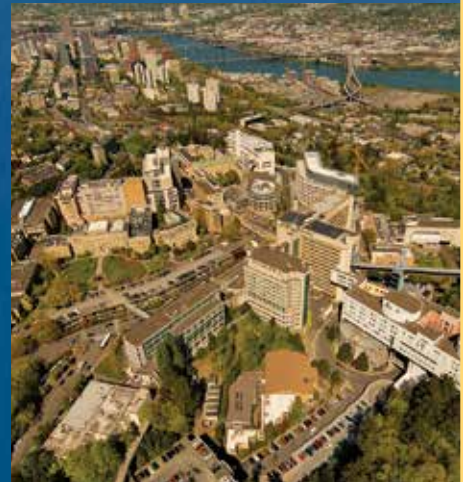


THE PORTLAND PLAN PROGRESS REPORT



FEBRUARY 2017
CITY OF PORTLAND, OREGON

GREAT CITIES DON'T HAPPEN BY ACCIDENT











FOUR YEARS AGO, CITY COUNCIL UNANIMOUSLY ADOPTED THE PORTLAND PLAN TO FORGE A STRATEGIC PATH TOWARDS A PROSPEROUS, EDUCATED, HEALTHY AND EQUITABLE CITY.

The Bureau of Planning and Sustainability is committed to providing meaningful access. For accommodations, modifications, translation, interpretation or other services, please contact at 503-823-7700 or use City TTY 503-823-6868, or Oregon Relay Service 711.

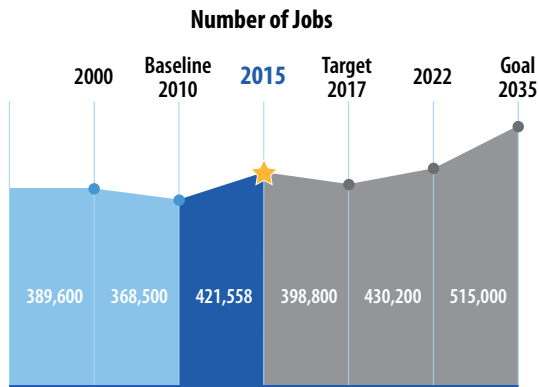
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MEASURES OF SUCCESS

RIGHT DIRECTION, EXCEEDED		JOB GROWTH
		EDUCATED YOUTH
		REDUCED CARBON EMISSIONS
RIGHT DIRECTION		TRANSIT AND ACTIVE TRANSPORTATION
		HEALTHY WATERSHEDS
		COMPLETE NEIGHBORHOODS
		GROWING BUSINESS
NO CHANGE		HEALTHY PEOPLE
		SAFER CITY
		RESIDENT SATISFACTION
		EQUITY AND INCLUSION
WRONG		PROSPEROUS HOUSEHOLDS



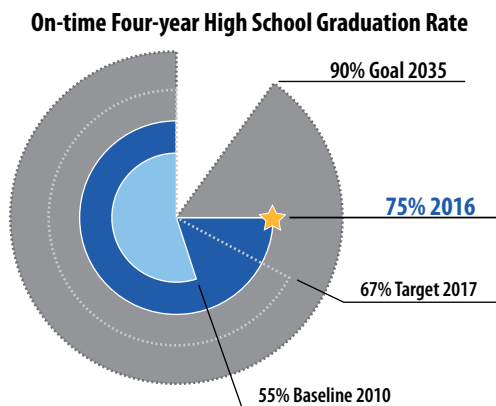
JOB GROWTH



- Portland has experienced robust job growth following the recession.
- Portland had 390,000 jobs in 2008 but lost 20,000 jobs in the recession. It took five years to recover those lost jobs, but by 2015, employment grew to more than 420,000 jobs, far surpassing the target set in the Portland Plan.



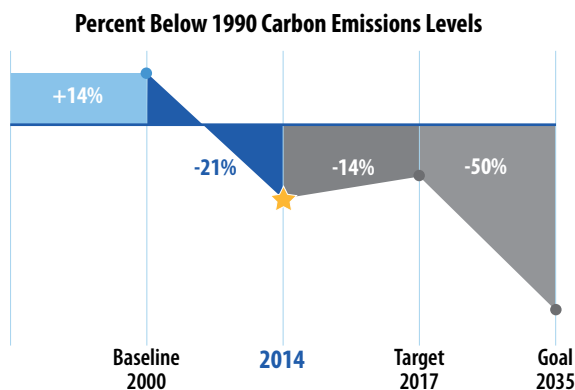
EDUCATED YOUTH



- High school graduation rates have increased significantly.
- The graduation rate for Portland area students has risen 20 percentage points from 55 percent (2010) to 75 percent (2016).
- As a group, students of color have also increased graduation rates, yet are still below the Portland average.
- Portland area schools are now exceeding the state average of 74 percent for on-time graduation, but still lag behind national graduation rates (82 percent, 2014).



REDUCED CARBON EMISSIONS

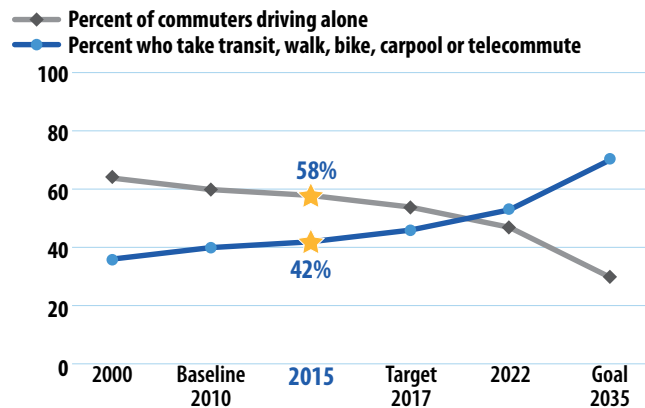


- Portland has cut carbon emissions by more than 40 percent per person since 1990.
- Even with a 33 percent population increase and 30 percent more jobs, total carbon emissions are down 21 percent since 1990. During the same period, the nation experienced an 8 percent increase in carbon emissions.

TRANSIT AND ACTIVE TRANSPORTATION



- In 2015, 42 percent of Portland workers did not drive alone to work. This includes:
 - About a quarter of the 317,000 workers in Portland commuted by bike, walking or taking public transit.
 - Around 7 percent worked from home and 9 percent carpooled — a 2 percentage point increase (combined) from 2010.
 - This is considerably higher than the national average of 24 percent and the state average of 29 percent of workers who did not drive alone to work.



HEALTHY WATERSHEDS



- The Tryon Creek watershed achieved its overall water quality goal, yet this and other watersheds still have significant challenges with temperature, metals and suspended solids.
- Today, 32 percent of the city of Portland is covered by tree canopy (47 square miles), exceeding the target by 4 percent.

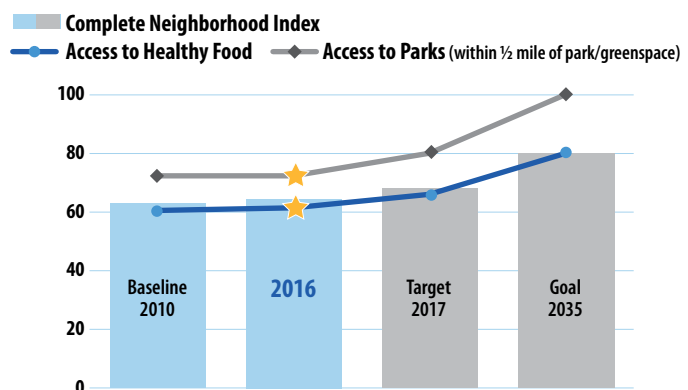
Water Quality Index	2010-14	Goal 2035
Columbia Slough	57	60
Johnson Creek	51	60
Fanno Creek	55	60
Tryon Creek	61	60
Willamette River Mainstem	67	75
Willamette River Tributaries	61	75

Tree Canopy	Baseline 2003	2007	2016	Target 2017	Goal 2035
	26%	29%	32%	28%	33%

COMPLETE NEIGHBORHOODS

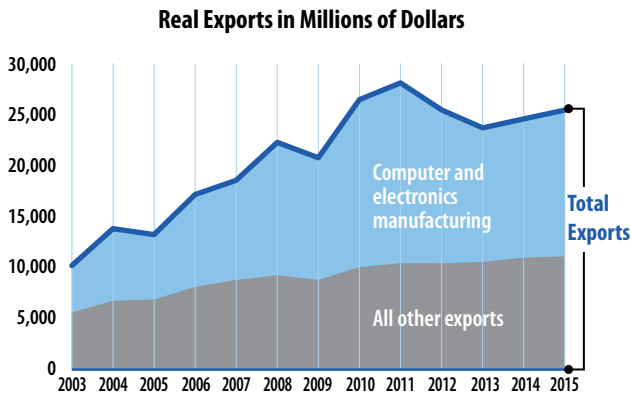


- In 2016, about two-thirds of Portlanders lived in complete neighborhoods with good access to essential services and infrastructure.
- This rating rose from 63 percent in 2010 to 65 percent in 2016.
- This improvement is largely attributed to the demand for housing in Portland's close-in walkable neighborhoods.





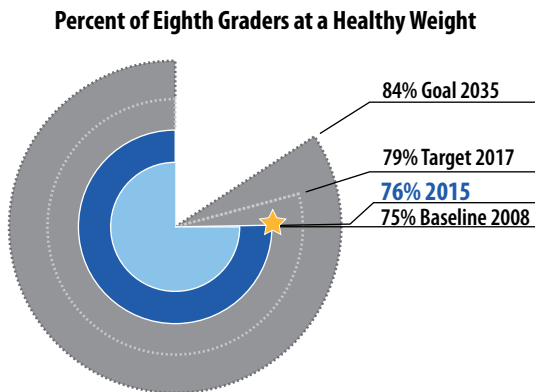
GROWING BUSINESS



- Exports account for 16 percent of the region's total economy, making the region a leading U.S. export-oriented economy.
- Exports have grown about \$3 billion in seven years to \$25.4 billion in 2015. The effect is most pronounced in the computer and electronic product exports, such as Intel.
- Portland is 15th among the top 100 largest metropolitan areas. Brookings updated the methodology concerning re-exports (goods imported in the US and then exported without value added).



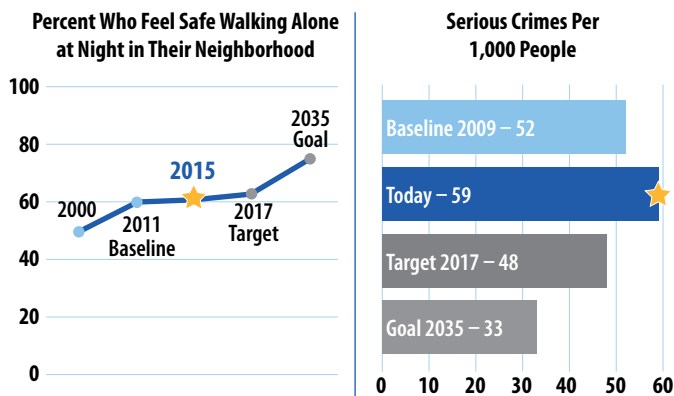
HEALTHY PEOPLE



- In 2015, about 76 percent of eighth graders were at a healthy weight, a slight improvement from 2008, continuing the positive trend of the past decade.
- In 2010, 44 percent of adults were at a healthy weight. No new adult data are available yet.



SAFER CITY



- In 2015, 61 percent of Portlanders felt safe or very safe walking alone at night in their neighborhood.
- This is a small improvement from 2011 when 60 percent felt safe at night. And it is a significant improvement from 50 percent in 2000.
- Since 2008, serious crimes have fluctuated between 52 and 59 incidents per 1,000 people. The 2015 crime rate in Portland was 59, higher than the national average of 42 for cities larger than 250,000 people, but on-par with cities like Houston and Minneapolis.

RESIDENT SATISFACTION



While Portlanders rate neighborhood livability high, overall city livability ratings have fallen.

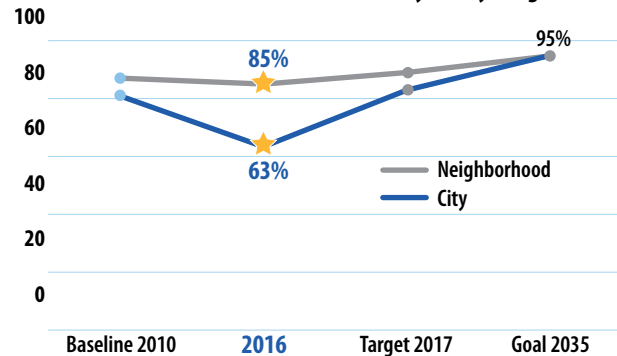
In 2010:

- 87 percent were satisfied with the livability of their neighborhood.
- 81 percent were satisfied with the livability of the city.

In 2016:

- Neighborhood satisfaction ticked down slightly to 85 percent, still a very positive level of satisfaction.
- Overall city satisfaction dropped to 63 percent.

Percent of Residents Satisfied with Livability of City/Neighborhood

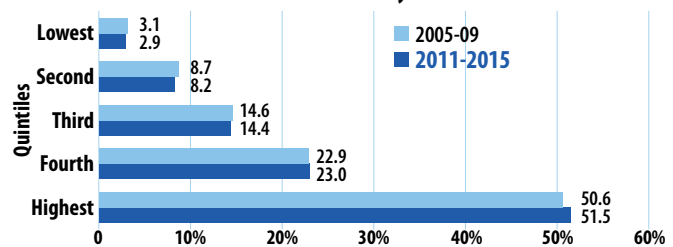


EQUITY AND INCLUSION



- Of the \$19 billion dollars Portlanders earned in 2015, the most affluent 20 percent of households took home more than half of this income. The poorest 20 percent of households earned less than 3 percent of the share.
- Black and Native American households on average earned less than \$30,000 in 2015, which was less than half of what white households earned.
- The percentage of people of color in Multnomah County has increased from 25 to 28 percent since 2000. Today, two in five children under 5 years old in Multnomah County are people of color.

Income Distribution for City of Portland



Diversity Index: 46% in 2010, 47% Today

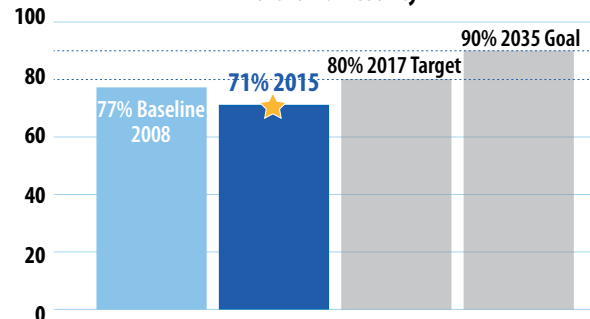
The diversity index measures the probability that two randomly selected people in the city are of different races or ethnicities.

PROSPEROUS HOUSEHOLDS



- 71 percent of households in Multnomah County earned enough money to be economically self-sufficient (2015), a considerable decrease from 2008, when 77 percent of households were able to make ends meet.
- 29 percent did not make enough money to cover their basic household needs. 15 percent were below the Federal Poverty Level (2015).
- This decrease in self-sufficiency is seen throughout Multnomah, Washington and Clackamas counties, and the trend is even more acute for the average Latino, Black, Native American and single-parent households.

Percent of Households Above Self-Sufficiency in Multnomah County





The Portland Plan, and the people who helped create it, changed the conversation.

FOUR-YEAR PROGRESS: HIGHLIGHTS

Since 2012, the Bureau of Planning and Sustainability and its many partner agencies and organizations have begun to implement the Plan.

This progress report shows how the 142 actions in the Portland Plan are moving forward and highlights new opportunities and heightened priorities to advance the City's goals.

It's important to recognize the value of the Portland Plan in clearly establishing community priorities.

More than 15,000 people were involved in the Portland Plan process. This helped catalyze a new wave of activism and engagement that will shape the future of the city and how it responds to challenges.

Where would the City be without the Portland Plan and the thousands of conversations with individual residents, businesses and community groups?

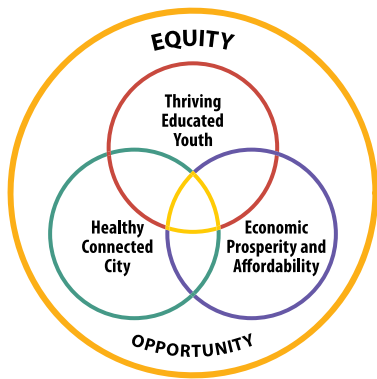
Without the Plan, the City would not have:

- Established community priorities on equity, prosperity, human and environmental health, and the metrics to measure progress.
- Created the Office of Equity and Human Rights (OEHR) and established the phrase "equity lens" as a part of Portland's civic lexicon.
- Developed new initiatives — from Parks and Police to Planning and Environmental Services — that address affordable housing and homelessness, renter rights and displacement, civil rights and inclusion, environmental protection, transportation, accessibility, and much more.
- Galvanized local government agencies and leaders from underserved communities, educators and non-profits to work across traditional silos to develop joint strategies.

Portland has made significant initial progress toward becoming a more equitable, prosperous, educated and healthy city. But there's still much more to do to help ensure that all Portlanders can enjoy the benefits of this vital, growing community.

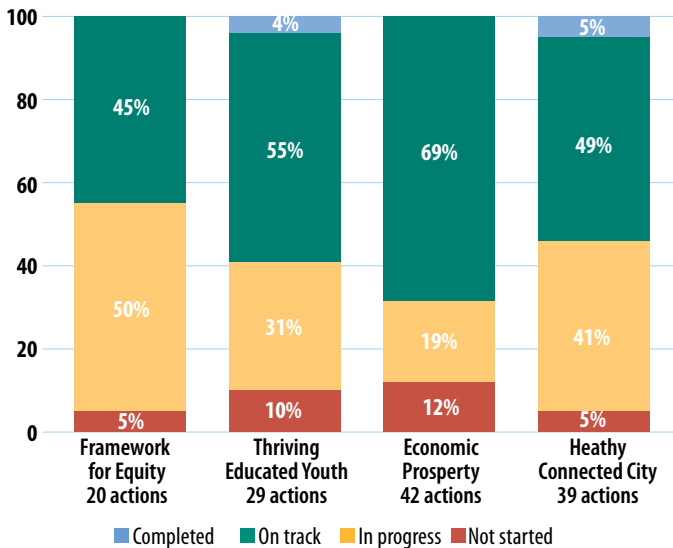
THREE INTEGRATED STRATEGIES AND A FRAMEWORK FOR EQUITY

- **Economic Prosperity and Affordability** to benefit both business and Portland’s households.
- **Healthy Connected City** comprised of complete neighborhoods to support healthier living.
- **Thriving Educated Youth** with a culture of high expectations and shared ownership for youth success.



A Commitment to Advance Equity was built into all these strategies. The Portland Plan starts with a framework for equity in which the community defines equity and clearly explains why it matters. It identifies actions for the public sector to lead through decisions, investments, and public engagement.

There is notable progress across the integrated strategies:



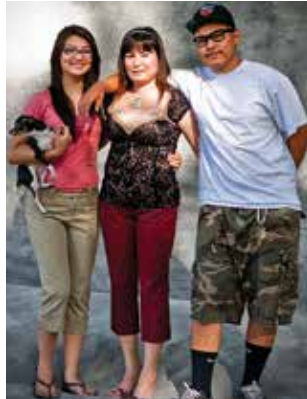
- The **Equity** framework has the most actions that are underway, but few have been totally completed. This reflects both the complex nature of the challenges, such as addressing racial equity, and the increased level of effort that the City of Portland has directed toward advancing equity as a core value.
- More than half of the actions in the **Education** strategy are complete or on track for significant progress by 2017. This impressive progress reflects the broad-based collaboration between education providers and other public agencies and community organizations that support their work.
- The striking level of achievement of the **Economic Prosperity** and **Healthy Connected City** actions reflects the City’s leadership. The Portland Plan has become a key policy directive, stimulating collaboration among City bureaus and agency partners to support economic development, household prosperity and a healthy connected city.

The three integrated strategies together with the framework for equity have a combined total of 142 actions.



- 80 actions are complete or on track.
- 48 actions are in progress and face significant obstacles.
- 14 actions have made little or no progress.





- ▶ Close the gaps.
- ▶ Engage the community.
- ▶ Build partnerships.
- ▶ Launch a racial and ethnic justice initiative.
- ▶ Increase focus on disability equity.
- ▶ Increase internal accountability.

A FRAMEWORK FOR EQUITY

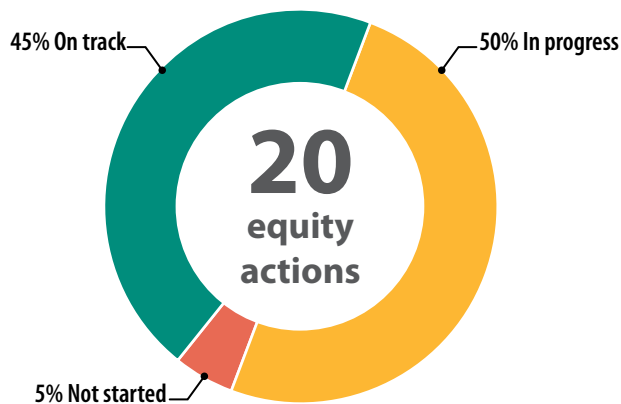
MAKING EQUITY REAL

Advancing equity in Portland means improving the way the city works — starting with how the City government and its partners make decisions, invest, and engage with Portlanders and each other to measure success.

When is equity achieved? Equity is achieved when identity — such as race, ethnicity, gender, age, disability or sexual orientation — has no detrimental effect on the distribution of resources, opportunities and outcomes for group members in a society. (Office of Equity and Human Rights)

SNAPSHOT OF ACTIONS

- ✓ City Council unanimously voted to adopt Racial Equity Goals and Strategies as binding City policy. (July 2015)
- ✓ The Office of Equity and Human Rights was established, focusing on equitable service delivery to all city residents.
- ✓ Portland’s 2035 Comprehensive Plan commits to include underrepresented people in decision-making.
- ✓ The City Budget Office adopted equity as a lens to evaluate and report on the annual budget.



The promise of equity and opportunity is real when Portland is a place where your future is not limited by your race, gender, sexual orientation, disability, age, income, where you live or where you were born.

A FRAMEWORK FOR EQUITY IN ACTION

ACTION 10: COLLABORATION

In July 2015, the City Council unanimously voted to adopt Racial Equity Goals and Strategies as binding City policy, providing a guidepost for the City to follow to achieve the racial equity goals. The strategies were developed in partnership with the Government Alliance on Race and Equity, a national network of government agencies working to identify best practices to achieving racial equity and advance opportunities for all.

