods.

## Program Budget

|                                 | FY 2017-18 Actuals | 2018-19 Actuals | 2019-20 Revised  | 2020-21 Requested with DP |
|---------------------------------|--------------------|-----------------|------------------|---------------------------|
| <b>Bureau Expense</b>           |                    |                 |                  |                           |
| External Materials and Services | 1,289,995          | 807,714         | 1,354,007        | 1,389,211                 |
| <b>Sum:</b>                     | <b>1,289,995</b>   | <b>807,714</b>  | <b>1,354,007</b> | <b>1,389,211</b>          |

**Resources:**

- General Fund: Prosper Portland's portion of the General Fund is projected to increase with cost of living projections set by the City.
- CDBG: Estimated to decrease over the years but have stayed relatively flat historically. These funds are passed through from the Portland Housing Bureau.
- Other Prosper Portland resources: Funds are meant to support programs during recessions and when there is insufficient funding from the City General Fund.

**Expenses:** 93% of funds get passed through to WSI who administers the workforce program and funds other organizations who have varying specialties within workforce.

**Staffing:** 1 staff person at Prosper Portland oversees the Workforce program, with help from support staff. She monitors use of funds, contract obligations, outcomes and other issues that arise.

**Assets and Liabilities:**

## Program Information

**Bureau:** Prosper Portland

**Program Contact:** Amy Fleck-Rosete

**Website:** <https://prosperportland.us/portfolio-items/workforce-development-program/>

**Contact Phone** 503-823-9036

# Traded Sector Economic Development

## Program Description & Goals

As the city’s economic development agency, Prosper Portland wants to support inclusive growth by helping traded sector companies become more inclusive, and helping inclusive traded sector companies grow.

Employment trends within target clusters over the past five years reflect the positive impact of customized business development and industry initiatives, combined with efforts to promote international business opportunities. The cluster development work focuses on four complementary activities:

- 1. Direct and referral assistance for traded-sector companies along two tracks of activity:
  - a. Helping traded sector companies become more inclusive, through grant funding, technical assistance and the creation of spaces for companies to share and develop best practices
  - b. Helping inclusive traded sector companies grow, using the following equity lens to prioritize assistance:
    - i. Businesses owned by people of color
    - ii. Companies or industries with a high percentage of people of color in the workforce
    - iii. Women-owned businesses
    - iv. Companies or industries that support a high number of middle-wage jobs
    - v. Companies located in historically under-resourced parts of the city (particularly East Portland, North Portland, Old Town/Chinatown)
    - vi. Companies that provide other community access opportunities (e.g. participates in TechTown Diversity Pledge, Portland Means Progress, Inspiring Diversity Grant, Enterprise Zone; engages in environmental justice work or other initiatives leading to equitable outcomes)
- 2. Business recruitment in partnership with Greater Portland Inc
- 3. Global trade support and investment attraction
- 4. Portland Means Progress

| Measure Title   | PM 2017-18<br>Actuals | PM 2018-19<br>Actuals | PM 2019-20<br>Target | PM 2020-21<br>Target | Strategic<br>Target |
|---|-----------------------|-----------------------|----------------------|----------------------|---------------------|
| Number of Traded Sector business retention, expansion visits                          | 368                   | 402                   | 350                  | 350                  | 0                   |
| Number of Traded Sector direct assistance, referral activities                        | 332                   | 450                   | 400                  | 400                  | 0                   |
| Number of Traded Sector business relocations (within Portland) and expansions         | 9                     | 36                    | 10                   | 10                   | 0                   |
| Number of Portland Traded Sector firms receiving export assistance                    | 45                    | 35                    | 40                   | 40                   | 0                   |
| Number of Companies Introduced to Capital Partners                                    | 45                    | 43                    | 40                   | 40                   | 0                   |
| Jobs Resulting from Traded Sector Business Relocations and Expansions within Portland | 1,743                 | 1,542                 | 1,000                | 1,000                | 0                   |

## Explanation of Services

In FY 2019-20, Prosper Portland business development staff completed 402 unique visits to traded sector businesses to understand their competitive landscape and support the retention and expansion of quality jobs. Business development focuses on providing access to loans, grants and other financial resources to aid expansion, workforce development, market analysis, real estate and site development services, identification of supply-chain opportunities and access to international markets. To facilitate the growth of local businesses and encourage continued investment, Prosper Portland utilized the Portland's Enterprise Zone program model, working with 10 businesses to engage in public benefit agreements, which ensure that public resources invested in the growth of these businesses also result in broad-based benefits to marginalized communities throughout the city.

Prosper Portland's retention and expansion work is anchored in the city's four target clusters: Athletic and Outdoor Gear and Apparel, Green Cities Products and Services, Technology and Media, and Metals and Machinery Manufacturing. Each cluster is guided by an industry action plan outlining target initiatives/programs, which have recently been updated to align with the agency's social and racial equity mission.

#### Business Recruitment in Partnership with Greater Portland Inc.

Greater Portland Inc (GPI) is a regional public-private economic development partnership that is focused on helping companies relocate to the Portland-Vancouver metro area. Prosper Portland invests in GPI to: 1) coordinate regional recruitments among greater Portland's local economic development organizations; 2) lead regional marketing and branding to promote greater Portland as one of the nation's most competitive and vibrant metropolitan economies; and 3) conduct strategic outreach to companies and site selection professionals in partnership with Prosper Portland's economic development team.

In FY 2019-20 Prosper Portland, in partnership with GPI, will strive to secure 10 business expansions or business relocations to the city and proactively develop 15 priority leads across target industries.

#### Global Trade and Investment

Prosper Portland focuses on supporting Greater Portland Global (GPG), the region's trade and investment strategy, in partnership with GPI, Business Oregon, the Port of Portland and other local economic development organizations. Prosper Portland will continue to prioritize export assistance to local companies by organizing business trips to priority markets. General Fund resources that are dedicated to export promotion and are also critical to continue relationships with strategic trade consultants who provide Portland-based firms with a suite of customized trade services.

Prosper Portland will continue to emphasize Foreign Direct Investment (FDI) as outlined in the GPG. FDI represents a major opportunity to capitalize existing businesses, gap-finance redevelopment projects, and recruit companies to facilitate broader job creation. In the coming year GPI is leading a Comprehensive Economic Development Strategic planning process, which Prosper Portland will leverage to identify where the city's efforts add the most value and focus resources there.

The FY 2019-20 goals are to help 40 local firms access and utilize trade and investment services.

#### Portland Means Progress

Portland Means Progress is an initiative that provides connections for businesses to hire local underrepresented students, purchase from businesses owned by people of color and create diverse and vibrant workforce and company cultures. Portland Means Progress opened with 50 Early Adopter Businesses in March 2019. These companies represent a total of 26,759 employees in Portland across a wide variety of industries. 12% identify as minority-owned and 34% identify as women-owned. Early adopter companies have participated in focus groups and cohort networking events to inform the framework for Portland Means Progress before it launches city-wide.

## Equity Impacts

Over the past couple of years Traded Sector has created a strategic framework that aligns closely with the agency's overall strategic plan. A defining feature of equity work is that it remains forever in a state of progress, but there have been significant gains in the popularity of the Public Benefit Agreements (PBAs), technical assistance programs such as the Inspiring Diversity Grant, and the TechTown pledge. In particular, one-time funding to support the Inspiring Diversity Grant and Small Business Internship Grants allowed Prosper Portland's Traded Sector team to deliver needed diversity, equity and inclusion programming to traded sector companies. The need was several times greater than the scale of the one-time funding allocated, so a significant focus going forward will be to identify ways to strengthen this work, which represents a space where Prosper Portland is leading.

PBAs include efforts to engage diverse communities in traded sector work, buy goods and services from diverse local companies and provide equity training opportunities for all PBA companies. 10 companies are currently committed to public benefit agreements.

The TechTown Pledge is a collective effort with the tech industry to increase workforce diversity and workplace inclusion. Prosper Portland convenes all parties several times a month, staffs the Steering Committee and CEO Roundtable, and works with industry partners on service delivery including AllyShift Training and an annual survey of employees of member companies. TechTown has grown to cover 3,412 employees, a 45% increase from 2,360 employees in 2018.

The Inspiring Diversity Grant is a new pilot program that launched in December 2018 for small, traded-sector employers located in the City of Portland. Grant funding was offered to inspire creative equity-related best practices by employers around workforce, marketing and communications with a goal of creating new community partnerships with populations that have been traditionally under-represented. Prosper Portland received more than 40 applications for the first-time grant and awarded nine local businesses grant funding from \$1,700 to \$8,000. This grant opportunity allows businesses that would otherwise lack funding to engage in diversity, equity and inclusion work. Recipients of the grant are leading firms that fall within our competitive industries including Athletic & Outdoor, Technology & Media, and Green Cities.

The Small Business Internship Grant provided grant funds to support small businesses in the Portland metro area to host young professionals for work experience through the Emerging Leaders Internship program (ELI). The grant funds covered part of the match fee and up to 80% of an intern's salary for a 10-week placement. This initiative broadened learning opportunities for students of color and helped local businesses gain unique insights as they diversify their talent pipelines. Of the 8 businesses awarded grants, 4 of the selected businesses indicated they would be interested in placing an Emerging Leaders intern next year without grant funding, and 2 of the selected businesses hired their intern full-time following the internship.

## Changes to Program

Traded Sector cluster services in FY 20-21 are anticipated to be funded at about 90% of the current FY 19-20 budget, which includes General Fund one-time and ongoing funding and other Prosper Portland resources. Traded Sector Business Development will maintain consistent staffing levels.

## Program Budget



|                                 | FY 2017-18 Actuals | 2018-19 Actuals | 2019-20 Revised  | 2020-21<br>Requested with<br>DP |
|---------------------------------|--------------------|-----------------|------------------|---------------------------------|
| <b>Bureau Expense</b>           |                    |                 |                  |                                 |
| External Materials and Services | 0                  | 0               | 1,650,155        | 1,586,767                       |
| <b>Sum:</b>                     | <b>0</b>           | <b>0</b>        | <b>1,650,155</b> | <b>1,586,767</b>                |

**Resources:**

- General Fund: Prosper Portland's portion of the General Fund is projected to increase with cost of living projections set by the City. However, \$100,000 one-time funding will not be requested back.
- Other Prosper Portland resources: Funds are meant to support programs during recessions and when there is insufficient funding from the City General Fund. Funding has increased in FY 18-19 and FY 19-20, due to significant cuts that Traded Sector faced in previous years from the General Fund. FY 20-21, however, decreases slightly.

**Expenses:** About 40% of resources pay for staff, who build the relationships and networks necessary to support programming, provide direct services to companies and implement programs. The remaining funds support business technical assistance, diversity, equity and inclusion trainings, sector-specific convening and networking, promoting trade and policy research.

**Staffing:** There are 7 staff who lead these programs at Prosper Portland with assistance from other Prosper Portland employees. Staff use their expertise in traded sector businesses to provide direct assistance to organizations, oversight for use of funds and monitor outcomes.

**Assets and  
Liabilities:**

### Program Information

|                 |   |                         |               |
|-----------------|---|-------------------------|---------------|
| <b>Bureau:</b>  | Prosper Portland  | <b>Program Contact:</b> | Troels Adrian |
| <b>Website:</b> | <a href="https://prosperportland.us/portfolio-items/cluster-initiatives-industry-partnerships/">https://prosperportland.us/portfolio-items/cluster-initiatives-industry-partnerships/</a> | <b>Contact Phone</b>    | 503-823-3210  |



City of Portland  
Prosper Portland

PM1. Report for FY 2020-21 Requested Budget

Run Date & Time

Tuesday, January 28, 2020

8:31:46 AM

OUTCOME MEASURES

|         | Performance Measure  | KPM | FY 2016-17<br>Actuals | FY 2017-18<br>Actuals | FY 2018-19<br>Actuals | FY 2019-20<br>Target | FY 2019-20<br>YTD Actuals | FY 2020-21<br>Target | Strategic<br>Target |
|---------|--|-----|-----------------------|-----------------------|-----------------------|----------------------|---------------------------|----------------------|---------------------|
| ZD_0039 | Percentage of workforce in Multnomah County working in quality jobs  |     | 47%                   | 46%                   | 52%                   | 48%                  | 0                         | 48%                  | 0                   |
| ZD_0040 | Percentage of start-up investment to firms founded, owned, or led by women   |     | 70%                   | 84%                   | 87%                   | %                    | 0                         | 0                    | 0                   |
| ZD_0041 | Percentage of start-up investment to firms founded, owned, or led by people of color   |     | 56%                   | 71%                   | 68%                   | %                    | 0                         | 0                    | 0                   |
| ZD_0042 | Percentage of Non-TIF Resources for Operating Budget (Staff, Materials and Services, Economic Development Programs)            |     | 76%                   | 74%                   | 73%                   | 75%                  | 0                         | 75%                  | 0                   |
| ZD_0043 | Ratio of private investment to Prosper Portland financial assistance   |     | 6.17                  | 6.14                  | 24.09                 | 6.00                 | 0                         | 6.00                 | 0                   |
| ZD_0002 | Net number of businesses (NPI Districts)   |     | 25                    | 16                    | 51                    | 20                   | 0                         | 20                   | 0                   |
| ZD_0047 | 25 Businesses Invest in Expansion in 5 Years   |     | 0                     | 1                     | 5                     | 8                    | 0                         | 15                   | 25                  |
| ZD_0048 | 100 Startup Businesses Launched in 5 Years   |     | 0                     | 17                    | 46                    | 55                   | 0                         | 75                   | 100                 |
| ZD_0051 | Percent of Adult Participants in Workforce Development who Advanced in Employment as Demonstrated by Gain in Earnings, Wage or |     | 0                     | 54%                   | 62%                   | 60%                  | 0                         | 60%                  | 0                   |
| ZD_0054 | Jobs Resulting from Traded Sector Business Relocations and Expansions within Portland  |     | 0                     | 1,743                 | 1,542                 | 1,000                | 0                         | 1,000                | 0                   |
| ZD_0058 | 1000 Strong and Stable Businesses in 5 years   |     | 0                     | 64                    | 118                   | 400                  | 0                         | 700                  | 1,000               |

EFFICIENCY MEASURES

## Prosper Portland

Tuesday, January 28, 2020

PM1. Report for FY 2020-21 Requested Budget

8:31:46 AM

|         | Performance Measure                         | KPM | FY 2016-17<br>Actuals | FY 2017-18<br>Actuals | FY 2018-19<br>Actuals | FY 2019-20<br>Target | FY 2019-20<br>YTD Actuals | FY 2020-21<br>Target | Strategic<br>Target |
|---------|---|-----|-----------------------|-----------------------|-----------------------|----------------------|---------------------------|----------------------|---------------------|
| ZD_0005 | Private Funds Leveraged by NPI Districts    |     | \$1,048,433           | \$826,687             | \$747,304             | \$500,000            | 0                         | \$500,000            | 0                   |
| ZD_0010 | Private Funds Leveraged by Venture Portland |     | \$300,000             | \$211,118             | \$401,149             | \$1,000,000          | 0                         | \$1,000,000          | 0                   |

## OUTPUT MEASURES

|         | Performance Measure   | KPM | FY 2016-17<br>Actuals | FY 2017-18<br>Actuals | FY 2018-19<br>Actuals | FY 2019-20<br>Target | FY 2019-20<br>YTD Actuals | FY 2020-21<br>Target | Strategic<br>Target |
|---------|---|-----|-----------------------|-----------------------|-----------------------|----------------------|---------------------------|----------------------|---------------------|
| ZD_0057 | Number of jobs created across agency                          |     | 0                     | N/A                   | 2,486                 | 2,600                | 0                         | 2,600                | 0                   |
| ZD_0001 | Number of volunteer hours provided by NPI Districts           |     | 33,186                | 20,599                | 20,035                | 30,000               | 0                         | 30,000               | 0                   |
| ZD_0050 | Number of Businesses Receiving Long Term Technical Assistance |     | 1                     | 381                   | 502                   | 450                  | 0                         | 450                  | 0                   |
| ZD_0053 | Number of Companies Introduced to Capital Partners            |     | 0                     | 45                    | 43                    | 40                   | 0                         | 40                   | 0                   |

## WORKLOAD MEASURES

|         | Performance Measure  | KPM | FY 2016-17<br>Actuals | FY 2017-18<br>Actuals | FY 2018-19<br>Actuals | FY 2019-20<br>Target | FY 2019-20<br>YTD Actuals | FY 2020-21<br>Target | Strategic<br>Target |
|---------|--|-----|-----------------------|-----------------------|-----------------------|----------------------|---------------------------|----------------------|---------------------|
| ZD_0006 | Number of technical assistance hours to business district associations by Venture Portland |     | 1,400                 | 3,188                 | 11,230                | 2,700                | 0                         | 2,700                | 0                   |

City of Portland  
**Prosper Portland**  
 PM1. Report for FY 2020-21 Requested Budget

**Run Date & Time**  
 Tuesday, January 28, 2020  
 8:31:46 AM

|         |  |       |     |     |     |   |     |   |
|---------|--|-------|-----|-----|-----|---|-----|---|
| ZD_0011 | Number of projects funded by Venture Portland                      | 26    | 27  | 29  | 35  | 0 | 30  | 0 |
| ZD_0020 | Number of youth participants in workforce development              | 491   | 470 | 502 | 492 | 0 | 492 | 0 |
| ZD_0022 | Number of adult participants in workforce development              | 1,231 | 906 | 936 | 781 | 0 | 781 | 0 |
| ZD_0025 | Number of Traded Sector business retention, expansion visits       | 744   | 368 | 402 | 350 | 0 | 350 | 0 |
| ZD_0026 | Number of Traded Sector direct assistance, referral activities     | 853   | 332 | 450 | 400 | 0 | 400 | 0 |
| ZD_0028 | Number of Portland Traded Sector firms receiving export assistance | 52    | 45  | 35  | 40  | 0 | 40  | 0 |
| ZD_0049 | # of Businesses Receiving Light Touch Technical Assistance         | 0     | 513 | 656 | 350 | 0 | 400 | 0 |

**EFFECTIVE MEASURES**

|         | Performance Measure   | KPM | FY 2016-17 Actuals | FY 2017-18 Actuals | FY 2018-19 Actuals | FY 2019-20 Target | FY 2019-20 YTD Actuals | FY 2020-21 Target | Strategic Target |
|---------|---|-----|--------------------|--------------------|--------------------|-------------------|------------------------|-------------------|------------------|
| ZD_0021 | Percentage of youth participants POC in workforce development                 |     | 77%                | 75%                | 64%                | 65%               | 0                      | 65%               | 0                |
| ZD_0023 | Percentage of adult participants people of color in workforce development     |     | 61%                | 56%                | 53%                | 65%               | 0                      | 65%               | 0                |
| ZD_0027 | Number of Traded Sector business relocations (within Portland) and expansions |     | 17                 | 9                  | 36                 | 10                | 0                      | 10                | 0                |

## Requested Decision Packages (D2)

Decision Package Recommendations

Run Date: 1/28/20

Run Time: 2:00:34 PM

## Prosper Portland

| Form<br>Header<br>ID  | Name   | Priority | FTE | GF On-<br>going | GF 1-Time        | Other<br>Revenue | Total<br>Expenses |
|-----------------------|--|----------|-----|-----------------|------------------|------------------|-------------------|
| <b>Addition</b>       |  |          |     |                 |                  |                  |                   |
| 9,570                 | Portland Film Office                         | 1        |     |                 | \$142,000        |                  | \$142,000         |
| 9,629                 | Portland Harbor Cleanup                      | 3        |     |                 | \$364,600        |                  | \$364,600         |
| 9,630                 | Priority Issue Area 6: Community Development | 2        |     |                 | \$350,000        |                  | \$350,000         |
| <b>Total Addition</b> |  |          |     |                 | <b>\$856,600</b> |                  | <b>\$856,600</b>  |
| <b>Bureau Total</b>   |  |          |     |                 | <b>\$856,600</b> |                  | <b>\$856,600</b>  |

City of Portland  
**Decision Package Summary**  
 Details

Run Date: 1/28/20  
 Run Time: 8:34:51 AM

**DP: 9570 - Portland Film Office**

|                |                 |            |
|----------------|-----------------|------------|
| <b>DP Type</b> | <b>Priority</b> | <b>New</b> |
| ADD            | 1               | No         |

**Package Description**

In collaboration with the City Budget Office and in response to the FY 18-19 Budget Note, the Portland Film Office (PFO) is requesting \$142,000 in General Funds for FY 20-21 or \$425,000 for three years. Prosper Portland will work with Parks and PBOT to develop a process for the successful long-term funding of PFO.

The Portland Film Office is a city entity supporting an industry that generated \$162 million in economic activity in FY 16-17. PFO serves as the liaison between film productions working within the city - helping with the requirements and relationships needed to conduct business in Portland while minimizing the negative impact such work has on the residents and businesses. This economic activity increased Portland's national and international presence, specifically through shows on HBO, Netflix, IFC and NBC. PFO sets local policy, removes barriers and works to ensure that film production increases economic and cultural benefits for the local workforce and businesses. It works to attract film production to Portland and represent Portland globally.

**Service Impacts**

This will fund the Portland Film Office while it works to centralize permitting functions and works at becoming self-sustainable. PFO is still projected to gain self-sufficiency over time through increased film permit fees.

**Equity Impacts**

PFO supports various diversity initiatives in the city, such as the Talent Diversity Initiative, Open Signal Black Filmmaker Fellowship, and Portland OR Women's Fest. PFO has partnered with the State of Oregon on a grant program centralized around underrepresented filmmakers.

**Budget Detail**

| Fund   |                              | 2020-21 Request<br>- V52 with DP | 2020-21 CBO<br>Recommended-<br>V53 | 2020-21<br>Proposed-V54 | 2020-21<br>Approved - V55 | 2020-21 Adopted<br>- V56 |
|--------|------------------------------|----------------------------------|------------------------------------|-------------------------|---------------------------|--------------------------|
|        | <b>Major Object Name</b>     | <b>Expense</b>                   |                                    |                         |                           |                          |
| 100000 | External Materials and Servi | 142,000                          | 0                                  | 0                       | 0                         | 0                        |
|        | <b>Sum:</b>                  | <b>142,000</b>                   | <b>0</b>                           | <b>0</b>                | <b>0</b>                  | <b>0</b>                 |
|        | <b>Major Object Name</b>     | <b>Revenue</b>                   |                                    |                         |                           |                          |
| 100000 | General Fund Discretionary   | 142,000                          | 0                                  | 0                       | 0                         | 0                        |
|        | <b>Sum:</b>                  | <b>142,000</b>                   | <b>0</b>                           | <b>0</b>                | <b>0</b>                  | <b>0</b>                 |

City of Portland  
**Decision Package Summary**  
Details

Run Date: 1/28/20  
Run Time: 8:34:51 AM

**DP: 9629 - Portland Harbor Cleanup**

| DP Type | Priority | New |
|---------|----------|-----|
| ADD     | 3        | No  |

**Package Description**

This will fund Prosper Portland's portion of the Harbor Restoration Trust Fund. These funds are in addition to funding provided by the City Budget Office, Bureau of Environmental Services and the Portland Bureau of Transportation. The City of Portland is working with the State of Oregon and Environmental Protection Agency to cleanup the superfund site, which is designated as the portion of the Willamette River from approximately Burnside Bridge to Sauvie Island.

