



2024

Gateway ACTION PLAN



PROSPER
PORTLAND

Contents

- Introduction 3
- Background 5
- Demographics & Economic Performance 7
- Context 8
- Community Engagement & Input 9
- Community Vision & Inspiration 10
- Plan Goals & Outcomes 11
 - Inclusive Economic Growth & Celebrating our Diverse Business Community 12
 - Activate a Livable Gateway 15
 - Housing Production & Opportunity 18
- Forecasted Budget 21

Introduction

The 2024 Gateway Action Plan focuses on what can make the community thrive today while also positioning Gateway for success for years to come. Prosper Portland and the Portland Housing Bureau (PHB) work in collaboration with community to invest Tax Increment Finance (TIF) resources in Portland's diverse neighborhoods with more equitable, community-centered approaches to neighborhood revitalization.

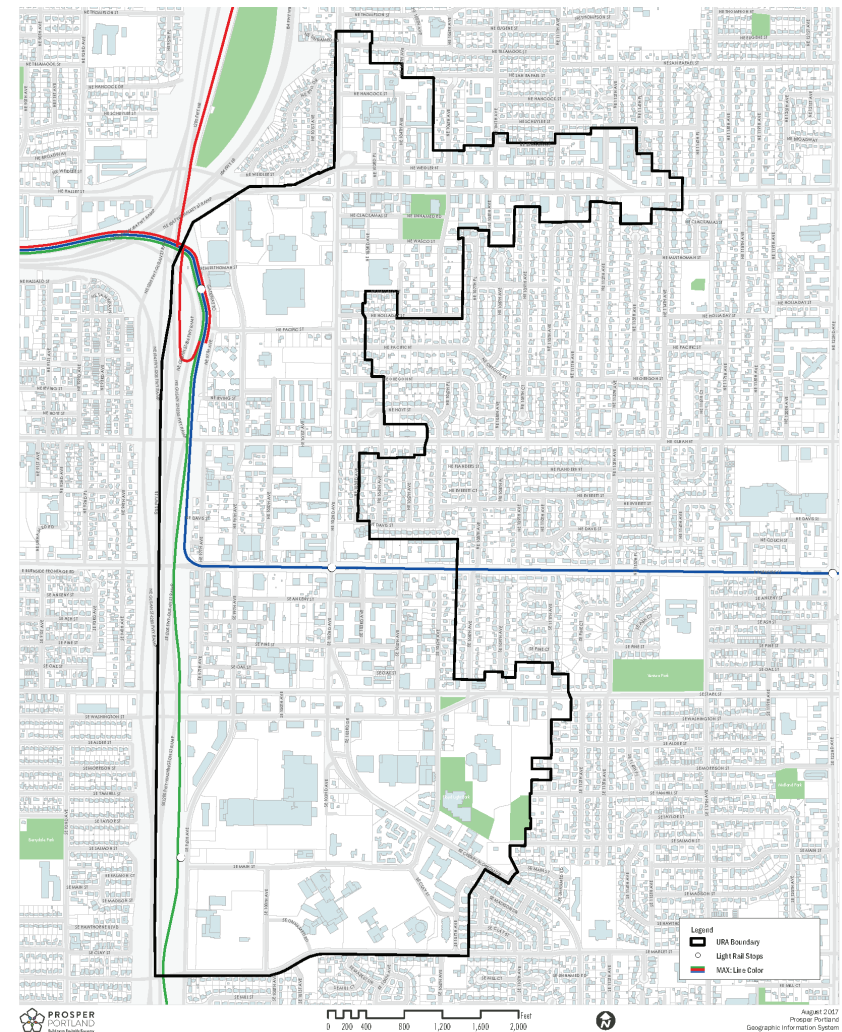
This updated Plan acknowledges the present market realities of Gateway, while working to elevate urban ambitions and livability. The Plan priorities and investments combine with the desires of the community and seek growth driven by those who invest in Gateway through their commitment, energy, entrepreneurship, and cultural contributions. Working with PHB, Prosper Portland's model for growth focuses on supporting existing residents, businesses, and property owners as they secure financial empowerment and wealth building, coupled with

leveraging regional market forces to bring additional resources to the neighborhood.

In recent years the city of Portland has adopted plans focused on economic growth as well as housing production. These plans serve as a complement to community-based strategies like the Gateway Action Plan. Together these plans harness citywide resources and advance strategies to combat historic economic and geographic inequities.