One example of how the City is incorporating these principles into its work is the Powell-Division Transit and Development project, which was named 2015 USA Project of the Year by the International Association for Public Participation (IAP2) for its equity and community engagement focus.

The project seeks to bring bus rapid transit (BRT) to a 15-mile corridor connecting downtown Portland and Gresham, offering enhanced service to some of the region's most diverse neighborhoods.

The award, shared among Metro, Portland and Gresham, was weighed against IAP2's seven core values that define successful public participation, such as recognition that those affected by a decision have a right to be involved in the decision-making process.

The project sought to engage historically under-represented communities, such as people of color, transit-dependent populations, and those whose first language is not English (particularly Latino, Chinese, Vietnamese, Russian-speaking, and African-immigrant communities).

CITYWIDE RACIAL EQUITY GOALS & STRATEGIES OFFICE of EQUITY and HUMAN RIGHTS CITY OF PORTLAND

EQUITY GOAL #1	OVERALL STRATEGIES
We will end racial disparities within City government, so there is fairness in hiring and promotions, greater opportunities in contracting, and equitable services to all residents.	1 Use a racial equity framework.
EQUITY GOAL #2 We will strengthen outreach, public engagement, and access to City services for communities of color and immigrant and refugee communities, and support or change existing services using racial equity best practices.	2 Build organizational capacity.
EQUITY GOAL #3 We will collaborate with communities and institutions to eliminate racial inequity in all areas of government, including education, criminal justice, environmental justice, health, housing, transportation, and economic success.	3 Implement a racial equity lens.
	4 Be data driven.
	5 Partner with other institutions and communities.
	6 Operate with urgency and accountability.

ACTION 18: BUREAU EQUITY ROADMAPS

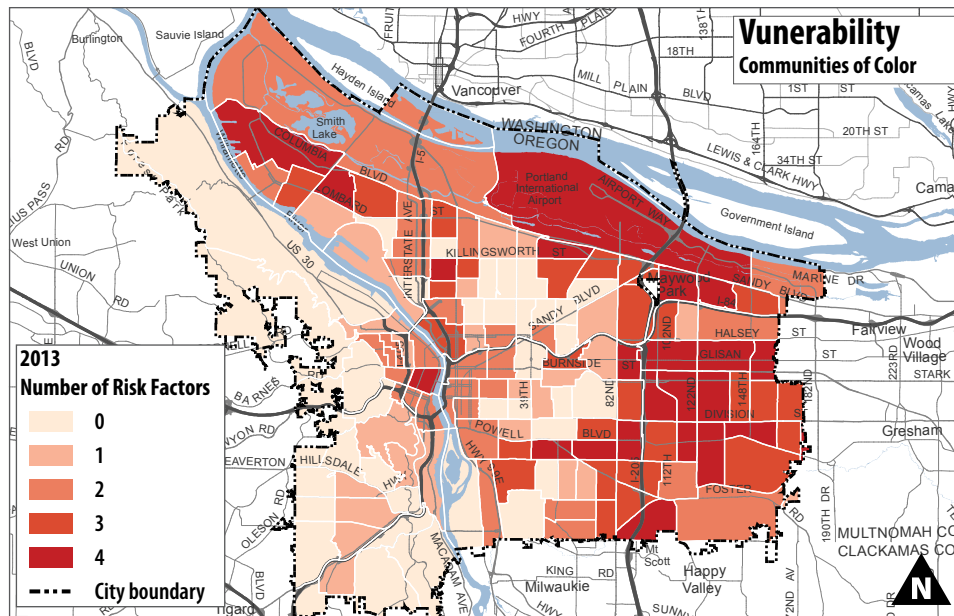
The Office of Equity and Human Rights (OEHR) is setting standard policies and operating procedures in equitable decision making that will be adapted and implemented by City bureaus. These equity roadmaps include guidelines for impact analysis, mitigation, data collection and analysis, and public engagement that are designed to identify and eliminate discrimination while simultaneously promoting equitable impacts and outcomes. The focus has been creating a culture in City government that fosters equity in order to leverage long-term changes in our community.

ACTION 6: IMPROVE INVOLVEMENT

The City's Public Involvement Advisory Committee (PIAC) worked closely with BPS to overhaul public engagement goals and policies in the Comprehensive Plan (Chapter 2), with an emphasis on better inclusion of underrepresented people in decision making. This direction, paired with Portland's neighborhood organization network, will create a robust and more inclusive community involvement system informed by principles of environmental justice.

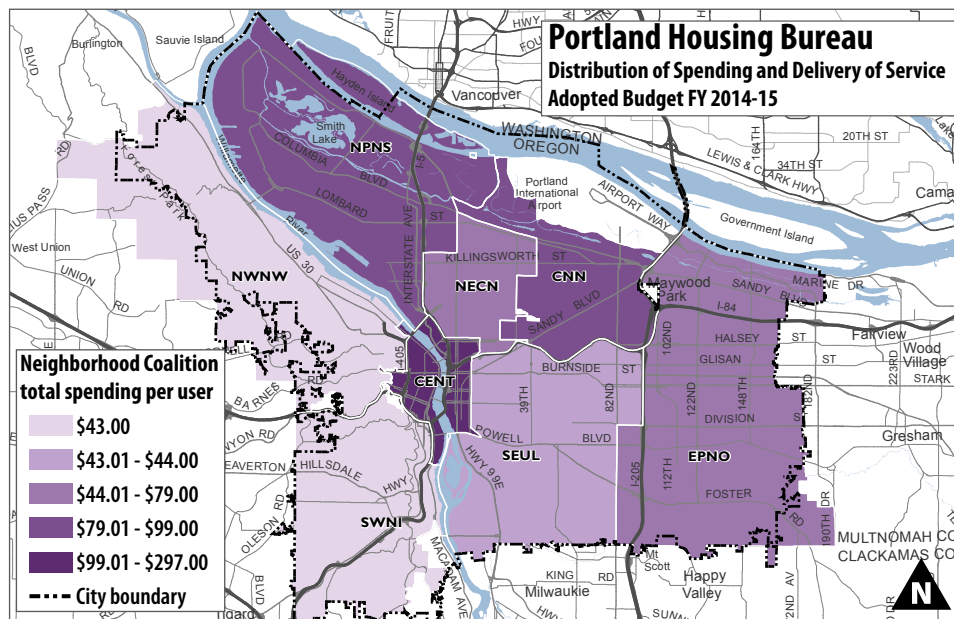
ACTION 3: EVALUATE EQUITY IMPACTS

OEHR created the Budget Equity Assessment Tool, which has been used to evaluate impacts of annual budget decisions on communities of color and people with disabilities. OEHR evaluates the budget proposals and participates in council work sessions to advocate for advancing equity through the annual budget process. In addition, the CBO is using budget mapping to provide a graphic representation of the distribution of spending and the delivery of service throughout Portland.



ACTION 19: CONTRACTING AND BUREAU EQUITY

OEHR has focused on citywide hiring practices with changes that include the City's Ban the Box Initiative and the Charles Jordan Standard for hiring at-will bureau directors. The City Council pledges to interview a diverse pool of candidates when appointing bureau director positions.



The Bureau of Human Resources (BHR) has taken on several initiatives to promote staff diversity, including outreach programs to teach interview skills and how to apply for City positions; changes to the application process to allow candidates to submit work history and certifications in lieu of a resume; mandatory cultural competency training for supervisors and managers; and changes to the Portland Police Bureau to focus on the applicant's skills and abilities, as opposed to knowledge of specific police strategies.

OMF's Office of Procurement adopted the Social Equity Contracting Strategy in 2012, which has a number of steps to increase contracting opportunities for Minority- and Women-owned Emerging Small Businesses (MWESB). The creation of a contractor development program and a pre-qualification board to collectively review MWESB contractors' expertise and capacity has expanded their capacity to take on larger projects. For Professional, Technical and Expert (PTE) services contracts, direct contracting with MWESB firms is permitted up to \$50,000 to allow firms to work smaller projects and gain experience working with the City.



T H R I V I N G



E D U C A T E D

- ▶ Build a culture of high expectations and achievement for all youth.
- ▶ Encourage all Portlanders to share in a sense of ownership for youth success.
- ▶ Create complete communities that support youth success.
- ▶ Support facilities and programs that meet opportunities and challenges.

THRIVING EDUCATED YOUTH

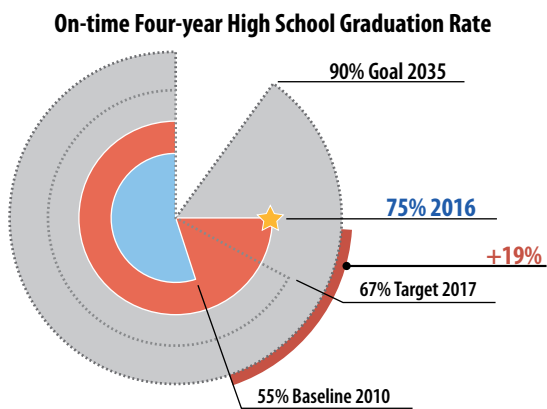
GOAL

Ensure that youth (ages 0 to 25) of all cultures, ethnicities, abilities and economic backgrounds have the necessary support and opportunities to thrive — both as individuals and as contributors to a healthy community and prosperous, sustainable economy.

Achieving this goal requires excellent collaboration by a broad spectrum of partners that provide education and other wrap-around services throughout Portland’s school districts and institutions. While the City does not provide these services directly, the Portland Plan helped to provide a framework for a coordinated approach and landmark effort to address student success.

SNAPSHOT OF ACTIONS

- ✓ High school graduation rates increased 20 percentage points between 2010 and 2016. Portland area schools are now exceeding the state average.



- ✓ SUN Community Schools and other programs were expanded.
- ✓ All Hands Raised brought together regional partners to align community-identified educational priorities, shaped by 12 measurable indicators of progress.
- ✓ The City advocated for Oregon Promise in Salem, providing new high school graduates free or reduced community college tuition starting 2016.



THRIVING EDUCATED YOUTH IN ACTION

ACTION 21: HIGH SCHOOL COMPLETION AND BEYOND

Portland youth have made significant progress in educational attainment and becoming better prepared for life and for the workforce. High school graduation rates are the main benchmark that helps us gauge how we are reaching our 2035 objectives.

Between 2009-10 and 2015-16 the on-time four-year high school graduation rates spiked 20 percentage points—from 55 percent to 75 percent—and the number of students dropping out fell by over half. However, graduation rates for students of color, while improving, generally are still below the city average. In addition Portland still ranks below the national average of 82 percent in 2015-16, but Portland area schools are now slightly exceeding the state average of 74 percent in 2015-16. This progress indicates a strengthened culture of high expectations and achievement for Portland youth.

It is important to consider that many programs and initiatives intervene at different stages in a child's development. Thus, educational attainment cannot be measured by high school graduation rates alone, particularly since the Portland Plan was adopted only four years ago.

ACTION 24: TUITION EQUITY

The City and its partners advocated for Oregon Promise in Salem, achieving success in July 2015. The Oregon Promise initiative offers new high school graduates free or reduced community college tuition. To qualify, students must have a GPA of 2.5 or higher and have graduated from an Oregon high school (or received their GED) in Spring/Summer 2016. More information: www.oregonstudentaid.gov/oregon-promise.aspx.

ACTION 28: COLLABORATIVE ACTION

Garnering support from public, nonprofit and private partners has been key to creating a culture that emphasizes high expectations and achievement. All Hands Raised (AHR) has brought together partners from across Portland and Multnomah County to help ensure that all local students achieve their full potential from cradle to career.

AHR convened the area's six school districts with leaders from the City, the County, businesses, nonprofits and higher education to help individuals and organizations understand shared interests and collaboration.

ACTION 30: EARLY CHILDHOOD INVESTMENT

Portland voters renewed the Children's Levy a second time in May 2013 to continue supporting early childhood education, child abuse prevention/intervention, after-school mentoring and foster care youth programs, and to begin funding programs to relieve childhood hunger. The levy exacts a 40-cent assessment per \$1,000 of property value to raise between \$9 and \$12 million per year until 2018.

COLLEGE COMPLETION

As more students graduate from high school, our local colleges and universities are also experiencing an increase in college completion rates, especially at two-year colleges. About 60 percent of Bachelor's degree-seeking students at four-year colleges graduate within about 5 years. For degree- or certificate-seeking students at two-year colleges, the completion rate is currently 26 percent, which is a 35 percent increase 2010.

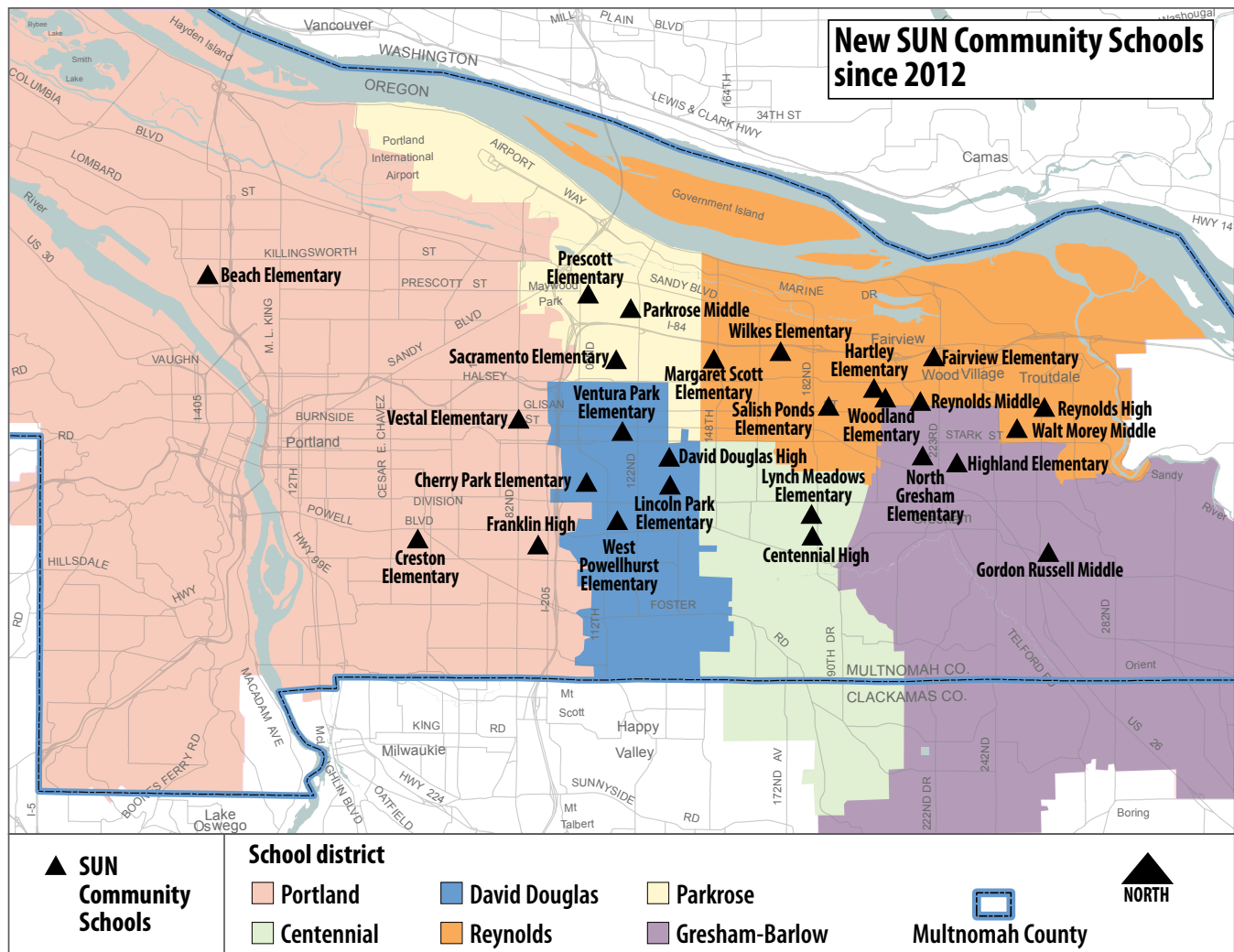


ACTION 33: PLACE-BASED STRATEGIES

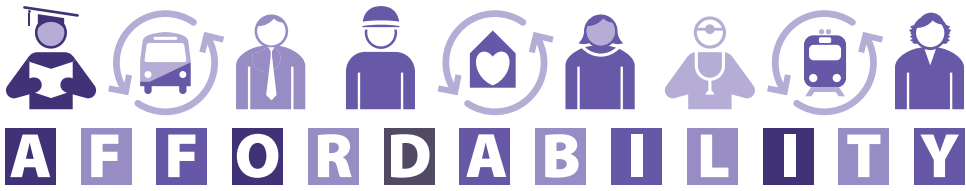
Since the adoption of the Portland Plan, the number of SUN Community Schools across the city and county has increased to 85. Twenty-six new sites have started in the last three years, thanks to investment from the City, the County and school districts.

The expansion means that nearly all schools in the top two tiers of need (as measured by poverty and racial disparities) are now SUN Community Schools. While there have not been explicit anti-poverty investments in the SUN Service System, a few other investments will or have already enhanced the support for families living in poverty.

One of these investments supports Attendance Case Workers within the system who work individually with families whose children are not attending school regularly due to homelessness, poverty, mental health, health, parenting and other issues to help them become stable. County and school districts are contributing or aligning resources to address chronic absence in this way.



WHAT IS A SUN COMMUNITY SCHOOL? SUN (Schools Uniting Neighborhoods) Community Schools are full-service neighborhood hubs where the school and partners from the community come together to make sure kids and families have what they need to be successful in both school and in life. These schools organize community resources to provide a strong core instructional program, enrichment and recreation activities, and family and community events. SUN Community Schools have helped bolster the performance of the students they serve, from increased school attendance to improved test scores.



- ▶ Foster regional traded-sector business and job growth.
- ▶ Support public and private urban innovation.
- ▶ Support Portland's advantages as a trade and freight hub.
- ▶ Elevate the growth and vitality of the city's employment districts.
- ▶ Support the vitality of Portland's neighborhood-based businesses.
- ▶ Meet Portland's needs for quality, affordable homes for current and future residents.
- ▶ Ensure access to education and job skills needed by Portlanders and industry.
- ▶ Provide for the economic security of low-income households.

ECONOMIC PROSPERITY AND AFFORDABILITY

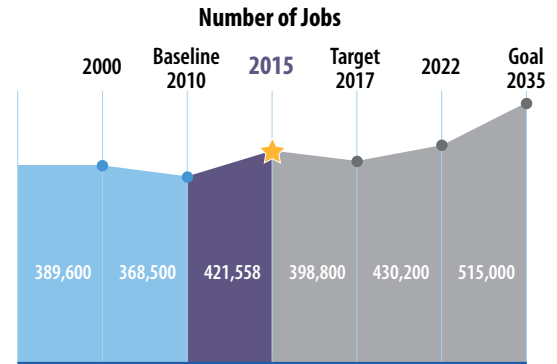
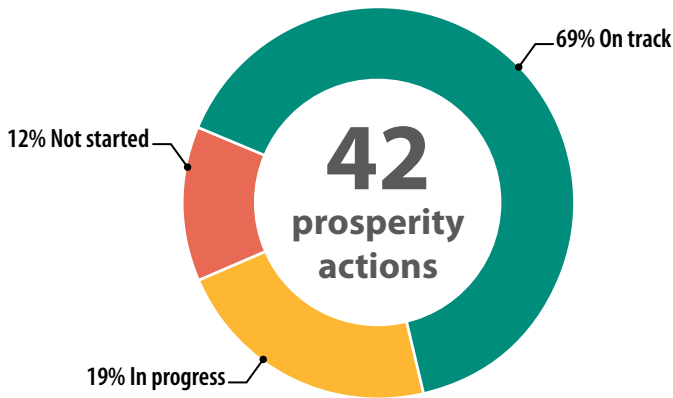
GOAL

Expand economic opportunities to support a socially and economically diverse population by prioritizing business growth, a robust and resilient regional economy, and broadly accessible household prosperity.

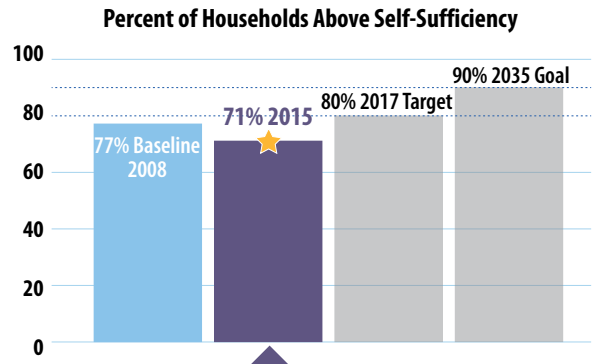
Portland has seen rapid job growth since 2010, and more than 19,000 new housing units built in just five years. While there's been real progress regaining jobs and growth in key sectors, large shares of Portland households are experiencing greater financial hardship. Population and job growth have placed considerable pressures on the housing market.

SNAPSHOT OF ACTIONS

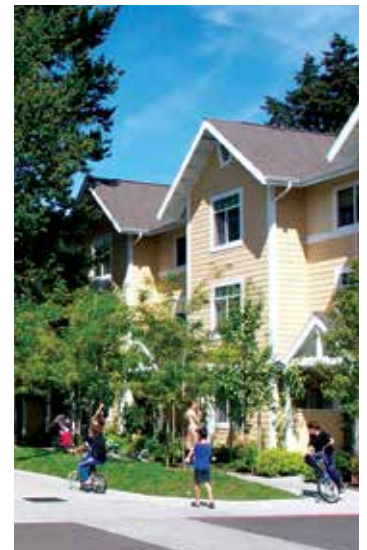
- PDC has met with more than 350 traded-sector businesses in target industry clusters annually. They provide export assistance to more than 50 businesses a year.
- The City declared a housing emergency in the fall of 2015, taking a number of actions to increase the supply and affordability of housing, such as the North/Northeast Housing Strategy, a five-year plan to invest \$20 million in affordable housing. This has also allowed shelters and housing projects to be fast tracked, and expanded health and sanitation services to those sleeping outdoors.
- BPS' Sustainability at Work program has provided direct assistance and resources to over 1,600 businesses. New programming better serves minority-owned small businesses.



There's been real progress regaining jobs and growing in key sectors.



Large shares of Portland households are experiencing greater financial hardship.

