



**Portland
Housing
Bureau**

Portland Housing Advisory Commission

Tuesday, September 22, 2015

9:00 a.m. – 4:00 p.m.

Portland Housing Bureau – Steel/Bridge Room

421 SW 6th Ave. 5th Floor

Portland, OR 97204

Non-Public Commission Member Training Begins

AGENDA TOPIC	LEAD	ACTION	TIME
Coffee and Welcome			9:00 – 9:30
PHAC Mandate & Overview of Day	Matthew Tschabold	Presentation	9:30 – 10:00
Housing Commissioner Charge and Director’s Remarks	Dan Saltzman Kurt Creager	Discussion	10:00 – 10:30
State of Housing in Portland	Matthew Tschabold	Presentation	10:30 – 10:45
Current City Funding and Programs	PHB Staff	Presentation	10:45 – 11:00
Demolition Tax Proposal	Jillian Detweiler	Discussion	11:00 – 11:30
Portland Comprehensive Plan	Tom Armstrong	Discussion	11:30 – 12:00
Lunch Break			12:00 – 1:00

Public Work Session Begins

AGENDA TOPIC	LEAD	ACTION	TIME
Work Plan Development <ul style="list-style-type: none"> • <i>Define Issue Areas: Resources, Policy, and Programming, Etc.</i> • <i>Identify Specific Issues in Each Issue Area for PHAC to Address in Work</i> • <i>Prioritize Specific Issues</i> • <i>Develop Time Frame for Work Plan</i> • <i>Governance and Structure</i> 	Matthew Tschabold	Discussion and Decision	1:00 – 4:00

The public is invited to attend the public portion of the retreat to listen and observe. No public testimony will be offered during the retreat.

Materials for all meetings will be posted on PHB’s website: www.portlandonline.com/PHB/PHAC.

Upcoming Public PHAC meetings: October 6, 2015

Accessibility: To help ensure equal access to City programs, services and activities, the City of Portland will reasonably modify policies/procedures and provide auxiliary aids/services to persons with disabilities. Call 3 days in advance to request special assistance for ADA accessibility. 503-823-2375, TTY, 503-823-6868.

Language Services: To help ensure equal access to City programs, services and activities, the City of Portland will reasonably provide translation services with at least 48 hours advance notice. 503-823-2375, TTY 503-823-6868.

Portland Housing Advisory Commission

The PHAC is designated as the primary public forum for discussion of housing policy, strategy, and resources in the City of Portland.

PHAC Mission

The mission of the PHAC is to advise the Director of the Portland Housing Bureau (PHB), the Housing Commissioner, and the Portland City Council on housing and homelessness policy, strategy, and resource issues, promote improvements within the Portland Housing Bureau and the larger housing system, highlight opportunities for influence between the City housing system and other systems, as well as provide a forum for public input on housing and homelessness issues.

Duties

A. Housing Policy and Planning.

1. Provide a sounding board on Portland housing policy issues.
2. Promote improvements within PHB.
3. Identify opportunities where PHB might influence the larger housing system to become more streamlined and to better align system resources, to support PHB's mission.
4. Advise PHB on City priorities for affordable housing development.
5. Monitor and periodically recommend updates to PHB's Strategic Plan.
6. Monitor and annually recommend updates to the Consolidated Plan Priorities for allocation of federal housing and community development resources.
7. Recommend annual production and performance goals to carry out PHB's Strategic Plan and the Consolidated Plan.
8. Press PHB to implement its commitment to equity in all facets of its work.

B. Budget Review and Recommendations.

1. Function as the Budget Advisory Committee for the Portland Housing Bureau.
2. Assist PHB to align its resources from all sources to its mission and priorities.
3. Identify opportunities for PHB to influence other public agency budgets and proposed work programs in furtherance of its mission.

C. Resource Development. Assist PHB to identify and recommend ways to increase the resources available to maintain and expand the supply and availability of affordable housing and necessary support services through new initiatives and programs.

D. Program Development and Evaluation.

1. Advise PHB on the effectiveness of housing programs at meeting PHB's mission.
2. Advise on strategies for investment of public resources in furtherance of the PHB's mission.

E. Public-Private Partnerships.

1. Advise PHB on strategies to improve access to public and private sources of financing for affordable housing initiatives. Sources of financing include banks, philanthropic institutions and other socially-motivated investors, the State Housing Trust Fund, Block Grant and entitlement funders, and bond issuing agencies.