In April 2023, Portland City Council adopted **Advance Portland: A Call to Action for Inclusive Economic Growth** to transform Portland into a thriving, inclusive, and sustainable 21st century city. As a collaborative strategic framework, the plan prioritizes quality job growth, racial equity in entrepreneurship and traded sector employment, deployment of innovative green products, and more vibrant and inclusive commercial districts. Specific recommendations for commercial corridor districts like Gateway focus on innovative

GATEWAY REGIONAL CENTER TIF DISTRICT



mixed-income housing solutions, affordable commercial tenancing, promoting pop-up activations, leveraging cultural resources to support a healthy mix of business types, and growing neighborhood-serving businesses.

The City of Portland's **Housing Production Strategy** identified actions to meet anticipated population growth through 2045. This strategy proposes building 5,200 homes annually with a range of unit types, prices, and locations. In addition to numerous affordable housing recommendations, the strategy encourages new middle-income rental housing development and a middle-income homeownership incentive, providing pathways to generational wealth and neighborhood stability. Prosper Portland and PHB will build on this work by collaborating with city bureau partners on programs like extending residential property tax incentives in East Portland.

The 2024 Gateway Action Plan tailors Prosper Portland and PHB programs to support and celebrate the cultural assets of East Portland while creating a market for long-term investment in the people and places that enrich the city of Portland.

In June 2022, City Council approved an extension of the Gateway TIF District, which unlocked significant new TIF resources and kickstarted the Gateway Action Plan update process. These new funds together with the impacts of the pandemic prompted the need for an updated Action Plan and strategic framework for future investment. With the infusion of funding and an opportunity to harness a new framework for success after the pandemic, Gateway is positioned for significant investment in ways that build on its core economic strengths and mitigate the inherent challenges in the local real estate market.



Background

Gateway has long been envisioned as a “regional center” – dating back to the Metro 2040 Growth Concept adopted in 1995. However, implementation of this vision has been slow. Growth of a regional center requires substantial investment in the built environment and cooperative investment by both the public and private sector. Despite significant investments in public infrastructure, such as the Gateway Transit Center, the market has not fully responded to the regional center vision.

Despite these market-based challenges, there have been many successes since the creation of the Gateway TIF District in 2001. Early TIF investments led to significant expansion of the light rail system in East Portland and provided residents and employees vital connectivity to the region. Soon thereafter, Prosper Portland, PHB, and nonprofit affordable housing partners prioritized TIF funding to create 419 new affordable homes. These equitable development investments stabilized hundreds of families, including those who were displaced from other

redevelopment areas. These homes and transportation connections also provided a significant buffer against rising regional economic trends that threatened to push families even further to the edges of the city or beyond.

During the same period, Gateway established itself as a major healthcare destination and multigenerational neighborhood. Investments from healthcare organizations like Kaiser Permanente, Portland Adventist, The Oregon Clinic, and Providence Hospital provided substantially increased employment density across the district. Aging adults found their home at PHB-funded places like Cherry Wood Village, Russellville Commons, and the recently opened 211-unit Traditions at Hazelwood.

Coinciding with economic changes in the Gateway real estate market, demographic changes accelerated in the TIF District, David Douglas School District, and throughout the Hazelwood neighborhood more broadly. The area is now one of



the most ethnically diverse in the State of Oregon and one of the most challenged economically. Compared to the city of Portland, Gateway TIF District’s median household income is 40% lower and poverty rates are 6 points higher (US Census).

2016 Action Plan

The 2016 Gateway Action Plan responded directly to market challenges and limited available TIF resources in the district by requiring strategically focused funds to targeted sub-district geographic areas: i) the Halsey/Weidler couplet and commercial

corridor, ii) opportunities for significant redevelopment at the Gateway Transit Center, and iii) investment in infrastructure to support development in Central Gateway. The plan emphasizes strategic investment in the three sub-district areas and delivering on key projects:

- **Halsey/Weidler:** The Gateway Discovery Park (2018) and The Nick Fish mixed-use building (2021). A multi-partner collaboration between Prosper Portland, the Portland Housing Bureau, Human Solutions, and Gerding Edlen,

the Nick Fish is a mixed-use, mixed-income catalytic project adjacent to Gateway Discovery Park at NE Halsey Street and NE 106th Avenue.