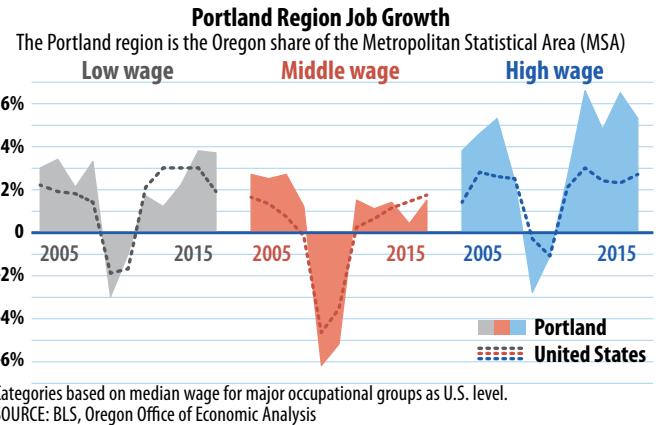


ECONOMIC PROSPERITY AND AFFORDABILITY: BACKGROUND

JOBS

The region, and Portland specifically, has experienced a robust recovery and job growth following the recession in 2010. By 2015 Portland experienced a complete recovery, with 420,000 jobs — an increase of almost 30,000 jobs from the pre-recession peak. Businesses are also moving to the area, adding about 4,200 new establishments between 2010 and 2015.

However, the outcomes in growth remain unequal. In recent decades, Portland's economy has been considered "middle-class." That is, there have been more people in middle-income jobs than in very high- or very low-paying jobs. Many middle-wage jobs were lost in the recession, and recent gains in employment have been mostly high-wage and low-wage jobs. This problem of a shrinking proportion of middle-wage job growth with growth in high-wage and low-wage jobs is called "jobs polarization."



POVERTY AND SELF-SUFFICIENCY

Poverty is increasing, which is interrelated to jobs polarization and unemployment rates. During the recession, unemployment rates skyrocketed, and many middle-wage jobs were eliminated. However, as the economy recovered and unemployment rates declined, new jobs tended to be either higher-skill, higher-wage or lower-skill, lower-wage. These trends have exacerbated poverty, which increased from 14.4 percent in 2008 to 15.8 percent in 2015.

Poverty and jobs polarization aren't the only challenges Portland's economy faces. The Portland Plan uses the Self-Sufficiency Standard, where a household is considered self-sufficient when it can meet all its basic needs (including taxes) without public assistance. While wages have been relatively flat, the cost of living is on the rise, driven largely by the recent spike in housing costs and childcare costs. This has placed an increased burden on families and households to make ends meet, such that the share of self-sufficient households has declined from 77 percent in 2008 to 71 percent in 2015.

This trend is even more acute for the average Latino, Black, Native American or single-parent household. Many cannot afford the median rent in any neighborhood in the city.



WHAT IS THE SELF-SUFFICIENCY STANDARD?

The Self-Sufficiency Standard defines the amount of income necessary to meet basic needs (including taxes) without public subsidies (e.g., public housing, food stamps, Medicaid or child care) and without private/informal assistance (e.g., free babysitting by a relative or friend, food provided by churches or local food banks, or shared housing). The family types for which a Standard is calculated range from one adult with no children, to one adult with one infant, one adult with one preschooler, and so forth, up to two-adult families with six teenagers.

[Self-Sufficiency Standard homepage](#)



HOUSING

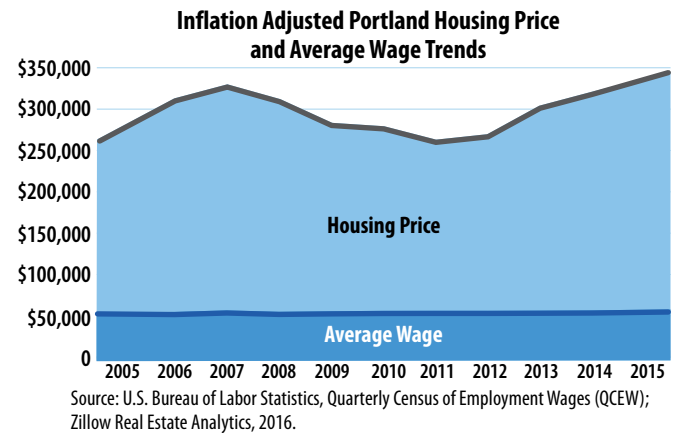
Ensuring affordability of housing remains one of the most difficult challenges for Portland today. Renters and low-income residents have felt the burden most, but now middle-income residents are feeling the pressure.

While the problem in housing affordability is complex, it is largely caused by the demand for housing increasing faster than units are coming to market (i.e., supply of housing).

Oregon was the fastest-growing state for the third consecutive year in 2015, and Portland has added 29,600 new residents in the last five years. Meanwhile, 17,500 new units were built in the same time period. Because there was an existing housing deficit, this gap added pressure on the housing stock and when combined with the loss of middle-wage jobs, has increased the number of “cost-burdened” households and increased displacement.

The City has started to take steps to address the housing crisis. In October 2015, Portland City Council declared a housing emergency, which has subsequently been extended to October 2017. The emergency declaration has allowed for shelters and housing projects to be put on a fast track. The City has worked with public, private and non-profit entities to expand health and sanitation services to those sleeping outdoors. The City also has successfully piloted the siting of mobile day storage facilities that include portable toilets. The City, in cooperation with Multnomah County, has expanded emergency shelter capacity and options.

As of August 2016, the City has imposed a Construction Excise Tax (CET) on all new development and is expected to generate more than \$4 million per year for affordable housing programs. Also, the Portland Housing Bureau, in cooperation with the Bureau of Planning and Sustainability and the Bureau of Development Services, developed an Inclusionary Housing program that was adopted by the Portland City Council in December. The new program, which went into effect in February 2017, mandates the provision of affordable housing units in new multi-dwelling residential development.



In November 2016, Portland voters made history by passing Portland’s first ever affordable housing bond. The \$258 million bond passed with 62 percent of the vote, and will allow the City to build and preserve an additional 1,300 units of affordable housing. It is the largest General Obligation Bond ever passed by Portland voters.

ECONOMIC PROSPERITY AND AFFORDABILITY IN ACTION

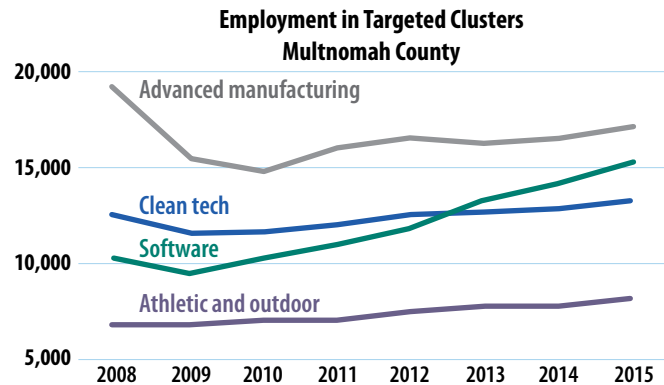
ACTION 50: BUSINESS DEVELOPMENT

The Portland Development Commission (PDC) has targeted five traded-sector clusters in our region and crafted a strategy around supporting them:

- Advanced manufacturing
- Athletic and outdoor
- Clean technology
- Software
- Healthcare

PDC meets annually with over 350 traded-sector businesses in target industry clusters.

In FY 2015-16, PDC provided financial assistance to more than 15 target cluster businesses to retain, expand and recruit businesses in Portland, resulting in 1,100 new jobs. Job growth in targeted clusters has generally been positive following the recession, particularly for software, which has added over 5,000 jobs in Multnomah County since 2009.

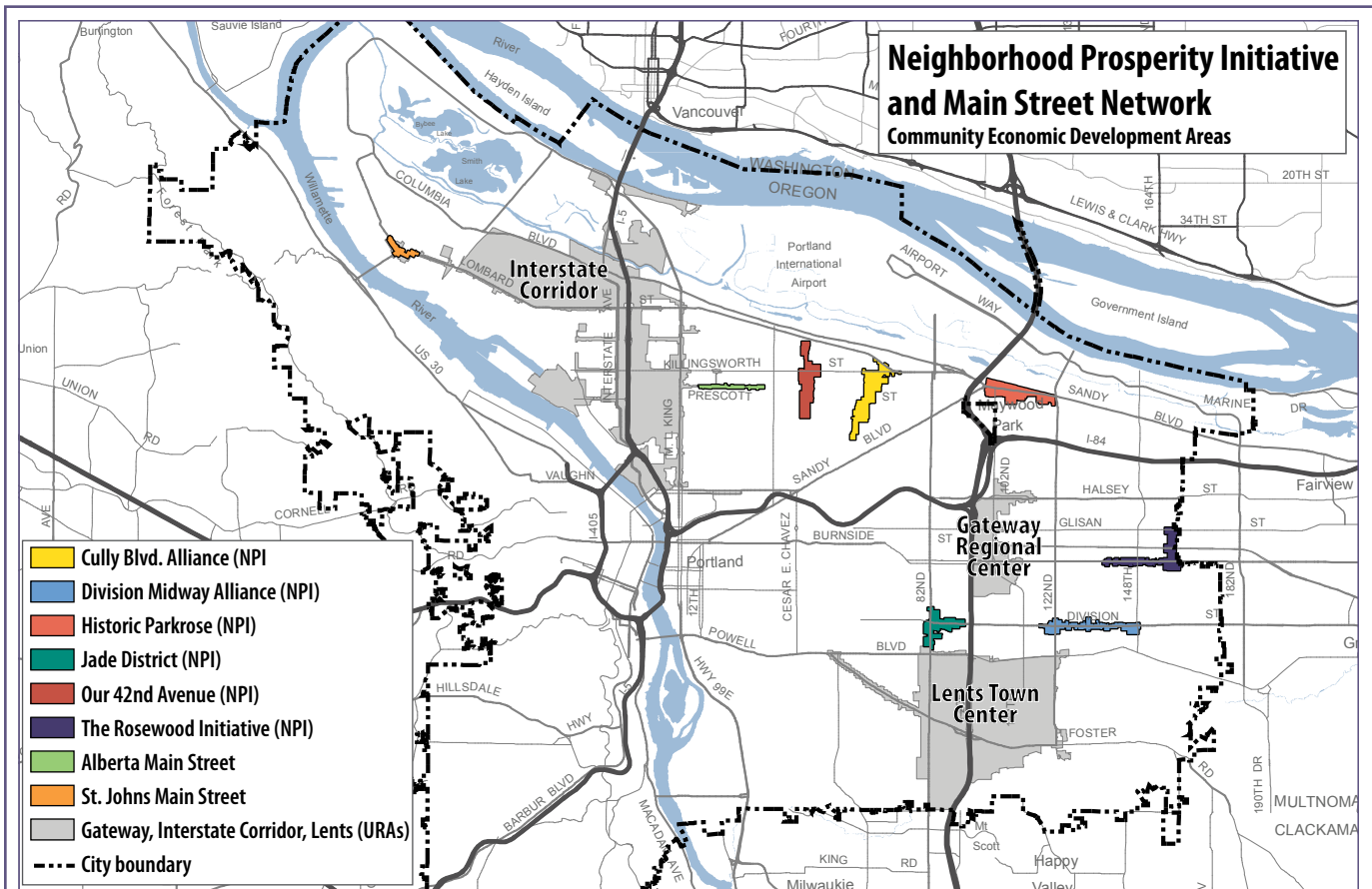


ACTIONS 68, 69 AND 70: BUILDING CAPACITY TO GROW

The capacity to grow jobs depends in part on the supply of land. With a relatively fixed geographic boundary, Portland must find ways to better use the land it already has. The City and its partners have worked to help ensure there is an adequate supply of land to accommodate the forecasted 142,000 jobs to be added to Portland between 2010 and 2035.

As part of the Comprehensive Plan, the Economic Opportunities Analysis (EOA) identified strategies the City and its partners could deploy to address the shortfalls in land supply. These strategies include industrial land retention and intensification, brownfield redevelopment, transportation investments, and zoning and map changes.

The Central City 2035 Plan addresses strategies to grow Portland's share of regional office development, including increases in development capacity (building height and floor-to-area ratios), transportation projects and other supportive infrastructure.



ACTION 76: HOUSING STRATEGY

The City's housing strategy has two main parts. First, the Comprehensive Plan has a series of policies and a map to ensure that Portland has an adequate supply of residential development capacity to meet future growth. The challenge is to provide housing with a diverse range of unit types and prices in locations that help meet the needs of a socioeconomically-diverse population. The Comprehensive Plan also focuses on creating housing opportunities in complete neighborhoods to increase access with quality active transportation, high-performing schools, commercial centers and parks, which will help reduce the cost burden of households.

Second, the housing strategy must address the needs of low-income households, communities of color, aging populations and people with disabilities. Over the last several decades, the City has addressed homelessness and housing affordability, with a particular focus on the Central City and urban renewal areas.

In response to the housing crisis in the fall of 2015, the City Council declared a housing emergency and took a number of actions to increase the supply of affordable housing, including:

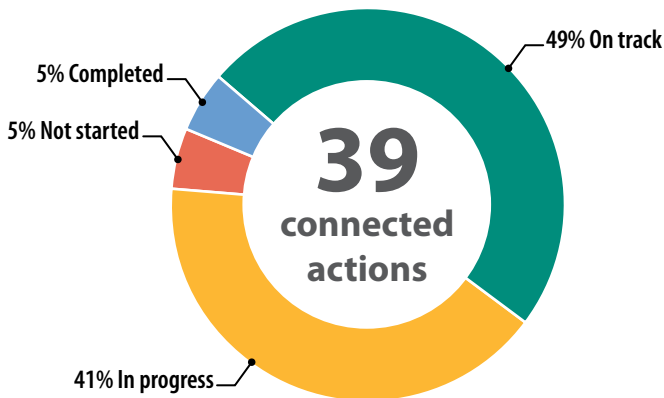
- Shifting urban renewal funding to provide an additional \$66.7 million for affordable housing.
- Allocating \$61.6 million in city, county and federal funds for affordable housing – the largest amount in history.
- Improving tax exemption programs to provide an estimated 300 units of affordable housing per year.
- Requiring all lodging taxes from short-term rentals be dedicated exclusively to affordable housing – expected to raise an additional \$1.2 million annually.
- Providing relief to tenants for rent increases and no-cause evictions by increasing notification time and requiring reimbursement for moving costs.
- Passing the city's first ever affordable housing bond for \$258 million.
- Working to expand density bonuses to prioritize affordable housing over other public benefits.

Promoting complete and vibrant neighborhood centers is at the core of Portland's 2035 Comprehensive Plan, an implementation tool of the Portland Plan.

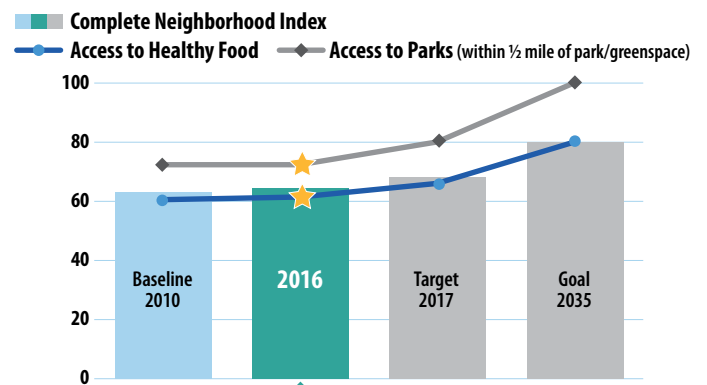
Neighborhood centers are places with concentrations of businesses and services, housing, gathering places and greenspaces that provide residents with options to live a healthy, active lifestyle. In centers, getting around by walking, biking or wheelchair is safe, attractive and convenient. Access to high-quality transit and protected bikeways make it easy to get to the rest of the city and the region.

SNAPSHOT OF ACTIONS

- ✓ Planning is moving steadily for two high-capacity transit projects: the SW Corridor, running along SW Barbur Blvd, and the Division Bus Rapid Transit.
- ✓ Portland Parks and Recreation is improving two East Portland parks, Gateway Discovery Park and Luuwit View Park, in addition to opening K^hunamokwst Park in Cully.
- ✓ The Portland Bureau of Emergency Management Mitigation Action Plan uses an equity lens to ensure benefits for the people who are most likely to suffer from a natural hazard event.



As more housing is built in amenity-rich neighborhoods, and as more neighborhood centers are able to support local businesses and services, Portland will see its percentage of households living in complete and connected neighborhoods grow significantly.



Over the next 20 years, Portland will see an increasing percentage of households living in complete and connected neighborhoods.



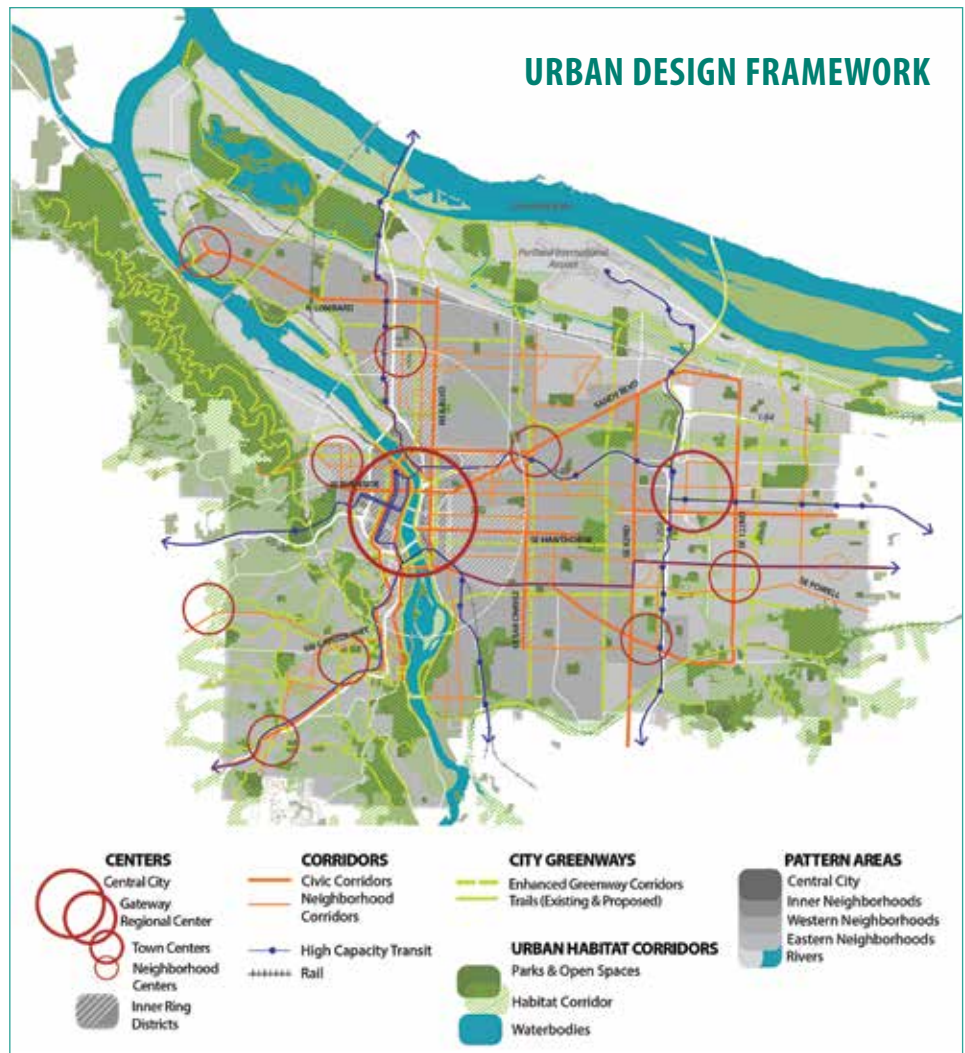
HEALTHY CONNECTED CITY IN ACTION

ACTION 92: REFINE THE HEALTHY CONNECTED CITY NETWORK

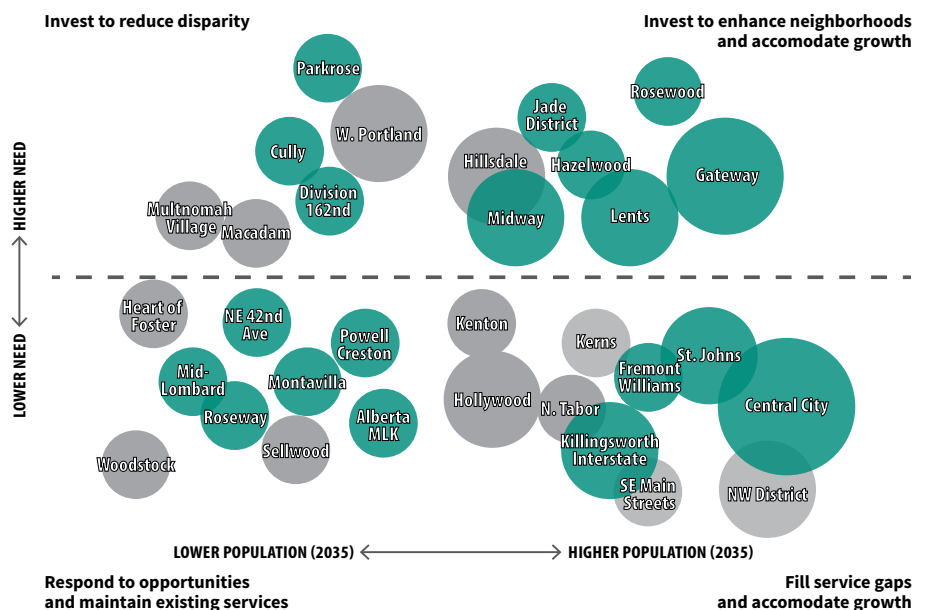
The Comprehensive Plan identifies the Urban Design Framework as a system of centers, corridors; and greenways.

The Urban Design Framework (UDF) will help guide the growth of Portland over the next 20 years to strengthen existing centers and support emerging ones.

It will take more than zoning to produce successful centers across Portland. The Comprehensive Plan includes an investment strategy to focus investment based on local needs and context.



INVESTMENT STRATEGY FOR COMPLETE CENTERS



ACTIONS HIGHLIGHTS

Circle sizes correspond to center types: Central City (largest), Gateway Regional Center, Town Centers and Neighborhood Centers (smallest).

Darker circles indicate that a center includes higher than average concentrations of vulnerable residents, such as renters, communities of color, households with low-median incomes and/or low education levels.

ACTION 96: TRANSPORTATION MODE POLICY

The recommended Comprehensive Plan includes a policy that prioritizes the movement of the most vulnerable users, by making transportation system decisions according to the following ordered list:

1. Walking
2. Bicycling
3. Transit
4. Taxi / commercial transit / shared vehicles
5. Zero-emission vehicles
6. Other single-occupancy vehicles

This policy means the needs and safety of each group of users is considered, and changes do not make existing conditions worse for the most vulnerable users.