**Service Impacts**

**Equity Impacts**

**Budget Detail**

| Fund   |                              | 2020-21 Request<br>- V52 with DP | 2020-21 CBO<br>Recommended-<br>V53 | 2020-21<br>Proposed-V54 | 2020-21<br>Approved - V55 | 2020-21 Adopted<br>- V56 |
|--------|------------------------------|----------------------------------|------------------------------------|-------------------------|---------------------------|--------------------------|
|        | <b>Major Object Name</b>     | <b>Expense</b>                   |                                    |                         |                           |                          |
| 100000 | External Materials and Servi | 364,600                          | 0                                  | 0                       | 0                         | 0                        |
|        | <b>Sum:</b>                  | <b>364,600</b>                   | <b>0</b>                           | <b>0</b>                | <b>0</b>                  | <b>0</b>                 |
|        | <b>Major Object Name</b>     | <b>Revenue</b>                   |                                    |                         |                           |                          |
| 100000 | General Fund Discretionary   | 364,600                          | 0                                  | 0                       | 0                         | 0                        |
|        | <b>Sum:</b>                  | <b>364,600</b>                   | <b>0</b>                           | <b>0</b>                | <b>0</b>                  | <b>0</b>                 |

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**DP: Priority Issue Area 6: Community  
Development Mitigating Displacement**

**DP Type    Priority    New**

**Mayor’s Budget Directive**

As part of the FY20-21 budget process, Mayor Wheeler set out priority areas for cross bureau coordination on critical issues facing the city and for bureaus to work together with communities to find meaningful longer-term strategies for efficient and effective service delivery. **Priority Issue Area 6: Community Development Mitigating Displacement** calls on the Portland Housing Bureau, Prosper Portland, Bureau of Planning and Sustainability and the Portland Bureau of Transportation to collaborate to **develop, implement, and manage equitable community development that mitigates displacement of residents and businesses due to economic change and the potential impact of public investments.**

He asks that this proactive approach to equitable community development includes:

1. collaboration alongside Portlanders to center community needs;
2. improvement of East Portland to catalyze equitable and sustainable community development; and,
3. prioritization of residents who have been displaced or who are at risk of displacement to achieve shared economic prosperity.

The goal is to “create a city where people have the choice to stay in their neighborhoods and where local businesses and cultural institutions can continue to serve Portlanders as important community assets in these neighborhoods. Residents and businesses should not fear that improvements to their neighborhoods are a precursor to displacement. City bureaus that execute the investments and policies for how our city grows must utilize a range of tools and strategies to achieve community development, stabilization, and collaboration.”

**Coordinated City Response**

The City, with East Portland communities, are addressing long-standing priorities in East Portland through significant investments in housing, transportation safety, parks, and community development. To enable East Portland residents and businesses to benefit from investments in the future, City bureaus propose a multi-year strategy of coordinated actions to mitigate displacement in advance of capital projects. The desired outcomes for this strategy include:

- Development and implementation of programs to help residents and businesses stay in community and leverage investments for individual and collective benefit; and,
- Establishment of a coordinated cross-bureau approach to community development and public infrastructure investments to increase community stability and benefits more effectively.

City staff reviewed the list of significant investments (\$5+M) planned for East Portland and identified two major projects – enhanced transit on SE Division and Parklane Park in the Rosewood area – over the next three years. In consultation with community organizations in these areas, City bureaus are requesting \$1.14M in one-time General Funds to focus on coordinated program delivery at outer Stark and outer Division as follows:

- \$650,000 for the Portland Housing Bureau for housing anti-displacement and stabilization programming for homeowners (via financial assistance, home repair funding, and legal assistance) and renters (via case management services).
- \$350,000 for Prosper Portland for small business anti-displacement and stabilization programming via the Inclusive Business Resource Network's small business outreach, technical assistance, and retail navigator boots-on-the-ground support.
- \$140,000 for the Bureau of Planning and Sustainability for citywide anti-displacement task force convening, planning and policy development.

### **Community Development Mitigating Displacement Budget Proposal**

The Portland Housing Bureau and Prosper Portland budget requests focus on programs to address potential displacement of residents and businesses in East Portland related to infrastructure and development around 122<sup>nd</sup>/Division as part of the Division Bus Rapid Transit project and Rosewood. PBOT, Portland Parks and Recreation and BPS will support and coordinate with this work. BPS also will continue to lead related work on the citywide Anti-Displacement Action Plan and Task Force.

#### **A. CROSS BUREAU ACTIVITIES (*No new budget requested*)**

- 1. Strengthen the internal and external governance/network to support this work long term**
  - a. Develop and implement an approach to be memorialized in an MOU between Bureaus for efficient and clear cross bureau roles, collaboration, and outcomes.
  - b. Improve the efficiency, transparency and impact of community engagement and the community role in decision-making around design and implementation of anti-displacement tools.
- 2. Improve tools for understanding and mitigating the impact of major City investments**
  - a. Develop shared methods for measurement and tracking of displacement risk and evaluation of displacement impacts from City policy decisions, programs and investments.
  - b. Identify the most relevant and potentially effective tools to mitigate these different types of displacement pressures in different communities.
  - c. Draw on and inform outcomes of the Portland Anti-Displacement Action Plan

#### **B. PORTLAND HOUSING BUREAU ACTIVITIES (\$650,000)**

##### ***Housing anti-displacement and stabilization interventions***

- 1. Homeowner interventions (\$350,000)**
  - a. Community engagement through culturally specific outreach and engagement, homeowner workshops, and increased NHP staff capacity to develop and implement workshops.
  - b. Home retention interventions through culturally and geographically specific community partners serving 40 households per year.
  - c. Home repair services for 37 households per year.
- 2. Renter interventions (\$300,000)**
  - a. Culturally specific high-risk building anti-displacement case management services for renters in 2 to 4 buildings (*20 to 60 renters per building*) – this includes organizing renters and providing education and technical assistance, case management, legal assistance, rent or relocation assistance and other services.



**C. PROSPER PORTLAND ACTIVITIES (\$350,000)**

***Economic development and business stabilization interventions through support services tailored to meet the needs of underrepresented entrepreneurs.***

**1. Division Transit Business Support (\$100,000)**

- a. Continue the delivery of culturally responsive business outreach, support services and technical assistance through the Inclusive Business Resource Network (IBRN) to businesses located in the outer SE Division corridor.
- b. Conduct outreach to 150 businesses, or at least 350 outreach hours for FY 20/21.
- c. 30 businesses will each receive approximately 10 hours of business support services in relevant languages.

**2. Inclusive Business Resource Network (\$100,000)**

- a. Deliver light touch support (programs that provide approximately 10 hours of service per client each year) via the 7 districts in the NPN network.
- b. 150 clients who live or work in the NPN districts will be served.

**3. Retail Navigator (\$150,000)**

- a. Expand boots-on-the-ground support for East Portland small business owners operating retail or interested in operating retail around space programming, improvements, lease review and negotiation, broker connections, resource navigation, and other commercial retail business topics.
- b. 50 East Portland business will receive light touch support (programs that provide approximately 10 hours of service per client each year).
- c. 10 business will receive intensive support (programs that provide approximately 40 hours of service per client each year).
- d. Connect potential tenants to Prosper Portland's currently available affordable commercial space.

**C. BUREAU OF PLANNING AND SUSTAINABILITY ACTIVITIES (\$140,000)**

***Continue work on the citywide anti-displacement plan and task force started in FY 19-20.***

**1. Anti-Displacement Plan Task Force**

- a. Charter, manage and staff the on-going Task Force of city and community leadership who will to oversee development and implementation of anti-displacement policy and programs citywide.
- b. Complete the initial Anti-Displacement Action Plan

**2. City Policy Team**

- a. Provide City Council with recommendations on anti-displacement policies and programs as needed for their decisions on policies, projects and investments.
- b. Solidify working relationship between City and Anti-Displacement PDX staff teams

## Decision Package Summary

Run Date: 1/28/20

Details

Run Time: 8:34:51 AM

**DP: 9630 - Priority Issue Area 6: Community Develop****DP Type****Priority****New**

ADD

2

Yes

**Package Description****Mayor's Budget Directive**

As part of the FY20-21 budget process, Mayor Wheeler set out priority areas for cross bureau coordination on critical issues facing the city and for bureaus to work together with communities to find meaningful longer-term strategies for efficient and effective service delivery.

Priority Issue Area 6: Community Development Mitigating Displacement calls on the Portland Housing Bureau, Prosper Portland, Bureau of Planning and Sustainability and the Portland Bureau of Transportation to collaborate to develop, implement, and manage equitable community development that mitigates displacement of residents and businesses due to economic change and the potential impact of public investments.

He asks that this proactive approach to equitable community development includes:

1. collaboration alongside Portlanders to center community needs;
2. improvement of East Portland to catalyze equitable and sustainable community development; and,
3. prioritization of residents who have been displaced or who are at risk of displacement to achieve shared economic prosperity.

The goal is to "create a city where people have the choice to stay in their neighborhoods and where local businesses and cultural institutions can continue to serve Portlanders as important community assets in these neighborhoods. Residents and businesses should not fear that improvements to their neighborhoods are a precursor to displacement. City bureaus that execute the investments and policies for how our city grows must utilize a range of tools and strategies to achieve community development, stabilization, and collaboration."

**Coordinated City Response**

The City, with East Portland communities, are addressing long-standing priorities in East Portland through significant investments in housing, transportation safety, parks, and community development. To enable East Portland residents and businesses to benefit from investments in the future, City bureaus propose a multi-year strategy of coordinated actions to mitigate displacement in advance of capital projects. The desired outcomes for this strategy include:

- Development and implementation of programs to help residents and businesses stay in community and leverage investments for individual and collective benefit; and,
- Establishment of a coordinated cross-bureau approach to community development and public infrastructure investments to increase community stability and benefits more effectively.

City staff reviewed the list of significant investments (\$5+M) planned for East Portland and identified two major projects – enhanced transit on SE Division and Parklane Park in the Rosewood area – over the next three years. In consultation with community organizations in these areas, City bureaus are requesting \$1.14M in one-time General Funds to focus on coordinated program delivery at outer Stark and outer Division as follows:

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**Community Development Mitigating Displacement Budget Proposal**

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**Service Impacts**

## Decision Package Summary

Run Date: 1/28/20

Details

Run Time: 8:34:51 AM

**PROSPER PORTLAND ACTIVITIES (\$350,000)**

Economic development and business stabilization interventions through support services tailored to meet the needs of underrepresented entrepreneurs.

**1. Division Transit Business Support (\$100,000)**

- a. Continue the delivery of culturally responsive business outreach, support services and technical assistance through the Inclusive Business Resource Network (IBRN) to businesses located in the outer SE Division corridor.
- b. Conduct outreach to 150 businesses, or at least 350 outreach hours for FY 20/21.
- c. 30 businesses will each receive approximately 10 hours of business support services in relevant languages.

**2. Inclusive Business Resource Network (\$100,000)**

- a. Deliver light touch support (programs that provide approximately 10 hours of service per client each year) via the 7 districts in the NPN network.
- b. 150 clients who live or work in the NPN districts will be served.

**3. Retail Navigator (\$150,000)**

- a. Expand boots-on-the-ground support for East Portland small business owners operating retail or interested in operating retail around space programming, improvements, lease review and negotiation, broker connections, resource navigation, and other commercial retail business topics.
- b. 50 East Portland business will receive light touch support (programs that provide approximately 10 hours of service per client each year).
- c. 10 business will receive intensive support (programs that provide approximately 40 hours of service per client each year).
- d. Connect potential tenants to Prosper Portland's currently available affordable commercial space.

**Equity Impacts**

These programs are prioritized for underrepresented business owners including: people of color, women and those who are low-income. These programs are interconnected and provide a range of wrap around services for each unique business owner or entrepreneur.

**Budget Detail**

| <b>Fund</b> |                              | <b>2020-21 Request<br/>- V52 with DP</b> | <b>2020-21 CBO<br/>Recommended-<br/>V53</b> | <b>2020-21<br/>Proposed-V54</b> | <b>2020-21<br/>Approved - V55</b> | <b>2020-21 Adopted<br/>- V56</b> |
|-------------|------------------------------|--|---|---------------------------------|-----------------------------------|----------------------------------|
|             | <b>Major Object Name</b>     | <b>Expense</b>                           |   |                                 |                                   |                                  |
| 100000      | External Materials and Servi | 350,000                                  | 0   | 0                               | 0                                 | 0                                |
|             | <b>Sum:</b>                  | <b>350,000</b>                           | <b>0</b>                                    | <b>0</b>                        | <b>0</b>                          | <b>0</b>                         |
|             | <b>Major Object Name</b>     | <b>Revenue</b>                           |   |                                 |                                   |                                  |
| 100000      | General Fund Discretionary   | 350,000                                  | 0   | 0                               | 0                                 | 0                                |
|             | <b>Sum:</b>                  | <b>350,000</b>                           | <b>0</b>                                    | <b>0</b>                        | <b>0</b>                          | <b>0</b>                         |

## Financial Summary Five-Year Forecast

| General Fund                              | Revised 2<br>FY 2019-20 | Requested<br>FY 2020-21 | Forecast<br>FY 2021-22 | Forecast<br>FY 2022-23 | Forecast<br>FY 2023-24 | Forecast<br>FY 2024-25 |
|---|-------------------------|-------------------------|------------------------|------------------------|------------------------|------------------------|
| <b>Resources</b>                          |                         |                         |                        |                        |                        |                        |
| Beginning Fund Balance                    | 1,386,543               | 769,134                 | 719,134                | 719,134                | 719,134                | 719,134                |
| <b>Revenue</b>                            |                         |                         |                        |                        |                        |                        |
| City General Fund                         | 7,302,620               | 7,433,053               | 6,048,130              | 5,745,724              | 5,458,438              | 5,185,516              |
| Fees and Charges                          | 412,960                 | 200,000                 | 200,000                | 200,000                | 200,000                | 200,000                |
| Grants - Federal except HCD               | 0                       | 63,000                  | 0                      | 0                      | 0                      | 0                      |
| Miscellaneous                             | 58,000                  | 40,000                  | 0                      | 0                      | 0                      | 0                      |
| Transfers In                              | 14,013,023              | 14,295,093              | 14,633,483             | 14,828,976             | 14,996,944             | 15,444,586             |
| <b>Total Revenue</b>                      | <b>21,786,603</b>       | <b>22,031,146</b>       | <b>20,881,613</b>      | <b>20,774,700</b>      | <b>20,655,382</b>      | <b>20,830,102</b>      |
| <b>Total Resources</b>                    | <b>23,173,146</b>       | <b>22,800,280</b>       | <b>21,600,747</b>      | <b>21,493,834</b>      | <b>21,374,516</b>      | <b>21,549,236</b>      |
| <b>Requirements</b>                       |                         |                         |                        |                        |                        |                        |
| <b>Administration</b>                     |                         |                         |                        |                        |                        |                        |
| A00005-Administration-ADM                 | 3,812,053               | 3,481,753               | 3,481,753              | 3,481,753              | 3,481,753              | 3,481,753              |
| A00011-Equity Council-ADM                 | 60,000                  | 60,000                  | 60,000                 | 60,000                 | 60,000                 | 60,000                 |
| A00039-NED Leadership Group-ADM           | 50,000                  | 50,000                  | 50,000                 | 50,000                 | 50,000                 | 50,000                 |
| A00041-Labor Relations-ADM                | 5,000                   | 5,000                   | 5,000                  | 5,000                  | 5,000                  | 5,000                  |
| A00042-Employee Education Fund-ADM        | 20,000                  | 20,000                  | 20,000                 | 20,000                 | 20,000                 | 20,000                 |
| A00543-Non-Rep Edu Fund-ADM               | 10,000                  | 10,000                  | 10,000                 | 10,000                 | 10,000                 | 10,000                 |
| A00549-Yardi Asset Mgmt-ADM               | 65,250                  | 0                       | 0                      | 0                      | 0                      | 0                      |
| A00564-Mason-Ehrman Bldg-ADM              | 13,375                  | 13,375                  | 13,375                 | 13,375                 | 13,375                 | 13,375                 |
| A00592-Internal Equity-ADM                | 5,000                   | 10,000                  | 10,000                 | 10,000                 | 10,000                 | 10,000                 |
| A00612-Office Move-ADM                    | 353,271                 | 159,359                 | 159,359                | 159,359                | 159,359                | 159,359                |
| <b>Administration Total</b>               | <b>4,393,949</b>        | <b>3,809,487</b>        | <b>3,809,487</b>       | <b>3,809,487</b>       | <b>3,809,487</b>       | <b>3,809,487</b>       |
| <b>Economic Development</b>               |                         |                         |                        |                        |                        |                        |
| <b>Traded Sector</b>                      |                         |                         |                        |                        |                        |                        |
| A00454-Adv Mfg - Cluster Dev-GEN          | 105,000                 | 0                       | 0                      | 0                      | 0                      | 0                      |
| A00455-Cluster Development-GEN            | 32,210                  | 573,275                 | 444,611                | 417,380                | 391,511                | 366,935                |
| A00457-International Business Dev-GEN     | 25,500                  | 0                       | 0                      | 0                      | 0                      | 0                      |
| A00458-Green & Clean -Cluster Dev-GEN     | 105,000                 | 0                       | 0                      | 0                      | 0                      | 0                      |
| A00459-Athletic - Cluster Dev-GEN         | 105,000                 | 0                       | 0                      | 0                      | 0                      | 0                      |
| A00461-Greater Portland-GEN               | 25,000                  | 0                       | 0                      | 0                      | 0                      | 0                      |
| A00462-Software - Cluster Dev -GEN        | 105,000                 | 0                       | 0                      | 0                      | 0                      | 0                      |
| A00460-Film/Video-GEN                     | 18,256                  | 25,051                  | 0                      | 0                      | 0                      | 0                      |
| A00577-Inspiring Diversity Grant-GEN      | 8,000                   | 0                       | 0                      | 0                      | 0                      | 0                      |
| A00581-Cluster Development-EOG            | 71,877                  | 50,000                  | 0                      | 0                      | 0                      | 0                      |
| A00605-Portland Means Progress            | 161,990                 | 0                       | 0                      | 0                      | 0                      | 0                      |
| <b>Community Economic Development</b>     |                         |                         |                        |                        |                        |                        |
| A00126-Technical Assist Contracts-EOG     | 94,000                  | 50,000                  | 0                      | 0                      | 0                      | 0                      |
| A00467-NPI & Main St Network-GEN          | 609,593                 | 569,666                 | 391,183                | 364,124                | 338,418                | 313,997                |
| A00469-Incl Business Resource Network-GEN | 1,622,524               | 1,812,918               | 1,484,229              | 1,278,385              | 1,117,374              | 1,378,837              |
| A00471-Venture Portland-GEN               | 550,478                 | 551,290                 | 523,726                | 497,540                | 472,663                | 449,030                |
| A00472-Workforce Development-GEN          | 1,118,790               | 1,140,400               | 883,380                | 829,211                | 777,750                | 728,863                |
| A00538-Coordinated Community Plan&Dev-GEN | 1,827                   | 0                       | 0                      | 0                      | 0                      | 0                      |
| A00539-Small Business & Community Dev-GEN | 47,402                  | 0                       | 0                      | 0                      | 0                      | 0                      |
| A00566-Mercatus-GEN                       | 100,000                 | 51,300                  | 48,735                 | 46,298                 | 43,983                 | 41,784                 |
| A00569-Mercatus-EOG                       | 20,726                  | 20,000                  | 0                      | 0                      | 0                      | 0                      |
| A00573-Cannabis-GEN                       | 210,000                 | 210,000                 | 0                      | 0                      | 0                      | 0                      |
| A00608-My People's Market MPM-EOG         | 50,000                  | 20,000                  | 0                      | 0                      | 0                      | 0                      |
| <b>Economic Development Total</b>         | <b>5,188,173</b>        | <b>5,073,900</b>        | <b>3,775,864</b>       | <b>3,432,938</b>       | <b>3,141,699</b>       | <b>3,279,446</b>       |
| <b>Property Redevelopment</b>             |                         |                         |                        |                        |                        |                        |
| <b>Commercial Property Lending</b>        |                         |                         |                        |                        |                        |                        |

| <b>General Fund</b>                    | <b>Revised 2<br/>FY 2019-20</b> | <b>Requested<br/>FY 2020-21</b> | <b>Forecast<br/>FY 2021-22</b> | <b>Forecast<br/>FY 2022-23</b> | <b>Forecast<br/>FY 2023-24</b> | <b>Forecast<br/>FY 2024-25</b> |
|--|---------------------------------|---------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|
| A00414-C-PACE-ADM                      | 176,000                         | 176,000                         | 176,000                        | 176,000                        | 176,000                        | 176,000                        |
| <b>Redevelopment Strategy</b>          |                                 |                                 |                                |                                |                                |                                |
| A00571-Brownfield Program Admin-GEN    | 38,571                          | 0                               | 0                              | 0                              | 0                              | 0                              |
| A00596-Albina Vision                   | 75,000                          | 0                               | 0                              | 0                              | 0                              | 0                              |
| A00597-Superfund-GEN                   | 0                               | 364,600                         | 0                              | 0                              | 0                              | 0                              |
| A00617-NW Streetcar-ADM                | 6,238                           | 63,000                          | 0                              | 0                              | 0                              | 0                              |
| <b>Property Redevelopment Total</b>    | <b>295,809</b>                  | <b>603,600</b>                  | <b>176,000</b>                 | <b>176,000</b>                 | <b>176,000</b>                 | <b>176,000</b>                 |
| <b>Total Program Expenditures</b>      | <b>9,877,931</b>                | <b>9,486,987</b>                | <b>7,761,351</b>               | <b>7,418,425</b>               | <b>7,127,186</b>               | <b>7,264,933</b>               |
| Personnel Services                     | 11,753,541                      | 12,182,308                      | 12,634,120                     | 12,855,599                     | 13,045,061                     | 13,565,169                     |
| <b>Total Fund Expenditures</b>         | <b>21,631,472</b>               | <b>21,669,295</b>               | <b>20,395,471</b>              | <b>20,274,024</b>              | <b>20,172,247</b>              | <b>20,830,102</b>              |
| Interfund Transfers - Indirect Charges | 519,424                         | 411,851                         | 486,142                        | 500,676                        | 483,135                        | 0                              |
| Interfund Transfers - Cash Transfers   | 248,116                         | 0                               | 0                              | 0                              | 0                              | 0                              |
| Contingency                            | 774,134                         | 719,134                         | 719,134                        | 719,134                        | 719,134                        | 719,134                        |
| <b>Total Fund Requirements</b>         | <b>23,173,146</b>               | <b>22,800,280</b>               | <b>21,600,747</b>              | <b>21,493,834</b>              | <b>21,374,516</b>              | <b>21,549,236</b>              |