- **Infrastructure Investments:** In Central Gateway, Prosper Portland partnered with the Portland Bureau of Transportation to commit funds via a Local Improvement District concurrent with future housing and mixed used development. Also in partnership with PBOT, joint investment in streetscape improvements to the Halsey-Weidler couplet were completed in 2019, which resulted in ADA-accessible pedestrian curb extensions on every intersection corner, four new signalized pedestrian crossings, pedestrian-scale streetlights, protected bike lanes, transit islands, and pavement repair. Targeted business support along Halsey-Weidler during construction of public

infrastructure stabilized businesses and provided needed improvements.

- **Small Business and Nonprofit Support:** Gateway businesses and nonprofits benefitted from the Prosperity Investment Program (7 grant recipients) and the Community Livability Grant (10 grant recipients).

Pandemic Relief

While the 2016 Action Plan successfully allocated funds in line with community outlined priorities, it could not anticipate the impact of the pandemic on Gateway's businesses and the broader Portland market, requiring Prosper Portland and PHB to pivot our approach. As part of that pivot, Prosper Portland launched the Local Small Business Repair Grants and Small Business Stabilization Restore Grants which have supported 16



businesses in Gateway. These one-time emergency funds used existing TIF resources and citywide funding allocated by City Council to provide direct grants to local small businesses needing immediate repairs and restoration of damaged property. These funds provided critical support to small businesses in Gateway, particularly along NE Halsey where many storefronts were damaged, merchandise was

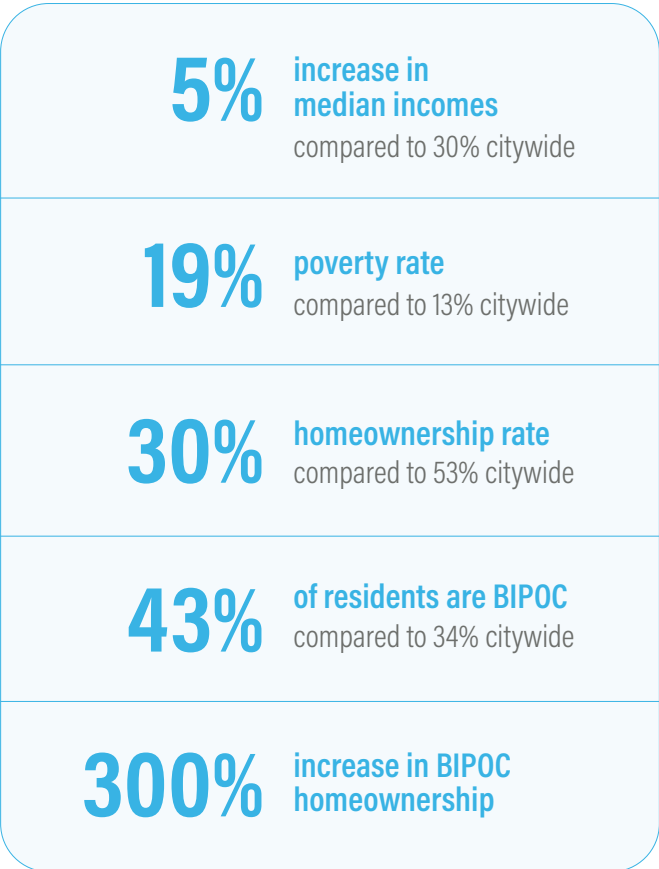
stolen, and additional security improvements were necessary.

Moving forward, Prosper Portland and PHB are directing the remaining TIF public investments toward outcomes for the neighborhood based on economic strengths that meet the needs of East Portland's diverse residents and businesses.

Demographics & Economic Performance

An analysis of Gateway TIF district demographic and economic trends over the past decade inform the recommended programs and budget allocations in this Action Plan update.

- While overall population in Gateway grew more slowly compared to citywide, the Black, Indigenous, and People of Color (BIPOC) population increased from 29% to 43% and now exceeds the citywide average of 34%.
- Gateway median incomes increased only 5% compared to 30% citywide. The average poverty rate in Gateway is 19% compared to 13% citywide.
- While homeownership in Gateway lags behind the City of Portland (30% compared to 53% citywide), BIPOC homeownership rates in Gateway increased from 19% to 26%, tripling the total amount of housing owned by this population.



Among the existing TIF Districts in Portland, Gateway’s post-pandemic economic performance shows unique strengths and challenges that will likely continue to affect the residential and business community in the coming years.

Data analyzed in several ECONorthwest studies shows the following trends in Gateway:

- Low land values compared to city and to other commercial corridors
- Low office construction demand
- Retail vacancy rates have increased since 2019
- While employment has recovered, support is needed to grow home-based businesses and create additional affordable commercial space opportunities to support small businesses.