In addition to the policy, the City has launched the Vision Zero initiative, which aims to make our transportation system the safest possible and to move towards zero traffic-related fatalities and serious injuries in the next 10 years. Vision Zero acknowledges that the death or serious injury of even one person on Portland roadways is too many. Vision Zero's focus on where serious injuries and fatalities are occurring will help eliminate the disproportionate burden of pedestrian deaths that East Portland currently bears. And it will improve travel time reliability, reducing the congestion created by collisions.

ACTION 117: NATURAL RESOURCES

Portland Parks and Recreation (PP&R) prioritized funding for improvements to Gateway Discovery Park and Luuwit View Park in East Portland that will serve nearly 1,800 households who do not currently have ready access to a park or natural area. Construction on the two new green spaces broke ground in 2016.

From 2013 to 2015, the City also acquired 345 acres of natural areas through partnerships between Bureau of Environmental Services (BES), PP&R, Metro, Trust for Public Land, Columbia Land Trust, and Friends of Baltimore Woods. Parcels were acquired in the Columbia Slough, Johnson Creek, Fanno Creek and Willamette watersheds.

Examples of successful acquisitions include:

- **Wilkes Creek Headwaters (Columbia Slough watershed):** The site contains the headwaters of Wilkes Creek, the only remaining above-ground stream in Portland that feeds the Columbia Slough. The Wilkes neighborhood is park deficient, and BES is working in partnership with PP&R to enhance the stream and create public access and education opportunities that are sensitive to the natural area.
- **River View Natural Area (Willamette Watershed):** The River View forest fills a gap in an upland wildlife corridor that links Forest Park to Tryon Creek State Natural Area. Seven above ground streams support critical habitat in the lower Willamette River for Endangered Species Act (ESA) listed salmonids. Acquisition has created the largest new public natural area in the city in decades, and has allowed for significant management of invasive species and stabilization of streambanks.



Gateway Discovery Park



UNDERSTANDING ACTION STATUS AND PROGRESS

The Portland Plan set out 142 actions in five policy areas.




- Some actions had clear and finite deliverables or outcomes.
- Some actions called for a process to be initiated and continue indefinitely, such as collaboration with community partners.
- Other actions were aspirational and included multiple challenging efforts.

The rating system used in this report places actions into four categories:

	Blue: The action is complete or demonstrates a continued commitment to an ongoing process.
	Green: The action is on track for completion by 2017.
	Yellow: The action is in progress, but may face significant obstacles to showing achievement by 2017.
	Red: The action has not yet been started or little progress has been made toward achieving it.

APPENDIX A: ACTION PLAN REPORT CARD

A FRAMEWORK FOR EQUITY

PROGRESS	ACTION TITLE AND DESCRIPTION	STATUS
	<p>1. Enforce Title VI: Implement the City of Portland Civil Rights Title VI Program Plan to remove barriers and conditions that prevent minority, low-income, limited English proficiency and other disadvantaged groups and persons from receiving access, participation and benefits from City programs, services and activities.</p>	<p>Office of Equity and Human Rights' (OEHR) Civil Rights Program is designed to remove barriers and conditions that prevent underserved groups from accessing programs and services. The program is designing an assessment that identifies gaps and opportunities in terms of bureau policies, programs and operations, and overall equity, as well as Title VI methods of administration. The program also is continuing to work with, facilitate, train, and support Title VI Bureau Liaisons to implement the City's Title VI Plan and Activities at the bureau level.</p>
	<p>2. Track the information needed to understand disparities: Track information on the disparities faced by racial, ethnic and other marginalized populations; and share this information with Portland Plan partners and the public. Address the shortcomings of typical data sources by inviting self-identified communities to provide information and sources unique to them. Explore building metrics related to well-being and equity.</p>	<p>Data collection to understand disparities is primarily a bureau-level responsibility. For example, in 2015 Portland Housing Bureau (PHB) issued the State of Housing report, which provided a comprehensive, real-time analysis of Portland's housing market. OEHR has created a web-based dashboard to track workforce demographics of City employees. In coordination with City Budget Office (CBO), many bureaus have developed key performance indicators based on their services. These indicators are collected and presented on a web-based dashboard. In addition, the City has supported larger regional indicator programs, such as the Regional Equity Atlas and Greater Portland Pulse.</p>
	<p>3. Evaluate equity impacts: Assess equity impacts as part of public budget, program and project list development. Report how budget expenditures, level of service, and infrastructure conditions vary by district and communities. Use best practices of racial and social justice impact assessment.</p>	<p>For FY 2012-13, OEHR created the Budget Equity Assessment Tool, which has been used to evaluate impacts of annual budget decisions on communities of color and people with disabilities. OEHR evaluates the budget proposals and participates in council work sessions to advocate for advancing equity through the annual budget process.</p> <p>In addition to the City budget process, bureaus have been using an "equity lens" process to guide their policy, project and program development decisions. For example, Portland Bureau of Transportation (PBOT) used equity as one criterion in ranking future projects as part of the Transportation System Plan. A project met this criterion if it benefited disadvantaged communities as much as or more than non-disadvantaged communities.</p> <p>As part of 2013 study on gentrification and displacement, the Bureau of Planning and Sustainability (BPS) created a vulnerability analysis that identified concentrations of people who are vulnerable to displacement because of a reduced ability to withstand rising housing costs. The analysis defines at-risk people as renters, people of color, lower income, and without a four-year college degree. This vulnerability analysis can be used as a first-step equity lens assessment to indicate neighborhoods that warrant a deeper analysis of the potential impacts of policy changes or public investments.</p>



Complete






On Track



In Progress



Not Started

PROGRESS	ACTION TITLE AND DESCRIPTION	STATUS
	<p>4. Improve evaluation methods: Develop and share new ways to evaluate equity impacts. Build the capacity of City bureaus and Portland Plan partners to use these approaches. Include: Building knowledgeable evaluation teams; defining social impacts; identifying relevant evaluation criteria specific to the service; incorporating the results into the budget process; ongoing improvement to this process and capacity.</p>	<p>OEHR is continuing to work with City bureaus to create racial equity plans to better evaluate equity impacts in bureau decision making. OEHR also is working with the Government Alliance on Race and Equity (GARE) to develop methods and best practices for conducting Race-Based Assessments.</p>
	<p>5. Mitigate for disparities: Where disparities in service delivery and community development programs are found, change policies and priorities to mitigate disparities while also ensuring reliability, quality and safety of the entire system.</p>	<p>OEHR has supported several initiatives to improve disparities, including a number of actions to improve access to employment opportunities with the City of Portland. In November 2015, City Council adopted the Ban the Box Initiative, which helps remove barriers to employment for individuals with a criminal history. For direct hiring practices, Portland Police Bureau (PPB) has made changes to the application process and interview questions to increase the number of qualified candidates.</p> <p>The Budget Assessment Tool has been used to review and evaluate budget allocations, which has resulted in budgetary allocations change based on use of an equity analysis . For example, after using an “equity lens” and after consultation with OEHR, Bureau of Environmental Service (BES) adjusted the priority for some projects in FY 2014-15 due to the equity impacts. Portland Parks and Recreation (PP&R) prioritized funding for improvements to Gateway Discovery Park and Luuwit View Park in East Portland that will serve nearly 1,800 households who do not currently have ready access to a park or natural area. Construction on the two new green spaces is scheduled to break ground in Spring 2016.</p>
	<p>6. Improve involvement: Implement recommendations of the City of Portland Public Involvement Advisory Committee (PIAC) to include people not generally represented in decision-making, advisory committees and technical teams. Recognize non-geographic based communities in Portland.</p>	<p>The 2035 Comprehensive Plan provides a refreshed set of goals and policies to guide more inclusive community engagement, consistent with PIAC principles, including more robust engagement with non-geographic and under-represented communities. To implement Chapter 2, BPS is collaborating with PIAC to develop a Community Involvement Program that will include legislative process requirements, a new manual, formation of a new Community Involvement Committee (CIC), and a set of ongoing programmatic commitments.</p>



Complete



On Track



In Progress



Not Started

PROGRESS	ACTION TITLE AND DESCRIPTION	STATUS
	<p>7. Leadership training: Expand community-based leadership training programs to build community organizing capacity and the capacity for people to engage in shared governance, focusing on under-represented and underserved communities</p>	<p>The Office of Neighborhood Involvement (ONI) runs the Diversity and Civic Leadership (DCL) Organizing Project, which provides funding and technical support to build capacity in underrepresented community-based organizations in order to identify issues that impact them, organize strategically, and effectively engage with the city to ensure better outcomes. These organizations build capacity and support civic self-determination in historically under-engaged communities, bringing forth important voices previously missing from the public process. DCL program partner organizations provide community engagement services serving communities of color, as well as immigrant and refugee communities.</p> <p>Since it was created, the DCL program's community partners have engaged thousands of people in activities to build community identity and work on issue campaigns, trained hundreds of new leaders for roles within and outside government, increased regular contact and communication with government staff and elected officials, and developed stronger relationships among themselves and with other organizations.</p> <p>In 2015, the DCL program was recognized as one of the top 10 programs for public engagement in government by the Ash Center at Harvard University. Since 2012, the program has been able to increase grant funding to partner organizations, and in 2016, ONI is expanding the program to include a sixth partner organization.</p>
	<p>8. Language and cultural interpretation: Develop and implement a coordinated language and cultural interpretation strategy and program for the City of Portland and partner agencies</p>	<p>The Civil Rights Title VI program and BPS worked to develop a Factor I language analysis. The Title VI program plan includes policy guidance on language access. The City has a program to provide language interpretation/translation services for City bureaus. In FY 2014-15, OEHR created the Translation Fund as a first effort to implement the Limited English Proficiency (LEP) aspects of the Title VI Plan. \$98,000 of the \$100,000 budget were spent on translation services for City projects. OEHR continues to improve City policies for language access with the development of a language access plan and best practices guide. OEHR also has purchased two sets of translation equipment for City bureaus to assist with community engagement.</p>
	<p>9. Share best practices: Inventory current equity practices among the Portland Plan partner agencies. Periodically, convene Portland Plan implementers to coordinate equity work tasks and devise mutual accountability measures.</p>	<p>OEHR, in conjunction with the Public Involvement Program at ONI, is working with regional and national networks, such as the Government Alliance for Racial Equity (GARE), to make available trainings, resources and best practices. In 2014, OEHR was a major sponsor of the Governing for Racial Equity conference in Portland, which hosted over 450 government employees from as far away as New York.</p>



Complete



On Track



In Progress



Not Started

PROGRESS	ACTION TITLE AND DESCRIPTION	STATUS
	<p>10. Collaboration: Strengthen collaboration between City bureaus, partners, equity advocates and the community to more fully integrate equity in decision making.</p>	<p>OEHR has worked with Multnomah County and other agencies to strengthen collaboration. OEHR has worked with the County's Office of Diversity and Equity on the Black Male Achievement Initiative, which was created to remove barriers and improve access to high-quality and equitable employment, education, public safety and communities. OEHR worked with the Urban League, American Civil Liberties Union (ACLU) and several labor unions to move the Ban the Box Initiative forward at the City, the County and now the State of Oregon. OEHR continues to work with similar entities and the Bureau of Human Resources (BHR) on a workforce initiative to increase opportunities for entry-level hiring of people of color.</p>
	<p>11. Training: Educate City and partner staff about institutional racism, intercultural competency and legal requirements and regulations of Title VI of the Civil Rights Act. Incorporate into performance reviews</p>	<p>Between 2012 and 2015, over 2,000 City staff from 24 bureaus received equity-related training, and almost 500 community members participated as well. In FY 2015-16, all City staff were required to take an Equity 101 training. It remains a challenge to incorporate into performance reviews.</p>
	<p>12. Community dialogue: Hold public forums on race and the importance of equity</p>	<p>OEHR has supported other community groups to hold forums to discuss and address issues of racial equity in Portland. OEHR also has conducted equity training for community groups, such as Human Solutions, Immigrant Refugee Community Organization (IRCO) and affordable housing partners that work with PHB.</p>
	<p>13. Diverse advisory boards: Recruit, train and appoint minority members to City of Portland advisory boards who represent the city's diverse population.</p>	<p>No demographic survey of advisory board representation has been done since 2010. PIAC will be undertaking an assessment, starting with the Budget Advisory Committees (BACs).</p>
	<p>14. Implement Disabilities Transition Plan: Complete and begin to implement the City of Portland's Americans with Disabilities Act (ADA) Title II Transition Plan to remove barriers and conditions that prevent people with disabilities from accessing, participating and benefiting from City programs, services and activities. Educate and train City and partner staff about ableism and disability awareness. Educate and train staff on the legal requirements and implementing regulations of ADA.</p>	<p>In 2014, OEHR completed the ADA Title II Transition Plan Report, which requires City bureaus to reasonably modify policies and procedures and provide aids and services to accommodate persons with disabilities. Tracking and implementation of barrier removal is ongoing, with reporting of first-year progress being developed and scheduled for release at the end of FY 2015-16. PP&R completed its portion of the Transition Plan, and OMF's Spectator Facilities program is currently identifying barriers in the Portland Performing Arts Centers. The ADA Coordinators program is designed to train key staff to coordinate efforts in their respective bureaus to ensure ADA compliance. ADA-related and disability-related training and information sessions have been offered, including training on physical barriers, the Transition Plan, program accessibility and communication, etc. OEHR has been working with Portland Commission on Disabilities (PCOD) members to train City and partner staff, but more extensive efforts are needed.</p>



Complete







On Track



In Progress



Not Started

PROGRESS	ACTION TITLE AND DESCRIPTION	STATUS
	<p>15. Collect data on disability-related disparities: Collect data (conventional and alternative) on disability related disparities, in consultation with the PCOD and community partners.</p> <p>Apply lessons learned from the racial/ethnic focus and adapt tools to address the most critical disparities facing Portlanders with disabilities.</p>	<p>Data collection has not started. The work of PCOD, whose mission is to guide the City in ensuring that it is more universally accessible and to promote inclusion and accessibility for people with disabilities, has focused on other efforts. Highlights include working with PPB on a Draft Directive regarding communication with people who are deaf, hard of hearing or have limited English proficiency; developing a Public Engagement Plan for the City's ADA Transition Plan; and holding a community workshop on exploring life at the intersection of race and disability.</p>
	<p>16. Civil Rights Act compliance: Implement and produce required civil rights reviews and reporting to comply with Civil Rights Act Title VI program plan. Build on lessons from the implementation of the program plan for the Bureau of Transportation (PBOT).</p>	<p>In 2013, the City of Portland adopted the Civil Rights Title VI Plan. In FY 2014-15, OEHR created the Translation Fund as a first effort to implement the Limited English Proficiency (LEP) aspects of the Title VI Plan. \$98,000 of the \$100,000 budget were spent on translation services for City projects.</p>
	<p>17. ADA Compliance reporting: Report on progress toward ADA compliance, including redevelopment of the City of Portland's ADA Transition Plans and Self Evaluations and implementation efforts. Work with the Portland Commission on Disability to identify broader measures and outcomes for equity goals on disabilities.</p>	<p>The ADA Transition Plan was completed in 2014, and tracking and implementation is underway. OEHR is developing the assessment tool and process, analysis and timeline for the Citywide Self-Evaluations. ADA Title I (employment accessibility) compliance follows a model developed by BHR.</p>
	<p>18. Bureau equity plans: Evaluate equity plans of City bureaus and partner agencies for overall effectiveness in promoting staff diversity, community engagement, contracting and ensuring equitable service delivery.</p>	<p>By June 2016, all City bureaus are expected to develop their own equity plans, which will include goals and metrics. OEHR has focused on Citywide hiring practices with changes that include the City's Ban the Box Initiative and the Charles Jordan Standard for hiring at-will bureau directors. City Council has affirmed the Charles Jordan Standard by pledging to interview a diverse pool of candidates when appointing bureau director positions. For competitive recruitments, the City will create a mechanism for asking applicants to voluntarily disclose their race, ethnicity, gender, disability status, and whether the applicant identifies as gay, lesbian or transgender. BHR has taken on several initiatives to promote staff diversity, including:</p> <ul style="list-style-type: none"> • Focused Outreach Program, which works with individual diverse candidates for City jobs to teach interview skills and how to apply for City positions. This program helped to hire over 75 qualified minority applicants (women and persons of color), nine veterans, and four persons with a disability between 2011 and 2015. • Changes to NeoGov to allow candidates to submit work history and certifications in lieu of a resume and cover letter, which can be a barrier for LEP applicants. • Cultural competency training is now mandatory for supervisors and managers. • PPB has restructured interview questions to remove those inquiring about specific police strategies and now asks about how the applicant is as a person.



Complete





On Track




In Progress



Not Started

PROGRESS	ACTION TITLE AND DESCRIPTION	STATUS
	<p>19. Contracting and bureau equity: Show measurable progress in hiring, retention and contracting at all levels of public agencies.</p> <p>Implement bureau equity plans to increase purchasing and contracting from Minority/Women Emerging Small Businesses (MWESB) and firms committed to a diverse workforce.</p>	<p>Through Social Equity Contracting Strategy, changes were made to create a pre-qualification board to collectively review contractor expertise and capacity for infrastructure construction contracts, of which one criteria is a contractor's record of utilizing Minority/Women Business Enterprise (MWESB) firms on previous projects. The Prime Contractor Development Program was created as a way to assist MWESB contractors in expanding their scope to take on larger projects through capacity building and business development. For Professional, Technical and Expert (PTE) services contracts, Direct Contracting with MWESB firms is permitted up to \$50,000 to allow firms to work smaller projects and gain experience working with the City. At least one minority evaluator is required for solicitation selection committees to provide transparency and community involvement into City contracting processes.</p>
	<p>20. Community resource access: Evaluate how public information, application requirements and fees impact access of diverse communities to community resources and business opportunities.</p>	<p>In 2014, the Office of Neighborhood Involvement's (ONI) New Portlander Program launched the Community Engagement Liaison (CEL) program. CELs are experienced, City of Portland-trained civic activists, fluent in English, who are available to assist City public involvement programs with interpretation and facilitation services.</p>

THRIVING EDUCATED YOUTH


PROGRESS	ACTION TITLE AND DESCRIPTION	STATUS
	<p>21. High school completion and beyond: Develop and expand initiatives that support completion of a minimum of two years of post-secondary education or training leading to a career or technical credential, industry certification and/or associate's degrees.</p>	<p>Since 2009, Multnomah County's on-time graduation rate has risen from 56.4 percent to 71.6 percent in 2015, which is a result of improved collaboration and alignment. Future Connect, a public-private partnership partially sponsored by the City of Portland, has expanded to serve more underrepresented students by providing scholarships and matching students with success coaches on-site at their college. The State of Oregon recently funded an expansion to take this local model statewide.</p> <p>The major public colleges/universities in the city have also each launched multiple strategies to support underrepresented young people in order to help them complete their degrees. A network of college access programs has also developed through the All Hands Raised (AHR), including representatives from school districts, higher education and nonprofits—they are working together to increase Free Application for Federal Student Aid (FAFSA) completion rates in order to ensure that more students can afford college.</p> <p>Finally, the State of Oregon recently created the "Oregon Promise" which makes community college essentially free for all graduating seniors in Oregon. Portland Public Schools (PPS) and other school districts in Portland have greatly increased the number of certified Career Technical Education (CTE) courses available to students. PPS now offers 50 CTE courses in high schools across the district, with plans to add more in future years.</p>

 **Complete**

 **On Track**

 **In Progress**

 **Not Started**

PROGRESS	ACTION TITLE AND DESCRIPTION	STATUS
	<p>22. High school and beyond: Expand participation in college access and dual enrollment programs in which high school students take college credit-bearing classes through partnerships between K-12 and post-secondary institutions. Examples include ASPIRE, TRIO and Middle College Programs.</p>	<p>A consortium of local school districts partners with Portland Community College (PCC) and Mt. Hood Community College to create the Oregon Metro Connects All Students to College initiative. The goal of the initiative is to align high school and community college coursework in order to help students earn college credit while still in high school. The middle college model at Jefferson High School remains strong. It demonstrates an innovative partnership between PPS and Self-Enhancement Inc. that has provided mentoring and support to all Jefferson students, contributing to increased graduation rates. In addition, college initiatives such as ASPIRE have expanded. Multiple local school districts use—and have greatly expanded—the AVID model (Advancement via Individual Determination) to support more first-generation students toward college readiness. PPS is replicating its nationally recognized Advanced Scholars Program, which puts historically underserved students on a college track their freshman year and has dramatically increased graduation rates at Franklin, Madison and Roosevelt High Schools.</p> <p>Through All Hands Raised (AHR), a broad network of college access programs have come together to build a coherent, community-wide strategy to increase postsecondary enrollment. The initial strategy focuses on increasing the percentage of local students completing the FAFSA, which is one of the strongest predictors that students will go on to enroll in college. Oregon high school graduates collectively leave \$36 million dollars in federal student aid on the table each year by failing to apply, so the group’s strategy aims to drive up these rates through real-time use of data and more effective outreach and supports for students and families.</p>
	<p>23. Tuition equity (1): As part of the City’s legislative agenda, oppose cuts to federal college tuition assistance and advocate for access to higher education for all those who wish to pursue it. Further, advocate for federal policies and regulations that ease the burden of student loan debt and provide for the ability of graduates to pay back their loans, without crippling their credit.</p>	<p>The City has engaged at multiple levels to advocate for federal college tuition assistance. The City supported resolutions at the U.S. Conference of Mayors to support dual enrollment, reducing student loan interest, supporting college affordability, and supporting community colleges. The City engaged our congressional delegation to support funding for Pell Grants, support for Stafford Loans, and access to higher education opportunities. The City supported the creation of Future Connect in the 2014 state legislative session in Salem, which funded the Aspirations to College pilot programs at community colleges across the state for low-income and first-generation college attendees.</p>