## Financial Summary Five-Year Forecast

| Other Federal Grants              | Revised 2<br>FY 2019-20 | Requested<br>FY 2020-21 | Forecast<br>FY 2021-22 | Forecast<br>FY 2022-23 | Forecast<br>FY 2023-24 | Forecast<br>FY 2024-25 |
|-----------------------------------|-------------------------|-------------------------|------------------------|------------------------|------------------------|------------------------|
| <b>Resources</b>                  |                         |                         |                        |                        |                        |                        |
| Beginning Fund Balance            | 1,449,116               | 1,133,626               | 1,083,342              | 974,305                | 780,843                | 586,918                |
| <b>Revenue</b>                    |                         |                         |                        |                        |                        |                        |
| Fees and Charges                  | 500                     | 500                     | 0                      | 0                      | 0                      | 0                      |
| Loan Collections                  | 199,756                 | 236,643                 | 179,759                | 95,895                 | 95,895                 | 82,986                 |
| <b>Total Revenue</b>              | <b>200,256</b>          | <b>237,143</b>          | <b>179,759</b>         | <b>95,895</b>          | <b>95,895</b>          | <b>82,986</b>          |
| <b>Total Resources</b>            | <b>1,649,372</b>        | <b>1,370,769</b>        | <b>1,263,101</b>       | <b>1,070,200</b>       | <b>876,738</b>         | <b>669,904</b>         |
| <b>Requirements</b>               |                         |                         |                        |                        |                        |                        |
| <b>Economic Development</b>       |                         |                         |                        |                        |                        |                        |
| <b>Business Lending</b>           |                         |                         |                        |                        |                        |                        |
| A00215-EDA-General                | 500,250                 | 250,250                 | 250,250                | 250,250                | 250,250                | 250,250                |
| <b>Economic Development Total</b> | <b>500,250</b>          | <b>250,250</b>          | <b>250,250</b>         | <b>250,250</b>         | <b>250,250</b>         | <b>250,250</b>         |
| <b>Total Program Expenditures</b> | <b>500,250</b>          | <b>250,250</b>          | <b>250,250</b>         | <b>250,250</b>         | <b>250,250</b>         | <b>250,250</b>         |
| Personnel Services                | 15,496                  | 37,177                  | 38,546                 | 39,107                 | 39,570                 | 41,135                 |
| <b>Total Fund Expenditures</b>    | <b>515,746</b>          | <b>287,427</b>          | <b>288,796</b>         | <b>289,357</b>         | <b>289,820</b>         | <b>291,385</b>         |
| Contingency                       | 1,133,626               | 1,083,342               | 974,305                | 780,843                | 586,918                | 378,519                |
| <b>Total Fund Requirements</b>    | <b>1,649,372</b>        | <b>1,370,769</b>        | <b>1,263,101</b>       | <b>1,070,200</b>       | <b>876,738</b>         | <b>669,904</b>         |

## Financial Summary Five-Year Forecast

| HCD Contract Fund                         | Revised 2<br>FY 2019-20 | Requested<br>FY 2020-21 | Forecast<br>FY 2021-22 | Forecast<br>FY 2022-23 | Forecast<br>FY 2023-24 | Forecast<br>FY 2024-25 |
|---|-------------------------|-------------------------|------------------------|------------------------|------------------------|------------------------|
| <b>Resources</b>                          |                         |                         |                        |                        |                        |                        |
| Beginning Fund Balance                    | 547,000                 | 0                       | 0                      | 0                      | 0                      | 0                      |
| <b>Revenue</b>                            |                         |                         |                        |                        |                        |                        |
| Grants - HCD Contract                     | 2,280,648               | 2,280,648               | 2,166,615              | 2,058,284              | 1,955,370              | 1,857,602              |
| <b>Total Revenue</b>                      | <b>2,280,648</b>        | <b>2,280,648</b>        | <b>2,166,615</b>       | <b>2,058,284</b>       | <b>1,955,370</b>       | <b>1,857,602</b>       |
| <b>Total Resources</b>                    | <b>2,827,648</b>        | <b>2,280,648</b>        | <b>2,166,615</b>       | <b>2,058,284</b>       | <b>1,955,370</b>       | <b>1,857,602</b>       |
| <b>Requirements</b>                       |                         |                         |                        |                        |                        |                        |
| <b>Economic Development</b>               |                         |                         |                        |                        |                        |                        |
| <b>Community Economic Development</b>     |                         |                         |                        |                        |                        |                        |
| A00491-Incl Business Resource Network-EOC | 553,792                 | 553,792                 | 526,102                | 499,797                | 474,807                | 451,067                |
| A00492-Workforce-EOC                      | 1,726,856               | 1,726,856               | 1,640,513              | 1,558,487              | 1,480,563              | 1,406,535              |
| <b>Economic Development Total</b>         | <b>2,280,648</b>        | <b>2,280,648</b>        | <b>2,166,615</b>       | <b>2,058,284</b>       | <b>1,955,370</b>       | <b>1,857,602</b>       |
| <b>Total Program Expenditures</b>         | <b>2,280,648</b>        | <b>2,280,648</b>        | <b>2,166,615</b>       | <b>2,058,284</b>       | <b>1,955,370</b>       | <b>1,857,602</b>       |
| <b>Total Fund Expenditures</b>            | <b>2,280,648</b>        | <b>2,280,648</b>        | <b>2,166,615</b>       | <b>2,058,284</b>       | <b>1,955,370</b>       | <b>1,857,602</b>       |
| Interfund Transfers - Cash Transfers      | 547,000                 | 0                       | 0                      | 0                      | 0                      | 0                      |
| <b>Total Fund Requirements</b>            | <b>2,827,648</b>        | <b>2,280,648</b>        | <b>2,166,615</b>       | <b>2,058,284</b>       | <b>1,955,370</b>       | <b>1,857,602</b>       |

## Financial Summary Five-Year Forecast

| COEP Fund                             | Revised 2<br>FY 2019-20 | Requested<br>FY 2020-21 | Forecast<br>FY 2021-22 | Forecast<br>FY 2022-23 | Forecast<br>FY 2023-24 | Forecast<br>FY 2024-25 |
|---------------------------------------|-------------------------|-------------------------|------------------------|------------------------|------------------------|------------------------|
| <b>Resources</b>                      |                         |                         |                        |                        |                        |                        |
| <b>Revenue</b>                        |                         |                         |                        |                        |                        |                        |
| Fees and Charges                      | 200,000                 | 0                       | 0                      | 0                      | 0                      | 0                      |
| <b>Total Revenue</b>                  | <b>200,000</b>          | <b>0</b>                | <b>0</b>               | <b>0</b>               | <b>0</b>               | <b>0</b>               |
| <b>Total Resources</b>                | <b>200,000</b>          | <b>0</b>                | <b>0</b>               | <b>0</b>               | <b>0</b>               | <b>0</b>               |
| <b>Requirements</b>                   |                         |                         |                        |                        |                        |                        |
| <b>Economic Development</b>           |                         |                         |                        |                        |                        |                        |
| <b>Community Economic Development</b> |                         |                         |                        |                        |                        |                        |
| A00626-COEP Admin                     | 154,677                 | 0                       | 0                      | 0                      | 0                      | 0                      |
| <b>Economic Development Total</b>     | <b>154,677</b>          | <b>0</b>                | <b>0</b>               | <b>0</b>               | <b>0</b>               | <b>0</b>               |
| <b>Total Program Expenditures</b>     | <b>154,677</b>          | <b>0</b>                | <b>0</b>               | <b>0</b>               | <b>0</b>               | <b>0</b>               |
| Personnel Services                    | 45,323                  | 0                       | 0                      | 0                      | 0                      | 0                      |
| <b>Total Fund Expenditures</b>        | <b>200,000</b>          | <b>0</b>                | <b>0</b>               | <b>0</b>               | <b>0</b>               | <b>0</b>               |
| <b>Total Fund Requirements</b>        | <b>200,000</b>          | <b>0</b>                | <b>0</b>               | <b>0</b>               | <b>0</b>               | <b>0</b>               |



## Financial Summary Five-Year Forecast

| Enterprise Zone                                 | Revised 2<br>FY 2019-20 | Requested<br>FY 2020-21 | Forecast<br>FY 2021-22 | Forecast<br>FY 2022-23 | Forecast<br>FY 2023-24 | Forecast<br>FY 2024-25 |
|---|-------------------------|-------------------------|------------------------|------------------------|------------------------|------------------------|
| <b>Resources</b>                                |                         |                         |                        |                        |                        |                        |
| Beginning Fund Balance                          | 4,133,815               | 3,983,659               | 4,198,506              | 3,939,190              | 3,377,093              | 2,565,922              |
| <b>Revenue</b>                                  |                         |                         |                        |                        |                        |                        |
| Fees and Charges                                | 1,416,967               | 1,534,080               | 1,065,203              | 765,528                | 517,008                | 269,268                |
| <b>Total Revenue</b>                            | <b>1,416,967</b>        | <b>1,534,080</b>        | <b>1,065,203</b>       | <b>765,528</b>         | <b>517,008</b>         | <b>269,268</b>         |
| <b>Total Resources</b>                          | <b>5,550,782</b>        | <b>5,517,739</b>        | <b>5,263,709</b>       | <b>4,704,718</b>       | <b>3,894,101</b>       | <b>2,835,190</b>       |
| <b>Requirements</b>                             |                         |                         |                        |                        |                        |                        |
| <b>Economic Development</b>                     |                         |                         |                        |                        |                        |                        |
| <b>Traded Sector</b>                            |                         |                         |                        |                        |                        |                        |
| A00052-Ezone Projects-PEZ                       | 30,000                  | 5,000                   | 5,000                  | 5,000                  | 5,000                  | 5,000                  |
| A00070-EZone Workforce-NEZ                      | 329,000                 | 229,000                 | 229,000                | 229,000                | 229,000                | 229,000                |
| A00444-Inclusive Entrepreneurship & Bus Dev-NEZ | 348,348                 | 223,000                 | 223,000                | 223,000                | 223,000                | 223,000                |
| <b>Community Economic Development</b>           |                         |                         |                        |                        |                        |                        |
| A00085-Incl Business Resource Network-NEZ       | 486,000                 | 414,000                 | 414,000                | 414,000                | 414,000                | 414,000                |
| A00091-Neighborhood Prosperity-NEZ              | 275,000                 | 275,000                 | 275,000                | 275,000                | 275,000                | 275,000                |
| <b>Economic Development Total</b>               | <b>1,468,348</b>        | <b>1,146,000</b>        | <b>1,146,000</b>       | <b>1,146,000</b>       | <b>1,146,000</b>       | <b>1,146,000</b>       |
| <b>Total Program Expenditures</b>               | <b>1,468,348</b>        | <b>1,146,000</b>        | <b>1,146,000</b>       | <b>1,146,000</b>       | <b>1,146,000</b>       | <b>1,146,000</b>       |
| Personnel Services                              | 63,383                  | 140,233                 | 145,395                | 147,510                | 149,260                | 155,159                |
| <b>Total Fund Expenditures</b>                  | <b>1,531,731</b>        | <b>1,286,233</b>        | <b>1,291,395</b>       | <b>1,293,510</b>       | <b>1,295,260</b>       | <b>1,301,159</b>       |
| Interfund Transfers - Indirect Charges          | 35,392                  | 33,000                  | 33,124                 | 34,115                 | 32,919                 | 0                      |
| Contingency                                     | 3,983,659               | 4,198,506               | 3,939,190              | 3,377,093              | 2,565,922              | 1,534,031              |
| <b>Total Fund Requirements</b>                  | <b>5,550,782</b>        | <b>5,517,739</b>        | <b>5,263,709</b>       | <b>4,704,718</b>       | <b>3,894,101</b>       | <b>2,835,190</b>       |

## Financial Summary Five-Year Forecast

| Ambassador Program Fund           | Revised 2<br>FY 2019-20 | Requested<br>FY 2020-21 | Forecast<br>FY 2021-22 | Forecast<br>FY 2022-23 | Forecast<br>FY 2023-24 | Forecast<br>FY 2024-25 |
|-----------------------------------|-------------------------|-------------------------|------------------------|------------------------|------------------------|------------------------|
| <b>Resources</b>                  |                         |                         |                        |                        |                        |                        |
| Beginning Fund Balance            | 14,795                  | 4,795                   | 0                      | 0                      | 0                      | 0                      |
| <b>Revenue</b>                    |                         |                         |                        |                        |                        |                        |
| Total Revenue                     | 0                       | 0                       | 0                      | 0                      | 0                      | 0                      |
| <b>Total Resources</b>            | <b>14,795</b>           | <b>4,795</b>            | <b>0</b>               | <b>0</b>               | <b>0</b>               | <b>0</b>               |
| <b>Requirements</b>               |                         |                         |                        |                        |                        |                        |
| <b>Economic Development</b>       |                         |                         |                        |                        |                        |                        |
| <b>Traded Sector</b>              |                         |                         |                        |                        |                        |                        |
| A00069-Ambassador Activities-AMB  | 10,000                  | 4,795                   | 0                      | 0                      | 0                      | 0                      |
| <b>Economic Development Total</b> | <b>10,000</b>           | <b>4,795</b>            | <b>0</b>               | <b>0</b>               | <b>0</b>               | <b>0</b>               |
| <b>Total Program Expenditures</b> | <b>10,000</b>           | <b>4,795</b>            | <b>0</b>               | <b>0</b>               | <b>0</b>               | <b>0</b>               |
| <b>Total Fund Expenditures</b>    | <b>10,000</b>           | <b>4,795</b>            | <b>0</b>               | <b>0</b>               | <b>0</b>               | <b>0</b>               |
| Contingency                       | 4,795                   | 0                       | 0                      | 0                      | 0                      | 0                      |
| <b>Total Fund Requirements</b>    | <b>14,795</b>           | <b>4,795</b>            | <b>0</b>               | <b>0</b>               | <b>0</b>               | <b>0</b>               |

## Financial Summary Five-Year Forecast

| <b>Airport Way TIF Fund</b>            | <b>Revised 2<br/>FY 2019-20</b> | <b>Requested<br/>FY 2020-21</b> | <b>Forecast<br/>FY 2021-22</b> | <b>Forecast<br/>FY 2022-23</b> | <b>Forecast<br/>FY 2023-24</b> | <b>Forecast<br/>FY 2024-25</b> |
|--|---------------------------------|---------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|
| <b>Resources</b>                       |                                 |                                 |                                |                                |                                |                                |
| Beginning Fund Balance                 | 5,924,806                       | 5,593,643                       | 2,185,625                      | 1,961,799                      | 1,566,119                      | 1,381,938                      |
| <b>Revenue</b>                         |                                 |                                 |                                |                                |                                |                                |
| Fees and Charges                       | 362                             | 762                             | 0                              | 0                              | 0                              | 0                              |
| Interest on Investments                | 119,261                         | 72,253                          | 37,097                         | 31,857                         | 26,705                         | 25,117                         |
| Loan Collections                       | 70,316                          | 71,444                          | 71,444                         | 71,445                         | 70,674                         | 68,294                         |
| Rent and Property Income               | 0                               | 24,000                          | 96,000                         | 120,000                        | 82,200                         | 265,000                        |
| <b>Total Revenue</b>                   | <b>189,939</b>                  | <b>168,459</b>                  | <b>204,541</b>                 | <b>223,302</b>                 | <b>179,579</b>                 | <b>358,411</b>                 |
| <b>Total Resources</b>                 | <b>6,114,745</b>                | <b>5,762,102</b>                | <b>2,390,166</b>               | <b>2,185,101</b>               | <b>1,745,698</b>               | <b>1,740,349</b>               |
| <b>Requirements</b>                    |                                 |                                 |                                |                                |                                |                                |
| <b>Administration</b>                  |                                 |                                 |                                |                                |                                |                                |
| A00032-Debt Management-APW             | 11,051                          | 7,821                           | 7,821                          | 7,821                          | 0                              | 0                              |
| <b>Administration Total</b>            | <b>11,051</b>                   | <b>7,821</b>                    | <b>7,821</b>                   | <b>7,821</b>                   | <b>0</b>                       | <b>0</b>                       |
| <b>Economic Development</b>            |                                 |                                 |                                |                                |                                |                                |
| <b>Traded Sector</b>                   |                                 |                                 |                                |                                |                                |                                |
| A00116-Business Development-APW        | 25,000                          | 0                               | 0                              | 0                              | 0                              | 0                              |
| A00383-Lean Manufacturing-APW          | 10,000                          | 0                               | 0                              | 0                              | 0                              | 0                              |
| <b>Business Lending</b>                |                                 |                                 |                                |                                |                                |                                |
| A00211-BL -General-APW                 | 200,000                         | 200,000                         | 0                              | 0                              | 0                              | 0                              |
| <b>Economic Development Total</b>      | <b>235,000</b>                  | <b>200,000</b>                  | <b>0</b>                       | <b>0</b>                       | <b>0</b>                       | <b>0</b>                       |
| <b>Property Redevelopment</b>          |                                 |                                 |                                |                                |                                |                                |
| <b>Real Estate Management</b>          |                                 |                                 |                                |                                |                                |                                |
| A00350-Cascade Stn-Prcl G-APW          | 37,300                          | 38,619                          | 28,966                         | 29,929                         | 30,992                         | 0                              |
| A00545-Cascade Station Prcl E-APW      | 31,600                          | 33,680                          | 35,340                         | 219,080                        | 0                              | 0                              |
| A00547-Cascade Station Prcl D-APW      | 28,311                          | 30,077                          | 31,555                         | 33,108                         | 0                              | 0                              |
| <b>Real Estate Disposition</b>         |                                 |                                 |                                |                                |                                |                                |
| A00349-Cascade Station-APW             | 85,000                          | 0                               | 0                              | 0                              | 0                              | 0                              |
| A00350-Cascade Stn-Prcl G-APW          | 45,000                          | 3,100,000                       | 0                              | 0                              | 0                              | 0                              |
| A00545-Cascade Station Prcl E-APW      | 15,000                          | 0                               | 0                              | 0                              | 0                              | 0                              |
| A00547-Cascade Station Prcl D-APW      | 15,000                          | 0                               | 0                              | 0                              | 0                              | 0                              |
| <b>Property Redevelopment Total</b>    | <b>257,211</b>                  | <b>3,202,376</b>                | <b>95,861</b>                  | <b>282,117</b>                 | <b>30,992</b>                  | <b>0</b>                       |
| <b>Total Program Expenditures</b>      | <b>503,262</b>                  | <b>3,410,197</b>                | <b>103,682</b>                 | <b>289,938</b>                 | <b>30,992</b>                  | <b>0</b>                       |
| Personnel Services                     | 26,626                          | 40,849                          | 42,352                         | 42,968                         | 43,477                         | 45,197                         |
| <b>Total Fund Expenditures</b>         | <b>529,888</b>                  | <b>3,451,046</b>                | <b>146,034</b>                 | <b>332,906</b>                 | <b>74,469</b>                  | <b>45,197</b>                  |
| Interfund Transfers - Indirect Charges | 156,879                         | 125,431                         | 282,333                        | 286,076                        | 289,291                        | 297,861                        |
| Contingency                            | 5,427,978                       | 2,185,625                       | 1,961,799                      | 1,566,119                      | 1,381,938                      | 1,397,291                      |
| <b>Total Fund Requirements</b>         | <b>6,114,745</b>                | <b>5,762,102</b>                | <b>2,390,166</b>               | <b>2,185,101</b>               | <b>1,745,698</b>               | <b>1,740,349</b>               |