Sources:
 Census Data
 Advance Portland Corridor report
 "Better Red Station Area Planning: Gateway Transit Center Joint Development Delivery Strategy," ECONorthwest, June 2023.
 "Understanding Portland TIF District Investment Impacts: 2000-2022," ECONorthwest, April 2024.

Context

The 2024 Gateway Action Plan reflects extensive engagement with the community. During an 18-month engagement process, stakeholders consistently shared that livability issues and the lack of economic diversity are core impediments to creating a healthy and safe neighborhood.

Stakeholders recognized that the private sector did not invest in the neighborhood as anticipated and that overcoming challenges in the market will not be resolved without sustained direct participation from the public sector.

Creating a common vision for Gateway became a shared priority in response to community concerns. The plan update reflects significant support for a multi-pronged and flexible approach to increase Gateway's livability and to enhance what already makes East Portland unique: vibrant international cultures and economic diversity.

As an overview of the engagement process, the SWOT analysis of the neighborhood and market shown here provides a look at the variety of the challenges and inspirations embedded in the Action Plan's investment strategy.



Community Engagement & Input

Prosper Portland engaged a broad cross section of leaders in the Gateway neighborhood to form a Community Advisory Committee. The Advisory Committee guided the Action Plan process by reviewing district investments to date, identifying remedies to systemic challenges, and providing new investment strategies. The Committee also identified key questions for further investigation by focus groups and built bridges with additional stakeholders.

This Action Plan was also enhanced by five focus groups prioritized by the Committee. With discussions focused on engaging diverse voices on a breadth of community perspectives, the focus groups engaged with 62 participants. Prosper Portland staff conducted an additional 32 stakeholder interviews and

engaged six organizations that serve residents and businesses in the Gateway TIF District.

The Advisory Committee and Prosper Portland staff hosted a multicultural open house with more than 33 participants at Gateway's multigenerational East Portland Community Center. Immigrant Refugee Community Organization (IRCO) International Language Bank provided translation and interpretation in the six languages most used in the Gateway neighborhood.

The voices and perspectives shared by Gateway residents, business owners, employees, and community stakeholders are reflected in the 2024 Gateway Action Plan and help to articulate the shared vision and investments staff heard through its work with the Committee and the engagement process.

Advisory Members

Co-Chair: **Frieda Christopher**
Community member, At-large

Co-Chair: **Giovanni Bautista**
Community member, At-large

Josh Bearman, TVW Inc.

Tina Do & Maryoris Pedroso-Reyes,
Immigrant Refugee Community
Organization (IRCO)

Djimet Dogo, IRCO Africa House

Mykel Hibbard, Resident

Jeff Hinton, Resident

Duncan Hwang, Asian Pacific
American Network of Oregon (APANO)

Codie Jennison, NW Enforcement Inc.

Nidal Kahl, Gateway Area Business
Association (GABA)

Arlene Kimura, Hazelwood
Neighborhood Association (HNA)

Greg Lutje, Comm.Real Estate Atty.

**K. Shay Smith & Yekaterina
Selezneva**, Our Just Future

Hilary Vineyard, First Interstate Bank

"We can never 'build community' if people are focused on getting enough money to move out. They need more places to 'move up to' without leaving the area."

"Gateway's leading edge is multiculturalism"

"Need critical mass activation that can help to secure area"

"Homeownership needs to be encouraged in Gateway area"