Complete






On Track



In Progress



Not Started

PROGRESS ACTION TITLE AND DESCRIPTION	STATUS
 <p>24. Tuition equity (2): Continue to advocate for federal programs such as the Development, Relief and Education for Alien Minors Act (DREAM Act) that allow qualified immigrant students upon meeting education or military service requirements with the opportunity to pursue permanent resident status.</p>	<p>The City advocated for federal legislation to create tuition equity and supported the action taken by the Obama Administration to support a path for citizenship for individuals who were brought to the United States by their parents as children. Additionally, the Oregon State Legislature passed HB 2787, which allowed graduates of Oregon high schools who were brought to the United States illegally by their parents, to pay the same in-state tuition rates paid by their classmates who are legal residents of Oregon and the United States. Portland City Council submitted letters in support of HB 2787, joining the Oregon Student Association, Causa, the Urban League of Portland and others in advocating for the bill.</p>
 <p>25. College completion: Continue to champion the regional consortium dedicated to the Talent Dividend, an effort designed to increase the number of youth and adults completing college by one percent.</p>	<p>The Portland metropolitan area increased its postsecondary degree attainment at a faster rate than nearly every other city over a four year period and was recognized by the national Talent Dividend Initiative for this achievement. Student support initiatives based at colleges and universities have contributed to stronger degree completion at institutions across the area. Multiple partners have collaborated to increase student success. Increases in the share of students graduating from high school will continue to positively influence college completion rates as well.</p>
 <p>26. Cultural competency: Increase the cultural competency of teachers, counselors, case workers and school administrators so they are well prepared to educate and work with Oregon’s increasingly diverse population and to address disparities in discipline rates and practices.</p>	<p>Portland area school districts have adopted and are implementing teacher recruitment and retention strategies designed to increase the number of teachers of color. This is particularly critical as baby boomer retirements increase and the next generation of teachers enter our schools. School districts have also adopted plans to decrease overall out-of-school discipline and the disparity in out-of-school discipline with white students and students of color.</p> <p>Statistics show that students with just one out-of-school suspension are at a much higher risk of failing to graduate on time. PPS has cut its out-of-school discipline rates in half and has made significant progress toward reducing the disparity between white students and students of color. PPS and the county have also entered a long-term partnership to increase the number of mental health professionals in schools that serve non-English-speaking populations.</p>



Complete






On Track



In Progress



Not Started

PROGRESS	ACTION TITLE AND DESCRIPTION	STATUS
	<p>27. Cultural equity: Build a culturally diverse education workforce and promote curricula that reflect the experiences, histories and cultures of Oregon’s communities of color, immigrants and refugees to boost student investment and performance.</p>	<p>The Chalkboard Project’s program Teach Oregon works to diversify the teacher pipeline. This regional program is one of five funded consortium in the state, and they work on strategies to diversify the pipeline and to recruit teacher candidates with an eye on cultural competency.</p> <p>The Diversity Plan from Portland State’s Graduate School of Education (GSE) has a primary focus on recruiting students, faculty and staff from diverse or under-represented backgrounds. Between the 2014-15 and 2015-16 school years, GSE welcomed a 30 percent increase in the share of under-represented minority students, which now make up about 30 percent of the student population. The diversity of the administration is changing, but at a slower pace. GSE is working to finalize the Diversity Plan this year.</p>
	<p>28. Collaborative action: Build public, nonprofit and private sector collaboration and alignment on community-identified educational priorities with a focus on continuous improvement and measurable results.</p>	<p>All Hands Raised brings together partners from across Portland and Multnomah County to help ensure that all local students achieve their full potential from cradle to career. All Hands Raised convenes the area’s six school districts with leaders from the County, the City, businesses, nonprofits and higher education to help individuals and organizations develop education priorities, take action, measure results and understand how they fit together. Through this partnerships, cross-sector groups have taken action on several critical fronts including chronic student absenteeism, kindergarten readiness, disproportionate suspensions and expulsions impacting students of colors, ninth grade success and transitions to college and career training for local high school students.</p>
	<p>29. Track progress for continuous improvement: Track youth outcomes using educational, social and community indicators developed through the Cradle to Career initiative. Through this action, help insure that Portland youth are making progress toward educational success and self-sufficiency.</p> <p>Utilize data that is disaggregated by race/ethnicity, levels/types of disabilities and socioeconomic levels.</p>	<p>All Hands Raised (previously the Cradle to Career initiative) facilitated a cross-sector process to identify and adopt a set of 12 community-wide indicators that span kids’ development from birth to career, each of which has significant buy-in and importance to a broad set of stakeholders. These indicators reflect key leverage points for better supporting all students and also allow the community to consistently track progress on an agreed-up set of key measures. All Hands Raised has published two reports tracking ongoing county wide progress on each of these twelve indicators with a focus on highlighting disparities. All Hands Raised provides further detail and disaggregation on each data point at its website: allhandsraised.org.</p>



Complete



On Track



In Progress



Not Started

PROGRESS	ACTION TITLE AND DESCRIPTION	STATUS
	<p>30. Early childhood investments: Support programs designed to improve the quality and availability of child care for families in poverty including preschool programs and home visits.</p> <p>Advocate for sustainable funding for the Portland Children's Levy.</p>	<p>Portland voters renewed the Children's Levy a second time in May 2013 to continue supporting early childhood education, child abuse prevention/intervention, after-school, mentoring and foster care youth programs, and to begin funding programs to relieve childhood hunger. After a lengthy public input and application process, the Allocation Committee of the Children's Levy approved grant proposals supporting services in those six program areas. PPS recently opened an early learning regional center in North Portland at Clarendon, and has plans to open a second one at the new Faubion K-8 in partnership with Concordia University. In partnership with the City, County, and Native American Youth Association (NAYA), PPS plans to open a third regional early learning hub on SE Foster in the next four years.</p>
	<p>31. Inventory resources: Work with young people to inventory and map youth-serving programs and resources along the Cradle to Career continuum and make results available on the web.</p>	<p>This was a project begun by youth employed through the BPS Youth Planning Program in 2013. Youth collected data in the David Douglas School District to create a web-based atlas for their peers. Since the Youth Planning Program has not continued, there has not been any effort to maintain and update this data over time and the shelf life of the data was limited.</p>
	<p>32. Youth empowerment: Refresh and reaffirm the Youth Bill of Rights</p>	<p>The Youth Bill of Rights was reaffirmed in 2012.</p>
	<p>33. Place-based strategies: Expand presence of Schools Uniting Neighborhoods (SUN) to all schools in the city/region and increase investment in anti-poverty services in schools that are in the top tier for poverty.</p>	<p>Since the adoption of the Portland Plan, the number of SUN Community Schools across the city and county has increased to 85, with the addition of 15 new sites in the last two years thanks to investment from the City, County and school districts. The expansion means that nearly all schools in the top two tiers of need (as measured by poverty and racial disparities) are now SUN Community Schools.</p> <p>While there have not been explicit anti-poverty investments in the SUN Service System, a few other investments have already or will enhance the supports for families living in poverty. One of these investments supports Attendance Case Workers within the system who work individually with families whose children are not attending school regularly due to homelessness, poverty, mental health, health, parenting and other issues to help them become stable. The Department of Human Services, County and school districts are contributing or aligning resources to address chronic absence in this way.</p>
	<p>34. Housing stability: Target rental assistance programs to low-income households with students, particularly where schools are experiencing high student mobility rates.</p>	<p>The Short-Term Rental Assistance (STRA) has been in place since 2006. It is administered by Home Forward and consolidates separate programs that were in existence. www.homeforward.org</p> <p>Another investment is the housing one being made by the City and County as part of the A Home for Everyone partnership.</p>



Complete






On Track



In Progress



Not Started

PROGRESS	ACTION TITLE AND DESCRIPTION	STATUS
	<p>35. Healthy eating and active living: Maintain programs such as the Healthy Portland Initiative that increase children’s indoor and outdoor physical activity and healthy food choices in schools.</p>	<p>The Multnomah County CDC grant that supported school wellness ended in 2013, but it laid the foundation for continuing work at school districts to support physical activity and nutrition. Currently, the USDA has recognized 25 schools for taking extra steps for nutrition and wellness policies. There are Far-to-School gardens at 87 public schools, and 6 districts have opted into Oregon’s Farm-to-School nutrition program. Growing Gardens is working in seven Multnomah County schools providing garden-based education, growing healthy food and integrating school gardens into math and science learning. Over the next few years they hope to expand this work so that all elementary school children have learning garden experience.</p> <p>PlayWorks is in place in 22 schools, and Fuel Up for 60 is in 110 schools, and 35 schools have Oregon Active Schools grants to increase physical activity at recess and throughout the day. In 2017, all elementary and middle schools will have increased PE standards. Portland Safe Routes to School has over 100 partner schools across five school districts today. The Safe Routes to School program has increased walking and biking to Portland schools by 35 percent since 2006. Multnomah Education Service District is launching capacity to serve as a hub for school wellness, to support the eight component school districts in networking, coordinating with state, city and county initiatives, and accessing public and philanthropic resources for physical activity and nutrition and Whole Child wellness.</p>
	<p>36. Youth action: Maintain the Youth Action Grants Program to provide seed funds to young people to design, develop and implement small, local community-building projects.</p>	<p>Youth Action Grants provide a way to advance the objectives of the Children and Youth Bill of Rights by awarding grants to community-based projects that are initiated, designed and run by youth ages 21 and under. Between 2012 and 2013, almost \$16,000 were awarded to 19 projects. Some of the projects included an event for the Deaf community, technology improvements for youth LGBTQ organizations, and activities that help address stereotypes that various communities endure. The Youth Action Grants Program has not been funded since 2013.</p>
	<p>37. Teen programs: Revive teen-oriented after-school, weekend and summer recreation programs in locations throughout the city. Consult with teens to align program design and locations with youth needs and preferences.</p>	<p>In addition to continuing existing teen programs through Portland Parks and Recreation (PP&R) and SUN Schools, in FY 2015-16, PP&R was granted ongoing funding to provide more programming to teens free of charge, with increased drop-in hours. Teen councils with stipend positions for youth are also being developed.</p>



Complete






On Track



In Progress



Not Started

PROGRESS	ACTION TITLE AND DESCRIPTION	STATUS
	<p>38. Safe routes to schools: Maintain and expand the Safe Routes to Schools program, which currently serves K-8 students, to reach all middle and high school students in Portland. Give priority to schools that serve large numbers of students in poverty, students of color and students with language barriers.</p> <p>Continue programs that improve youth health through walking and biking.</p>	<p>Portland Bureau of Transportation's (PBOT) Safe Routes to School team continues to provide base-level service to all elementary, K-8, and middle schools in Portland. 40 of the 100+ partner schools receive pedestrian/bicycle safety education at the elementary school level, and there are new programs for older grade students. The SmartTrips to Middle School program expanded to include 6th graders at K-8 schools. In FY 2014-15, one-time general funds to partner with community organizations on piloting Safe Routes programs with older students. The Community Cycling Center and Bicycle Transportation Alliance are receiving funds for middle school bike education, and OPAL is receiving funds for transit education and advocacy with high school students.</p> <p>The program's Safe Routes Equity Policy developed in 2012 is used to prioritize efforts in schools that serve students in poverty, students of color and students with language barriers. PBOT continues to seek additional sustainable funding to deliver consistent Safe Routes to School programming to all Portland students across all elementary, middle and high schools.</p> <p>PBOT used the Office of Equity and Human Rights (OEHR) Translation Fund to translate materials into six languages.</p>
	<p>39. Transit access: Maintain the Youth Pass program that provide TriMet passes to high school students at Portland Public Schools during the school year. Explore expanding this program [Youth Pass] beyond Portland Public Schools</p>	<p>In 2014, the TriMet Board reduced youth fares by 40 cents for single-ride tickets and \$2 for monthly passes. The YouthPass program is a partnership between TriMet, the school district and the City of Portland to allow students of Portland Public Schools (PPS) free, unlimited rides during the school year. A 2014 joint survey between the City, TriMet and PPS showed that nearly 80 percent of PPS high school students now ride TriMet every day. The City has supported legislative efforts for state funding of the YouthPass and will continue to advocate for its expansion to all school districts.</p>
	<p>40. School attendance: Address issues that affect student attendance and success such as bullying or lack of child care, food, transportation, clothing, and dental/health care, etc.</p>	<p>Beginning in 2013, a focused demonstration project at six local schools has helped to identify the critical practices and resources that lead to improved student attendance. The effort was led by Communities Supporting Youth, an action team of All Hands Raised convened in partnership with the SUN Service System. The focus is on monitoring student attendance, by name, to identify barriers and provide supports, while also building a schoolwide culture of attendance.</p> <p>The Oregon Department of Human Services joined the effort by relocating six case managers to these school buildings in order to better serve families while also supporting improved student attendance. Additional investments by Multnomah County and local school districts have expanded the attendance supports available to all students. The SUN Service System, All Hands Raised and partner school districts have begun an effort to more broadly scale the project.</p>



Complete



On Track



In Progress



Not Started

PROGRESS	ACTION TITLE AND DESCRIPTION	STATUS
	<p>41. Multi-functional facilities: Create new Comprehensive Plan policies ... to flexibly accommodate multiple functions that serve community members of all ages, while maintaining accountability to neighborhood concerns regarding impacts. Create new... zoning for schools colleges and universities to flexibly accommodate multiple functions that serve community members of all ages, while maintaining accountability to neighborhood concerns regarding impacts. Develop or update joint use agreements between PP&R and all local school districts. Explore coordinated operations, grounds management and shared facilities, particularly in areas underserved by community centers.</p>	<p>The recommended Comprehensive Plan 2035 includes a goal (8K), which states: “Public schools are honored places of learning as well as multifunctional neighborhood anchors serving Portlanders of all ages, abilities and cultures.” In addition, Policy 8.110 encourages the public use of schools for community purposes. The 2035 Comprehensive Plan Map applies a new Institutional Campus designation to colleges, universities and public high schools. The Campus Institutional Zoning Project will review and update zoning standards for campuses to enhance their ability to grow while maintaining neighborhood protections against unwanted offsite impacts.</p>
	<p>42. Joint use agreements: Develop or update joint-use agreements between Portland Parks and Recreation and all local school districts. Explore coordinated operations, grounds management and shared facilities, particularly in areas underserved by community centers.</p>	<p>Portland Parks and Recreation (PP&R) has bi-monthly meetings with Portland Public Schools where it coordinates operations, shared facilities, and grounds management issues. There is an existing joint-use agreement that was last updated in 2010. PP&R has also helped fund improved soccer fields at Parkrose High School and is working with Parkrose School District to create a joint use agreement related to Beech Park and Shaver School. Since 2015, PP&R has been coordinating with David Douglas School District about school and park needs in East Portland.</p>
	<p>43. Regular consultation: Develop agreements between the City of Portland and each school district to outline protocols for consultation related to issues and decisions of mutual interest and concern.</p>	<p>Bureau of Planning and Sustainability (BPS) staff are working with school districts to create and maintain positive working relationships. During the development of the draft goals and policies for the Comprehensive Plan, BPS staff hosted a schools-focused Policy Expert Group that created policy content for the Comprehensive Plan.</p> <p>BPS is working with Portland Public Schools, Parkrose and David Douglas School Districts to create new intergovernmental agreements outlining how the City and school districts will coordinate on issues related to school facilities, joint use, land use planning and other issues.</p>
	<p>44. Support different learning needs: Inventory local facilities and programs to assess their ability to accommodate differing abilities and learning styles.</p>	<p>This action has not been initiated.</p>



Complete





On Track



In Progress



Not Started

PROGRESS ACTION TITLE AND DESCRIPTION	STATUS
 <p>45. Safety and physical accessibility: Fund seismic and accessibility upgrades at public schools. Develop a specific revenue stream for seismic and ADA improvement in school facilities.</p>	<p>School districts are assessing their seismic needs through reviewing building code non-compliance.</p> <p>In 2012, voters in the Portland Public School District passed an 8-year capital bond in 2012 that set aside \$12 million for seismic upgrades, \$11.6 million for ADA improvements and \$33 million to construct new roofs and associated seismic treatments. This bond covered about 50 percent of PPS' urgent building safety needs. PPS' 2012 bond implementation remains on track to fund all of the projects named in the bond. Several schools have received some upgrades, but are not completely outfitted. The Long-Range Facilities Plan provides a longer-term strategy for making improvements. By 2017, PPS will have two fully modernized high schools (Roosevelt and Franklin) and the Faubion PK-8 School. PPS is currently master planning Lincoln, Benson and Madison high schools in preparation for an additional bond referral in 2016.</p> <p>David Douglas School District has upgraded one elementary school with a capital bond and have completed some ADA improvements through a security access bond.</p> <p>Parkrose School District has made minor ADA improvements in some school entrances but has not identified seismic upgrades as a priority.</p> <p>Additionally, the Seismic Rehabilitation Grant Program through the State of Oregon's Infrastructure Finance Authority has become a resource for school seismic upgrades.</p>
 <p>46. Arts and culture programming: Advocate for full funding for the National Endowment for the Arts and increased funding for arts education to prevent diminished services to Portlanders.</p>	<p>The City continues to support sustainable federal funding for the National Endowment for the Arts. This work is done through advocacy to our congressional delegation and through national organizations such as the U.S. Conference of Mayors. The City has also supported the work of our congressional delegation to include arts in the traditional Science, Technology, Engineering and Math (STEM) curriculum to create Science, Technology, Engineering, Arts and Math (STEAM).</p> <p>In addition to advocating for more federal funding for the arts, Portland voters approved an annual arts income tax (Arts Tax) of \$35 per person in 2012. Funds received from the tax are used to hire arts and music teachers in elementary schools and provide grants to arts organizations. As of June 2015, the program has collected and distributed over \$16 million to school districts and the Regional Arts and Culture Council (RACC).</p>



Complete






On Track



In Progress



Not Started

PROGRESS	ACTION TITLE AND DESCRIPTION	STATUS
	<p>47. Conservation education: Support the Outdoor School, year-round conservation education and nature play/study to ensure every student is exposed to his or her natural environment and learns what individuals can do to ensure ecological health of their neighborhood and the city. Use curriculum materials developed by the No Child Left Inside movement.</p>	<p>During the 2015 session, the Oregon Legislature passed Senate Bill 439, establishing for the first time a state commitment to Outdoor School programs. However, despite the high level of support and enthusiasm around the state, the Legislature did not approve the needed \$22 million in annual funding.</p> <p>In addition to Outdoor School, PP&R Environmental Education (EE) Program serves people from the age of 2 through 25. Early childhood programs provide opportunities for children to participate in nature play and science education in local natural areas. Elementary, middle and high school students participate in hands-on conservation education, stewardship and paid employment in Portland’s Parks and natural areas. PP&R EE has a robust teen/young adult environmental employment and mentoring pipeline, which includes programs like GRUNT (Greenspaces Restoration and Urban Naturalist Team), Jr. GRUNT and Youth Conservation Crew. PP&R EE and stewardship program curriculum is in alignment with Oregon Environmental Literacy Standards. PPS partnered with Portland General Election to install solar arrays on eight of the schools receiving new roofs in the 2012 bond school improvement program. As part of this partnership these school received comprehensive conservation education from provided the Bonneville Environmental Foundation.</p>
	<p>48. New East Portland Education Center: Develop a funding strategy for the Gateway Education Center as a partnership of Parkrose and David Douglas school districts, Mount Hood Community College, PSU and the City of Portland.</p>	<p>Budget limitations have posed barriers to completing this action.</p>
	<p>49. Campus investment: Support Portland Community College’s planned transformation of its SE Center into a vibrant full-service campus and community anchor, as PCC’s planned expansion of its Cascade Campus, by helping to catalyze complementary local development and investing in supportive community-serving infrastructure.</p>	<p>PCC SE Center designated as C12 Campus Institutional Zone as part of the Task 5 Campus Institution Zoning Update Project that assigns greater development entitlements to dispersed campus institutions. PCC SE Campus has also been included in a proposed “center” overlay zone, further recognizing the significance of PCC Southeast’s location as a center of activity.</p> <p>PCC has utilized a bond to dedicate \$128 million for property acquisition, design and construction of over 150,000 SF of new facilities at its two main campuses. These improvements include a new library, two student centers, a lecture hall, and several building renovations. The improvements on this campus will add 14 new classrooms, student support services and child development services that accommodates up to 36 children.</p>

ECONOMIC PROSPERITY AND AFFORDABILITY

PROGRESS	ACTION TITLE AND DESCRIPTION	STATUS
	<p>50. Business development: Focus business development resources on enhancing the competitiveness of businesses in five target industry clusters: advanced manufacturing; athletic and outdoor; clean tech; software; and healthcare.</p>	<p>The Portland Development Commission (PDC) meets annually with over 350 unique traded-sector businesses in target clusters focused on direct and referral technical assistance. In FY 2015-16, PDC provided financial assistance to over 15 target cluster businesses to retain, expand and recruit businesses in Portland, resulting in 1,100 new jobs.</p>
	<p>51. International business: Implement an international business development, export and investment strategy that emphasizes job creation with coordinated promotion of both the region and local firms, and supports the Regional Export Initiative.</p>	<p>PDC provides export assistance to over 50 businesses annually. PDC developed Greater Portland Global, in partnership with Greater Portland Inc and the Brookings Institution, to connect local companies to international opportunities and drive export activity. We Build Green Cities export program is a business development initiative that offers market research, network and partnership building, and branding for Portland's clean tech industry, which has resulted in multiple international projects in excess of \$2 million in revenues for Portland firms. The Popup PDX program has served over 20 Portland consumer products companies, resulting in over \$400,000 in estimated sales as part of business development missions in Japan organized by PDC and Business Oregon.</p>
	<p>52. Coordinated regional economic development efforts: Support Greater Portland Inc. as a regional economic development corporation that will be responsible for a regional brand strategy, recruitment and retention, marketing and regional strategy coordination.</p>	<p>The City of Portland continues to support Greater Portland Inc. PDC partners with Greater Portland, Inc. and other key organizations to promote Portland globally as a competitive location to start, grow or locate a business.</p>
	<p>53. Growing the university role in economic development: Pursue world-class research facilities and programs. Strengthen connections between higher education and firms in the target industries, whereby universities help solve technical challenges facing commercial firms and help turn research innovations into commercially viable products.</p>	<p>PDC completed a pilot commercialization grant program with Portland State University (PSU) and Oregon Health Sciences University (OHSU) and continues to seek alignment between Knight Cancer Challenge and PDC entrepreneurship support. In 2017, PDC will initiate the formation of a healthcare cluster designed to connect residents and employers to job and supply chain opportunities at local hospitals, universities and larger neighborhood businesses.</p>
	<p>54. Worker productivity: Use workforce development programs to help the meet skill needs of targeted industries. Use community workforce agreements to bring the benefits of industry growth to the whole community.</p>	<p>Worksystems, Inc. and Oregon Employment Department have convened industry teams for each of the region's target industries. Recent initiatives include a \$10.4 million Pro-Step Grant to train 3,500 people for jobs in the Advanced Manufacturing and IT/Software industries and support the training needs of 120 local companies. Columbia-Willamette Workforce Collaborative and partners worked with 160+ manufacturers to develop the Manufacturing Workforce Plan. Worksystems, Metropolitan Alliance for Workforce Equity, and Construction Apprenticeship Workforce Solutions (CAWS) have designed and implement the City of Portland's community benefit agreement.</p>