## Financial Summary Five-Year Forecast

| Central Eastside TIF Fund                            | Revised 2<br>FY 2019-20 | Requested<br>FY 2020-21 | Forecast<br>FY 2021-22 | Forecast<br>FY 2022-23 | Forecast<br>FY 2023-24 | Forecast<br>FY 2024-25 |
|--|-------------------------|-------------------------|------------------------|------------------------|------------------------|------------------------|
| <b>Resources</b>                                     |                         |                         |                        |                        |                        |                        |
| Beginning Fund Balance                               | 32,820,910              | 30,148,345              | 22,818,162             | 12,539,234             | 7,927,275              | 3,795,772              |
| <b>Revenue</b>                                       |                         |                         |                        |                        |                        |                        |
| Fees and Charges                                     | 2,424                   | 1,198                   | 818                    | 0                      | 0                      | 0                      |
| Interest on Investments                              | 605,860                 | 545,811                 | 368,516                | 263,242                | 193,835                | 149,828                |
| Loan Collections                                     | 225,986                 | 135,388                 | 109,557                | 103,808                | 100,316                | 100,114                |
| TIF - Short Term Debt                                | 6,693,300               | 1,974,868               | 0                      | 0                      | 0                      | 0                      |
| Rent and Property Income                             | 478,784                 | 939,023                 | 1,054,219              | 1,069,022              | 954,940                | 806,928                |
| <b>Total Revenue</b>                                 | <b>8,006,354</b>        | <b>3,596,288</b>        | <b>1,533,110</b>       | <b>1,436,072</b>       | <b>1,249,091</b>       | <b>1,056,870</b>       |
| <b>Total Resources</b>                               | <b>40,827,264</b>       | <b>33,744,633</b>       | <b>24,351,272</b>      | <b>13,975,306</b>      | <b>9,176,366</b>       | <b>4,852,642</b>       |
| <b>Requirements</b>                                  |                         |                         |                        |                        |                        |                        |
| <b>Administration</b>                                |                         |                         |                        |                        |                        |                        |
| A00028-Debt Management-CES                           | 10,595                  | 6,650                   | 6,650                  | 6,650                  | 6,650                  | 6,650                  |
| <b>Administration Total</b>                          | <b>10,595</b>           | <b>6,650</b>            | <b>6,650</b>           | <b>6,650</b>           | <b>6,650</b>           | <b>6,650</b>           |
| <b>Economic Development</b>                          |                         |                         |                        |                        |                        |                        |
| <b>Traded Sector</b>                                 |                         |                         |                        |                        |                        |                        |
| A00112-Business Development-CES                      | 5,000                   | 5,000                   | 5,000                  | 5,000                  | 5,000                  | 0                      |
| A00379-Lean Manufacturing-CES                        | 10,000                  | 0                       | 0                      | 0                      | 0                      | 0                      |
| <b>Business Lending</b>                              |                         |                         |                        |                        |                        |                        |
| A00207-BL -General-CES                               | 300,000                 | 300,000                 | 300,000                | 300,000                | 0                      | 0                      |
| <b>Economic Development Total</b>                    | <b>315,000</b>          | <b>305,000</b>          | <b>305,000</b>         | <b>305,000</b>         | <b>5,000</b>           | <b>0</b>               |
| <b>Housing</b>                                       |                         |                         |                        |                        |                        |                        |
| A00169-Affordable Housing-CES                        | 4,751,102               | 1,070,107               | 4,886,338              | 330,803                | 0                      | 0                      |
| <b>Housing Total</b>                                 | <b>4,751,102</b>        | <b>1,070,107</b>        | <b>4,886,338</b>       | <b>330,803</b>         | <b>0</b>               | <b>0</b>               |
| <b>Infrastructure</b>                                |                         |                         |                        |                        |                        |                        |
| <b>Parks</b>   |                         |                         |                        |                        |                        |                        |
| A00236-Lightwater Craft-CES                          | 11,320                  | 0                       | 0                      | 0                      | 0                      | 0                      |
| <b>Transportation</b>                                |                         |                         |                        |                        |                        |                        |
| A00421-Trans. Improvements-CES                       | 1,000,000               | 3,000,000               | 0                      | 0                      | 0                      | 0                      |
| <b>Public Facilities</b>                             |                         |                         |                        |                        |                        |                        |
| A00425-Community Center-CES                          | 985,000                 | 0                       | 0                      | 0                      | 0                      | 0                      |
| <b>Infrastructure Total</b>                          | <b>1,996,320</b>        | <b>3,000,000</b>        | <b>0</b>               | <b>0</b>               | <b>0</b>               | <b>0</b>               |
| <b>Property Redevelopment</b>                        |                         |                         |                        |                        |                        |                        |
| <b>Commercial Property Lending</b>                   |                         |                         |                        |                        |                        |                        |
| A00364-CPRL-General-CES                              | 3,002,500               | 0                       | 0                      | 0                      | 0                      | 0                      |
| <b>Real Estate Management</b>                        |                         |                         |                        |                        |                        |                        |
| A00313-ODOT Blocks-A-CES                             | 159,603                 | 25,459                  | 25,459                 | 0                      | 0                      | 0                      |
| A00319-Festival Parking Lot-CES                      | 115,345                 | 180,145                 | 181,716                | 183,365                | 185,096                | 186,629                |
| A00551-240 NE MLK Lot-CES                            | 1,000                   | 500                     | 500                    | 500                    | 500                    | 500                    |
| A00561-Springwater Trail-CES                         | 11,500                  | 97,949                  | 97,949                 | 97,949                 | 97,949                 | 97,949                 |
| A00627-ODOT Blocks-B-CES                             | 0                       | 25,459                  | 37,940                 | 56,656                 | 84,732                 | 0                      |
| A00628-ODOT Blocks-C-CES                             | 0                       | 25,459                  | 37,940                 | 56,656                 | 0                      | 0                      |
| A00629-ODOT Blocks-Remnants-CES                      | 0                       | 312,374                 | 282,613                | 300,032                | 277,052                | 282,822                |
| <b>Real Estate Predevelopment</b>                    |                         |                         |                        |                        |                        |                        |
| A00313-ODOT Blocks-A-CES                             | 810,000                 | 0                       | 1,255,000              | 0                      | 0                      | 0                      |
| A00629-ODOT Blocks-Remnants-CES                      | 0                       | 1,350,000               | 0                      | 0                      | 0                      | 0                      |
| <b>Real Estate Disposition</b>                       |                         |                         |                        |                        |                        |                        |
| <b>Redevelopment Strategy</b>                        |                         |                         |                        |                        |                        |                        |
| A00314-Strategic Site Redev-CES                      | 3,400,000               | 3,000,000               | 3,000,000              | 3,000,000              | 3,000,000              | 2,500,000              |
| A00621-James Beard-CES                               | 100,000                 | 0                       | 0                      | 0                      | 0                      | 0                      |
| A00622-Innovation Quadrant-CES                       | 150,000                 | 0                       | 0                      | 0                      | 0                      | 0                      |
| <b>Redevelopment Grants</b>                          |                         |                         |                        |                        |                        |                        |
| A00500-Prosperity Investment Program (PIP) Grant-CES | 325,000                 | 425,000                 | 425,000                | 425,000                | 425,000                | 425,000                |
| A00520-CLG-General-CES                               | 125,000                 | 125,000                 | 125,000                | 125,000                | 125,000                | 125,000                |

|  | Revised 2         | Requested         | Forecast          | Forecast          | Forecast         | Forecast         |
|--|-------------------|-------------------|-------------------|-------------------|------------------|------------------|
| Central Eastside TIF Fund              | FY 2019-20        | FY 2020-21        | FY 2021-22        | FY 2022-23        | FY 2023-24       | FY 2024-25       |
| Property Redevelopment Total           | 8,199,948         | 5,567,345         | 5,469,117         | 4,245,158         | 4,195,329        | 3,617,900        |
| <b>Total Program Expenditures</b>      | <b>15,272,965</b> | <b>9,949,102</b>  | <b>10,667,105</b> | <b>4,887,611</b>  | <b>4,206,979</b> | <b>3,624,550</b> |
| Personnel Services                     | 204,985           | 232,892           | 241,467           | 244,978           | 247,883          | 257,683          |
| <b>Total Fund Expenditures</b>         | <b>15,477,950</b> | <b>10,181,994</b> | <b>10,908,572</b> | <b>5,132,589</b>  | <b>4,454,862</b> | <b>3,882,233</b> |
| Interfund Transfers - Indirect Charges | 481,433           | 744,477           | 903,466           | 915,442           | 925,732          | 953,154          |
| Contingency                            | 24,867,881        | 22,818,162        | 12,539,234        | 7,927,275         | 3,795,772        | 17,255           |
| <b>Total Fund Requirements</b>         | <b>40,827,264</b> | <b>33,744,633</b> | <b>24,351,272</b> | <b>13,975,306</b> | <b>9,176,366</b> | <b>4,852,642</b> |

## Financial Summary Five-Year Forecast

| Convention Center TIF Fund                 | Revised 2<br>FY 2019-20 | Requested<br>FY 2020-21 | Forecast<br>FY 2021-22 | Forecast<br>FY 2022-23 | Forecast<br>FY 2023-24 | Forecast<br>FY 2024-25 |
|--|-------------------------|-------------------------|------------------------|------------------------|------------------------|------------------------|
| <b>Resources</b>                           |                         |                         |                        |                        |                        |                        |
| Beginning Fund Balance                     | 14,782,640              | 2,930,252               | 37,757                 | 6,412,766              | 3,790,598              | 4,371,523              |
| <b>Revenue</b>                             |                         |                         |                        |                        |                        |                        |
| Fees and Charges                           | 6,074                   | 4,998                   | 4,998                  | 0                      | 0                      | 0                      |
| Interest on Investments                    | 161,592                 | 24,221                  | 61,909                 | 104,370                | 97,213                 | 84,812                 |
| Loan Collections                           | 551,871                 | 570,986                 | 625,151                | 625,150                | 3,653,961              | 388,195                |
| Other Debt                                 | 0                       | 0                       | 8,000,000              | 0                      | 0                      | 0                      |
| Rent and Property Income                   | 3,156,000               | 4,300,000               | 5,802,000              | 7,308,000              | 8,167,000              | 8,693,000              |
| <b>Total Revenue</b>                       | <b>3,875,537</b>        | <b>4,900,205</b>        | <b>14,494,058</b>      | <b>8,037,520</b>       | <b>11,918,174</b>      | <b>9,166,007</b>       |
| <b>Total Resources</b>                     | <b>18,658,177</b>       | <b>7,830,457</b>        | <b>14,531,815</b>      | <b>14,450,286</b>      | <b>15,708,772</b>      | <b>13,537,530</b>      |
| <b>Requirements</b>                        |                         |                         |                        |                        |                        |                        |
| <b>Administration</b>                      |                         |                         |                        |                        |                        |                        |
| A00027-Debt Management-CNV                 | 19,651                  | 12,121                  | 12,121                 | 12,121                 | 12,121                 | 12,121                 |
| <b>Administration Total</b>                | <b>19,651</b>           | <b>12,121</b>           | <b>12,121</b>          | <b>12,121</b>          | <b>12,121</b>          | <b>12,121</b>          |
| <b>Economic Development</b>                |                         |                         |                        |                        |                        |                        |
| <b>Traded Sector</b>                       |                         |                         |                        |                        |                        |                        |
| A00111-Business Development-CNV            | 5,000                   | 0                       | 0                      | 0                      | 0                      | 0                      |
| <b>Business Lending</b>                    |                         |                         |                        |                        |                        |                        |
| A00206-BL -General-CNV                     | 150,000                 | 150,000                 | 150,000                | 150,000                | 0                      | 0                      |
| <b>Economic Development Total</b>          | <b>155,000</b>          | <b>150,000</b>          | <b>150,000</b>         | <b>150,000</b>         | <b>0</b>               | <b>0</b>               |
| <b>Housing</b>                             |                         |                         |                        |                        |                        |                        |
| A00168-Affordable Housing-CNV              | 592,031                 | 0                       | 0                      | 0                      | 0                      | 0                      |
| <b>Housing Total</b>                       | <b>592,031</b>          | <b>0</b>                | <b>0</b>               | <b>0</b>               | <b>0</b>               | <b>0</b>               |
| <b>Infrastructure</b>                      |                         |                         |                        |                        |                        |                        |
| <b>Transportation</b>                      |                         |                         |                        |                        |                        |                        |
| A00521-Sullivan's Crossing Bridge-CNV      | 4,500,000               | 2,500,000               | 0                      | 0                      | 0                      | 0                      |
| <b>Infrastructure Total</b>                | <b>4,500,000</b>        | <b>2,500,000</b>        | <b>0</b>               | <b>0</b>               | <b>0</b>               | <b>0</b>               |
| <b>Property Redevelopment</b>              |                         |                         |                        |                        |                        |                        |
| <b>Commercial Property Lending</b>         |                         |                         |                        |                        |                        |                        |
| A00363-CPRL-General-CNV                    | 500,000                 | 500,000                 | 500,000                | 500,000                | 0                      | 0                      |
| <b>Real Estate Management</b>              |                         |                         |                        |                        |                        |                        |
| A00306-910 NE MLK Building-CNV             | 17,031                  | 17,331                  | 17,851                 | 18,391                 | 18,954                 | 19,540                 |
| A00307-Frmr B&K Car Rental-CNV             | 13,500                  | 13,975                  | 14,473                 | 14,992                 | 15,535                 | 16,103                 |
| A00309-Inn at Conv Ctr Mgmt-CNV            | 4,000,805               | 1,968,000               | 2,914,000              | 3,978,000              | 4,235,000              | 4,217,000              |
| A00310-Block 49-CNV                        | 1,142,242               | 1,206,914               | 1,262,200              | 1,320,230              | 1,381,138              | 1,445,072              |
| A00584-100 Multnomah-CNV                   | 10,000                  | 10,000                  | 0                      | 0                      | 0                      | 0                      |
| <b>Real Estate Predevelopment</b>          |                         |                         |                        |                        |                        |                        |
| A00310-Hotel Garage Operations-CNV         | 10,000                  | 0                       | 0                      | 0                      | 0                      | 0                      |
| A00584-100 Multnomah-CNV                   | 2,110,700               | 0                       | 0                      | 0                      | 0                      | 0                      |
| <b>Real Estate Disposition</b>             |                         |                         |                        |                        |                        |                        |
| <b>Redevelopment Strategy</b>              |                         |                         |                        |                        |                        |                        |
| A00298-Eco District-CNV                    | 2,500                   | 0                       | 0                      | 0                      | 0                      | 0                      |
| A00311-Project Development-CNV             | 416,206                 | 0                       | 2,000,000              | 3,000,000              | 4,000,000              | 4,000,000              |
| A00437-Hotel Garage-CVN                    | 4,084,762               | 0                       | 0                      | 0                      | 0                      | 0                      |
| <b>Redevelopment Grants</b>                |                         |                         |                        |                        |                        |                        |
| A00585-Prosperity Investment Program (PIP) | 100,000                 | 100,000                 | 100,000                | 100,000                | 100,000                | 0                      |
| <b>Property Redevelopment Total</b>        | <b>12,407,746</b>       | <b>3,816,220</b>        | <b>6,808,524</b>       | <b>8,931,613</b>       | <b>9,750,627</b>       | <b>9,697,715</b>       |
| <b>Total Program Expenditures</b>          | <b>17,674,428</b>       | <b>6,478,341</b>        | <b>6,970,645</b>       | <b>9,093,734</b>       | <b>9,762,748</b>       | <b>9,709,836</b>       |
| Personnel Services                         | 191,614                 | 169,978                 | 176,238                | 178,803                | 180,919                | 188,069                |
| Debt Service                               | 0                       | 0                       | 407,500                | 815,000                | 815,000                | 815,000                |
| <b>Total Fund Expenditures</b>             | <b>17,866,042</b>       | <b>6,648,319</b>        | <b>7,554,383</b>       | <b>10,087,537</b>      | <b>10,758,667</b>      | <b>10,712,905</b>      |

| <b>Convention Center TIF Fund</b>      | <b>Revised 2<br/>FY 2019-20</b> | <b>Requested<br/>FY 2020-21</b> | <b>Forecast<br/>FY 2021-22</b> | <b>Forecast<br/>FY 2022-23</b> | <b>Forecast<br/>FY 2023-24</b> | <b>Forecast<br/>FY 2024-25</b> |
|--|---------------------------------|---------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|
| Interfund Transfers - Indirect Charges | 546,651                         | 1,144,381                       | 564,666                        | 572,151                        | 578,582                        | 595,721                        |
| Contingency                            | 245,484                         | 37,757                          | 6,412,766                      | 3,790,598                      | 4,371,523                      | 2,228,904                      |
| <b>Total Fund Requirements</b>         | <b>18,658,177</b>               | <b>7,830,457</b>                | <b>14,531,815</b>              | <b>14,450,286</b>              | <b>15,708,772</b>              | <b>13,537,530</b>              |

## Financial Summary Five-Year Forecast

| <b>Downtown Waterfront TIF Fund</b>                  | <b>Revised 2<br/>FY 2019-20</b> | <b>Requested<br/>FY 2020-21</b> | <b>Forecast<br/>FY 2021-22</b> | <b>Forecast<br/>FY 2022-23</b> | <b>Forecast<br/>FY 2023-24</b> | <b>Forecast<br/>FY 2024-25</b> |
|--|---------------------------------|---------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|
| <b>Resources</b>                                     |                                 |                                 |                                |                                |                                |                                |
| Beginning Fund Balance                               | 43,582,169                      | 37,190,481                      | 18,190,190                     | 8,581,234                      | 7,901,839                      | 7,213,578                      |
| <b>Revenue</b>                                       |                                 |                                 |                                |                                |                                |                                |
| Fees and Charges                                     | 290                             | 290                             | 276                            | 0                              | 0                              | 0                              |
| Interest on Investments                              | 849,078                         | 517,933                         | 246,978                        | 159,533                        | 147,891                        | 137,134                        |
| Loan Collections                                     | 97,831                          | 23,260                          | 21,381                         | 6,289                          | 6,289                          | 6,289                          |
| Property Sales                                       | 10,000                          | 63,265                          | 73,266                         | 63,266                         | 73,266                         | 63,266                         |
| Rent and Property Income                             | 9,740                           | 57,940                          | 79,200                         | 101,400                        | 101,400                        | 3,600                          |
| Reimbursements                                       | 17,000                          | 18,000                          | 0                              | 0                              | 0                              | 0                              |
| <b>Total Revenue</b>                                 | <b>983,939</b>                  | <b>680,688</b>                  | <b>421,101</b>                 | <b>330,488</b>                 | <b>328,846</b>                 | <b>210,289</b>                 |
| <b>Total Resources</b>                               | <b>44,566,108</b>               | <b>37,871,169</b>               | <b>18,611,291</b>              | <b>8,911,722</b>               | <b>8,230,685</b>               | <b>7,423,867</b>               |
| <b>Requirements</b>                                  |                                 |                                 |                                |                                |                                |                                |
| <b>Administration</b>                                |                                 |                                 |                                |                                |                                |                                |
| A00023-Debt Management-DTW                           | 19,651                          | 12,121                          | 12,121                         | 12,121                         | 12,121                         | 12,121                         |
| <b>Administration Total</b>                          | <b>19,651</b>                   | <b>12,121</b>                   | <b>12,121</b>                  | <b>12,121</b>                  | <b>12,121</b>                  | <b>12,121</b>                  |
| <b>Economic Development</b>                          |                                 |                                 |                                |                                |                                |                                |
| <b>Business Lending</b>                              |                                 |                                 |                                |                                |                                |                                |
| A00202-BL -General-DTW                               | 100,100                         | 100,100                         | 0                              | 0                              | 0                              | 0                              |
| <b>Economic Development Total</b>                    | <b>100,100</b>                  | <b>100,100</b>                  | <b>0</b>                       | <b>0</b>                       | <b>0</b>                       | <b>0</b>                       |
| <b>Housing</b>                                       |                                 |                                 |                                |                                |                                |                                |
| A00164-Affordable Housing-DTW                        | 565,578                         | 0                               | 0                              | 0                              | 0                              | 0                              |
| <b>Housing Total</b>                                 | <b>565,578</b>                  | <b>0</b>                        | <b>0</b>                       | <b>0</b>                       | <b>0</b>                       | <b>0</b>                       |
| <b>Property Redevelopment</b>                        |                                 |                                 |                                |                                |                                |                                |
| <b>Commercial Property Lending</b>                   |                                 |                                 |                                |                                |                                |                                |
| A00359-CPRL-General-DTW                              | 1,068,867                       | 3,519,366                       | 0                              | 0                              | 0                              | 0                              |
| <b>Real Estate Management</b>                        |                                 |                                 |                                |                                |                                |                                |
| A00258-Old Town Lofts-Accel-DTW                      | 45,800                          | 0                               | 0                              | 0                              | 0                              | 0                              |
| A00259-Old Town Lofts-Prkng-DTW                      | 1,800                           | 1,700                           | 1,540                          | 1,340                          | 1,180                          | 980                            |
| A00260-RiverPlace Marina-DTW                         | 17,000                          | 17,000                          | 0                              | 0                              | 0                              | 0                              |
| A00263-One Waterfront South-DTW                      | 0                               | 0                               | 0                              | 0                              | 0                              | 13,267                         |
| A00625-Block 24-DTW                                  | 0                               | 59,600                          | 50,562                         | 51,524                         | 51,524                         | 0                              |
| <b>Real Estate Disposition</b>                       |                                 |                                 |                                |                                |                                |                                |
| A00259-Old Town Lofts-Prkng-DTW                      | 1,500                           | 0                               | 0                              | 0                              | 0                              | 0                              |
| <b>Redevelopment Strategy</b>                        |                                 |                                 |                                |                                |                                |                                |
| A00522-OT/CT Investment & Parking-DTW                | 4,750,000                       | 15,000,000                      | 9,029,646                      | 0                              | 0                              | 0                              |
| A00625-Block 24-DTW                                  | 250,000                         | 0                               | 0                              | 0                              | 0                              | 0                              |
| A00634-Superfund-DTW                                 | 0                               | 364,600                         | 0                              | 0                              | 0                              | 0                              |
| <b>Redevelopment Grants</b>                          |                                 |                                 |                                |                                |                                |                                |
| A00389-CLG-General -DTW                              | 100,000                         | 100,000                         | 100,000                        | 100,000                        | 100,000                        | 0                              |
| A00495-Prosperity Investment Program (PIP) Grant-DTW | 200,000                         | 200,000                         | 200,000                        | 200,000                        | 200,000                        | 0                              |
| <b>Property Redevelopment Total</b>                  | <b>6,434,967</b>                | <b>19,262,266</b>               | <b>9,381,748</b>               | <b>352,864</b>                 | <b>352,704</b>                 | <b>14,247</b>                  |
| <b>Total Program Expenditures</b>                    | <b>7,120,296</b>                | <b>19,374,487</b>               | <b>9,393,869</b>               | <b>364,985</b>                 | <b>364,825</b>                 | <b>26,368</b>                  |
| Personnel Services                                   | 107,559                         | 205,139                         | 212,688                        | 215,785                        | 218,345                        | 226,976                        |
| <b>Total Fund Expenditures</b>                       | <b>7,227,855</b>                | <b>19,579,626</b>               | <b>9,606,557</b>               | <b>580,770</b>                 | <b>583,170</b>                 | <b>253,344</b>                 |
| Interfund Transfers - Indirect Charges               | 128,506                         | 101,353                         | 423,500                        | 429,113                        | 433,937                        | 446,791                        |
| Contingency  | 37,209,747                      | 18,190,190                      | 8,581,234                      | 7,901,839                      | 7,213,578                      | 6,723,732                      |
| <b>Total Fund Requirements</b>                       | <b>44,566,108</b>               | <b>37,871,169</b>               | <b>18,611,291</b>              | <b>8,911,722</b>               | <b>8,230,685</b>               | <b>7,423,867</b>               |