focus groups



focus group participants



stakeholder interviews



local organizations

Community Vision & Inspiration

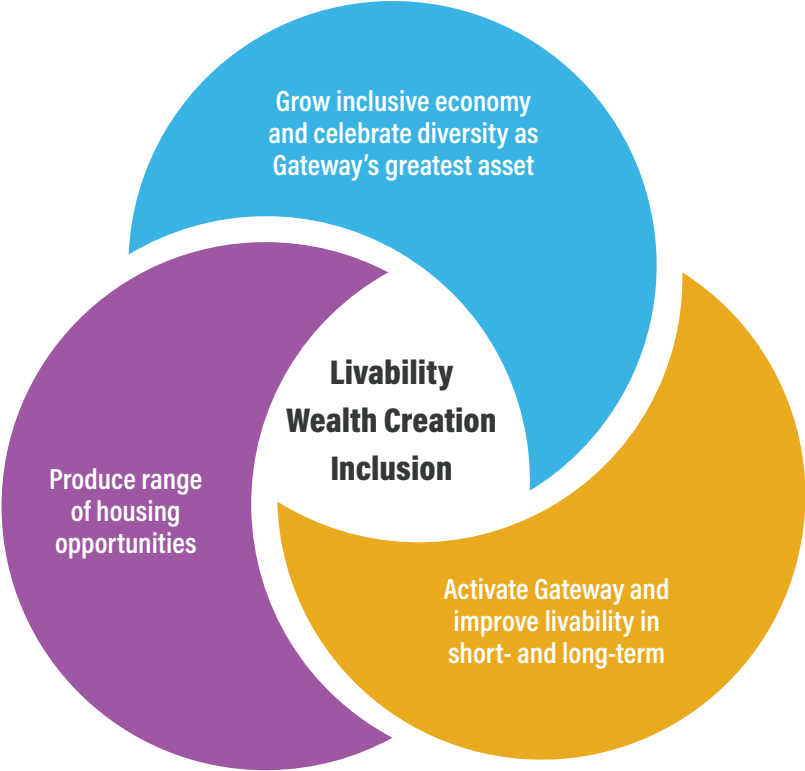
Gateway is envisioned as a “Gateway to the World” that thrives thanks to multicultural diversity and inclusive economic opportunities. Gateway offers housing opportunities that meet the needs of all individuals and families and supports new innovations that create wealth and connect residents to the Portland region’s bustling economy. Through partnerships and direct funding, Prosper Portland and PHB will invest TIF funds bringing vibrancy and livability to one of the city’s vital transit centers and employment hubs.

To achieve this vision, the Gateway Action Plan identifies the area’s core priorities, strengths and needs, and direction for investment of TIF funds in the following three programmatic areas to actualize a livable district that creates wealth and is inclusive for all:

- Celebrate and cultivate diverse businesses; provide small business stabilization and resources for inclusive economic growth
- Activate properties and sponsor interim uses that will improve livability throughout Gateway
- Support housing opportunity, ownership, and income diversification

The Action Plan embeds programmatic areas that highlight the neighborhood’s greatest strengths and directly tackle the impediments to the district’s success. This framework for inspiration is intended to provide guideposts for investment of TIF funding while also allowing flexibility as the district and economy change over time.

Stabilize, Activate & Diversify



Plan Goals & Outcomes



Inclusive Economic Growth & Celebrating our Diverse Business Community

While Gateway is ethnically diverse and rich with international cultures, new and existing small businesses face numerous challenges. Many Gateway business owners struggle to access traditional lending tools to grow their business or start a new one. Prohibitive lease rates are a key factor limiting access to new or expanded space.

In an analysis Prosper Portland completed for Portland's economic corridors, larger retailers in the area skew data for commercial market rents in Gateway, with anchor retailer rents coming in significantly higher than for smaller, neighborhood-serving retail businesses. Additionally, much of the commercial building stock is aging and requires extensive and costly tenant improvements.

Prosper Portland will address these factors by removing geographic constraints from the Action Plan. By discontinuing the sub-district approach, more businesses can access resources outside of designated investment areas.

This inclusive approach will expand opportunities to directly serve more vulnerable economic groups in East Portland. Funding for grants and loans will be aggressively marketed to the small business community, including ethnically diverse business owners who can serve the culturally diverse Gateway TIF District.

Intended beneficiaries include:

- Small businesses, including, but not limited to, minority and women-owned businesses
- Businesses that create goods or services, or serve food, that highlights international cultures
- Daycare providers and other multigenerational services
- Food and Beverage manufacturers
- Healthcare organizations providing community services

Grants will support an inclusive and diverse Gateway business community by deepening



incentives in the existing Prosperity Investment Program (PIP), fully leasing The Nick Fish commercial spaces, and expanding new programs to Gateway that reduce lease rates for small businesses. Updated PIP guidelines revise the current 50/50 match to a 75/25 split, with additional matching loans to cover expenses for income-qualified businesses. Through the Affordable Commercial Tenanting (ACT) Program, Prosper Portland will provide funds for property improvements along with opportunities for local business owners to connect to technical assistance to foster business growth and wealth creation. In exchange, property owners will offer commercial space to eligible business owners at 10-25% below market rate.

Investing in multigenerational diversity is another key area for growth in the Gateway TIF District. While there are notable successes in providing housing and services for aging adults, resources are limited for daycare and other family services. Gateway's grant and loan products work in

tandem with Multnomah County "Preschool for All" and other statewide resources to create opportunities that can serve residents and Gateway employees throughout the district. Prosper Portland recently helped bring a new daycare center to The Nick Fish, adjacent to Gateway Discovery Park.