Complete






On Track



In Progress



Not Started

PROGRESS	ACTION TITLE AND DESCRIPTION	STATUS
	<p>55. Clean tech and green building innovation: Support existing companies that design, apply or manufacture high-performance products that support resource conservation and green buildings. Clean tech and green building innovation. Recruit new firms that design, apply or manufacture high-performance products that support resource conservation and green buildings. Invest in projects that demonstrate Portland's capacity in this clean tech and green building, including the Oregon Sustainability Center, district energy systems and programs such as Solarize Portland.</p>	<p>To support existing companies and recruit new firms to the city, PDC provides a range of services including international market development, access to capital and marketing assistance. PDC launched We Build Green Cities to promote Portland's expertise in green design and development into foreign markets including Japan, Mexico and Germany. PDC's recruitment and retention efforts for clean tech firms has resulted in Genze, Reach Now and Moovel opening Portland offices and Jaguar Land Rover building an incubator in NW Portland.</p>
	<p>56. Growing green development/ecosystem expertise: Capitalize on the expertise being built by PSU's Ecosystem Services for Urbanizing Regions (ESUR) and Integrative Graduate Education and Research Traineeship (IGERT) PhD program. Connect this expertise on clean tech and green building with the global marketplace.</p>	<p>In 2013, supported by a Bullitt Foundation grant, the PSU Institute for Sustainable Solutions (ISS) and BPS embarked on the Portland Climate Action Collaborative, a research partnership that matches resources to the goals and actions outlined by the City's Climate Action Plan. The collaborative identifies BPS needs that overlap with PSU research expertise, including students and faculty from PSU's ESUR and IGERT PhD program.</p>
	<p>57. Building markets for energy efficiency: Help build the markets for energy efficiency improvements through incentives, technical assistance, policy and education.</p>	<p>The BPS program Sustainability at Work helps build markets for energy efficiency by providing sustainable operations technical assistance to 500 Portland businesses each year.</p> <p>Bucks for Buildings: In 2013, BPS completed a pilot program to identify and implement energy efficiency upgrades in small commercial properties. The program included free audits to qualifying businesses and rebates for energy efficiency improvements that delivered electric or natural gas savings. Bucks for Buildings served 34 small commercial buildings/businesses and funded nearly \$300,000 worth of energy efficiency retrofits.</p> <p>Enhabit (formally Clean Energy Works): BPS in partnership with Enhabit has made Portland homes safer, healthier, more energy efficient, more comfortable and more valuable. The program uses innovative features such as on-bill utility repayment of loans and Home Performance with Energy Star audits. Enhabit completed retrofits in 2,200 homes in Portland for total value of \$30 million between 2013 through Q3 2015.</p> <p>Commercial Energy Disclosure Policy: In April 2015, Portland City Council approved a new Energy Performance Reporting policy that requires owners of commercial buildings 20,000 square feet and over to track energy performance and report this information to the City annually. The new policy covers nearly 80 percent of the commercial square footage in Portland, affecting about 1,000 buildings. Starting in 2017, BPS will make individual building energy performance information publicly available to inform market decisions and spur improvements in energy efficiency.</p>



Complete






On Track



In Progress



Not Started

PROGRESS	ACTION TITLE AND DESCRIPTION	STATUS
	<p>58. Arts support: Expand public and private support for Portland's arts and creative sectors.</p>	<p>RACC provides arts support on an ongoing basis in five key areas: advocacy, grants, the Public Art Program, as well as various community services and arts education efforts. RACC receives critical support from the City of Portland Arts Tax. The City of Portland also provides occasional direct and indirect support to major Portland arts organizations (ballet, symphony and opera).</p>
	<p>59. Broadband service: Work with the telecommunications industry and utilities to develop recommendations for improving wireless service in Portland. Review and update the City's comprehensive approach to wireless facilities, including database mapping. Review and update the City's comprehensive approach to wireless facilities, including database mapping.</p>	<p>The Office for Community Technology (OCT) commissioned a report of the City of Portland Wireless Right of Way Siting and Pre-Application Process. As a result, OCT is developing policy proposals to improve its wireless program with a Council work session planned in 2017.</p> <p>OCT launched a small cell pilot project in 2014 with Verizon to deploy small cells in the right of way. The purpose of the project was to allow the City to evaluate the technology and potential impact of these installations within the City. The pilot program is providing the City with a practical understanding of the technologies and implications for the City and utility pole owners, which is helping to inform long-term decision making about small cells, the role of these technologies in the public rights of way, and potential impacts on the community. The project will continue, and then be unfolded into the new Wireless Policies when they are complete and approved by Council.</p> <p>The database mapping project has not been funded to date.</p>
	<p>60. Community benefits of urban innovation: Use a collaborative process to bring historically underrepresented communities into the workforce through community workforce agreements (as done in the Clean Energy Works program) to bring the benefits of urban innovation initiatives to the whole community.</p>	<p>PDC updated its Enterprise Zone policy to include strengthened community benefits requirements. PDC has initiated formal public benefits agreements — including with Cook Security Group and Jaguar Land Rover — focused on access to quality jobs and diversity hiring.</p> <p>PDC sponsors the Tech Diversity Initiative to work directly with tech firms to increase the diversity of their workforce. Under the initiative, 22 Portland firms have pledged to increase diversity in their workforce and create cultures of inclusion.</p>



Complete





On Track



In Progress



Not Started

PROGRESS	ACTION TITLE AND DESCRIPTION	STATUS
	<p>61. Broadband equity: Establish a fund for broadband equity and work with nonprofits to increase access to broadband for underserved communities.</p>	<p>The Portland City Council, along with the Multnomah County Commission, adopted a Digital Equity Action Plan (DEAP) in April 2016. The Office for Community Technology (OCT) led the plan development in collaboration with Multnomah County Library and the Digital Inclusion Network (DIN), a coalition of community organizations dedicated to digital inclusion. City Council made a significant commitment to digital equity and community broadband by funding an ongoing, fulltime Digital Equity Program Coordinator within OCT to facilitate DEAP implementation with the community partners. A progress report to Council is planned for Spring 2017.</p> <p>The DEAP has garnered national attention: The 2016 National Digital Inclusion Summit praised the DEAP for its inclusive plan development process; the DEAP won the National Telecommunications Officers and Advisors (NATOA) 2016 Community Broadband Strategic Plan of the Year award; and the National Digital Inclusion Alliance (NDIA) recognized the DEAP as a Digital Inclusion Trailblazer.</p> <p>The DEAP provides a framework for community groups and public agencies to collaborate on 17 strategic actions that specifically target inequities in access to high speed Internet at home and in school, devices to use the Internet, and relevant training to gain digital literacy skills.</p> <p>OCT negotiated amendments to the Google Fiber franchise agreement, which required payment of a digital equity support fee intended to support the DEAP implementation. Google Fiber announced in late July 2016 that it was suspending launching service in Portland. OCT continues to work with others on ways to expand public and private funding for digital equity focused projects.</p>
	<p>62. Regional freight rail strategy: Develop a regional freight rail strategy focused on enhancing rail access, travel time, and the efficiency of rail operations for competitive access to markets.</p>	<p>Metro will lead the Regional Freight Rail Strategy, which will build on the Port of Portland Rail Plan (2013) to create a region-wide rail plan that will identify rail needs and prioritize regionally significant rail projects. Work will start in early 2017, after the completion of the Regional Over-Dimensional Truck Route Study.</p>



Complete







On Track



In Progress



Not Started

PROGRESS	ACTION TITLE AND DESCRIPTION	STATUS
	<p>63. Strategic freight mobility investments: Begin implementation of the next five-year increment of the City's Freight Master Plan and the Working Harbor Reinvestment Strategy. Update the list of the Tier 1 and Tier 2 projects, and evaluate revenue options to support accelerated implementation.</p>	<p>The list of capital projects in the 2006 Freight Master Plan (FMP) has been updated twice—in 2012 and again in 2015 as part of the City's update of the Transportation Systems Plan (TSP), which is currently in process. The FMP project list is also reviewed by the Portland Freight Committee on a yearly basis to identify potential project priorities that match available funding opportunities (i.e., STIP, RFF, TIGER).</p> <p>FMP capital projects are implemented based on available matching funds from various public and private resources and the level of project development for each project. To date, about a third of the 131 capital projects in the FMP have been either completed or funded, which is about \$680 million worth of improvement projects.</p> <p>In addition, PBOT received a \$7 million TIGER grant for the Rivergate Overcrossing Project, a priority in the Freight Master Plan.</p>
	<p>64. International service: Implement strategic investments to maintain competitive international market access and service at Portland's marine terminals and Portland International Airport.</p>	<p>Strategic marine investments since 2012 include \$140 million at Canpotex terminal, \$44 million at Columbia Grain, a shipper support program in response to lost container service (including Container Barge-Rail Shuttle), and other terminal improvements. Progress at PDX includes \$98 million in Concourse E improvements, \$10 million in Airtrans Taxiway supporting international air service, and 3 new international carriers (Condor to Germany, Icelandair to Iceland and Europe, and Volaris to Mexico). Strategic challenges include loss of T6 container service, impasse on West Hayden Island development, and lack of resolution on the Portland Harbor Superfund.</p>
	<p>65. Brownfield investment: Develop a strategy to address the impediments to the redevelopment of brownfields and include brownfield redevelopment assistance in the regional investment strategy. Pursue legislative changes, innovative remediation options and funding sources to accelerate cleanup of brownfields to a level appropriate for future use. Continue pollution prevention and other efforts to prevent the creation of future brownfields.</p>	<p>In 2014, BPS completed the Portland Brownfield Assessment to provide recommendations for the Comprehensive Plan which includes policies that support brownfield remediation and reuse. The City of Portland participates in the newly formed Oregon Brownfields Coalition to advance state policies and incentives to encourage remediation and redevelopment of contaminated sites.</p>
	<p>66. Harbor Superfund: Take a leadership role in prompt resolution and cleanup of the Portland Harbor Superfund site.</p>	<p>The City, as a member of the Lower Willamette Group, has been instrumental in conducting and funding the necessary studies and analysis that EPA will use to deliver a cleanup plan for Portland Harbor in 2016. In addition, the City continues to work with Department of Environmental Quality (DEQ) on investigating sources of contamination to the Willamette River, identifying source control opportunities available under both City and DEQ regulatory programs.</p>



Complete








On Track



In Progress



Not Started

PROGRESS	ACTION TITLE AND DESCRIPTION	STATUS
	67. Industrial site readiness: Assemble one 25-acre or larger site that is ready for industrial development as a model project for environmentally-sensitive industrial development.	Oregon in 2015 enacted enabling legislation for brownfield land trusts that will facilitate large-site industrial land assembly in Portland. Potential next steps include City or Port assembly and development of a specific large industrial site.
	68. Industrial growth capacity: As part of the development of a new Comprehensive Plan, ensure there is adequate development capacity for forecasted job growth. Consider the specific forecasted needs for different types of employment land including industrial, harbor access, multi-modal freight facilities, Central City office, campus institutions and commercial corridors in underserved neighborhoods.	BPS identified the amount of land needed to support forecasted job growth and shortfalls in the amount of available land in the Economic Opportunities Analysis and the Buildable Lands Inventory. In 2012, BPS convened the Industry Land Watershed Health workgroup to identify strategies to create more industrial capacity while meeting our watershed health goals.
	69. Campus institutions: Develop, as part of the new Comprehensive Plan, new land use and investment approaches to support the growth and neighborhood compatibility of college and hospital campuses.	The 2035 Comprehensive Plan includes new policies and a special Comprehensive Plan Map designation to recognize colleges and hospital. The Campus Institutional Zoning Update Project is an early implementation project to support growth on these campuses while protecting adjoining neighborhoods from off-site impacts.
	70. Office development: Develop approaches to grow Portland's share of regional office development and to maintain the Central City's role as the region's office and employment core. Reduce barriers for office development to meet the needs of businesses seeking flexible and low-cost space.	The Central City 2035 Plan addresses strategies to grow Portland's share of regional office development, including increases in development capacity (building height and floor-to-area ratios), transportation projects and other supportive infrastructure. The Southeast Quadrant Plan expanded opportunities for industrial office development. As part of the early implementation of the Comprehensive Plan, the Mixed Use Zones Project will continue to allow a broad range of office types in centers and corridors throughout Portland and the Employment Zoning Project includes a proposal increase the amount of office development allowed in the General Employment (EG) zones.
	71. Impact of fees on business growth: Evaluate the cumulative impact of City fees, including Systems Development Charges, on location and growth decisions of businesses, especially for businesses seeking flexible and lower-cost Central City space. Develop approaches to mitigate those impacts while meeting fiscal needs of City programs.	Following the impact fee analysis, the City Budget Office (CBO) is considering potential next steps. These include comparing business cost structures in the metro area and comparable cities nationally by business type, evaluating the relative impact of city taxes and fees, similar analysis of commercial and industrial development costs, and establishing a base line for further comparative analysis.



Complete





On Track



In Progress



Not Started

PROGRESS	ACTION TITLE AND DESCRIPTION	STATUS
	<p>72. Neighborhood business development: Strengthen business activity in neighborhood centers by implementing the City's Neighborhood Economic Development Strategy including its main street and the Neighborhood Prosperity Initiative.</p>	<p>PDC's Neighborhood Prosperity Initiative (NPI) and Main Street Network is a program focused on community economic development at the neighborhood scale, with a focus on people with low income and communities of color. Eight business districts are supported with grants and training to plan and implement projects to improve the local commercial district. The NPI and Main Street Network is a key component of the City's Neighborhood Economic Development Strategy (NED) – a citywide initiative to foster economic opportunity and neighborhood vitality throughout Portland's neighborhoods.</p> <p>Some notable accomplishments include affecting the Neighborhood Prosperity Initiative (NPI) and Main Street Network programs include:</p> <ul style="list-style-type: none"> • Support to six Urban Renewal Areas within diverse, underserved neighborhoods and provided grants and training to all eight districts. • Community members and paid staff positively impacting their communities and experiencing significant investment and growth. • The districts have received \$2.7 million in investments by the private and philanthropic sectors to support operations. • Received 117,000 volunteer hours to support district activities. • 139 new business established.
	<p>73. Small business development: Evaluate and identify ways to increase the effectiveness, use of and access to small business development programs, especially for neighborhood-based businesses.</p>	<p>PDC completed its third year of the Startup PDX Challenge (focusing on diverse founders) and has launched the Inclusive Startup Fund (focused on diverse founding teams). Project Increase, a cohort program to scale neighborhood businesses, and Mercatus, an online platform to highlight local entrepreneurs of color through storytelling, were launched.</p> <p>PDC provided technical assistance trainings to all Portland business districts through a contract with Venture Portland, a non-profit partner in neighborhood economic development, for a total of over 1,400 technical assistance hours, and approximately 1,000 training hours. With PDC support, Venture Portland has awarded \$70,000 in grants to 22 business districts, funding 31 projects throughout the City.</p>



Complete






On Track



In Progress



Not Started

PROGRESS	ACTION TITLE AND DESCRIPTION	STATUS
	<p>74. Land use support for small businesses: As part of the new Comprehensive Plan, identifying zoning and regulatory changes that promote new or appropriate growth of neighborhood commercial centers in underserved neighborhoods.</p>	<p>The 2035 Comprehensive Plan identifies a set of Town and Neighborhood Centers that serve as hubs of neighborhood commercial activity and increase access to neighborhood commercial services in areas where it is lacking. The Comprehensive Plan also has a number of policies to support existing and new small businesses. The Comprehensive Plan Map includes a number of changes to Mixed Use designations for existing non-conforming commercial uses and to create new opportunities for commercial uses in underserved areas. The Mixed Use Zones Project has identified multiple code changes to better accommodate small business.</p>
	<p>75. Sustainability at work: Expand assistance for businesses to increase energy, water and transportation efficiency, waste and toxics reduction, telecommuting, and sustainable purchasing to reduce business costs and improve overall practices.</p>	<p>Since 2012, Sustainability at Work has provided direct assistance and resources to over 1,600 Portland businesses on the topics of garbage, recycling, waste prevention and composting, commuting, energy and water efficiency. The number of businesses certified by the program has increased from 50 to over 180. The program is introducing new services and partnerships to better serve minority-owned small businesses. These improvements were informed by a series of equity listening sessions held with business owners and community leaders of color.</p>
	<p>76. Housing strategy: Develop and implement a Citywide Housing Strategy for all levels of housing. This should include an estimate of housing needs, strategies to create new rental and homeownership opportunities in “high opportunity” areas—those that already have infrastructure to support household success, such as quality active transportation, high-performing schools, commercial centers and recreation facilities. Address resource development, equity initiatives such as increased use of minority contractors, and alignments with other community services for low- and moderate-income residents.</p>	<p>The City’s housing strategy has two main parts. The Comprehensive Plan includes a series of policies and a map to ensure that Portland has an adequate supply of residential development capacity to meet future growth. The challenge is to provide housing with a diverse range of unit types and prices in locations that help meet the needs of a socioeconomically-diverse population. The Comprehensive Plan also focuses on creating housing opportunities in complete neighborhoods to increase access with quality active transportation, high-performing schools, commercial centers and parks, which will help reduce the cost-burden of households.</p> <p>The second part of the strategy is to address the needs of low-income households, communities of color, aging populations and people with disabilities. Over the last several decades, the City has addressed homelessness and housing affordability, with a particular focus on the Central City and urban renewal areas.</p> <p>The Portland Housing Bureau (PHB) published the 2015 State of Housing in Portland report, which will be published annually to track changes in the housing market and will serve as a housing strategy tool for implementing various housing programs.</p> <p>www.portlandoregon.gov/phb</p>



Complete



On Track



In Progress



Not Started

PROGRESS	ACTION TITLE AND DESCRIPTION	STATUS
	<p>77. Affordable housing supply: Retain affordable housing supply by preserving properties that receive federal and state housing subsidies. Increase the supply by building new affordable housing in high opportunity areas. Improve the physical accessibility and visit-ability of the affordable units to best meet the needs of all demographics.</p>	<p>The 11 x 17 campaign was an effort by PHB and partners that successfully preserved 11 buildings, requiring 60 years of affordability for 700 homes located in Portland’s vibrant and desirable neighborhoods. Completed in 2013, the campaign was funded by local, private and federal sources. www.portlandoregon.gov/phb</p> <p>Also in 2015 PHB announced the largest Notice of Funding Available (NOFA) in its history, \$61.6 million in local and federal funds for affordable housing development. This investment is expected to generate roughly \$150 million in economic activity and produce over 600 new affordable housing units.</p> <p>In October 2015 the City increased the minimum percentage of TIF that must go to building affordable housing in urban renewal areas from 30 percent to 45 percent, resulting in an additional \$66.7 million for the construction of affordable housing.</p> <p>Finally, in December 2015 City Council approved a resolution linking the City’s income from lodging taxes generated by short term rental companies like AirBnB to the City’s Housing Investment Fund. It will generate approximately \$1.2 million annually for affordable housing construction.</p>
	<p>78. Remove barriers to affordable housing: Remove barriers to affordable housing for low-wage workers, elders and people with disabilities, and other low-income households through implementation of the Fair Housing Action Plan, housing placement services, and programs to overcome housing discrimination and bring violators to justice.</p>	<p>The City’s Fair Housing Report identifies barriers to housing choice and outlines strategies to mitigate the identified barriers. The report identified a number of key barriers to housing choice, including a general lack of understanding by housing consumers and housing providers of Fair Housing law, as well as the need for a clear, focused fair housing champion. www.portlandoregon.gov/phb</p>



Complete





On Track



In Progress



Not Started

PROGRESS	ACTION TITLE AND DESCRIPTION	STATUS
	<p>79. Equity in neighborhood change: Use neighborhood planning and development programs to help minority and low-income people stay in their homes and neighborhoods. Raise community awareness of existing programs to prevent eviction and foreclosure.</p>	<p>In January 2015, the City Council adopted the North/Northeast Housing Strategy—a five year plan to invest \$20 million in N/NE Portland in affordable housing, including giving people displaced from North and Northeast Portland by past City actions that have marginalized and displaced longtime residents of the area priority access to housing developed through this initiative. www.portlandoregon.gov/phb</p>
	<p>80. Equity in home ownership: Support programs that move people of color into homeownership and develop clear strategies and targets. Utilize and strengthen the existing capacity of nonprofit partners to provide effective home ownership assistance to households of color.</p>	<p>PHB invests in homeownership through education and lowering the cost of homes for first-time buyers. Under the Homebuyer Opportunity Limited Tax Exemption (HOLTE) Program, single-unit homes receive a ten-year property tax exemption. Recent program changes to HOLTE expands the eligibility area citywide. PHB administers the SDC Exemption Program to promote the development of affordable single-family homes.</p> <p>Down Payment Assistance Loan is designed with favorable terms to help first-time homebuyers purchase a home in Portland’s Interstate Corridor and Lents Town Center Urban Renewal Areas. The Down Payment Assistance Loan is a second mortgage loan funded by PHB, and is used in conjunction with a first mortgage loan from a participating lender. Since 2012, PHB has provided \$9.9 million in assistance to first-time homebuyers.</p> <p>PHB offers a no-interest loan of up to \$40,000 to fund critical repairs, like a leaky roof, or electrical or plumbing issues to low-income households. The Home Repair Loan program does not charge any interest and does not need to be paid back unless the home is sold, refinanced, or no longer a primary residence. The loan is forgiven after 15 years. Since 2012, PHB has provided \$3.6 million in assistance to 3,500 homeowners.</p> <p>The North/Northeast Housing Strategy will increase funding for Down Payment Assistance Loan (DPAL) Program, assisting first time homebuyers with incomes up to 80 percent median family income. The strategy also includes low-interest loans and grants for critical home repairs for low-income homeowners, seniors and people with disabilities.</p>



Complete






On Track



In Progress



Not Started

PROGRESS	ACTION TITLE AND DESCRIPTION	STATUS
	<p>81. Homelessness: Update the 10-Year Plan to End Homelessness for disabled veterans, families and chronically homeless people, and continue implementation of effective, long-term solutions and integration of housing programs with other essential support services. Work with Multnomah County to maintain a safety net for emergency housing needs.</p>	<p>In 2013, the City and Multnomah County along with the City of Gresham, Home Forward, and local nonprofits created a united community plan called A Home for Everyone. It is a community-wide effort to house homeless Multnomah County citizens by making smart investments in housing, income, survival, emergency services, health, access to services and systems coordination. Although the overall number of homeless people in Multnomah County between 2013 and 2015 did not change—despite the worsening affordable housing crisis—there are still serious concerns. On one particular night in 2015, 3,800 people slept on the streets, in shelter, and in temporary housing in Multnomah County. In 2015, Portland worked with Multnomah County, the Veterans Administration, and Home Forward to intensify local efforts to end veterans’ homelessness by providing shelter for 695 veterans.</p> <p>On October 7, 2015, City Council declared a Housing Emergency. The Housing Emergency declaration cites increasing and high rents, an increase in the number of people who are newly homeless, and an inadequate number of emergency shelters to accommodate the number of people experiencing homelessness. The declaration is intended to address the shelter needs of the homeless on a short-term basis to protect the public health, safety and welfare.</p>
	<p>82. Physically accessible housing: Develop policies and programs to increase the supply of housing accessible to disabled persons. Collect the information required to understand accessible housing needs, including estimates of demand and information on the supply by amount, type and location. Identify policy initiatives that can increase the private market supply. Promote design of housing units that are accessible, versatile and able to meet the changing needs of people throughout their life.</p>	<p>Policies to support physically accessible housing have been included in the recommended Comprehensive Plan. More work needs to be done for implementing the relevant policies. Data collection on accessible housing needs has not started. Programs to promote the design of housing for people with disabilities have not started.</p>
	<p>83. Moderate-income workforce housing: Identify opportunities, policies and programs that promote private development of moderate-income housing as part of the new Comprehensive Plan and future community development plans.</p>	<p>The 2035 Comprehensive Plan includes policies that support the development of moderate income workforce housing.</p>