## Financial Summary Five-Year Forecast

| Gateway Reg Center TIF Fund                          | Revised 2<br>FY 2019-20 | Requested<br>FY 2020-21 | Forecast<br>FY 2021-22 | Forecast<br>FY 2022-23 | Forecast<br>FY 2023-24 | Forecast<br>FY 2024-25 |
|--|-------------------------|-------------------------|------------------------|------------------------|------------------------|------------------------|
| <b>Resources</b>                                     |                         |                         |                        |                        |                        |                        |
| Beginning Fund Balance                               | 19,228,063              | 2,553,435               | 752,347                | 12,849,006             | 6,863,769              | 3,422,981              |
| <b>Revenue</b>                                       |                         |                         |                        |                        |                        |                        |
| Fees and Charges                                     | 48                      | 48                      | 48                     | 0                      | 0                      | 0                      |
| Interest on Investments                              | 244,089                 | 32,581                  | 121,846                | 174,343                | 92,614                 | 35,466                 |
| Loan Collections                                     | 187,267                 | 9,810                   | 48,140                 | 75,213                 | 75,214                 | 75,214                 |
| TIF - Short Term Debt                                | 5,938,492               | 5,240,975               | 5,165,196              | 0                      | 0                      | 0                      |
| TIF - Long Term Debt                                 | 0                       | 4,500,000               | 11,361,655             | 0                      | 0                      | 0                      |
| Rent and Property Income                             | 63,600                  | 56,589                  | 235,863                | 240,809                | 245,861                | 251,021                |
| Reimbursements                                       | 0                       | 0                       | 61,345                 | 62,582                 | 63,851                 | 65,153                 |
| <b>Total Revenue</b>                                 | <b>6,433,496</b>        | <b>9,840,003</b>        | <b>16,994,093</b>      | <b>552,947</b>         | <b>477,540</b>         | <b>426,854</b>         |
| <b>Total Resources</b>                               | <b>25,661,559</b>       | <b>12,393,438</b>       | <b>17,746,440</b>      | <b>13,401,953</b>      | <b>7,341,309</b>       | <b>3,849,835</b>       |
| <b>Requirements</b>                                  |                         |                         |                        |                        |                        |                        |
| <b>Administration</b>                                |                         |                         |                        |                        |                        |                        |
| A00031-Debt Management-GTW                           | 9,803                   | 5,589                   | 5,589                  | 5,589                  | 10,000                 | 10,000                 |
| <b>Administration Total</b>                          | <b>9,803</b>            | <b>5,589</b>            | <b>5,589</b>           | <b>5,589</b>           | <b>10,000</b>          | <b>10,000</b>          |
| <b>Economic Development</b>                          |                         |                         |                        |                        |                        |                        |
| <b>Traded Sector</b>                                 |                         |                         |                        |                        |                        |                        |
| A00115-Business Development-GTW                      | 20,000                  | 20,000                  | 20,000                 | 0                      | 0                      | 0                      |
| A00382-Lean Manufacturing-GTW                        | 10,000                  | 0                       | 0                      | 0                      | 0                      | 0                      |
| <b>Community Economic Development</b>                |                         |                         |                        |                        |                        |                        |
| A00123-Community Development-GTW                     | 20,000                  | 20,000                  | 20,000                 | 0                      | 0                      | 0                      |
| <b>Business Lending</b>                              |                         |                         |                        |                        |                        |                        |
| A00210-BL -General-GTW                               | 300,200                 | 200,200                 | 200,200                | 200,000                | 200,000                | 0                      |
| <b>Economic Development Total</b>                    | <b>350,200</b>          | <b>240,200</b>          | <b>240,200</b>         | <b>200,000</b>         | <b>200,000</b>         | <b>0</b>               |
| <b>Housing</b>                                       |                         |                         |                        |                        |                        |                        |
| A00172-Affordable Housing-GTW                        | 3,709,702               | 2,808,783               | 1,407,179              | 3,673,969              | 35,753                 | 0                      |
| <b>Housing Total</b>                                 | <b>3,709,702</b>        | <b>2,808,783</b>        | <b>1,407,179</b>       | <b>3,673,969</b>       | <b>35,753</b>          | <b>0</b>               |
| <b>Infrastructure</b>                                |                         |                         |                        |                        |                        |                        |
| <b>Transportation</b>                                |                         |                         |                        |                        |                        |                        |
| A00590-Trans. Improvements-GTW                       | 0                       | 2,100,000               | 0                      | 0                      | 0                      | 0                      |
| <b>Infrastructure Total</b>                          | <b>0</b>                | <b>2,100,000</b>        | <b>0</b>               | <b>0</b>               | <b>0</b>               | <b>0</b>               |
| <b>Property Redevelopment</b>                        |                         |                         |                        |                        |                        |                        |
| <b>Commercial Property Lending</b>                   |                         |                         |                        |                        |                        |                        |
| A00367-CPRL-General-GTW                              | 4,701,500               | 1,501,500               | 1,501,500              | 0                      | 0                      | 0                      |
| A00526-Halsey 106 CPRL-GTW                           | 6,100,000               | 0                       | 0                      | 0                      | 0                      | 0                      |
| <b>Real Estate Management</b>                        |                         |                         |                        |                        |                        |                        |
| A00344-JJ North Rstrnt Lot-GTW                       | 4,500                   | 0                       | 0                      | 0                      | 0                      | 0                      |
| A00588-Halsey 106 Com Condo-GTW                      | 8,582                   | 0                       | 106,446                | 109,687                | 113,061                | 116,574                |
| <b>Real Estate Acquisition</b>                       |                         |                         |                        |                        |                        |                        |
| A00588-Halsey 106 Com Condo-GTW                      | 5,050,000               | 3,400,000               | 0                      | 0                      | 0                      | 0                      |
| <b>Real Estate Disposition</b>                       |                         |                         |                        |                        |                        |                        |
| <b>Redevelopment Strategy</b>                        |                         |                         |                        |                        |                        |                        |
| A00346-Project Development-GTW                       | 100,000                 | 100,000                 | 100,000                | 1,000,000              | 2,000,000              | 2,000,000              |
| <b>Redevelopment Grants</b>                          |                         |                         |                        |                        |                        |                        |
| A00132-CLG-General-GTW                               | 515,000                 | 230,000                 | 220,000                | 220,000                | 220,000                | 220,000                |
| A00503-Prosperity Investment Program (PIP) Grant-GTW | 420,000                 | 420,000                 | 400,000                | 400,000                | 400,000                | 400,000                |
| <b>Property Redevelopment Total</b>                  | <b>16,899,582</b>       | <b>5,651,500</b>        | <b>2,327,946</b>       | <b>1,729,687</b>       | <b>2,733,061</b>       | <b>2,736,574</b>       |
| <b>Total Program Expenditures</b>                    | <b>20,969,287</b>       | <b>10,806,072</b>       | <b>3,980,914</b>       | <b>5,609,245</b>       | <b>2,978,814</b>       | <b>2,746,574</b>       |
| Personnel Services                                   | 491,313                 | 203,205                 | 210,687                | 213,750                | 216,286                | 224,836                |
| <b>Total Fund Expenditures</b>                       | <b>21,460,600</b>       | <b>11,009,277</b>       | <b>4,191,601</b>       | <b>5,822,995</b>       | <b>3,195,100</b>       | <b>2,971,410</b>       |
| Interfund Transfers - Indirect Charges               | 327,255                 | 631,814                 | 705,833                | 715,189                | 723,228                | 744,652                |
| Contingency  | 3,873,704               | 752,347                 | 12,849,006             | 6,863,769              | 3,422,981              | 133,773                |
| <b>Total Fund Requirements</b>                       | <b>25,661,559</b>       | <b>12,393,438</b>       | <b>17,746,440</b>      | <b>13,401,953</b>      | <b>7,341,309</b>       | <b>3,849,835</b>       |

## Financial Summary Five-Year Forecast

| Interstate Corridor TIF Fund                         | Revised 2<br>FY 2019-20 | Requested<br>FY 2020-21 | Forecast<br>FY 2021-22 | Forecast<br>FY 2022-23 | Forecast<br>FY 2023-24 | Forecast<br>FY 2024-25 |
|--|-------------------------|-------------------------|------------------------|------------------------|------------------------|------------------------|
| <b>Resources</b>                                     |                         |                         |                        |                        |                        |                        |
| Beginning Fund Balance                               | 48,061,841              | 30,937,964              | 23,352,952             | 27,080,039             | 16,747,740             | 5,255,590              |
| <b>Revenue</b>                                       |                         |                         |                        |                        |                        |                        |
| Fees and Charges                                     | 2,128                   | 534                     | 236                    | 0                      | 0                      | 0                      |
| Interest on Investments                              | 781,635                 | 503,161                 | 443,908                | 386,711                | 198,064                | 50,285                 |
| Loan Collections                                     | 231,684                 | 156,906                 | 58,752                 | 69,912                 | 434,174                | 9,272                  |
| TIF - Short Term Debt                                | 26,973,000              | 26,973,000              | 15,869,031             | 0                      | 0                      | 0                      |
| Rent and Property Income                             | 386,233                 | 416,330                 | 421,234                | 426,261                | 434,093                | 443,064                |
| Reimbursements                                       | 142,653                 | 145,688                 | 147,589                | 149,546                | 151,382                | 153,454                |
| <b>Total Revenue</b>                                 | <b>28,517,333</b>       | <b>28,195,619</b>       | <b>16,940,750</b>      | <b>1,032,430</b>       | <b>1,217,713</b>       | <b>656,075</b>         |
| <b>Total Resources</b>                               | <b>76,579,174</b>       | <b>59,133,583</b>       | <b>40,293,702</b>      | <b>28,112,469</b>      | <b>17,965,453</b>      | <b>5,911,665</b>       |
| <b>Requirements</b>                                  |                         |                         |                        |                        |                        |                        |
| <b>Administration</b>                                |                         |                         |                        |                        |                        |                        |
| A00030-Debt Management-ISC                           | 45,442                  | 32,610                  | 32,610                 | 32,610                 | 32,610                 | 32,610                 |
| <b>Administration Total</b>                          | <b>45,442</b>           | <b>32,610</b>           | <b>32,610</b>          | <b>32,610</b>          | <b>32,610</b>          | <b>32,610</b>          |
| <b>Economic Development</b>                          |                         |                         |                        |                        |                        |                        |
| <b>Traded Sector</b>                                 |                         |                         |                        |                        |                        |                        |
| A00381-Lean Manufacturing-ISC                        | 10,000                  | 0                       | 0                      | 0                      | 0                      | 0                      |
| <b>Community Economic Development</b>                |                         |                         |                        |                        |                        |                        |
| A00122-Community Development-ISC                     | 200,000                 | 200,000                 | 200,000                | 0                      | 0                      | 0                      |
| A00106-NPI & Main St Network-ISC                     | 50,000                  | 50,000                  | 25,000                 | 0                      | 0                      | 0                      |
| <b>Economic Development Total</b>                    | <b>260,000</b>          | <b>250,000</b>          | <b>225,000</b>         | <b>0</b>               | <b>0</b>               | <b>0</b>               |
| <b>Housing</b>                                       |                         |                         |                        |                        |                        |                        |
| A00171-Affordable Housing-ISC                        | 34,192,399              | 22,711,839              | 4,994,880              | 4,674,392              | 4,575,562              | 0                      |
| A00516-N/NE Middle Inc Hsg-ISC                       | 2,120,000               | 2,260,035               | 0                      | 0                      | 0                      | 0                      |
| <b>Housing Total</b>                                 | <b>36,312,399</b>       | <b>24,971,874</b>       | <b>4,994,880</b>       | <b>4,674,392</b>       | <b>4,575,562</b>       | <b>0</b>               |
| <b>Infrastructure</b>                                |                         |                         |                        |                        |                        |                        |
| <b>Transportation</b>                                |                         |                         |                        |                        |                        |                        |
| A00250-Lombard Investment-ISC                        | 1,000,000               | 0                       | 0                      | 0                      | 0                      | 0                      |
| <b>Infrastructure Total</b>                          | <b>1,000,000</b>        | <b>0</b>                | <b>0</b>               | <b>0</b>               | <b>0</b>               | <b>0</b>               |
| <b>Property Redevelopment</b>                        |                         |                         |                        |                        |                        |                        |
| <b>Commercial Property Lending</b>                   |                         |                         |                        |                        |                        |                        |
| A00366-CPRL-General-ISC                              | 4,871,506               | 4,266,667               | 2,850,000              | 2,500,000              | 0                      | 0                      |
| A00527-CPRL-PIP Match-ISC                            | 1,166,666               | 583,333                 | 0                      | 0                      | 0                      | 0                      |
| <b>Real Estate Management</b>                        |                         |                         |                        |                        |                        |                        |
| A00333-MLK Alberta-ISC                               | 241,000                 | 243,280                 | 253,628                | 256,047                | 266,938                | 269,505                |
| A00335-Nelson Bldg-Indust-ISC                        | 397,090                 | 36,946                  | 54,951                 | 56,421                 | 57,963                 | 59,329                 |
| A00336-Spar-Tek Building-ISC                         | 36,587                  | 33,535                  | 34,510                 | 35,516                 | 0                      | 0                      |
| A00338-3620 NE MLK Prkng-ISC                         | 30,660                  | 30,967                  | 31,276                 | 31,591                 | 0                      | 0                      |
| A00515-MLK Heritage Markers-ISC                      | 0                       | 3,000                   | 3,000                  | 0                      | 0                      | 0                      |
| A00552-Albina Triangle Garage-GTW                    | 7,750                   | 7,750                   | 0                      | 0                      | 0                      | 0                      |
| <b>Real Estate Predevelopment</b>                    |                         |                         |                        |                        |                        |                        |
| A00338-3620 NE MLK Prkng-ISC                         | 5,000                   | 0                       | 0                      | 0                      | 0                      | 0                      |
| <b>Real Estate Disposition</b>                       |                         |                         |                        |                        |                        |                        |
| A00337-Argyle Lot-ISC                                | 14,773                  | 0                       | 0                      | 0                      | 0                      | 0                      |
| <b>Redevelopment Strategy</b>                        |                         |                         |                        |                        |                        |                        |
| A00341-Project Development-ISC                       | 0                       | 0                       | 0                      | 0                      | 4,000,000              | 1,800,000              |
| A00515-MLK Heritage Markers-ISC                      | 3,100                   | 225,000                 | 0                      | 0                      | 0                      | 0                      |
| <b>Redevelopment Grants</b>                          |                         |                         |                        |                        |                        |                        |
| A00131-CLG-General-ISC                               | 976,748                 | 891,900                 | 591,900                | 91,900                 | 91,900                 | 0                      |
| A00502-Prosperity Investment Program (PIP) Grant-ISC | 1,948,088               | 1,242,800               | 842,800                | 342,800                | 303,556                | 0                      |
| <b>Property Redevelopment Total</b>                  | <b>9,698,968</b>        | <b>7,565,178</b>        | <b>4,662,065</b>       | <b>3,314,275</b>       | <b>4,720,357</b>       | <b>2,128,834</b>       |
| <b>Total Program Expenditures</b>                    | <b>47,316,809</b>       | <b>32,819,662</b>       | <b>9,914,555</b>       | <b>8,021,277</b>       | <b>9,328,529</b>       | <b>2,161,444</b>       |

|  | Revised 2         | Requested         | Forecast          | Forecast          | Forecast          | Forecast         |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|------------------|
| Interstate Corridor TIF Fund           | FY 2019-20        | FY 2020-21        | FY 2021-22        | FY 2022-23        | FY 2023-24        | FY 2024-25       |
| Personnel Services                     | 822,081           | 458,882           | 475,778           | 482,697           | 488,423           | 507,725          |
| <b>Total Fund Expenditures</b>         | <b>48,138,890</b> | <b>33,278,544</b> | <b>10,390,333</b> | <b>8,503,974</b>  | <b>9,816,952</b>  | <b>2,669,169</b> |
| Interfund Transfers - Indirect Charges | 2,250,116         | 2,502,087         | 2,823,330         | 2,860,755         | 2,892,911         | 3,191,776        |
| Contingency                            | 26,190,168        | 23,352,952        | 27,080,039        | 16,747,740        | 5,255,590         | 50,720           |
| <b>Total Fund Requirements</b>         | <b>76,579,174</b> | <b>59,133,583</b> | <b>40,293,702</b> | <b>28,112,469</b> | <b>17,965,453</b> | <b>5,911,665</b> |

## Financial Summary Five-Year Forecast

| Lents Town Center TIF Fund            | Revised 2<br>FY 2019-20 | Requested<br>FY 2020-21 | Forecast<br>FY 2021-22 | Forecast<br>FY 2022-23 | Forecast<br>FY 2023-24 | Forecast<br>FY 2024-25 |
|---------------------------------------|-------------------------|-------------------------|------------------------|------------------------|------------------------|------------------------|
| <b>Resources</b>                      |                         |                         |                        |                        |                        |                        |
| Beginning Fund Balance                | 7,290,065               | 40,909,617              | 29,776,148             | 18,875,988             | 10,483,293             | 4,005,205              |
| <b>Revenue</b>                        |                         |                         |                        |                        |                        |                        |
| Fees and Charges                      | 3,120                   | 1,399                   | 1,338                  | 0                      | 0                      | 0                      |
| Interest on Investments               | 507,336                 | 652,077                 | 424,023                | 258,504                | 128,963                | 35,904                 |
| Loan Collections                      | 294,913                 | 451,731                 | 459,215                | 459,214                | 450,854                | 403,567                |
| TIF - Short Term Debt                 | 11,988,000              | 0                       | 0                      | 0                      | 0                      | 0                      |
| TIF - Long Term Debt                  | 39,961,788              | 0                       | 0                      | 0                      | 0                      | 0                      |
| Property Sales                        | 2,900,000               | 0                       | 155,000                | 0                      | 0                      | 0                      |
| Rent and Property Income              | 426,301                 | 0                       | 0                      | 50,000                 | 0                      | 285,388                |
| Reimbursements                        | 54,528                  | 18,540                  | 19,096                 | 19,669                 | 20,259                 | 20,867                 |
| <b>Total Revenue</b>                  | <b>56,135,986</b>       | <b>1,123,747</b>        | <b>1,058,672</b>       | <b>787,387</b>         | <b>600,076</b>         | <b>745,726</b>         |
| <b>Total Resources</b>                | <b>63,426,051</b>       | <b>42,033,364</b>       | <b>30,834,820</b>      | <b>19,663,375</b>      | <b>11,083,369</b>      | <b>4,750,931</b>       |
| <b>Requirements</b>                   |                         |                         |                        |                        |                        |                        |
| <b>Administration</b>                 |                         |                         |                        |                        |                        |                        |
| A00029-Debt Management-LTC            | 78,096                  | 38,243                  | 38,243                 | 38,243                 | 20,000                 | 20,000                 |
| <b>Administration Total</b>           | <b>78,096</b>           | <b>38,243</b>           | <b>38,243</b>          | <b>38,243</b>          | <b>20,000</b>          | <b>20,000</b>          |
| <b>Economic Development</b>           |                         |                         |                        |                        |                        |                        |
| <b>Traded Sector</b>                  |                         |                         |                        |                        |                        |                        |
| A00113-Business Development-LTC       | 20,000                  | 20,000                  | 20,000                 | 0                      | 0                      | 0                      |
| A00380-Lean Manufacturing-LTC         | 10,000                  | 0                       | 0                      | 0                      | 0                      | 0                      |
| <b>Community Economic Development</b> |                         |                         |                        |                        |                        |                        |
| A00121-Community Development-LTC      | 50,000                  | 50,000                  | 50,000                 | 0                      | 0                      | 0                      |
| <b>Business Lending</b>               |                         |                         |                        |                        |                        |                        |
| A00208-BL -General-LTC                | 700,300                 | 300,300                 | 300,300                | 100,000                | 100,000                | 0                      |
| <b>Economic Development Total</b>     | <b>780,300</b>          | <b>370,300</b>          | <b>370,300</b>         | <b>100,000</b>         | <b>100,000</b>         | <b>0</b>               |
| <b>Housing</b>                        |                         |                         |                        |                        |                        |                        |
| A00170-Affordable Housing-LTC         | 4,583,993               | 2,754,668               | 3,735,665              | 2,204,803              | 1,385,356              | 0                      |
| <b>Housing Total</b>                  | <b>4,583,993</b>        | <b>2,754,668</b>        | <b>3,735,665</b>       | <b>2,204,803</b>       | <b>1,385,356</b>       | <b>0</b>               |
| <b>Infrastructure</b>                 |                         |                         |                        |                        |                        |                        |
| <b>Parks</b>                          |                         |                         |                        |                        |                        |                        |
| A00240-Leach Botanical Grdns-LTC      | 1,890,864               | 0                       | 0                      | 0                      | 0                      | 0                      |
| <b>Infrastructure Total</b>           | <b>1,890,864</b>        | <b>0</b>                | <b>0</b>               | <b>0</b>               | <b>0</b>               | <b>0</b>               |
| <b>Property Redevelopment</b>         |                         |                         |                        |                        |                        |                        |
| <b>Commercial Property Lending</b>    |                         |                         |                        |                        |                        |                        |
| A00365-CPRL-General-LTC               | 7,201,000               | 4,001,000               | 3,001,000              | 2,000,000              | 1,000,000              | 0                      |
| A00623-Bakery Blocks-CPRL-LTC         | 2,400,000               | 0                       | 0                      | 0                      | 0                      | 0                      |
| <b>Real Estate Management</b>         |                         |                         |                        |                        |                        |                        |
| A00325-Lents Little Lge Fld-LTC       | 20,000                  | 20,000                  | 20,000                 | 1,000                  | 1,000                  | 1,000                  |
| A00326-Bakery Block-LTC               | 257,708                 | 0                       | 0                      | 0                      | 0                      | 0                      |
| A00329-MetroAuto Bldg & Lot-LTC       | 20,594                  | 21,212                  | 21,848                 | 22,504                 | 23,179                 | 23,874                 |
| A00330-ArchctctIronPrdctBldg-LTC      | 29,787                  | 21,091                  | 21,302                 | 21,515                 | 21,729                 | 0                      |
| A00554-Dagel Triangle-LTC             | 8,500                   | 8,925                   | 9,372                  | 0                      | 0                      | 0                      |
| A00557-Tate Lot-LTC                   | 11,200                  | 12,260                  | 12,850                 | 13,466                 | 14,115                 | 0                      |
| <b>Real Estate Predevelopment</b>     |                         |                         |                        |                        |                        |                        |
| A00325-Lents Little Lge Fld-LTC       | 110,000                 | 0                       | 0                      | 0                      | 0                      | 0                      |
| <b>Real Estate Disposition</b>        |                         |                         |                        |                        |                        |                        |
| A00326-Bakery Block-LTC               | 10,000                  | 0                       | 0                      | 0                      | 0                      | 0                      |
| A00554-Dagel Triangle-LTC             | 5,000                   | 0                       | 0                      | 0                      | 0                      | 0                      |
| <b>Redevelopment Strategy</b>         |                         |                         |                        |                        |                        |                        |
| A00331-Project Development-LTC        | 500,000                 | 1,000,000               | 1,000,000              | 1,000,000              | 700,000                | 500,000                |
| <b>Redevelopment Grants</b>           |                         |                         |                        |                        |                        |                        |
| A00130-CLG-General-LTC                | 500,000                 | 270,000                 | 270,000                | 280,000                | 280,000                | 280,000                |

|  | Revised 2         | Requested         | Forecast          | Forecast          | Forecast          | Forecast         |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|------------------|
| Lents Town Center TIF Fund                           | FY 2019-20        | FY 2020-21        | FY 2021-22        | FY 2022-23        | FY 2023-24        | FY 2024-25       |
| A00501-Prosperity Investment Program (PIP) Grant-LTC | 1,015,000         | 500,000           | 500,000           | 500,000           | 500,000           | 500,000          |
| Property Redevelopment Total                         | 12,088,789        | 5,854,488         | 4,856,372         | 3,838,485         | 2,540,023         | 1,304,874        |
| <b>Total Program Expenditures</b>                    | <b>19,422,042</b> | <b>9,017,699</b>  | <b>9,000,580</b>  | <b>6,181,531</b>  | <b>4,045,379</b>  | <b>1,324,874</b> |
| Personnel Services                                   | 391,547           | 810,898           | 840,754           | 852,984           | 863,102           | 897,212          |
| <b>Total Fund Expenditures</b>                       | <b>19,813,589</b> | <b>9,828,597</b>  | <b>9,841,334</b>  | <b>7,034,515</b>  | <b>4,908,481</b>  | <b>2,222,086</b> |
| Interfund Transfers - Indirect Charges               | 2,289,654         | 2,428,619         | 2,117,498         | 2,145,567         | 2,169,683         | 2,440,865        |
| Contingency  | 41,322,808        | 29,776,148        | 18,875,988        | 10,483,293        | 4,005,205         | 87,980           |
| <b>Total Fund Requirements</b>                       | <b>63,426,051</b> | <b>42,033,364</b> | <b>30,834,820</b> | <b>19,663,375</b> | <b>11,083,369</b> | <b>4,750,931</b> |