Another major challenge for the Gateway business community is the absence of effective business support. Prosper Portland will continue to work with the small business community to identify ways to organize and support their growth. Additionally, as part of the East Portland TIF Exploration, Prosper Portland will work to align and strengthen business-focused support systems throughout East Portland.

Prosper Portland will support the Gateway TIF District as an authentic "international district" that features vibrant local businesses, food, goods, services, and events highlighting Portland's connection to the world.



COMMUNITY
INSPIRATION

"Need more affordable commercial property
and mixed-income communities"

"I love supporting diverse businesses"

"I would love to see Gateway designated as Portland's
'International District' with even more ethnic stores
(and not just food)"



CASE STUDY:

Namaste Indian Bazaar

Coinciding with the Halsey street upgrades, Prosper Portland delivered several grants to improve the HVAC and kitchen for this incredible merchant and restaurant still thriving at 103rd and NE Halsey.

ACTION 1.1:

Support small businesses through direct loans and grants throughout the district.

- Adjust grant program requirements to increase program accessibility for high barrier businesses. Increase PIP grant match to a 75/25 split and provide PIP Matching Loan to qualified businesses.
- Promote business tenant improvement and working capital loans within the district, including through community-based lending partners.
- Remove sub-district restrictions to increase access.
- Promote and prioritize small businesses supporting multigenerational diversity, with a focus on delivering new childcare facilities.

Measures of success:

- Loans and grants disbursed to 15-20 businesses, and an investment of \$1.55M over life of the plan.

ACTION 1.2:

Expand the Affordable Commercial Tenanting (ACT) Grant to support retailers within the district.

- Increase access for existing businesses to expand or stabilize with grants for improvements to ground floor commercial properties in exchange for property owners offering commercial spaces at 10-25% below market rate. Grant amounts equivalent to the rent discount and/or rent abatement for the duration of the affordable rate and not exceed \$300,000.

Measure of success:

- Affordable commercial support to 10-12 businesses; and an investment of \$3.3M. Launch program in FY24/25 and serve 2-3 businesses annually by FY27/28.

ACTION 1.3:

Fully tenant The Nick Fish ground floor retail

- Continue to aggressively market and incentivize remaining leasable commercial spaces

Measure of success:

All spaces leased by FY25/26.

ACTION 1.4:

Business District Organizational Support

- Explore new models for organizing small business community in Gateway and align with efforts in other East Portland geographies. Consider additional organizational structures (ESD, etc.) and partnerships to support a thriving and safe business district.

Measure of success:

Identify and support a new or expanded business organization that serves Gateway small business and community needs.



**Inclusive Economic Growth
& Celebrating our Diverse
Business Community**

Activate a Livable Gateway

Livability and safety consistently ranked highest among the many community issues raised through the Action Plan. The small business community continues to struggle with theft and property damage as a lasting impact of the pandemic. Residential communities struggle with neighborhood safety, crime, and property damage. Investments in the Action Plan can support improvements that benefit district livability. Working with land and building owners, small business owners, residents, nonprofits, and public/private partnerships, Prosper Portland will facilitate community cohesion through direct investments in building security, land activations, events, and new models for district-wide services.

The opening of Gateway Discovery Park and Gateway Green provided residents and visitors with additional places to celebrate community and multicultural events in the district. However, current resources are not enough to sustain a vibrant and active community. While the City of Portland needs to identify ways to deliver on the original intent of the Gateway Regional Center as an urban destination—thriving with performing arts and event venues—Prosper Portland will prioritize immediate activations to stabilize the existing community.

Prosper Portland will fund property activations in the Gateway TIF District. These activations will focus on key properties at the Gateway Transit Center and will feature a partnership with the David Douglas School District. This funding will create new opportunities for community recreation and public events including



music, entertainment, food, and multiculturalism that multiply benefits for the business community and breathe life into vacant properties. While TIF resources cannot be used for temporary activations, Prosper Portland will work with community partners to leverage additional public and private resources to deliver community-oriented events and lean into opportunities for permanent improvements when feasible, particularly around the East Burnside MAX and Central Gateway (between Burnside and Stark).

Prosper Portland is also engaging with other public and private entities to deliver new services in the Gateway TIF District that will keep the neighborhood clean and safe. This is particularly important around the Gateway Shopping Center and along NE Halsey where the built environment historically created barriers to realizing Gateway's promise of a walkable community that could add foot traffic and eyes on the street.