Complete






On Track






In Progress



Not Started

PROGRESS	ACTION TITLE AND DESCRIPTION	STATUS
	<p>84. Align housing and transportation investments: Promote housing development along existing and planned high-capacity transit lines and frequent transit routes. Identify housing opportunities as part of the SW Barbur Concept Plan and future transit corridor plans.</p>	<p>The land use changes in the 2035 Comprehensive Plan advance policies to support housing growth in proximity to existing and planned frequent service transit. Significant coordination between BPS, PBOT, PDC, TriMet and Metro furthers goals to both increase housing along frequent service transit and to make transit and transportation investments to better serve Portland residents.</p> <p>In the Southwest Corridor, the City continues to work closely with regional partner agencies to determine the high-capacity transit (HCT) alignment. The City promotes and advocates for key locations identified in the Barbur Concept Plan as places a proposed alignment should connect.</p> <p>In the Powell-Division Corridor, the City recently completed a proposed draft of the Local Action Plan, which includes provisions to find ways to help build affordable housing in key station areas. One of the ways may be to develop a new urban renewal area in the corridor which would primarily fund housing and economic development activities.</p>
	<p>85. Coordinated training efforts: Support and expand workforce training programs and higher education degree programs to prepare job seekers for long-term employment at a self-sufficient wage. Continue periodic review of programs and policies to match forecast demand for job skills and the skills of available workers. Enhance coordination between educational institutions and workforce development partners and align high school and post-secondary curricula to match industry skill needs.</p>	<p>Worksystems, Inc (WSI) implemented nearly \$40 million in training, employment services and coordination activities in FY2013-2015. Worksystems' Workforce Development Strategic Plans (2013-2015, 2016-2020) prioritize partnerships and alignment in the regional WorkSource system; filling current, emerging, high-wage, and high-demand jobs; ensuring academic and core competencies of youth and the emergent workforce for jobs; and meeting the skilled workforce needs of target industries to remain competitive. PPS, PCC, WSI and other partners have expanding career and technical education (CTE) programs.</p>
	<p>86. Youth employment: Support and expand partnerships between schools, government and businesses to provide opportunities for youth employment such as tax incentives for private businesses, programs developed as part of the Cradle to Career initiative, and the City's Summer Youth Connect program. Focus on providing services to disconnected and disadvantaged youth.</p>	<p>Youth employment programs implemented by WSI with City and State partners include SummerWorks, a summer youth employment program that places low-income youth in jobs; Youth Manufacturing Day tours of 25 companies by 600+ area high school students; youth project-based learning at area schools to build technical skills; and Career Connect Network, which convenes ten organizations specializing in culturally specific and/or barriered youth populations on preparing for successful careers.</p>

PROGRESS	ACTION TITLE AND DESCRIPTION	STATUS
	<p>87. Hiring agreements: As part of public assistance to business, use agreements such as “first source hiring” agreements to promote hiring of qualified local residents who have completed skills training or become unemployed.</p>	<p>In 2012, the City expanded the Enterprise Zone (property tax exemption) program to include East Portland. In exchange for receiving the property tax exemptions on major capital investments, participating businesses are required to create jobs, buy locally, and provide workforce training. In 2015, PDC updated the E-zone policy to strengthen the community benefits part of the program, including a Workforce Training and Business Development Fund and an Employee Support Fund to increase economic opportunity and income for Portland residents and businesses, particularly historically disadvantaged Portlanders. PDC also initiated two formal public benefit agreements focused on access to quality jobs and diversity hiring with expanding firms (Cooke Security Group and Jaguar Land Rover Incubator).</p>
	<p>88. Self-sufficiency metrics: Adopt the Self Sufficiency Index as the official measure of poverty and require its use in policy discussions and decisions.</p>	<p>The recommended Comprehensive Plan proposes Policy 6.28 (Income Self Sufficiency) to expand access of low-income people to self-sufficient wage and career ladders, including use of this metric to evaluate and limit negative impacts of middle- and high-wage job creation and retention. For a family with two adults, a preschooler and a school-age child, the self-sufficient wage threshold in Multnomah County increased from \$38,714 in 2008 to \$65,027 in 2014.</p>
	<p>89. Reduce barriers to employment: Support programs to increase employability of residents who face multiple barriers to economic self-sufficiency such as English language competency, mental illness, criminal background and chemical dependency issues.</p>	<p>The Office of Equity and Human Rights (OEHR) has supported several initiatives to improve access to employment opportunities with the City of Portland. In November 2015, the City Council adopted the Ban the Box initiative, which will help remove barriers to employment for individuals with a criminal history. OEHR worked with the Urban League, American Civil Liberties Union (ACLU) and several labor unions to move the Ban the Box Initiative forward at the City, the County, and now the State of Oregon.</p> <p>OEHR has worked with Multnomah County and other agencies to strengthen collaboration. OEHR has worked with the County’s Office of Diversity and Equity on the Black Male Achievement Initiative, which is created to remove barriers that improve access to high quality and equitable employment, education, public safety, and communities. OEHR continues to work with similar entities and BHR on a workforce initiative to increase opportunities for entry level hiring of People of Color.</p> <p>In 2015, the City Council affirmed the Charles Jordan Standard by pledging to interview a diverse pool of candidates when appointing bureau director positions. For competitive recruitments, the City will create a mechanism for asking applicants to voluntarily disclose their race, ethnicity, gender, disability status, and whether the applicant identifies as gay, lesbian or transgender.</p>



Complete





On Track





In Progress



Not Started

PROGRESS	ACTION TITLE AND DESCRIPTION	STATUS
	<p>90. Race and ethnicity Support programs and policies to increase employment opportunities for low-income residents who face barriers related to race and ethnicity. These approaches include targeted contracting, community workforce agreements, job training and culturally specific services.</p>	<p>BHR has taken on several initiatives. Examples include:</p> <ul style="list-style-type: none"> • Focused Outreach Program, which works with individual diverse candidates for City jobs to teach interview skills and how to apply for City positions. This program has helped to hire over 75 qualified minority applicants (women and persons of color), 9 veterans, and 4 persons with a disability between 2011 and 2015. • Changes to NeoGov to allow candidates to submit work history and certifications in lieu of a resume and cover letter, which can be a barrier for LEP applicants. • Revised Cultural Competency training, now mandatory for supervisors and managers. • The Portland Police Bureau has restructured interview questions to remove those inquiring about specific police strategies and now asks about how the applicant is as a person.
	<p>91. Coordinated approach to anti-poverty programs: Join with Multnomah County to review local programs and potentially develop a joint strategy to increase economic self-sufficiency. Include consideration of issues such as the need for affordable, accessible and quality childcare, assistance to individuals facing multiple barriers to employment; and actions to reduce racial and ethnic disparities.</p>	<p>The City continues to work with Multnomah County to review and improve anti-poverty programs.</p>

HEALTHY CONNECTED CITY

PROGRESS	ACTION TITLE AND DESCRIPTION	STATUS
	<p>92. Healthy Connected City refinement: Through a multi-agency effort, refine the Healthy Connected City network: Identify neighborhood centers, City greenways, Habitat connections, Civic corridors and use the network to coordinate policy across the Comprehensive Plan.</p>	<p>The Urban Design Framework identifies a system of Centers, Civic and Neighborhood Corridors, City Greenways, and Urban Habitat Corridors as part of the 2035 Comprehensive Plan, which are an integral part of the Plan's policies.</p>
	<p>93. Collaboration with health partners: Establish protocols for regular information consultation among City of Portland and health partners, including dialogues, joint projects and trainings. Include health partners in advisory impacts and help develop health-promoting projects. Develop a Health in Planning Toolkit that Portland Plan partners can use to promote cross-discipline exchange and working partnerships among City bureaus and health partners.</p>	<p>The City of Portland has engaged with health partners on key projects, including the update of the Comprehensive Plan and the Healthy Housing Handbook. Development of a Health in Planning Toolkit has not started.</p>



Complete




On Track



In Progress



Not Started

PROGRESS	ACTION TITLE AND DESCRIPTION	STATUS
	<p>94. Human health impacts: Establish criteria and methods to assess the human health impacts of public policy and investment, including which types of decisions require assessment and which impacts to consider. As initial efforts, integrate human health criteria in the analysis of alternative growth and land use scenarios in the Comprehensive Plan and update budget considerations. Through the work of the Communities Putting Prevention to Work Health Equity Action Team, develop recommendations and methods to integrate health considerations into the prioritization and design of transportation projects.</p>	<p>The 2035 Comprehensive Plan includes human health-related policies (such as complete neighborhoods; access to parks, bike networks, and transit; and greenhouse gas emissions) that will guide future land use and transportation decisions. In addition, the update of the Transportation System Plan used similar health determinant criteria to prioritize transportation projects. Finally, health considerations and impacts are being included in a decision-support tool for future land use and investment decisions.</p>
	<p>95. High risk infrastructure: Identify infrastructure facilities that have a high risk of failure due to limited or deferred maintenance, age, or impacts of climate change or natural hazards, and the largest community impact if failure occurs. Prioritize these assets for monitoring, planning, investment and emergency management strategies.</p>	<p>City bureaus continue to improve asset and risk management best practices for infrastructure assets. In January 2015, City Council dedicated a minimum of 50 percent of available one-time resources to infrastructure maintenance and replacement projects. Candidate projects were recommended by a cross-bureau work group based on risk of failure. In addition, the Climate Change Preparation Strategy, updated in 2014, assesses and identifies actions to address infrastructure risks due to climate change.</p>
	<p>96. Transportation mode policy: Establish a policy that prioritizes transportation systems that support active transportation modes like walking, biking and transit. Develop and promote telework resources and incentives</p>	<p>The 2035 Comprehensive Plan includes Policy 9.6, a transportation strategy for the movement of people. This policy prioritizes the needs of the most vulnerable users (walking, bicycling and transit) in transportation decision making.</p> <p>In addition to the policy, the City has launched the Vision Zero initiative, which aims to make our transportation system the safest possible and to move towards zero traffic-related fatalities and serious injuries in the next 10 years. Vision Zero acknowledges that the death or serious injury of even one person on Portland roadways is too many. Vision Zero's focus on where serious injuries and fatalities are occurring will help eliminate the disproportionate burden of pedestrian deaths that East Portland currently bears. Additionally, it will improve travel time reliability, reducing the congestion created by collisions.</p>
	<p>97. Mitigate negative social impacts: Develop policies that anticipate and address the displacement impacts of gentrification. Develop strategies that anticipate and address the displacement impacts of gentrification.</p>	<p>The Bureau of Planning and Sustainability (BPS) and the Planning and Sustainability Commission (PSC) worked with the Anti-Displacement PDX Coalition to create a set of policies in the 2035 Comprehensive Plan.</p>
	<p>98. Neighbor to neighbor crime prevention capacity: Support and expand community-based crime prevention efforts and work to improve communication and understanding between police and the community.</p>	<p>Office of Neighborhood Involvement's (ONI) Crime Prevention Program has a longstanding commitment to community-based crime prevention efforts. The program continues to conduct community organizing, problem-solving, and training for the public on crime issues.</p>



Complete






On Track



In Progress



Not Started

PROGRESS	ACTION TITLE AND DESCRIPTION	STATUS
	99. Community safety centers: Coordinate and co-locate public safety and other services in neighborhood centers to ensure a safe, resilient and peaceful community.	This action has not been initiated.
	100. Resiliency planning: Complete and implement key hazard and resiliency plans, including the Portland Natural Hazard Mitigation Plan; the Local Energy Assurance Plan; and the Climate Adaptation Plan to sustain and improve resiliency in infrastructure, public health and natural systems. Identify priorities for next steps (for all plans listed in Action 100), and initiate implementation and monitoring.	<p>Natural Hazard Mitigation Plan: This plan was adopted by Council in October 2016 and subsequently recognized by FEMA. It includes a prioritized list of implementation actions and highlights steps that advance equity. A plan implementation committee, composed of City staff and community members, will meet regularly beginning in 2017.</p> <p>Climate Change Preparation Strategy: The Climate Change Adaptation Plan, now titled the Climate Change Preparation Strategy, and its accompanying Risk and Vulnerability Assessment were adopted by council in October 2014. The City has convened a cross bureau Climate Change Preparation Strategy Implementation Team that meets on a quarterly basis and is working to implement the actions in the plan. In Portland, communities of color and low-income communities generally experience disparities that will likely be exacerbated by the impacts of climate change. The Climate Change Preparation Strategy actions were designed with an equity lens and prioritize communities of color and low-income communities. The implementation process is ongoing.</p> <p>Local Energy Assurance Plan: This plan has not yet started.</p>
	101. Disaster planning and management: Support seismic retrofits in older homes and underserved neighborhoods and identify potential financing tools.	PBEM applied for and received a grant from FEMA to support the seismic retrofit of up to 300 Portland homes. The project is being administered in partnership with Enhabit. In addition to improving the seismic safety for hundreds of households, the project supports local businesses to develop capacity for this work. PBEM is also developing a program to require seismic retrofits of unreinforced masonry buildings in the city; code amendments are expected to be in front of Council in 2017, and the City's 2017 legislative agenda is expected to include advocating for funding for this type of work.



Complete







On Track



In Progress



Not Started

PROGRESS	ACTION TITLE AND DESCRIPTION	STATUS
	<p>102. Neighborhood preparedness: Support and expand public safety and emergency education, preparedness and response programs, including Neighborhood Emergency Teams and Neighborhood Watch programs. Identify a network of multi-purpose community gathering places and shelters (e.g., schools, community centers, parks).</p>	<p>PBEM opened a new state-of-the-art Emergency Coordination Center (ECC) in 2014; implemented the PublicAlerts.org website, which centralizes service disruption information and allows residents to sign up for Portland's Community Emergency Notification System (CENS); and developed an online emergency preparedness video education series.</p> <p>PBEM focused on expanding the size and diversity of the NET program; half of Portland neighborhoods now have NET teams. PBEM also has a waiting list of over 1,400 people who want to participate.</p> <p>PBEM launched the Basic Earthquake Emergency Communication Node (BEECN) program in 2013. The BEECNs are a network of 48 equipment-cached sites throughout Portland that can be used to send and receive emergency information after a citywide emergency. In 2015, the bureau hired a full-time program coordinator, and in 2016 that position became permanent. The program coordinator has recruited BEECN program volunteers and continues to strengthen and expand the reach of this program.</p>
	<p>103. Age-friendly city: Develop and implement an action plan on aging and identify innovative ways for Portland to become a more age-friendly city.</p>	<p>City Council adopted the Action Plan for an Age-Friendly Portland in October 2013. The Age-Friendly Portland Advisory Council presented a one-year progress report to City Council in November 2014, summarizing progress on implementation.</p>
	<p>104. Central City planning: Complete the Central City 2035 Plan to enhance the role of the central city within the Healthy Connected City network and to expand opportunities for Central City neighborhoods to develop as complete communities.</p>	<p>The Proposed Draft of the Central City 2035 Plan contains goals, policies, actions and tools related to strengthening the Central City and Willamette River as the region's employment, transit, civic and cultural center. It supports the development of complete neighborhoods, emphasizing quality affordable housing, neighborhood amenities and services, active transportation, and opportunities for recreation, social gathering, and environmental enhancements.</p>
	<p>105. Broadband in neighborhoods: Identify and create several high-capacity broadband access points in neighborhood centers. Improve and expand free Wi-Fi access at publicly-owned and accessible buildings, such as schools and libraries.</p>	<p>OCT is facilitating planning among school districts, Multnomah County Library, Multnomah Education Service District, City of Gresham and Home Forward to leverage the network shared by public institutions to extend free WiFi service into low-income neighborhoods.</p> <p>OCT facilitates a fiber network (I-Net), which enables all schools and libraries in Multnomah County to provide free, public Wi-Fi. In addition, approximately 85 percent of City of Portland buildings have free Wi-Fi.</p> <p>OCT and the Bureau of Technology Services are funding a long-term network planning process with schools, libraries, community colleges, Home Forward and other public agencies to explore options for expanding publicly accessible broadband by leveraging public assets and resources.</p>



Complete



On Track



In Progress



Not Started

PROGRESS	ACTION TITLE AND DESCRIPTION	STATUS
	<p>106. Quality, affordable housing: Complete the citywide housing strategy and use it as a basis for regulations, location policies, incentives and public-private partnerships that help locate new well-designed, energy efficient, affordable housing in service-rich, transit-accessible locations in and around neighborhood hubs.</p> <p>Explore opportunities to create housing for elders and mobility-impaired residents in service-rich, accessible locations; and ensure that workforce housing is part of the mix of housing in neighborhood hubs.</p> <p>As an initial project, construct and include workforce and senior housing in the Gateway-Glisan mixed-use/mixed-income housing development.</p>	<p>In 2014, Portland Housing Bureau (PHB) completed the Housing Growth and Opportunity Analysis, identifying areas of opportunity in order to align and leverage PHB's tools and policies with the communities where they can have the greatest impact through both strategic investments in affordable housing in neighborhoods rich with opportunity and by increasing targeted public and private investment in neighborhoods lacking opportunity. In addition, the 2035 Comprehensive Plan includes a set of locational policies that support efforts to provide equitable access to high opportunity locations for the under-served and under-represented populations in Portland.</p> <p>Glisan Commons Phase I was completed in 2015. This mixed use project provides 67 affordable units for people earning 30 to 60 percent median family income (MFI). Construction has begun on Phase II, which will include 60 affordable units for seniors.</p>
	<p>107. Transit and active transportation: Identify barriers to pedestrian and bicycle access to and within neighborhood centers, develop priorities for investment, and implement policy changes and funding to ensure hubs have safe and convenient pedestrian and bicycle connections.</p>	<p>In 2012, City Council adopted the East Portland in Motion Strategy (EPIM), a five-year implementation strategy for active transportation projects east of 82nd Avenue. The City and agency partners will have allocated over \$86 million to EPIM implementation between 2012 and 2019. One project example is the East Portland Access to Transit (EPAT) Project, which is a \$4.2 million package to help implement EPIM projects like sidewalk infill, pedestrian crossings, and greenway improvements. Construction will begin in 2017.</p> <p>Through the Transportation System Plan update Portland Bureau of Transportation (PBOT) evaluated and prioritized major (> \$500,000) bicycle and pedestrian projects investments. The City also has been actively planning the next two regional High-Capacity Transit (HCT) Projects, the SW Corridor and the Powell-Division BRT. In addition, PBOT is in the process of developing two different plans (Growing Transit Communities Plan and Connected Centers Street Plan), which will be completed in 2017.</p> <p>Growing Transit Communities is an effort to identify and prioritize the most beneficial improvements that would make getting to the bus and using the bus a safer and more convenient option along sections of bus lines 87, 77, and 20. Connected Centers will develop street plans for new connections in the Jade District and Rosewood Neighborhood Centers and safe routes from the adjacent neighborhoods.</p>



Complete







On Track



In Progress



Not Started

PROGRESS	ACTION TITLE AND DESCRIPTION	STATUS
	<p>108. Healthy and affordable food: Retain and recruit grocery stores and other sources of health food (e.g. farmers markets and small market farms) as key components of neighborhood centers. Expand the Healthy Retail Initiative to support and encourage owners of existing small markets and convenience stores to provide healthy, affordable and culturally relevant food, especially in underserved neighborhoods.</p>	<p>The Urban Food Zoning Code Revisions in 2012 allowed community gardens, farmers markets, and Community-Supported Agricultural (CSA) drop-sites in all parts of Portland. It also permitted market gardeners to engage in direct, on-site and off-site sales to the consumer. Farmers' markets and CSAs continue to grow and thrive with two dozen markets and almost 70 CSA farms serving Portland.</p> <p>The Healthy Retail Initiative worked with 22 neighborhood store owners to increase healthy, fresh food options and to demonstrate how offering healthful products is a win-win for businesses and for community health. The County concluded their program in 2015 and now supports a community partner in implementing a Healthy Retail Initiative. This program is no longer active.</p> <p>From 2013 to 2015, BPS hosted and assisted an Oregon Department of Agriculture grant to the Portland Area Community Supported Agriculture Coalition to market and promote regional farms. Including healthful food outlets in neighborhood centers was included as a policy in the 2035 Comprehensive Plan.</p>
	<p>109. Community gardens: Create 1,000 community garden plots, focusing in areas accessible to neighborhood hubs and higher-density housing, by pursuing opportunities to repurpose publicly-owned land and through public-private partnerships.</p>	<p>In 2012 Commissioner Fish announced that PP&R had reached their goal of 1,000 gardens. In 2016, there are 50 community gardens located throughout Portland, with over 2,200 garden plots. Since 2012, Portland Parks and Recreation (PP&R) has put into service 23 plots at Oliver-Parklane and 23 plots at Centennial Park. PP&R, as well as BPS, continue to create new gardens on City-owned property and assist community groups to do the same on private property.</p>
	<p>110. Design for the community use of streets: Develop new design options that allow more community uses on neighborhood streets, especially in neighborhood centers. Build one demonstration project.</p>	<p>In 2013, Mayor Hales' office enlisted support from PBOT and Office of Neighborhood Involvement (ONI) to determine the level of community support for introducing community uses on gravel streets. A Portland State University (PSU) civic leadership class conducted early engagement activities, including door-to-door surveys and public meetings, in two neighborhoods with concentrations of unimproved streets.</p> <p>More recently, PBOT has initiated work on a Livable Streets Strategy to serve as a roadmap for encouraging and implementing placemaking and community uses in the public right-of-way. The final Livable Streets Framework and Strategy report will be completed in 2017.</p>
	<p>111. Programs for the community use of streets: Expand programs that promote periodic community use of streets, such as Sunday Parkways, block parties, festivals and farmers markets. Expand the Healthy Retail Initiative especially in underserved neighborhoods.</p>	<p>In 2016, PBOT will initiate a process to create a formal Livable Streets programs to facilitate positive community use of unimproved or underutilized sections of the right-of-way.</p>