## Financial Summary Five-Year Forecast

| NPI TIF Fund                           | Revised 2<br>FY 2019-20 | Requested<br>FY 2020-21 | Forecast<br>FY 2021-22 | Forecast<br>FY 2022-23 | Forecast<br>FY 2023-24 | Forecast<br>FY 2024-25 |
|--|-------------------------|-------------------------|------------------------|------------------------|------------------------|------------------------|
| <b>Resources</b>                       |                         |                         |                        |                        |                        |                        |
| Beginning Fund Balance                 | 1,626,233               | 1,799,627               | 1,746,703              | 891,609                | 282,989                | 84,641                 |
| <b>Revenue</b>                         |                         |                         |                        |                        |                        |                        |
| Grants - State & Local                 | 801,142                 | 820,949                 | 207,301                | 84,719                 | 0                      | 0                      |
| Loan Collections                       | 0                       | 5,465                   | 2,751                  | 2,751                  | 0                      | 0                      |
| TIF - Short Term Debt                  | 561,897                 | 346,715                 | 93,765                 | 0                      | 0                      | 0                      |
| <b>Total Revenue</b>                   | <b>1,363,039</b>        | <b>1,173,129</b>        | <b>303,817</b>         | <b>87,470</b>          | <b>0</b>               | <b>0</b>               |
| <b>Total Resources</b>                 | <b>2,989,272</b>        | <b>2,972,756</b>        | <b>2,050,520</b>       | <b>979,079</b>         | <b>282,989</b>         | <b>84,641</b>          |
| <b>Requirements</b>                    |                         |                         |                        |                        |                        |                        |
| <b>Economic Development</b>            |                         |                         |                        |                        |                        |                        |
| <b>Community Economic Development</b>  |                         |                         |                        |                        |                        |                        |
| A00092-Neighborhood Prosperity-42AV    | 51,215                  | 810                     | 0                      | 0                      | 0                      | 0                      |
| A00093-Neighborhood Prosperity-CLBV    | 100,000                 | 100,000                 | 50,000                 | 0                      | 0                      | 0                      |
| A00094-Neighborhood Prosperity-PKRS    | 100,000                 | 100,000                 | 100,000                | 100,000                | 0                      | 0                      |
| A00095-Neighborhood Prosperity-RSWD    | 100,000                 | 100,000                 | 100,000                | 50,000                 | 0                      | 0                      |
| A00096-Neighborhood Prosperity-DVM     | 100,000                 | 100,000                 | 100,000                | 100,000                | 46,106                 | 0                      |
| A00097-Neighborhood Prosperity-82DV    | 80,000                  | 80,000                  | 80,000                 | 80,000                 | 77,242                 | 0                      |
| A00484-NPI Shared-42AV                 | 100,000                 | 99,190                  | 139,210                | 0                      | 0                      | 0                      |
| A00486-NPI Shared-CLBV                 | 100,000                 | 100,000                 | 100,000                | 88,992                 | 0                      | 0                      |
| A00487-NPI Shared-PKRS                 | 100,000                 | 120,000                 | 100,000                | 100,522                | 0                      | 0                      |
| A00488-NPI Shared-RSWD                 | 100,000                 | 100,000                 | 100,000                | 31,576                 | 0                      | 0                      |
| A00489-NPI Shared-DVM                  | 100,000                 | 125,000                 | 100,000                | 70,000                 | 0                      | 0                      |
| A00490-NPI Shared-82DV                 | 75,000                  | 75,000                  | 75,000                 | 75,000                 | 75,000                 | 84,641                 |
| <b>Economic Development Total</b>      | <b>1,106,215</b>        | <b>1,100,000</b>        | <b>1,044,210</b>       | <b>696,090</b>         | <b>198,348</b>         | <b>84,641</b>          |
| <b>Total Program Expenditures</b>      | <b>1,106,215</b>        | <b>1,100,000</b>        | <b>1,044,210</b>       | <b>696,090</b>         | <b>198,348</b>         | <b>84,641</b>          |
| <b>Total Fund Expenditures</b>         | <b>1,106,215</b>        | <b>1,100,000</b>        | <b>1,044,210</b>       | <b>696,090</b>         | <b>198,348</b>         | <b>84,641</b>          |
| Interfund Transfers - Indirect Charges | 83,820                  | 96,053                  | 84,701                 | 0                      | 0                      | 0                      |
| Interfund Transfers - Cash Transfers   | 113,000                 | 30,000                  | 30,000                 | 0                      | 0                      | 0                      |
| Contingency                            | 1,686,237               | 1,746,703               | 891,609                | 282,989                | 84,641                 | 0                      |
| Ending Balance                         | 0                       | 0                       | 0                      | 0                      | 0                      | 0                      |
| <b>Total Fund Requirements</b>         | <b>2,989,272</b>        | <b>2,972,756</b>        | <b>2,050,520</b>       | <b>979,079</b>         | <b>282,989</b>         | <b>84,641</b>          |

## Financial Summary Five-Year Forecast

| North Macadam TIF Fund                 | Revised 2<br>FY 2019-20 | Requested<br>FY 2020-21 | Forecast<br>FY 2021-22 | Forecast<br>FY 2022-23 | Forecast<br>FY 2023-24 | Forecast<br>FY 2024-25 |
|--|-------------------------|-------------------------|------------------------|------------------------|------------------------|------------------------|
| <b>Resources</b>                       |                         |                         |                        |                        |                        |                        |
| Beginning Fund Balance                 | 20,045,992              | 25,338,616              | 147,549                | 78,843                 | 8,691,750              | 975,395                |
| <b>Revenue</b>                         |                         |                         |                        |                        |                        |                        |
| Interest on Investments                | 459,367                 | 235,238                 | 3,270                  | 79,651                 | 104,893                | 218,978                |
| TIF - Short Term Debt                  | 13,101,426              | 12,186,650              | 12,432,397             | 12,614,380             | 13,642,717             | 14,588,411             |
| TIF - Long Term Debt                   | 0                       | 4,300,000               | 11,000,000             | 0                      | 0                      | 7,522,751              |
| Rent and Property Income               | 361,516                 | 401,283                 | 445,424                | 494,421                | 548,806                | 609,176                |
| <b>Total Revenue</b>                   | <b>13,922,309</b>       | <b>17,123,171</b>       | <b>23,881,091</b>      | <b>13,188,452</b>      | <b>14,296,416</b>      | <b>22,939,316</b>      |
| <b>Total Resources</b>                 | <b>33,968,301</b>       | <b>42,461,787</b>       | <b>24,028,640</b>      | <b>13,267,295</b>      | <b>22,988,166</b>      | <b>23,914,711</b>      |
| <b>Requirements</b>                    |                         |                         |                        |                        |                        |                        |
| <b>Administration</b>                  |                         |                         |                        |                        |                        |                        |
| A00024-Debt Management-NMC             | 18,615                  | 15,337                  | 15,337                 | 15,337                 | 20,000                 | 20,000                 |
| <b>Administration Total</b>            | <b>18,615</b>           | <b>15,337</b>           | <b>15,337</b>          | <b>15,337</b>          | <b>20,000</b>          | <b>20,000</b>          |
| <b>Housing</b>                         |                         |                         |                        |                        |                        |                        |
| A00165-Affordable Housing-NMC          | 3,282,018               | 12,676,382              | 13,830,087             | 2,399,076              | 12,802,562             | 1,853,090              |
| <b>Housing Total</b>                   | <b>3,282,018</b>        | <b>12,676,382</b>       | <b>13,830,087</b>      | <b>2,399,076</b>       | <b>12,802,562</b>      | <b>1,853,090</b>       |
| <b>Infrastructure</b>                  |                         |                         |                        |                        |                        |                        |
| <b>Transportation</b>                  |                         |                         |                        |                        |                        |                        |
| A00589-Infrastructure Investments-NMC  | 3,750,000               | 6,300,000               | 3,475,000              | 0                      | 5,000,000              | 0                      |
| <b>Infrastructure Total</b>            | <b>3,750,000</b>        | <b>6,300,000</b>        | <b>3,475,000</b>       | <b>0</b>               | <b>5,000,000</b>       | <b>0</b>               |
| <b>Property Redevelopment</b>          |                         |                         |                        |                        |                        |                        |
| <b>Commercial Property Lending</b>     |                         |                         |                        |                        |                        |                        |
| A00360-CPRL-General-NMC                | 500,000                 | 500,000                 | 0                      | 0                      | 0                      | 0                      |
| <b>Real Estate Management</b>          |                         |                         |                        |                        |                        |                        |
| A00273-RiverPlace Prkng-NMC            | 107,603                 | 107,141                 | 112,500                | 118,123                | 124,031                | 136,472                |
| A00560-South Waterfront Lot 4-NMC      | 14,000                  | 0                       | 0                      | 0                      | 0                      | 0                      |
| A00618-Portland Center Park            | 0                       | 1,000                   | 1,000                  | 0                      | 0                      | 0                      |
| <b>Real Estate Disposition</b>         |                         |                         |                        |                        |                        |                        |
| <b>Redevelopment Strategy</b>          |                         |                         |                        |                        |                        |                        |
| A00268-Eco District-NMC                | 2,500                   | 0                       | 0                      | 0                      | 0                      | 0                      |
| A00270-N Distr Partnershp-NMC          | 150,000                 | 0                       | 0                      | 0                      | 0                      | 0                      |
| A00274-Project Development-NMC         | 200,000                 | 15,800,000              | 0                      | 0                      | 0                      | 0                      |
| A00533-University Place-NMC            | 0                       | 5,100,000               | 4,500,000              | 0                      | 0                      | 0                      |
| A00624-South District-NMC              | 200,000                 | 0                       | 0                      | 0                      | 0                      | 0                      |
| A00633-Fourth Avenue Bldg-NMC          | 0                       | 0                       | 0                      | 0                      | 2,000,000              | 0                      |
| <b>Property Redevelopment Total</b>    | <b>1,174,103</b>        | <b>21,508,141</b>       | <b>4,613,500</b>       | <b>118,123</b>         | <b>2,124,031</b>       | <b>136,472</b>         |
| <b>Total Program Expenditures</b>      | <b>8,224,736</b>        | <b>40,499,860</b>       | <b>21,933,924</b>      | <b>2,532,536</b>       | <b>19,946,593</b>      | <b>2,009,562</b>       |
| Personnel Services                     | 17,918                  | 310,443                 | 321,875                | 326,556                | 330,431                | 343,489                |
| <b>Total Fund Expenditures</b>         | <b>8,242,654</b>        | <b>40,810,303</b>       | <b>22,255,799</b>      | <b>2,859,092</b>       | <b>20,277,024</b>      | <b>2,353,051</b>       |
| Interfund Transfers - Indirect Charges | 1,989,180               | 1,503,935               | 1,693,998              | 1,716,453              | 1,735,747              | 1,915,294              |
| Contingency                            | 23,736,467              | 147,549                 | 78,843                 | 8,691,750              | 975,395                | 19,646,366             |
| <b>Total Fund Requirements</b>         | <b>33,968,301</b>       | <b>42,461,787</b>       | <b>24,028,640</b>      | <b>13,267,295</b>      | <b>22,988,166</b>      | <b>23,914,711</b>      |

## Financial Summary Five-Year Forecast

| River District TIF Fund                | Revised 2<br>FY 2019-20 | Requested<br>FY 2020-21 | Forecast<br>FY 2021-22 | Forecast<br>FY 2022-23 | Forecast<br>FY 2023-24 | Forecast<br>FY 2024-25 |
|--|-------------------------|-------------------------|------------------------|------------------------|------------------------|------------------------|
| <b>Resources</b>                       |                         |                         |                        |                        |                        |                        |
| Beginning Fund Balance                 | 68,182,544              | 59,399,372              | 36,903,578             | (31,921,699)           | (36,170,720)           | (39,950,844)           |
| <b>Revenue</b>                         |                         |                         |                        |                        |                        |                        |
| Fees and Charges                       | 3,380                   | 3,578                   | 3,616                  | 2,110                  | 0                      | 0                      |
| Grants - Federal except HCD            | 50,000                  | 400,000                 | 50,000                 | 0                      | 0                      | 0                      |
| Interest on Investments                | 1,885,979               | 1,457,528               | 620,771                | 562,174                | 562,174                | 0                      |
| Loan Collections                       | 455,162                 | 477,069                 | 492,486                | 493,118                | 477,408                | 5,145,378              |
| TIF - Short Term Debt                  | 12,987,000              | 11,140,985              | 0                      | 0                      | 0                      | 0                      |
| Property Sales                         | 0                       | 0                       | 10,000,000             | 0                      | 0                      | 0                      |
| Rent and Property Income               | 2,714,281               | 3,337,895               | 3,631,595              | 4,054,433              | 4,524,985              | 5,048,942              |
| Reimbursements                         | 90,000                  | 90,000                  | 90,000                 | 90,000                 | 90,000                 | 90,000                 |
| <b>Total Revenue</b>                   | <b>18,185,802</b>       | <b>16,907,055</b>       | <b>14,888,468</b>      | <b>5,201,835</b>       | <b>5,654,567</b>       | <b>10,284,320</b>      |
| <b>Total Resources</b>                 | <b>86,368,346</b>       | <b>76,306,427</b>       | <b>51,792,046</b>      | <b>(26,719,864)</b>    | <b>(30,516,153)</b>    | <b>(29,666,524)</b>    |
| <b>Requirements</b>                    |                         |                         |                        |                        |                        |                        |
| <b>Administration</b>                  |                         |                         |                        |                        |                        |                        |
| A00025-Debt Management-RVD             | 1,054,764               | 1,060,797               | 34,803,577             | 33,098                 | 33,098                 | 33,098                 |
| <b>Administration Total</b>            | <b>1,054,764</b>        | <b>1,060,797</b>        | <b>34,803,577</b>      | <b>33,098</b>          | <b>33,098</b>          | <b>33,098</b>          |
| <b>Economic Development</b>            |                         |                         |                        |                        |                        |                        |
| <b>Traded Sector</b>                   |                         |                         |                        |                        |                        |                        |
| A00110-Business Development-RVD        | 5,000                   | 0                       | 0                      | 0                      | 0                      | 0                      |
| <b>Business Lending</b>                |                         |                         |                        |                        |                        |                        |
| A00204-BL -General-RVD                 | 100,000                 | 0                       | 0                      | 0                      | 0                      | 0                      |
| <b>Economic Development Total</b>      | <b>105,000</b>          | <b>0</b>                | <b>0</b>               | <b>0</b>               | <b>0</b>               | <b>0</b>               |
| <b>Housing</b>                         |                         |                         |                        |                        |                        |                        |
| A00166-Affordable Housing-RVD          | 2,331,690               | 1,575,730               | 15,301,478             | 0                      | 0                      | 0                      |
| <b>Housing Total</b>                   | <b>2,331,690</b>        | <b>1,575,730</b>        | <b>15,301,478</b>      | <b>0</b>               | <b>0</b>               | <b>0</b>               |
| <b>Infrastructure</b>                  |                         |                         |                        |                        |                        |                        |
| <b>Public Facilities</b>               |                         |                         |                        |                        |                        |                        |
| A00483-Union Station Grant-RVD         | 381,674                 | 0                       | 0                      | 0                      | 0                      | 3,500,000              |
| <b>Infrastructure Total</b>            | <b>381,674</b>          | <b>0</b>                | <b>0</b>               | <b>0</b>               | <b>0</b>               | <b>3,500,000</b>       |
| <b>Property Redevelopment</b>          |                         |                         |                        |                        |                        |                        |
| <b>Real Estate Management</b>          |                         |                         |                        |                        |                        |                        |
| A00276-Post Office-RVD                 | 1,144,000               | 1,325,334               | 1,004,334              | 781,667                | 554,000                | 499,000                |
| A00278-4th and Burnside-RVD            | 23,980                  | 27,725                  | 28,489                 | 0                      | 0                      | 0                      |
| A00285-Block Y-RVD                     | 83,239                  | 64,954                  | 68,153                 | 71,511                 | 75,035                 | 78,158                 |
| A00286-Union Station-RVD               | 3,761,571               | 1,725,364               | 1,811,632              | 1,902,214              | 1,997,324              | 2,097,191              |
| A00288-Centennial Mills-RVD            | 66,200                  | 59,270                  | 61,433                 | 63,688                 | 66,046                 | 68,508                 |
| A00289-Station Place Lot 5-RVD         | 1,000                   | 0                       | 0                      | 0                      | 0                      | 0                      |
| A00290-Station Place Prkng-RVD         | 824,088                 | 656,320                 | 689,136                | 723,591                | 742,705                | 774,288                |
| A00291-Block R-RVD                     | 39,000                  | 18,850                  | 19,743                 | 20,680                 | 21,664                 | 0                      |
| A00292-One Waterfront North-RVD        | 0                       | 0                       | 0                      | 0                      | 0                      | 10,652                 |
| A00293-Old Fire Station Mgmt-RVD       | 280,700                 | 146,695                 | 0                      | 0                      | 0                      | 0                      |
| A00558-RD Small Lots - 9th & Naito-RVD | 7,500                   | 7,875                   | 8,269                  | 8,682                  | 9,116                  | 9,572                  |
| A00587-Block 25-RVD                    | 59,600                  | 26,400                  | 0                      | 0                      | 0                      | 0                      |
| A00620-Post Office Grant-RVD           | 60,000                  | 0                       | 0                      | 0                      | 0                      | 0                      |
| <b>Real Estate Predevelopment</b>      |                         |                         |                        |                        |                        |                        |
| A00276-Post Office-RVD                 | 6,335,000               | 20,145,000              | 15,785,000             | 20,000                 | 20,000                 | 0                      |
| A00278-4th and Burnside-RVD            | 100,000                 | 5,000                   | 5,000                  | 5,000                  | 5,000                  | 0                      |
| A00293-Old Fire Station Mgmt-RVD       | 300,000                 | 5,000                   | 5,000                  | 5,000                  | 5,000                  | 0                      |
| A00587-Block 25-RVD                    | 205,000                 | 50,000                  | 0                      | 0                      | 0                      | 0                      |
| A00620-Post Office Grant-RVD           | 0                       | 480,000                 | 60,000                 | 0                      | 0                      | 0                      |
| <b>Real Estate Disposition</b>         |                         |                         |                        |                        |                        |                        |
| A00288-Centennial Mills-RVD            | 1,100,000               | 1,050,000               | 1,102,500              | 0                      | 0                      | 0                      |
| <b>Redevelopment Strategy</b>          |                         |                         |                        |                        |                        |                        |
| A00038-Superfund-RVD                   | 0                       | 364,600                 | 0                      | 0                      | 0                      | 0                      |
| A00279-Broadway Corridor-RVD           | 2,256,696               | 0                       | 0                      | 0                      | 0                      | 0                      |



| River District TIF Fund                              | Revised 2<br>FY 2019-20 | Requested<br>FY 2020-21 | Forecast<br>FY 2021-22 | Forecast<br>FY 2022-23 | Forecast<br>FY 2023-24 | Forecast<br>FY 2024-25 |
|--|-------------------------|-------------------------|------------------------|------------------------|------------------------|------------------------|
| A00280-10th & Yamhill Redev-RVD                      | 205,154                 | 0                       | 0                      | 0                      | 0                      | 0                      |
| A00517-OT/CT Investment & Parking-RVD                | 2,000,000               | 5,000,000               | 7,576,177              | 0                      | 0                      | 0                      |
| <b>Redevelopment Grants</b>                          |                         |                         |                        |                        |                        |                        |
| A00390-CLG-General-RVD                               | 100,000                 | 100,000                 | 100,000                | 100,000                | 100,000                | 0                      |
| A00497-Prosperity Investment Program (PIP) Grant-RVD | 250,000                 | 250,000                 | 250,000                | 250,000                | 250,000                | 0                      |
| <b>Property Redevelopment Total</b>                  | <b>19,202,728</b>       | <b>31,508,387</b>       | <b>28,574,866</b>      | <b>3,952,033</b>       | <b>3,845,890</b>       | <b>3,537,369</b>       |
| <b>Total Program Expenditures</b>                    | <b>23,075,856</b>       | <b>34,144,914</b>       | <b>78,679,921</b>      | <b>3,985,131</b>       | <b>3,878,988</b>       | <b>7,070,467</b>       |
| Personnel Services                                   | 750,191                 | 812,757                 | 842,677                | 854,935                | 865,078                | 899,264                |
| <b>Total Fund Expenditures</b>                       | <b>23,826,047</b>       | <b>34,957,671</b>       | <b>79,522,598</b>      | <b>4,840,066</b>       | <b>4,744,066</b>       | <b>7,969,731</b>       |
| Interfund Transfers - Indirect Charges               | 4,603,839               | 4,445,178               | 4,191,147              | 4,610,790              | 4,690,625              | 4,858,472              |
| Contingency  | 57,938,460              | 36,903,578              | (31,921,699)           | (36,170,720)           | (39,950,844)           | (42,494,727)           |
| <b>Total Fund Requirements</b>                       | <b>86,368,346</b>       | <b>76,306,427</b>       | <b>51,792,046</b>      | <b>(26,719,864)</b>    | <b>(30,516,153)</b>    | <b>(29,666,524)</b>    |