COMMUNITY
INSPIRATION

"Would like to see open concerts with music from different cultures"

"To have facilities available for various cultural arts performances by and for the community"

"Safety issues [are most important] after seeing my favorite businesses relocate out of area where customers and employees feel safe"



CASE STUDY:

The Outer Rim

Gateway businesses are fortunate to have an inspiring pilot project located on NE Halsey. The Outer Rim Bicycle shop reported dozens of burglaries, window damage, and significant theft over the past few years.

Through a grant provided by Venture Portland, the business secured their façade with a steel sculpture of Mt. Hood designed and built by a Portland artist. Since the sculpture's installation the store has seen a dramatic decrease in break-ins while simultaneously creating an artistically inspired addition to the Halsey-Weidler Couplet.

ACTION 2.1:

Invest in community anchor nonprofits to support cultural inclusion and community livability via Community Livability Grant (CLG) investments:

- Prioritize projects that include performance or community spaces for maximum community benefit.
- Create opportunities for projects that include public art to activate community on a 24/7 basis.

Measure of success:

- At least 5 completed projects

ACTION 2.2:

Identify key opportunities for artistically designed facade improvements that honor the community vision and increase business security

- Based on recent success, grow program annually from 1-2 businesses served to 3-4 by FY26/27
- Offered as competitive special authority grants with no match required.

Measure of success:

- 10 grants disbursed up to \$10,000 each

ACTION 2.3:

Partner to deliver events and interim activations at key locations, including at Prosper Portland-held properties and with partners like David Douglas School District:

- Partner with private and public sector to deliver intergenerational infrastructure and facilities investments
- Partner with nonprofit and business community to support multicultural events and pop-up activations, with a focus on vacant lands at the Gateway Transit Center and in Central Gateway

Measure of success:

- 2-3 major property activations and ongoing Gateway events

ACTION 2.4:

Implement public infrastructure improvements to reconnect community and ensure safe access and crossings.

- Deliver on street and sidewalk investments around Gateway Transit Center and Central Gateway that improve community access.
- Leverage investments to deliver on increased activations and community programming within the district

Measure of success:

- At least two larger scale infrastructure connectivity and safety projects at an estimated investment of \$5.5M



Activate a Livable Gateway

Housing Production & Opportunity

Gateway residents emphasized the need for livability enhancements and income diversity throughout the District. Driven in part by the recent successes of the Lents Town Center, there is broad community support for PHB and Prosper Portland to play a leading role in creating new homes that could prove pivotal in place-making and enhanced community livability, particularly near transit.

Significant market constraints in the District have held back redevelopment near transit. As an example, the District was projected to create at least 3,900 new units of housing with a particular focus on “transit-oriented housing... encouraged within a quarter-mile of light rail stations” (URA Plan, 2001). As of now, 707 units of multifamily housing (including age-restricted senior housing communities) completed construction since 2010, 89% of which are deed-restricted affordable homes, primarily concentrated along NE Glisan. Russellville Commons Phase III* and Traditions at Hazelwood, both senior housing projects located on East Burnside, are the only

residential projects constructed since 2001 within a quarter mile of rail transit.

The small business community, particularly retailers along the commercial corridors, struggle to attract regular clientele without a dense and diverse mix of residents to frequent their shops and services. As a pass-through commercial corridor, few people walk along the Halsey-Weidler Couplet between homes and shops, which is reflected in the few neighborhood-serving retail businesses. Broadly speaking, community members and business owners support significant new mixed-income residential density as an essential ingredient for the long-term stability of the small business community.

Community members also expressed strong support for investing in a greater diversity of housing types and income levels. While PHB is directly responsible for prioritizing and delivering new affordable housing, Prosper Portland is uniquely positioned to support workforce and middle-income housing opportunities—



COMMUNITY
INSPIRATION

“Need more mixed-income and workforce housing”

“Strong condo/ownership market could make Gateway unique”

including adding more bedrooms for larger families—that otherwise are not able to move forward in the private sector under past and present market conditions. The Action Plan’s signature residential project is a public/private partnership targeted at 250+ units of workforce housing and commercial development. As a result of the partnership, the public infrastructure and connectivity around the Gateway Transit Center, the District’s “front door,” will be significantly improved. Prosper Portland’s investment in this partnership is vital to fix inherent failures in the capital markets to deliver middle-income housing—a core priority in the City of Portland’s Advance Portland plan.