Complete








On Track



In Progress



Not Started

PROGRESS	ACTION TITLE AND DESCRIPTION	STATUS
	<p>112. Historic resource protection: In coordination with neighborhoods, begin a phased inventory of historic and culturally significant resources and develop a strategy to preserve key resources. Give priority to areas in the Central City, in centers and corridors, or other areas likely to experience redevelopment pressure.</p>	<p>Both the 2035 Comprehensive Plan and the proposed Central City 2035 Plan contain new historic preservation policies and incentives, including transfers of development rights. BPS will scope a multi-phased project to update the Historic Resources Inventory.</p>
	<p>113. Arts and cultural facilities: Explore ways to support arts and cultural facilities as incubators in underserved areas, through tools such as public-private partnerships, incentives and school and community-based programs.</p>	<p>In February 2015, Regional Arts and Culture Council (RACC) approved an Equity Statement for the organization after an extended internal analysis of operations and grant funding. RACC is committed to addressing barriers created by privilege and prejudice in all their endeavors going forward.</p>
	<p>114. Gathering places for resiliency: Identify a network of multi-purpose community gathering places and shelters (e.g., schools, community centers, parks) as mainstays of local resiliency. Develop a plan to prepare identified locations to serve as shelters and centers for information dissemination, community organizing and distribution of food and water during emergencies.</p>	<p>PBEM launched the Basic Earthquake Emergency Communication Node (BEECN) program in 2013. The program has recruited BEECN volunteers, and continues to strengthen and expand the reach of this program by improving communications technology, recruiting for multi-lingual BEECN volunteers, and regularly testing the system.</p>
	<p>115. District scale environmental performance: Pursue ecodistrict partnerships and other approaches to achieve district-scale natural resource conservation, including water and energy efficiency, stormwater management, renewable power, active transportation, urban forest and natural resource enhancement.</p>	<p>BPS continues to work with community partners to identify and advance district-scale conservation efforts. These include, but are not limited to, district-energy feasibility assessments, support for multi-building energy efficiency improvements, waste composition studies and place-making activities. Where applicable, BPS engages or connects community initiatives and agencies with other City bureaus such as Bureau of Environmental Services (BES), PHB and PBOT.</p>
	<p>116. Natural resource inventory: Adopt an updated citywide natural resource inventory as a basis for updating the City's Comprehensive Plan, including new integrated policies to address watershed health and job goals. Integrate watershed health criteria into the analysis of alternative growth and land use scenarios. Establish criteria and methods to assess the watershed impacts of public policy and investment. Develop policies addressing ecosystem services and the value of natural resources, green infrastructure and related improvements.</p>	<p>The Natural Resource Inventory has been updated and adopted. Watershed health is one of the performance measures in the Growth Scenario Report. New policies that implement the Industrial Lands and Watershed Health Strategy are included in the 2035 Comprehensive Plan. Policies addressing ecosystem services and green infrastructure are also included.</p>



Complete





On Track



In Progress



Not Started

PROGRESS	ACTION TITLE AND DESCRIPTION	STATUS
	<p>117. Natural resources: Continue efforts to build a system of high quality parks and greenspaces... Acquire and develop high-quality parks and recreation facilities in currently underserved areas, such as in East Portland, where residents must travel more than half mile to a park or open space. Continue efforts to build a system of high quality parks and greenspaces. Preserve, enhance and restore high-priority natural resource areas through tools like willing-seller acquisition, restoration projects, regulations, agreements and partnerships.</p>	<p>From FY 2013-14 through FY 2014-15, the City acquired 345 acres of natural areas through partnerships between BES, PP&R, Metro, Trust for Public Land, Columbia Land Trust and Friends of Baltimore Woods. Parcels were acquired in the Columbia Slough, Johnson Creek, Fanno Creek and Willamette watersheds. Examples of successful acquisitions include:</p> <ul style="list-style-type: none"> • Wilkes Creek Headwaters (Columbia Slough watershed): The site contains the headwaters of Wilkes Creek, the only remaining above-ground stream in Portland that feeds the Columbia Slough. The Wilkes neighborhood is park deficient, and BES is working in partnership with PP&R to enhance the stream and create public access and education opportunities that are sensitive to the natural area. • River View Natural Area (Willamette Watershed): The River View forest fills a gap in an upland wildlife corridor that links Forest Park to Tryon Creek State Natural Area. Seven above-ground streams support critical habitat in the lower Willamette River for Endangered Species Act (ESA) listed salmonids. Acquisition has created the largest new public natural area in the city in decades and has allowed for significant management of invasive species and stabilization of streambanks. <p>BES is in the process of implementing a five-year watershed land acquisition program (FY 2017-22) to protect high- and medium-function natural resources that support watershed health, facilitate future restoration efforts or stormwater management facilities, reduce risk to downstream infrastructure, support equitable access to nature across the City, and support special status species and habitats.</p>
	<p>118. Fish passage: Initiate a culvert removal program to expand salmon habitat within Portland streams, beginning by restoring Crystal Springs to a free-flowing salmon-bearing stream with enhanced stream bank and in-stream habitat.</p>	<p>Beginning in 2010, BES in partnership with PBOT, PP&R, the U.S. Army Corps of Engineers, TriMet, Reed College and many other community partners, replaced seven fish passage barriers in Crystal Springs. The remaining two are scheduled for replacement in 2016, making Crystal Springs fully accessible to salmon, steelhead and lamprey. Additionally, these partners have restored one mile (out of 2.4) of riparian habitat in the vicinity.</p>



Complete





On Track



In Progress



Not Started

PROGRESS	ACTION TITLE AND DESCRIPTION	STATUS
	<p>119. Tree canopy: Revisit and refine tree canopy targets, while continuing investments in planting trees and implementing new tree codes.</p>	<p>The update to the Urban Forest Management Plan is scheduled to start in FY 2017-18 and will include revisiting and refining tree canopy targets.</p> <p>Full implementation of the tree code started in January 2015. Urban Forestry is also moving forward with refinements to the tree code in 2016.</p> <p>The City continues to make continuing investments in planting trees. PP&R planted 180,696 trees and shrubs in the FY 2013-14 and 2014-15. Since FY 2012-13, 399 trees were planted in parks, 18,006 were planted in the right-of-way, and 3,884 were planted as part of development requirements for street tree planting.</p> <p>During the past three years (FY 2013-FY 2015), BES and partners planted 16,183 trees. FY 2013 marked the fifth year of the five-year Grey to Green Initiative that provided the funding to increase tree planting across Portland. Following Grey to Green, the bureau has continued to invest in urban tree planting at a rate of roughly 3,000 trees per year. BES has a five-year strategy for continued investments in trees, including outreach and education, tree planting, and structural pruning services to maximize the health and longevity of urban trees. In 2016, BES will be soliciting proposals for a five-year community tree work contract with an emphasis on equitable service provisioning, with a focus on low-canopy, low-income, racially-diverse neighborhoods.</p>
	<p>120. Invasive plant removal: Remove invasive plant species and revegetate 700 acres of natural areas within the city with native plants.</p>	<p>In FY 2012-13 through FY 2014-15, the BES Watershed Revegetation Program initiated invasive vegetation control treatments on 682 acres of natural area within the City. During the same period, 580 natural area acres were planted with native tree and shrub seedlings. Projects were implemented on properties owned by BES, as well as other City bureaus, other government agencies, and private partners. The goals of these vegetation management projects included reduction of invasive species coverage, improvement of surface water quality, attenuation of stormwater runoff, increased biodiversity, and enhancement of habitat for native fish and wildlife. Over the last three years, PP&R treated 6,456 acres (1,087 acres of new treatments) of natural area, this includes removal of invasive species.</p>



Complete






On Track



In Progress



Not Started

PROGRESS	ACTION TITLE AND DESCRIPTION	STATUS
	<p>121. Regional and local trails: Work with Metro and The Intertwine Alliance to connect, expand and maintain Portland trails and habitat corridors as part of the regional network of trails and habitats. Implement key trail projects to accomplish local and regional connectivity:</p> <p>Pursue ways to speed up the trail acquisition process and create additional tools to enable the City to obtain trail easements, so that the regional system in Portland is completed in a timely manner.</p> <p>Construct the Hillsdale section of the Red Electric Trail.</p> <p>Complete the Sullivan’s Gulch Trail Concept Plan and the North Willamette Greenway Feasibility Study.</p>	<p>Since 2012, PP&R has expanded the regional trail system with four new miles of trails, including the Columbia Slough Trail between I-5 and N Vancouver Avenue, and a new bridge between Chimney and Pier Parks. The City has worked closely with Metro to improve the trails acquisition process and meets with Metro staff bi-monthly to coordinate. The Hillsdale section on the Red Electric Trail is being designed currently, and is set to begin construction in 2016-17. Both the Sullivan’s Gulch Plan and the North Portland Greenway Trail Study have been completed, and the City has submitted a grant to fund the first portion of Sullivan’s Gulch (segment 11, which connects to the existing I-205 multi-use regional trail and the planned Gateway Green project). The central portion of the Willamette Greenway in South Waterfront was opened in May 2015, a major milestone in the fulfillment of the 2004 Greenway Development Plan.</p>
	<p>122. Neighborhood greenways: Initiate implementation of the neighborhood greenways network by completing 75 miles of new facilities, including:</p> <p>Clay, Montgomery, Pettygrove and Holladay Green Street projects to connect every quadrant of the city to the Willamette River.</p> <p>Bike and sidewalk connections to Multnomah Village and the Hillsdale Town Center.</p> <p>Bike and sidewalk connections between SE Foster to the I-84 path using a route along NE/SE 128th and 132nd avenues.</p> <p>North Portland Neighborhood Greenway from Pier Park to Interstate Avenue.</p>	<p>Since 2012, PBOT has built a total of 20 miles of neighborhood greenways. There is a total existing network of 77 miles of neighborhood greenways. There are another 16 miles of neighborhood greenways identified as “funded.”</p> <p>Green street improvements were made on Clay, Montgomery, Pettygrove, or Holladay Streets, but are not considered part of the neighborhood greenway network. Some bike and sidewalk connections have been provided to Hillsdale Town Center along Sunset, and SW Multnomah has an improved segment of protected bikeway leading to Multnomah Village.</p> <p>The 130th Avenue Neighborhood Greenway is scheduled for construction in 2017. PBOT has secured full funding for the Flanders Overcrossing.</p>
	<p>123. Stable transportation funding: By 2016, Portland must adopt a stable source of transportation revenue to more predictably advance sustainable community outcomes. Create a committee comprised of diverse stakeholders to consider a range of potential, broad-based revenue options.</p>	<p>In May 2016, Portland voters approved a temporary ten-cent per gallon tax on motor vehicle fuel for vehicles under 26,000 pounds. This new tax will generate an additional \$64 million for street repair and traffic safety projects over the next four years. The specific project list also prioritizes important projects in under-served East Portland. In addition, City Council created a new Heavy Vehicle Use Tax that will generate \$10 million from vehicles over 26,000 pounds. The City of Portland is partnering with the Oregon Transportation Forum to advocate for additional funding for multi-modal transportation. Transportation Funding will be a major issue in the 2017 legislative session and the legislature convened a Joint Committee on Transportation Preservation and Modernization to identify statewide transportation funding priorities.</p>



Complete







On Track



In Progress



Not Started

PROGRESS	ACTION TITLE AND DESCRIPTION	STATUS
	<p>124. Alternative right of way projects: Implement pilot program for alternative right-of-way improvements and funding approaches for under-improved streets, to provide additional multi-modal transportation and stormwater management options where traditional approaches are not feasible, and to foster street design that is more responsive to community characteristics.</p>	<p>In fall 2015, PBOT adopted two Neighborhood Street Plans, Division-Midway (East Portland) and Tryon-Stephens (SW Portland). These two plans—along with the 2012 Cully Local Street Plan—were developed to create flexible, context-based strategies for improving streets in pattern areas outside the Central and Inner Neighborhoods.</p> <p>PBOT is working to pilot alternative street designs on SW 19th Avenue in Southwest Portland and with a larger area-wide project for Errol Heights in Brentwood Darlington (construction in 2017). PBOT has obtained funding through the Fixing Our Streets program to pilot safer shoulder improvements and other alternative walkway designs in the right-of-way.</p>
	<p>125. Unimproved right of way alternatives: Develop new options for temporary or permanent repurposing of unimproved rights-of-way for public uses such as pedestrian and bikeways, community gardens, rain gardens, park spaces or neighborhood habitat corridors.</p>	<p>Developing a Living Streets strategy that facilitates positive community use, focusing on community use of unimproved or underutilized sections of the right-of-way was part of PBOT's work plan in 2016.</p> <p>PBOT moved forward with the first year of the pilot program Community-Initiated Neighborhood Trails Process (the Urban Trails program), which includes an easy-to-follow process for community groups to propose, permit, build and maintain trails.</p>
	<p>126. Pedestrian facilities: To help accelerate the creation of safe pedestrian connections where they are lacking, identify acceptable conditions and implementation strategies for the interim or permanent use of alternative treatments that do not meet current City standards but can benefit pedestrians.</p>	<p>PBOT has funding to update the City's Pedestrian Master Plan. As part of the plan development, alternative treatments for creating safe pedestrian connections will be explored. This work will build upon the context based strategies for improving streets adopted in recent neighborhood street plans, including for the Cully, Division-Midway (East Portland) and Tryon-Stephens (SW Portland) areas.</p>
	<p>127. Civic corridors design: Identify and develop new rights-of-way designs for key transit streets that better integrate frequent transit, sidewalks, protected bike facilities, pedestrian crossings, freight access, landscaped stormwater management, large-canopy trees and place-making amenities (e.g., benches and signage).</p>	<p>In 2015, PBOT unsuccessfully applied for an Oregon Department of Transportation (ODOT) grant to undertake the Adaptive Streets Policy Implementation Framework project to develop guidance on policy trade-offs in constrained street rights-of-way during project implementation and development review. The project would have selected case Civic/Neighborhood Corridors to study.</p> <p>No alternative funding sources have been identified.</p>



Complete






On Track




In Progress



Not Started

PROGRESS	ACTION TITLE AND DESCRIPTION	STATUS
	<p>128. Civic corridors integration: Incorporate civic corridors concepts, including green infrastructure investment, active transportation improvements, transit service, environmental stewardship and strategic redevelopment in the following efforts to provide a model for future projects.</p> <p>122nd Avenue planning to enhance transit service and connections to East Portland and citywide destinations.</p> <p>Portland Milwaukie Light Rail Tacoma Street Station to restore the adjacent section of Johnson Creek and provide connections to the Springwater Corridor.</p> <p>Foster Lents Integration Partnership to coordinate transportation investments, stormwater management improvements, open space, flood plain restoration and private development and investment.</p> <p>Barbur Concept Plan to create a long-term vision for the Barbur Corridor between Portland's Central City and Tigard city limit in anticipation of future high capacity transit in the Southwest Corridor.</p>	<p>In 2016, PBOT completed two rounds of updates to the City's Transportation System Plan (TSP) as part of the 2035 Comprehensive Plan adoption. Stage 2 of the TSP update amended the Street Design Classifications to incorporate Civic Corridors, Neighborhood Corridors and Greenways to implement the Portland Plan and 2035 Comp Plan. Street Design Classifications emphasize the need for complete streets and provide general design guidance on the allocation of right-of-way space based on the adjacent land use context.</p>
	<p>129. Sidewalk infill and pedestrian facilities: Through the existing Sidewalk Infill on Arterials Program, build pedestrian facilities on all arterials that are 'Streets of Citywide Significance' arterials in east and southwest Portland to address high priority gaps in the sidewalk network.</p>	<p>Since 2011, PBOT has constructed 15 projects including about seven miles of new sidewalk, most of which filled the gaps in the network in East Portland.</p>
	<p>130. Streetcar planning: Begin planning for two corridors identified in the Streetcar System Concept, with at least one of those corridors serving neighborhoods outside the Central City. Integrate protected bikeway recommendations from the Portland Bicycle Plan for 2030. Develop risk assessments for involuntary displacement in these corridors.</p>	<p>PBOT developed a streetcar corridor economic impact analysis and used it to evaluate candidate lines in the Streetcar System Concept. The analysis was discussed with the Portland Streetcar Board and the PSC. Streetcar extensions are not currently in the PSC-recommended financially constrained TSP project list. Several options are being considered should federal and other funding become available, including SW Macadam, NE Broadway, NE Sandy, NE MLK, and Montgomery Park.</p>

OTHER ACTIONS

PROGRESS	ACTION TITLE AND DESCRIPTION	STATUS
	<p>Identify which actions will commence during the FY2012-13 budget, given partner organization's approved budgets.</p>	<p>The FY 2012-13 budget process did not identify which actions would commence via the approved budget. However, in the FY 2013-14 budget process, bureaus were directed to state in their decision package narrative the specific Portland Plan goals and/or objectives that the package would address.</p>



Complete







On Track



In Progress



Not Started

PROGRESS	ACTION TITLE AND DESCRIPTION	STATUS
	Update the Portland Plan website, www.pdxplan.com , to include recommendations and ideas for how Portlanders can develop complementary Portland Plan actions. This action is implemented on an on-going basis.	The Portland Plan website has up-to-date ideas for Portlanders to invest in the community.
	Institute a process by which lead partners track and coordinate progress.	Through the creation of this progress report, partners helped track and report progress on actions.
	Convene Portland Plan partners to align future organizational budgets according to Portland Plan priorities.	As part of FY 2014-15 budget development, the City Budget Office (CBO) introduced a performance framework to guide budget investments in the three citywide priority areas: Expand Complete Neighborhoods, Decrease Homelessness, and Enhance Emergency Preparedness. The goal for the Complete Neighborhoods priority was based directly on a Portland Plan Measure of Success. CBO worked with lead bureaus BPS, PHB, and PBEM to determine an impact measure for each priority area as well as set of key performance measures, to be used to track City progress in each areas. Lead bureaus monitored and reported measure actuals to Council on a quarterly basis over FY 2014-15. In FY 2015-16, the measures developed for this initiative were incorporated into the City bureau dashboards that are available to Council and the public at www.portlandoregon.gov/cbo/performance . As part of FY 2016-17 budget development, bureaus will be linking all Key Performance Measures with a Citywide or bureau strategic plan, enabling decision-makers to better track progress on the Portland Plan and other City-adopted policies.
	Develop City budget instructions that clearly identify which Portland Plan measures or goals that City bureaus need to track each year.	<p>As part of FY 2015-16 budget development, CBO added a requirement for City bureaus to develop Key Performance Measures (KPMs), outcome-level indicators that track the results of core bureau programs and service progress towards City and bureau mission and strategic direction. This effort advances the City's ability to track progress on Portland Plan implementation, as many bureau strategic directions are based on the goals stated in the Portland Plan. For example, the FY 2015-16 Adopted Budget document states that OEHR's strategic direction follows the framework of the Portland Plan.</p> <p>As part of the FY 2016-17 budget development, CBO has asked that bureaus link each KPM to a strategic target that references a bureau or City strategic plan. The addition of these strategic targets for all KPMs will better enable decision-makers and the public to track progress on the Portland Plan and other City adopted policies. In addition, the Mayor's Budget Guidance stated that each bureau, as part of the FY 2016-17 budget submission, was required to include information on their efforts towards achieving the goals in the City's adopted plans/policies, and estimate the fiscal or other barriers to achieving these goals.</p> <p>The Key Performance Measures developed for this reporting were then incorporated into the City bureau dashboards that are available to Council and the public at www.portlandoregon.gov/cbo/performance.</p>



Complete



On Track



In Progress



Not Started

PROGRESS	ACTION TITLE AND DESCRIPTION	STATUS
	Collaborate with Greater Portland Pulse to integrate the Portland Plan measures into the regional indicators effort.	Greater Portland Pulse (GPP) gathered and visualized data for five Portland Plan indicators: self-sufficiency; high school graduation rate; environmentally friendly transportation modes; obesity; and unemployment rate. Each indicator has its own indicator page, with city-level data and contextual information. The data are regularly updated. The Portland Plan indicators can be accessed through the Custom Data link on the GPP homepage (http://www.portlandpulse.org/). A recently redesigned splash page helps users to navigate the Portland Plan indicators and understand the larger context in which they exist.
	Complete the Comprehensive Plan to meet State-mandated long-term planning for growth, land use, transportation, economic development and community involvement.	City Council adopted the Comprehensive Plan goals, policies and map in September 2016. Some early implementation projects, including zoning map changes, zoning code changes, and Transportation System Plan amendments have been adopted and are expected to be completely adopted by City Council by the end of 2016.
	By the end of 2012, partners identify which actions they recommend for funding in FY 2013-14. Continue this annual process through FY 2016-2017	This action has not been initiated.
	Update the Portland Plan website, www.pdxplan.com , to include information on which actions are up for consideration in the upcoming budget year. This action happens yearly.	This action has not been initiated.
	Complete a year-three assessment (FY 2014-15) of action implementation and track progress against the Measures of Success.	In fall 2015, BPS engaged City bureaus and Portland Plan partners to assess the status of implementation actions. This current report presents those findings and provides most recent data on the Measures of Success.
	Develop and update the action plan for FY 2017-2018 through FY 2021-2022 and present the updated action plan to the City Council by the end of 2016.	BPS and OMF expect to convene bureaus and other Portland Plan partners in 2017 to begin to develop and update the action plan.
	Work with the Office of Government Relations (OGR) to form Portland Plan-based partnerships with State of Oregon and Federal agencies.	OGR has created a five-year strategic plan (2016-2020) to advance the City's legislative and intergovernmental policy objectives with state and federal agencies.



Complete



On Track



In Progress



Not Started

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PORTLAND PLAN PARTNERS

City of Portland
Multnomah County
Metro
TriMet
Portland Development Commission
Portland State University
Mount Hood Community College
Portland Public Schools
David Douglas School District
Parkrose School District
Reynolds School District
Centennial School District
Oregon Health and Science University
Portland Community College
Home Forward
Oregon Department of Land Conservation and Development
Oregon Department of Transportation
West Multnomah Soil and Water Conservation District
East Multnomah County Drainage District
WorkSystems, Inc.
Multnomah Education Service District
Port of Portland
Regional Arts and Culture Council

CITY OF PORTLAND BUREAU ACRONYMS

BDS = Bureau of Development Services
BES = Bureau of Environmental Services
BPS = Bureau of Planning and Sustainability
CBO = City Budget Office
OEHR = Office of Equity and Human Rights
OGR = Office of Government Relations
OMF = Office of Management and Finance
ONI = Office of Neighborhood Involvement
PBEM = Portland Bureau of Emergency Management
PBOT = Portland Bureau of Transportation
PDC = Portland Development Commission
PHB = Portland Housing Bureau
PP&R = Portland Parks and Recreation
Water = Portland Water Bureau