## Financial Summary Five-Year Forecast

| South Park Blocks TIF Fund                           | Revised 2<br>FY 2019-20 | Requested<br>FY 2020-21 | Forecast<br>FY 2021-22 | Forecast<br>FY 2022-23 | Forecast<br>FY 2023-24 | Forecast<br>FY 2024-25 |
|--|-------------------------|-------------------------|------------------------|------------------------|------------------------|------------------------|
| <b>Resources</b>                                     |                         |                         |                        |                        |                        |                        |
| Beginning Fund Balance                               | 6,773,896               | 4,959,350               | 4,845,495              | 280,371                | 277,760                | 283,095                |
| <b>Revenue</b>                                       |                         |                         |                        |                        |                        |                        |
| Fees and Charges                                     | 500                     | 500                     | 2,734                  | 0                      | 0                      | 0                      |
| Interest on Investments                              | 120,967                 | 90,822                  | 45,131                 | 5,210                  | 5,335                  | 5,530                  |
| Loan Collections                                     | 43,502                  | 38,303                  | 335,999                | 0                      | 0                      | 0                      |
| TIF - Short Term Debt                                | 2,000,000               | 0                       | 0                      | 0                      | 0                      | 0                      |
| <b>Total Revenue</b>                                 | <b>2,164,969</b>        | <b>129,625</b>          | <b>383,864</b>         | <b>5,210</b>           | <b>5,335</b>           | <b>5,530</b>           |
| <b>Total Resources</b>                               | <b>8,938,865</b>        | <b>5,088,975</b>        | <b>5,229,359</b>       | <b>285,581</b>         | <b>283,095</b>         | <b>288,625</b>         |
| <b>Requirements</b>                                  |                         |                         |                        |                        |                        |                        |
| <b>Administration</b>                                |                         |                         |                        |                        |                        |                        |
| A00026-Debt Management-SPB                           | 11,051                  | 7,821                   | 7,821                  | 7,821                  | 0                      | 0                      |
| <b>Administration Total</b>                          | <b>11,051</b>           | <b>7,821</b>            | <b>7,821</b>           | <b>7,821</b>           | <b>0</b>               | <b>0</b>               |
| <b>Economic Development</b>                          |                         |                         |                        |                        |                        |                        |
| <b>Traded Sector</b>                                 |                         |                         |                        |                        |                        |                        |
| A00595-Lean Manufacturing-SPB                        | 10,000                  | 0                       | 0                      | 0                      | 0                      | 0                      |
| <b>Business Lending</b>                              |                         |                         |                        |                        |                        |                        |
| A00205-BL-General-SPB                                | 200,000                 | 0                       | 0                      | 0                      | 0                      | 0                      |
| <b>Economic Development Total</b>                    | <b>210,000</b>          | <b>0</b>                | <b>0</b>               | <b>0</b>               | <b>0</b>               | <b>0</b>               |
| <b>Housing</b>                                       |                         |                         |                        |                        |                        |                        |
| A00167-Affordable Housing-SPB                        | 441,981                 | 0                       | 0                      | 0                      | 0                      | 0                      |
| <b>Housing Total</b>                                 | <b>441,981</b>          | <b>0</b>                | <b>0</b>               | <b>0</b>               | <b>0</b>               | <b>0</b>               |
| <b>Infrastructure</b>                                |                         |                         |                        |                        |                        |                        |
| <b>Public Facilities</b>                             |                         |                         |                        |                        |                        |                        |
| A00598-Multno. Cty. Library-SPB                      | 1,500,000               | 0                       | 0                      | 0                      | 0                      | 0                      |
| A00613-Schnitzer Concert Hall-SPB                    | 1,500,000               | 0                       | 0                      | 0                      | 0                      | 0                      |
| <b>Infrastructure Total</b>                          | <b>3,000,000</b>        | <b>0</b>                | <b>0</b>               | <b>0</b>               | <b>0</b>               | <b>0</b>               |
| <b>Property Redevelopment</b>                        |                         |                         |                        |                        |                        |                        |
| <b>Redevelopment Strategy</b>                        |                         |                         |                        |                        |                        |                        |
| A00594-Joyce Hotel-SPB                               | 0                       | 200,000                 | 4,800,000              | 0                      | 0                      | 0                      |
| <b>Redevelopment Grants</b>                          |                         |                         |                        |                        |                        |                        |
| A00498-Prosperity Investment Program (PIP) Grant-SPB | 50,000                  | 0                       | 0                      | 0                      | 0                      | 0                      |
| <b>Property Redevelopment Total</b>                  | <b>50,000</b>           | <b>200,000</b>          | <b>4,800,000</b>       | <b>0</b>               | <b>0</b>               | <b>0</b>               |
| <b>Total Program Expenditures</b>                    | <b>3,713,032</b>        | <b>207,821</b>          | <b>4,807,821</b>       | <b>7,821</b>           | <b>0</b>               | <b>0</b>               |
| Personnel Services                                   | 22,360                  | 0                       | 0                      | 0                      | 0                      | 0                      |
| <b>Total Fund Expenditures</b>                       | <b>3,735,392</b>        | <b>207,821</b>          | <b>4,807,821</b>       | <b>7,821</b>           | <b>0</b>               | <b>0</b>               |
| Interfund Transfers - Indirect Charges               | 481,332                 | 35,659                  | 141,167                | 0                      | 0                      | 0                      |
| Contingency  | 4,722,141               | 4,845,495               | 280,371                | 277,760                | 283,095                | 288,625                |
| <b>Total Fund Requirements</b>                       | <b>8,938,865</b>        | <b>5,088,975</b>        | <b>5,229,359</b>       | <b>285,581</b>         | <b>283,095</b>         | <b>288,625</b>         |

## Financial Summary Five-Year Forecast

| Willamette Industrial TIF Fund         | Revised 2<br>FY 2019-20 | Requested<br>FY 2020-21 | Forecast<br>FY 2021-22 | Forecast<br>FY 2022-23 | Forecast<br>FY 2023-24 | Forecast<br>FY 2024-25 |
|--|-------------------------|-------------------------|------------------------|------------------------|------------------------|------------------------|
| <b>Resources</b>                       |                         |                         |                        |                        |                        |                        |
| Beginning Fund Balance                 | 4,278,380               | 4,182,770               | 1,128,670              | 1,520,043              | 2,075,219              | 2,654,801              |
| <b>Revenue</b>                         |                         |                         |                        |                        |                        |                        |
| Interest on Investments                | 88,843                  | 49,415                  | 23,860                 | 32,074                 | 41,475                 | 51,084                 |
| Rent and Property Income               | 0                       | 991,030                 | 1,020,761              | 1,051,384              | 1,082,925              | 1,115,413              |
| <b>Total Revenue</b>                   | <b>88,843</b>           | <b>1,040,445</b>        | <b>1,044,621</b>       | <b>1,083,458</b>       | <b>1,124,400</b>       | <b>1,166,497</b>       |
| <b>Total Resources</b>                 | <b>4,367,223</b>        | <b>5,223,215</b>        | <b>2,173,291</b>       | <b>2,603,501</b>       | <b>3,199,619</b>       | <b>3,821,298</b>       |
| <b>Requirements</b>                    |                         |                         |                        |                        |                        |                        |
| <b>Economic Development</b>            |                         |                         |                        |                        |                        |                        |
| <b>Traded Sector</b>                   |                         |                         |                        |                        |                        |                        |
| A00063-Cluster Development-WLI         | 20,000                  | 0                       | 0                      | 0                      | 0                      | 0                      |
| A00117-Business Development-WLI        | 20,000                  | 0                       | 0                      | 0                      | 0                      | 0                      |
| <b>Business Lending</b>                |                         |                         |                        |                        |                        |                        |
| A00212-BL -General-WLI                 | 50,000                  | 0                       | 0                      | 0                      | 0                      | 0                      |
| <b>Economic Development Total</b>      | <b>90,000</b>           | <b>0</b>                | <b>0</b>               | <b>0</b>               | <b>0</b>               | <b>0</b>               |
| <b>Property Redevelopment</b>          |                         |                         |                        |                        |                        |                        |
| <b>Real Estate Management</b>          |                         |                         |                        |                        |                        |                        |
| A00632-Lagoon-WLI                      | 0                       | 408,432                 | 422,797                | 437,700                | 453,161                | 469,199                |
| <b>Real Estate Disposition</b>         |                         |                         |                        |                        |                        |                        |
| <b>Redevelopment Strategy</b>          |                         |                         |                        |                        |                        |                        |
| A00354-Project Development-WLI         | 20,000                  | 3,600,000               | 0                      | 0                      | 0                      | 0                      |
| <b>Property Redevelopment Total</b>    | <b>20,000</b>           | <b>4,008,432</b>        | <b>422,797</b>         | <b>437,700</b>         | <b>453,161</b>         | <b>469,199</b>         |
| <b>Total Program Expenditures</b>      | <b>110,000</b>          | <b>4,008,432</b>        | <b>422,797</b>         | <b>437,700</b>         | <b>453,161</b>         | <b>469,199</b>         |
| Personnel Services                     | 40,924                  | 86,113                  | 89,284                 | 90,582                 | 91,657                 | 95,278                 |
| <b>Total Fund Expenditures</b>         | <b>150,924</b>          | <b>4,094,545</b>        | <b>512,081</b>         | <b>528,282</b>         | <b>544,818</b>         | <b>564,477</b>         |
| Interfund Transfers - Indirect Charges | 33,528                  | 0                       | 141,167                | 0                      | 0                      | 0                      |
| Contingency                            | 4,182,771               | 1,128,670               | 1,520,043              | 2,075,219              | 2,654,801              | 3,256,821              |
| <b>Total Fund Requirements</b>         | <b>4,367,223</b>        | <b>5,223,215</b>        | <b>2,173,291</b>       | <b>2,603,501</b>       | <b>3,199,619</b>       | <b>3,821,298</b>       |

## Financial Summary Five-Year Forecast

| Enterprise Loans Fund                  | Revised 2<br>FY 2019-20 | Requested<br>FY 2020-21 | Forecast<br>FY 2021-22 | Forecast<br>FY 2022-23 | Forecast<br>FY 2023-24 | Forecast<br>FY 2024-25 |
|--|-------------------------|-------------------------|------------------------|------------------------|------------------------|------------------------|
| <b>Resources</b>                       |                         |                         |                        |                        |                        |                        |
| Beginning Fund Balance                 | 4,230,653               | 3,112,165               | 1,239,481              | 427,818                | 403,350                | 404,769                |
| <b>Revenue</b>                         |                         |                         |                        |                        |                        |                        |
| Interest on Investments                | 1,215                   | 0                       | 0                      | 0                      | 0                      | 0                      |
| Loan Collections                       | 33,170                  | 69,126                  | 50,197                 | 218,281                | 42,573                 | 40,846                 |
| Transfers In                           | 908,116                 | 30,000                  | 30,000                 | 0                      | 0                      | 0                      |
| <b>Total Revenue</b>                   | <b>942,501</b>          | <b>99,126</b>           | <b>80,197</b>          | <b>218,281</b>         | <b>42,573</b>          | <b>40,846</b>          |
| <b>Total Resources</b>                 | <b>5,173,154</b>        | <b>3,211,291</b>        | <b>1,319,678</b>       | <b>646,099</b>         | <b>445,923</b>         | <b>445,615</b>         |
| <b>Requirements</b>                    |                         |                         |                        |                        |                        |                        |
| <b>Economic Development</b>            |                         |                         |                        |                        |                        |                        |
| <b>Community Economic Development</b>  |                         |                         |                        |                        |                        |                        |
| A00448-NPI Opportunity Fund            | 500,000                 | 429,855                 | 0                      | 0                      | 0                      | 0                      |
| <b>Business Lending</b>                |                         |                         |                        |                        |                        |                        |
| A00213-BDLF-General-BDL                | 750,200                 | 750,350                 | 100,100                | 0                      | 0                      | 0                      |
| A00217-SBLF-General-SBL                | 300,150                 | 300,150                 | 300,150                | 200,100                | 0                      | 0                      |
| A00218-Working Capital-WCF             | 450,100                 | 450,200                 | 450,200                | 0                      | 0                      | 0                      |
| <b>Economic Development Total</b>      | <b>2,000,450</b>        | <b>1,930,555</b>        | <b>850,450</b>         | <b>200,100</b>         | <b>0</b>               | <b>0</b>               |
| <b>Total Program Expenditures</b>      | <b>2,000,450</b>        | <b>1,930,555</b>        | <b>850,450</b>         | <b>200,100</b>         | <b>0</b>               | <b>0</b>               |
| Personnel Services                     | 17,304                  | 0                       | 0                      | 0                      | 0                      | 0                      |
| <b>Total Fund Expenditures</b>         | <b>2,017,754</b>        | <b>1,930,555</b>        | <b>850,450</b>         | <b>200,100</b>         | <b>0</b>               | <b>0</b>               |
| Interfund Transfers - Indirect Charges | 43,235                  | 41,255                  | 41,410                 | 42,649                 | 41,154                 | 0                      |
| Contingency                            | 3,112,165               | 1,239,481               | 427,818                | 403,350                | 404,769                | 445,615                |
| <b>Total Fund Requirements</b>         | <b>5,173,154</b>        | <b>3,211,291</b>        | <b>1,319,678</b>       | <b>646,099</b>         | <b>445,923</b>         | <b>445,615</b>         |

## Financial Summary Five-Year Forecast

| <b>Business Mgt Fund</b>             | <b>Revised 2<br/>FY 2019-20</b> | <b>Requested<br/>FY 2020-21</b> | <b>Forecast<br/>FY 2021-22</b> | <b>Forecast<br/>FY 2022-23</b> | <b>Forecast<br/>FY 2023-24</b> | <b>Forecast<br/>FY 2024-25</b> |
|--------------------------------------|---------------------------------|---------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|
| <b>Resources</b>                     |                                 |                                 |                                |                                |                                |                                |
| Beginning Fund Balance               | 9,158,265                       | 4,157,063                       | 4,104,998                      | 4,118,538                      | 4,142,901                      | 4,177,052                      |
| <b>Revenue</b>                       |                                 |                                 |                                |                                |                                |                                |
| Interest on Investments              | 140,162                         | 136,459                         | 184,967                        | 184,582                        | 184,767                        | 189,740                        |
| Miscellaneous                        | 0                               | 50,000                          | 0                              | 0                              | 0                              | 0                              |
| Rent and Property Income             | 251,232                         | 673,605                         | 692,546                        | 712,056                        | 730,150                        | 740,616                        |
| Reimbursements                       | 15,000                          | 139,116                         | 142,694                        | 146,390                        | 150,207                        | 154,151                        |
| <b>Total Revenue</b>                 | <b>406,394</b>                  | <b>999,180</b>                  | <b>1,020,207</b>               | <b>1,043,028</b>               | <b>1,065,124</b>               | <b>1,084,507</b>               |
| <b>Total Resources</b>               | <b>9,564,659</b>                | <b>5,156,243</b>                | <b>5,125,205</b>               | <b>5,161,566</b>               | <b>5,208,025</b>               | <b>5,261,559</b>               |
| <b>Requirements</b>                  |                                 |                                 |                                |                                |                                |                                |
| <b>Property Redevelopment</b>        |                                 |                                 |                                |                                |                                |                                |
| <b>Real Estate Management</b>        |                                 |                                 |                                |                                |                                |                                |
| A00355-PO Reloc Svc Agreement-BMGT   | 562,174                         | 562,174                         | 562,174                        | 562,174                        | 562,174                        | 0                              |
| A00528-10th & Yamhill-BMGT           | 210,262                         | 439,071                         | 444,493                        | 456,491                        | 468,799                        | 504,259                        |
| <b>Real Estate Predevelopment</b>    |                                 |                                 |                                |                                |                                |                                |
| A00355-PO Reloc Svc Agreement-BMGT   | 2,999,782                       | 0                               | 0                              | 0                              | 0                              | 0                              |
| A00528-10th & Yamhill-BMGT           | 1,600,000                       | 0                               | 0                              | 0                              | 0                              | 0                              |
| <b>Real Estate Disposition</b>       |                                 |                                 |                                |                                |                                |                                |
| <b>Property Redevelopment Total</b>  | <b>5,372,218</b>                | <b>1,001,245</b>                | <b>1,006,667</b>               | <b>1,018,665</b>               | <b>1,030,973</b>               | <b>504,259</b>                 |
| <b>Total Program Expenditures</b>    | <b>5,372,218</b>                | <b>1,001,245</b>                | <b>1,006,667</b>               | <b>1,018,665</b>               | <b>1,030,973</b>               | <b>504,259</b>                 |
| Personnel Services                   | 14,475                          | 0                               | 0                              | 0                              | 0                              | 0                              |
| <b>Total Fund Expenditures</b>       | <b>5,386,693</b>                | <b>1,001,245</b>                | <b>1,006,667</b>               | <b>1,018,665</b>               | <b>1,030,973</b>               | <b>504,259</b>                 |
| Interfund Transfers - Cash Transfers | 42,779                          | 50,000                          | 0                              | 0                              | 0                              | 0                              |
| Contingency                          | 4,135,187                       | 4,104,998                       | 4,118,538                      | 4,142,901                      | 4,177,052                      | 4,757,300                      |
| <b>Total Fund Requirements</b>       | <b>9,564,659</b>                | <b>5,156,243</b>                | <b>5,125,205</b>               | <b>5,161,566</b>               | <b>5,208,025</b>               | <b>5,261,559</b>               |

## Financial Summary Five-Year Forecast

| Internal Service Fund             | Revised 2<br>FY 2019-20 | Requested<br>FY 2020-21 | Forecast<br>FY 2021-22 | Forecast<br>FY 2022-23 | Forecast<br>FY 2023-24 | Forecast<br>FY 2024-25 |
|-----------------------------------|-------------------------|-------------------------|------------------------|------------------------|------------------------|------------------------|
| <b>Resources</b>                  |                         |                         |                        |                        |                        |                        |
| Beginning Fund Balance            | 136,094                 | 116,094                 | 116,094                | 116,094                | 116,094                | 116,094                |
| <b>Revenue</b>                    |                         |                         |                        |                        |                        |                        |
| Total Revenue                     | 0                       | 0                       | 0                      | 0                      | 0                      | 0                      |
| <b>Total Resources</b>            | <b>136,094</b>          | <b>116,094</b>          | <b>116,094</b>         | <b>116,094</b>         | <b>116,094</b>         | <b>116,094</b>         |
| <b>Requirements</b>               |                         |                         |                        |                        |                        |                        |
| <b>Administration</b>             |                         |                         |                        |                        |                        |                        |
| A00036-Insurance Deductible-RMF   | 20,000                  | 0                       | 0                      | 0                      | 0                      | 0                      |
| <b>Administration Total</b>       | <b>20,000</b>           | <b>0</b>                | <b>0</b>               | <b>0</b>               | <b>0</b>               | <b>0</b>               |
| <b>Total Program Expenditures</b> | <b>20,000</b>           | <b>0</b>                | <b>0</b>               | <b>0</b>               | <b>0</b>               | <b>0</b>               |
| <b>Total Fund Expenditures</b>    | <b>20,000</b>           | <b>0</b>                | <b>0</b>               | <b>0</b>               | <b>0</b>               | <b>0</b>               |
| Contingency                       | 116,094                 | 116,094                 | 116,094                | 116,094                | 116,094                | 116,094                |
| <b>Total Fund Requirements</b>    | <b>136,094</b>          | <b>116,094</b>          | <b>116,094</b>         | <b>116,094</b>         | <b>116,094</b>         | <b>116,094</b>         |

## Prosper Portland Fee Structure

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Prosper Portland charges fees to clients for cost recovery in a number of areas including:

- Loans (applications, modifications, and servicing fees)
- Enterprise Zone Program Management (applications, other fees)
- Business consulting services (time and materials or market rate)
- Other service contracts (IGAs with City Bureaus - time and materials)

### **Loan Fees:**

Prosper Portland operates a number of business and property redevelopment loan programs that have been authorized by the Prosper Portland Commission. Each loan program includes established guidelines including application fees. Prosper Portland management also maintains a fee schedule for loan servicing transactions to help offset the cost of loan modifications and servicing.

### **Enterprise Zone Fees:**

Prosper Portland manages the City of Portland's Enterprise Zone program authorized by ORS 285. Application, program management and non-compliance fees are established by state law and through the City of Portland's Enterprise Zone Policy.

### **Business Consulting Services:**

Prosper Portland is engaged in a proactive approach to charge for services related to business development and other traded sector economic development areas. Services include business consulting and international business development. Fees are based on either a time and materials contract for full-cost recovery or for a negotiated flat fee based on market cost depending on the nature of the client and service.

### **Other Service Contracts:**

Prosper Portland also charges for services to other agencies for provision of services that are more feasible or economical for Prosper Portland to provide than for partner agencies. Services are charged based on time and materials and charged in accordance with Prosper Portland's Full Cost Recovery policy (Resolution 6560, February 27, 2008).