Community voices also strongly encouraged Prosper Portland and PHB to build on the strengths and affordability of the market for homeownership. A recent project by Habitat for Humanity received more than 1,000 applications for 31 units at the Cherry Blossom project, demonstrating a large demand for clustered, attached homes. There

are numerous vacant parcels throughout the District that are near transit and are ideally suited for dense townhomes or cottage clusters. Prosper Portland will fund and prioritize a commercial loan program geared to support infill housing as a critical new investment tool throughout the district.

Lastly, Prosper Portland will work with bureau partners and City Council to support mixed-income development in Gateway together with producing affordable housing. Prosper Portland will work in collaboration with PHB to explore mixed-income housing at a PHB-owned parcel at 102nd and E. Burnside that could support more than 100 new homes. Additionally, Prosper Portland will work with bureau partners to expand Inclusionary Housing (IH) incentives east of I-205. Should Gateway market dynamics shift, IH requirements could adjust to incorporate Gateway as a key opportunity site to grow mixed-income communities in East Portland.



CASE STUDY: The Nick Fish

The Nick Fish is a collaboration between Prosper Portland, PHB, and Our Just Future. The Nick Fish is a mixed-use, mixed-income catalytic project in the Gateway Regional

Center TIF District, adjacent to Gateway Discovery Park. The project features 75 mixed-income homes and 22,000 square feet of ground floor commercial space and second floor office space.

ACTION 3.1:

Attract new neighborhood investment to activate key properties and improve mixed-income housing production and commercial development through public/private partnerships.

- Invest in a public/private partnership to deliver 250+ middle-income homes, commercial development, improve street connectivity and walkability, and provide public benefits and district activation.
- Pursue redevelopment of Prosper Portland property at the Gateway Transit Center via partnership with adjacent property owners, key anchor tenants, and TriMet.

Measure of success:

- At least one signature middle-income project on track to deliver 250+ new mixed-income units in the District.

ACTION 3.2:

Facilitate development on privately held properties with an emphasis on mixed-income housing by offering commercial loans for middle-income rental and homeownership opportunities:

- Provide loans to fund predevelopment, construction, and/or permanent financing for projects targeting 5-10 units with a focus on homeownership and a diversity of homeownership types (cottage clusters, condos, attached townhomes)
- Prioritize loans for larger scale mixed-income housing projects that deliver on a diversity of floorplans (3-4 BR) to increase multigenerational and immigrant-focused housing

Measure of success:

- Three smaller to larger scale housing projects delivering approximately 30 homes.

ACTION 3.3:

Encourage construction of additional affordable housing units and take advantage of opportunities to construct new mixed income, multifamily housing projects.

Measure of success:

- Support at least one new multifamily rental project with regulated affordable housing units.



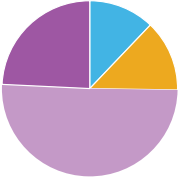
**Housing Production
& Opportunity**

Forecasted Budget

Summary of Proposed Investments: \$65.6M *

HOUSING PRODUCTION & OPPORTUNITY		INCLUSIVE ECONOMIC GROWTH & CELEBRATING DIVERSITY		ACTIVATION & LIVABILITY	
Budget	Expected Outcomes	Budget	Expected Outcomes	Budget	Expected Outcomes
\$21M Signature Project	1 Middle-income project with 250+ units	\$1.275M Small Business Grants & Loans \$275K PIP Loans	Loans & grants disbursed to 15-20 businesses	\$1.42M Community Livability Grants	5 committed projects
\$5M Infill development loans	30 middle-income homes, prioritizing homeownership	\$3.3M Affordable Commercial Tenanting Program	Support to 10 - 12 businesses	\$1.64M Activations, Public Art & Security Improvements	10 art & security grant 2-3 major property activations
\$7M Prospective signature project	1 Mixed-income project in pipeline	\$3M The Nick Fish Tenant Improvements	The Nick Fish is fully leased and operational by FY 2026	\$5.5M Public Improvements	Finalize 2 major public infrastructure projects
\$15.6M Prospective affordable project	1 deed-restricted affordable project in pipeline				
Subtotal: \$48.6M		Subtotal: \$8M		Subtotal: \$9M	

*Includes forecasted affordable housing set aside funds for PHB. Additional TIF revenue for affordable housing and economic development will continue to accrue after this 5-year budget until the Gateway TIF District reaches its allowable limit by state law.



- Middle Income Housing Production & Opportunity
- Inclusive Economic Growth & Celebrating Diversity
- Affordable Housing Production
- Activation & Livability