## Fee Schedule

| Program   | Fee   | Authorizing Resolution, Policy, or Procedure   |
|---|---|--|
| <b>Loan Modifications</b>   |   |  |
| Subordination Fee   | \$500   | FIC 10/3/11; Exec Dir. 10/5/11   |
| Substitution of Collateral  | Up to \$500k of original loan amount - \$500;<br>Over \$500k of original loan amount - \$3,000  | FIC 10/3/11; Exec Dir. 10/5/11   |
| Release of Collateral   | 1% of original loan amount, not to exceed \$5,000   | FIC 10/3/11; Exec Dir. 10/5/11   |
| Relief or deferment of loan payments over six months                                | \$500   | FIC 10/3/11; Exec Dir. 10/5/11   |
| Other modifications   | 1% or 2% of original loan amount depending on the nature of the request; \$500 minimum, \$5,000 maximum   | FIC 10/3/11; Exec Dir. 10/5/11   |
| <b>Loan Applications</b>  |   |  |
| Business Incentive Fund (BIF)   | 1% of amount borrowed   | Board Resolution 6788  |
| Business Development Loan Fund (BDLF)   | 2% of amount borrowed   | Board Resolution 6788  |
| Small Business Loan Fund (SBLF)   | 2% of amount borrowed   | Board Resolution 6788  |
| Creating Opportunity Loan Program (CO)  | 2% of amount borrowed + closing costs   | Board Resolution 7349  |
| Revenue Based Financing (RBF)   | 2% of amount borrowed + closing costs   | Board Resolution 7349  |
| Thriving Small Business Loan Program (TSB)  | 2% of amount borrowed   | Board Resolution 7315  |
| Economic Development Administration (EDA)   | 1%-2% of amount borrowed  | Board Resolution 6788, 7122  |
| Small Contractors Loan Insurance Program (SCLIP)                                    | Participating Lender pay Prosper Portland insurance fee of 2% of insurance amount for each insured loan.  | Board Resolution 6788  |
| Commercial Property Redevelopment Loan (CPRL)                                       | 1% of amount borrowed   | Board Resolution 6863  |
| <b>Loan Servicing</b>   |   |  |
| Late fee  | 5% of unpaid monthly payment  | Approved promissory note   |
| Reconveyance fee  | \$75 (no collateral), \$150 (UCC and/or 1 trust deed), \$100 (each additional trust deed)   | Loan Servicing procedures  |
| NSF Fee   | \$50  | Accounting procedures  |
| Legal Fees  | Various   | Can be assessed according to executed loan documents based on approval by Legal dept.                                    |
| <b>Enterprise Zones</b>   |   |  |
| Application   | The greater of \$200 or 0.1% of the value of the investment in qualified property that is proposed in the application for authorization.  | ORS 285C.140   |
| One-year Disqualification/In-Lieu Payment for Non- Performance of Hiring Obligation | An amount equal to the property taxes for the qualified property in the assessment year for which the exemption is claimed in lieu of the amounts otherwise due.  | 285C.210 and 285C.240  |
| Workforce Training Business Development Fund  | 15% of the actual abatement, paid annually  | City Resolution 37114; City Enterprise Zone Policy, section 2.C  |
| Employee Support Fund   | If a participating company receives more than \$1 million in aggregate tax savings, it shall contribute an additional 5% of savings into this fund.   | City Resolution 37114; City Enterprise Zone Policy, section 2.C  |
| Equity Procedures   | If construction was initiated and completed on an E-Zone project after May 1, 2015 and before an E-Zone Authorization Application is submitted, then the E-Zone company will pay an additional 2% Of its actual tax savings to Prosper Portland's Workforce Training Business Development Fund. | Administrative Procedures (Equity), These Procedures guide the implementation of Prosper Portland Board Resolution #6988 |
| Late fee for Payments of Workforce Training Fund                                    | 1% of fee   | City Resolution 36785; City Enterprise Zone Policy - 10.5.1  |



## Fee Schedule

| Program                                       | Fee  | Authorizing Resolution, Policy, or Procedure |
|---|--|--|
| <b>Business Consulting and Other Services</b> |  |  |
| Cost Recovery (Time and Materials)            | The minimum Prosper Portland will charge – called “Cost Recovery” – is an hourly rate composed of the following: (a) <b>Base hourly pay</b> of an employee, (b) cost of employee’s <b>fringe benefits</b> ; and (c) <b>overhead</b> (at a minimum of \$17 per hour, includes lease, equipment, and administrative costs).  | Fee for Service Procedures, January 15, 2014 |
| Market Rate Fee                               | Based on the nature of the project, market conditions, nature of the Client (especially if they are a for-profit business), or for other good cause, the Sponsor may authorize Prosper Portland employees to charge more than the “cost recovery” (or cost neutral) rate, provided any such services Prosper Portland is rendering through the Agreement involves activities or objectives within the scope of Prosper Portland's charter. | Fee for Service Procedures, January 15, 2014 |

### Requested Budget & Racial Equity Plan Update:

Prosper Portland's requested General Fund budget provides funding to implement critical equity-focused objectives within the agency's [2015-2020 Strategic Plan](#). General Fund resources are critical to furthering Prosper Portland's Business & Industry and Entrepreneurship & Community Economic Development work. Key objectives are:

1. Increase access to quality jobs (with an emphasis on middle wage jobs) for Portland residents, particularly those from lower-income communities and under-represented populations;
2. Foster wealth creation within communities of color and low-income neighborhoods by supporting stability and expansion of local businesses with diverse founders; and
3. Support partnerships that build capacity for community-centered approaches to local business growth and access to employment.

Prosper Portland's requested Tax Increment Finance (TIF) district budgets also provide funding to implement critical equity-focused objectives within the agency's [2015-2020 Strategic Plan](#). TIF resources are critical to furthering Prosper Portland's Community Development, Lending, and Asset Management work. Key objectives are:

1. Create healthy, complete neighborhoods throughout Portland through community-identified investments and direct redevelopment and place-making activities;
2. Foster wealth creation within communities of color and low-income neighborhoods, by reducing barriers to property ownership and development and through agency construction and contracting business practices; and,
3. Form partnerships that address neighborhood affordability issues and provide community and climate resiliency benefits.

Prosper Portland's Equity Policy guides every agency project, investment, initiative, and program to help achieve antiracist and inclusive outcomes. The agency's Equity Administrative Procedures set specific quantifiable goals for all direct and indirect contracting work through the Business Equity Program and Workforce Equity Program.

**Racial Equity Plan Link:** <https://prosperportland.us/wp-content/uploads/2019/08/Equity-Framework-Booklet-web.pdf>

### Requested Budget Community Engagement:

Increasing community capacity and widely shared prosperity are core tenets of Prosper Portland's economic development and community development work. TIF investments projects and investments are guided by community-based action plans and initiatives (e.g., Old Town/Chinatown Action Plan, Gateway Action Plan, the N/NE Community Development Initiative) as well as by community advisory and oversight bodies (e.g., Broadway Corridor Steering Committee, N/NE Community Development Initiative Oversight Committee). Prosper Portland is investing in significant outreach in East Portland (Lents, Gateway, Neighborhood Prosperity Network), Old Town/Chinatown, and N/NE with a culturally specific approach to ensure communities most impacted by inequities are involved early in the development visioning discussion and process.

Prosper Portland's FY 2020-21 Requested Budget for the Equity, Governance, and Communications Department includes positions and resources added in the prior fiscal year for contracted services to support enhanced community engagement, equity work, and community benefits. While General Fund and TIF district projects have dedicated staff and resources to support specific community engagement,

the Equity, Governance, and Communications budget provides enhanced engagement work across all projects and programs.

The Neighborhood Prosperity Network (NPN) is designed to support a social equity focus on economic development at the neighborhood level. A community-driven approach is at the heart of the work. Prosper Portland provides grants to support community-based organizations made up of local businesses, residents, and community groups to plan and implement programming that strengthens the economic vitality within the community. Each NPN district has a full-time district manager implementing community-based programs under the direction of a board that reflects their neighborhood.

Mercatus, an expanding online business platform, offers more specific engagement with communities of color, convening storytelling workshops and business support groups. Through regular, bi-monthly engagement, Mercatus informs Prosper Portland's ability to address the challenges people of color business owners are facing in program development.

Prosper Portland is advised by the Council of Economic and Racial Equity (CERE) and the Prosper Portland Community Budget Committee (CBC), Prosper Portland's budget advisory committee. CERE is tasked with overseeing the implementation of equity related agency-wide strategies, aiming to increase external accountability and transparency. Prosper Portland revised its CBC charter to provide a venue for year-round engagement on goals, programs and projects in the Prosper Portland budget. The goal is to build capacity with this broad cross-section of stakeholders and community partners by creating a stronger understanding of programming and budget trade-offs that in turn will provide valuable input and recommendations for the annual budget and five-year forecast.

#### **Base Budget Constraints:**

Prosper Portland's Strategic Plan goals will require additional funding to implement on an ongoing basis, as the agency's current General Fund ongoing budget is insufficient to fully implement these goals.

The FY 2019-20 Adopted Budget included new ongoing and one-time enhancements that supported these efforts. However, additional resources are being requested to support cross-bureau collaboration on mitigating displacement through equitable community development investments in East Portland. One of the key goals of Prosper Portland's Financial Sustainability Plan is to identify long-term, non-tax increment financing funding for Prosper Portland that will sustain key initiatives on a long-term basis as TIF gradually declines.

#### **Notable Changes:**

No significant realignments are being proposed or have occurred in the last year. TIF district programming continues to be aligned with the Affordable-Housing Set Aside Policy, Prosper Portland's Strategic Plan and Business and Workforce Equity programs, and City Council-adopted action plans for N/NE, Gateway, and Old Town/Chinatown. General Fund base programming (Program Offers) are consistent with current year funding allocations to support the Inclusive Business Resource Network (including Mercatus and My People's Market), adult and youth workforce development, and the Neighborhood Prosperity Network. Requested add-packages through the joint-bureau displacement mitigation effort would enhance programming in several areas that are meant to benefit and empower communities of color.

## Equity Manager Role in Budget Development

Prosper Portland's Director of Equity, Governance and Communication; Manager of Governance, Learning, and Outcomes; and Equity and Inclusion Program Manager oversee the agency's standing advisory bodies. Given that such processes are in alignment with our Strategic Plan, inclusionary practices and equitable outcomes are a priority. For the budget process, we established an equity approach in several ways.

- Inclusive representation: The 19-member Community Budget Committee (CBC) includes stakeholders (eight of whom are people of color) that understand the impact of budgetary decisions and can provide input on negative or positive outcomes to the communities they represent.
- Meeting coordination: CBC meetings are designed to provide the necessary information and context for members to have greater understanding of the agency and mission.
- Recommendations and support: CBC provides its input about how to improve the process moving forward.

Other staff within the organization provide critical support, and focused outreach to community organizations, business associations, industry coalitions, and neighborhood associations to solicit feedback on the budget through March.

**Manager:** Mayra Arreola

**Contact Phone:** 503-823-3237

## ADA Title II Transition Plan:

Prosper Portland and all public-private partnerships entered by Prosper Portland follow all laws and guidelines under the Americans with Disabilities Act (ADA). Human Resources covers all costs associated with ADA for employees. If an employee requests ADA accommodation, the agency will accommodate accordingly.

Prosper Portland adheres to all current construction codes for ADA compliance in new buildings. Recent examples of efforts to ensure accessibility include Lents Commons and the tenant improvements at Alberta Commons. In addition, the planned improvements at the Inn at the Convention Center include ADA compliant features in guest rooms, such as roll-in showers, and reconfiguration of the common areas and accessible restrooms. Recent accessibility enhancements at the Inn at the Convention Center include restriping the parking lot to ensure an adequate number of accessible parking spaces.

## Accommodations:

Prosper Portland's overall administrative budget includes approximately \$2,850 for reasonable accommodation requests and additional resources for public communications and marketing in multiple languages. Prosper Portland provides translation services at all community outreach activities such as Lents, Gateway and the Old Town/Chinatown communities.

Prosper Portland also captions all Board of Commissioners meetings (on average \$3,000 per year). Similar funding levels are included in the FY 2020-21 Requested Budget. Prosper Portland regularly reviews budget versus actual expenditures during the year for administrative budgets and can reallocate funds to manage demand for such services if needed.

## Capital Assets & Intergenerational Equity

Prosper Portland maintains a variety of real estate assets including unimproved land, commercial space, parking garages, Union Station, Inn at the Convention Center, and the former US Post Office property. Prosper Portland's FY 2020-21 Requested Budget incorporates funding for ongoing operations and maintenance of these assets. The budget and Five-Year Forecast also include a capital reserve for many of the assets as well as specific improvements for Inn at the Convention Center and Union Station. Last year, Prosper Portland implemented comprehensive property plans for all properties that will further refine improvements and needs of specific assets. Union Station's capital needs are significant. As identified in the Prosper Portland Long-Range Financial Plan submitted in 2019, there is an estimated \$50 million in seismic and mechanical upgrade needs and \$100 million in surrounding station area and track improvements identified to improve Union Station. Similar to its approach to roof replacement and other recent Union Station upgrades, Prosper Portland will pursue a joint local, state and federal funding approach based on the scope of improvements required.

#### **Data Tracking Methodology:**

Each of the Strategic Plan goals has quantitative and qualitative data associated with measuring the outcomes and to monitor progress. Most of the goals and reporting are disaggregated by demographic information to ensure that equitable outcomes are monitored and achieved. Data are captured monthly, quarterly or annually, as appropriate, and reported to Prosper Portland's Board, posted on the agency's website, and described in each Program Offer being submitted as part of the FY 2020-21 Requested Budget.

Prosper Portland has added several staff positions over the last fiscal year to improve project and program access and service outcomes. Program staff monitors disaggregated data for programs such as the Inclusive Business Resource Network, Workforce Development, Neighborhood Prosperity Network, Traded Sector activities, Prosperity Investment Program, and Business and Workforce Equity Program implementation throughout the year. This oversight allows for real-time adjustments when possible to achieve equitable outcomes and to continue to enhance programmatic offerings from one year to the next.

#### **Hiring, Retention, & Employment Outreach:**

Prosper Portland supports its equity work, particularly for people of color and disabilities, as it relates to hiring, retention, and inclusion in the following ways:

**Hiring:** recruitment outreach through affinity publications and community partners is conducted to ensure diverse pools of applicants; equity questions are embedded into all interview questions; all interview panels are racially diverse; and candidates are provided the opportunity to review interview questions prior to their interviews.

**Retention:** every new hire is provided an orientation regarding the agency's equity work; assigned a work and equity mentor, and an office buddy; also, stay interviews are conducted after three months of employment.

**Inclusion:** all employees participate in agency wide equity trainings and employees are encouraged to participate in racial affinity groups; inclusive environment is embedded into performance evaluation competencies.

#### **Contracting Opportunities**

Social equity guides every agency project, investment, initiative, and program and sets specific quantifiable equity goals for all direct and indirect contracting work. Therefore, all budgeted projects in the Requested Budget will be guided by the goals outlined in the Equity Policy.

Prosper Portland's Business and Workforce Equity programs set goals for apprenticeship diversity and small business equity performance on Prosper Portland owned or sponsored projects. Sizeable projects recently completed or underway with Prosper Portland involvement and performing at 20% or more D/M/W/ESB outcomes include the Convention Center Hotel Garage, the City of Roses project, Oliver Station, SE Woodstock and 93<sup>rd</sup> Avenue, Cook Security, Alberta Commons, the Lisac townhouses in Lents, tenant improvements at the Nelson building, 10<sup>th</sup> & Yamhill Garage, Multnomah County Health Headquarters, and the Woodie Guthrie project in Lents.

Furthermore, Mercatus offers a platform internally at Prosper Portland as well as externally with other government agencies to promote, ease access to, and develop pipeline for contracting opportunities.

### **Engaging Communities Most Impacted by Inequities**

Prosper Portland's budget development is informed first and foremost by the agency's Strategic Plan goals and priorities. The development of the Gateway, Lents, Downtown Waterfront, River District, and Interstate TIF districts are further guided by community-based action plans. Each of the action plan focuses objectives based on community input and where investments will help ensure existing residents and businesses benefit.

On an ongoing basis, Prosper Portland is investing in engagement efforts to maintain input from the community regarding impacts of significant development projects on underserved communities. Current initiatives include the N/NE Oversight Committee and the Broadway Corridor Steering Committee as well as broader community outreach related to redevelopment in Old Town/Chinatown at Block 25 and 4th and Burnside, in Lents at SE 92nd and Harold, and in Gateway at NE 102nd and Pacific. Prosper Portland also has sizeable resources allocated to the Affordable Commercial Tenancing Program via projects like Alberta Commons, Lents Commons, 10th & Yamhill Garage and a new mixed-income, mixed-use project proposed at NE 106th & Halsey in Gateway.

### **Empowering Communities Most Impacted by Inequities**

The ongoing General Fund budget allocation will provide Prosper Portland with funding in FY 2020-21 to advance the following initiatives.

**Adult & Youth Workforce Development:** Prosper Portland collaborates with Worksystems, Inc., (WSI) and other partners to fund and administer workforce development programs for low-income Portlanders with significant barriers to employment. WSI contracts with 13 community-based and culturally specific non-profit providers (including SE Works, Human Solutions, IRCO, and POIC) which serve more than 2,000 individuals with up to three years of individualized support and training that emphasize career track employment. Prosper Portland's \$3.1 million investment leverages at least \$1.8 million in investment from WSI. Prosper Portland proactively connects the workforce development providers with NPN managers with the goal of building joint capacity to connect underemployed and unemployed residents of NPN areas to career-track employment opportunities.

**Inclusive Business Resource Network (IBRN):** This network provides business technical assistance and support to more than 1,000 businesses and entrepreneurs annually. Currently, Prosper Portland

contracts with 17 organizations to provide client service. Approximately half of these organizations and more than 60 percent of staff are rooted in communities of color, bringing a high degree of culturally responsive skills to their work. The IBRN brings these organizations together monthly and organizes various subcommittees to provide feedback and advice on program delivery. The providers play a critical role in determining what types of services should be available to best support their clients. This restores power to the small business community and ensures that its voice informs the services needed to strengthen their businesses.

**Neighborhood Prosperity Network & Venture Portland:** The Neighborhood Prosperity Network is designed to support social equity-based community economic development at the neighborhood level. Through grants, training, and support from Prosper Portland, each district is responsible for planning and implementing projects to improve the local commercial district and center power and capacity-building within the local communities. With a complementary focus on spurring neighborhood small business connectedness and growth, Venture Portland provides technical assistance to 27 neighborhood business districts throughout Portland.

**Traded Sector:** Prosper Portland focuses its work in traded sector support on four globally competitive industry clusters: Athletic & Outdoor Apparel, Metals & Machinery, Technology & Media, and Green Cities. Within these clusters, business development staff coordinates technical assistance to companies creating or retaining middle-wage jobs that are accessible to low-income residents and communities of color. Prosper Portland's economic development team provides technical assistance - market analysis, financial support, site development services, workforce development, export promotion, supply-chain opportunities - to more than 400 businesses, the vast majority of which have fewer than 50 employees. In addition, Prosper Portland's cluster development program uses an equity lens to design programming and prioritize support with the dual purposes of helping traded sector companies become more inclusive, and helping inclusive traded sector firms grow. Cluster support efforts also include a reorientation of the City's Enterprise Zone program to require tax abatements to be coupled with a Public Benefits Agreement which supports prosperity and access to opportunities within historically marginalized communities.

Prosper Portland's Business & Industry Team recently launched updated cluster action plans. The focus of this effort was to identify ways to ensure that the experience of underrepresented communities and businesses are centered in the team's work. The new action plans represent a first in the nation comprehensive equity lens applied to traded sector activities.

Add package requests for additional funding that will enhance this work

- **East Portland Anti-Displacement:** This multi-bureau proposal for a one-time funding package is in response to the Mayor's budget Priority Issue Area 6: Community Development Mitigating Displacement. The proposed program focuses understanding and addressing potential displacement of residents and businesses in East Portland related to development of the SE Division Transit Corridor project and transportation improvements together with development of the new Rosewood Park. Prosper Portland is requesting this package alongside BPS, PHB, PBOT and Parks. The following projects and programs were either suggested as part of community input through Prosper Portland's Community Budget Committee, received one-time funding last year and demonstrated early success in outcomes, or are existing commitments in the area. These programs are prioritized for underrepresented business owners including people

of color, women and those who are low-income. These programs are interconnected and provide a range of wrap around services for each unique business owner or entrepreneur.

- Division Transit Business Support: Prosper Portland is requesting \$100,000 to support 30 businesses receiving approximately 300 hours of business support services and conduct outreach to 150 business (or at least 350 outreach hours). Funding will continue the delivery of business support services and technical assistance to businesses located in the outer SE Division corridor. City funds will be used to continue providing culturally responsive business outreach and technical assistance. These funds will be administered through the Inclusive Business Resource Network (IBRN); therefore, no additional FTE costs will be incurred with this request. Funding for Division Business Support will be matched by Prosper Portland's \$103,000 annual Enterprise Zone investment in the Community Workforce Navigator Program. Both activities were articulated in the Division Transit and Development Local Action Plan, adopted by City Council in July 2016.
- IBRN NPN Business Support: Ongoing funding of \$100,000 will maintain service delivery levels. It is anticipated that 125 clients who live or work in an NPN, will be served in FY 20-21 which would increase clients served for this program by 45% (86 clients in FY 19-20). This will increase client transition to long-term programming and help fulfill the IBRN goals. IBRN has a system of both long-term support (programs that provide 40+ hours of technical assistance per client, each year) and light touch support (programs that help navigate businesses to organizations within IBRN and provide approximately 10 hours of service per client, each year). Light touch business support through the NPN helps those communities reach their business stability goals. This type of business outreach increases access to services and support available through the extensive IBRN portfolio. 11% of clients served through NPN services have transitioned into long term programming to date and 27% have achieved a Strong and Stable badge (IBRN's system for measurable outcomes). IBRN will continue to leverage over \$300,000 annually from the Enterprise Zone. These funds are predominately used for technical assistance, which is made up of accounting, legal and other business assistance.
- Retail Navigator: Prosper Portland is requesting \$150,000, a one-time request for FY20-21. 25 businesses along or adjacent to East Portland business corridors will receive individualized retail programming support services. Providers will coordinate with IBRN and NPN partners to best support clients and share opportunities. Citywide, there is a gap in support for commercial anti-displacement and tenancing for small businesses. While there are new efforts to make affordable space available, some owned by Prosper Portland, businesses still struggle to secure new leases or be adequately prepared to secure their existing spaces as neighborhoods change. This proposal would allow for expanded retail business support for businesses along East Portland priority corridors, in the form of individualized support for space improvements, lease negotiations, and other holistic business assistance. While focused primarily on working with businesses most at risk of impact on Division and Stark, there would also be a liaison and a resource for Prosper Portland's affordable commercial space at Lents Commons and 106<sup>th</sup> and Halsey. The liaison would work in coordination with Prosper Portland's economic development and development staff, IBRN providers, NPN district managers, and the small business liaison at the Bureau of Development Services. Opportunities for



additional tenant improvement and business development support would be available within NPN, Gateway and Lents TIF districts (grants, business loans, and one-on-one support). Funding for the Retail Navigator will be matched by support from Gateway and Lents TIF districts, as well as Enterprise Zone investment in IBRN.