2. Foster housing production by identifying opportunities to streamline the regulatory process.
3. Actively encourage the support, personal commitment, and participation of highly respected community leaders in furthering the City's affordable housing agenda.

F. Community and Intergovernmental Relations.

1. Provide a forum for members of the community to provide comment about community needs and priorities.
2. Advise PHB on its legislative agenda to increase federal and state support for housing and supportive services.
3. Advise PHB on opportunities to coordinate regional housing policy with the Metropolitan Service District and other local governments.
4. Advise PHB on opportunities to coordinate policy development with local housing and social service groups.
5. Assist PHB to extend and deepen its community partnerships.
6. Assist PHB to integrate the perspectives of Urban Renewal Advisory Committees (URACs), and advise it on other ways it can engage the URACs to inform its broader agenda.
7. Periodically review PHB's broader public involvement strategy and implementation to make sure that community members and stakeholders have many opportunities to participate in PHB's work.
8. Advise PHB on its external communications strategy to make sure that it supports PHB's mission.
9. Periodically review PHB's information and referral strategy to make sure that it operates effectively and recommend changes.

City of Portland, Oregon

Portland Housing Bureau



Portland
Housing
Bureau


Portland Housing Advisory Commission 2015 Annual Retreat

Current Portland Housing Bureau Programs

PHB's Housing Access & Retention Team (HART)

Creating home for thousands of households per year by administering programs and coordinating community initiatives to prevent and end homelessness

HART Staff...

- Support and actively participate in local policy work to align with community plan to end homelessness, A Home for Everyone
 - Coordinate resource asks, like annual HUD Continuum of Care application, bringing more than \$13M annually
- 
- Negotiate & manage contracts, monitor for funding compliance

And HART Staff Also...

- Work to align bureau resources with community strategies to end homelessness, including Consolidated Plan
- Lead bi-annual one-night street count
- Lead Severe Weather Emergency Shelter Response through the Winter

Programs Funded

Annual budget FY 15-16, \$16.4M in City general funds and HUD grants

Services primarily in four categories:

- Supportive housing & rent assistance
- Short-term rent assistance & eviction prevention
- Shelter & emergency services
- Access & stabilization services

Also, \$2.1M to PDC's Economic Opportunity Initiative

Quick facts: FY 14-15 Outcomes

- 16 nonprofit and public contractors
- 38 contracted programs
- 11,952 individuals served, 58% from communities of color (up from 48% in 2012 – 2013)
- 1,620 permanent housing placements (19% families, 40% disabled)



Challenges

- Lack of affordable rental housing
- Increasing rents and no-cause evictions
- Significant increase in unsheltered African-Americans in January one-night count; directing new resources for culturally-specific services
- High work volume → staff

Opportunities

- Strengthened partnerships with County & Home Forward in aligning focus on equity
- Home for Everyone Coordinating Board: Shared governance of homeless resources & policies
- Contractors enthusiastically working to improve equity & sharing ideas
- With new funding, able to prioritize equity, leverage resources, strengthen partnerships among culturally-specific and other agencies

Neighborhood Housing Program

Creating and stabilizing homeowners with a focus on communities of color

NHP PROGRAMS

- Homeownership education and counseling
 - \$380,000 budgeted
 - 996 households served
 - 67% from communities of color
 - Homeownership down payment assistance
 - \$1,430,000 budgeted
 - 21 homebuyers assisted
 - 69% from communities of color
 - Home repair grants and loans
 - \$1,500,000 budgeted
 - Households assisted
 - 55% from communities of color
 - Indirect Programs (LTE/SDC/MCC)
 - \$2,100,000 in local foregone revenue
 - 222 households assisted
 - 37% from communities of color
-

NHP Opportunities

- Development of new program tools (lease to own, tax exemptions for affordable ADU development, etc.)
 - Better integration of existing programs and services across silos and jurisdictions
 - Improve and standardize techniques to track program outcomes
 - Increase regular engagement of lending and real estate partners
 - Increased MWESB participation for all construction dollars
-

Housing Investment and Portfolio Preservation (HIPP)

HIPP Programs

Rental Housing

1. Finance and Development
 2. Asset Management and Compliance
-

HIPP Programs

- 🏠 Finance and Development as of Sept 2015:
 - Projects/units in construction: 7/382
 - PHB Amount: ~\$36M
 - Projects/units in planning/pre-dev phase: 13/~750
 - PHB Amount: >\$50M
 - Notice of Funding Availability (NOFA)
 - Release mid-October
 - Total PHB resources: \$33M
-

HIPP PROGRAMS

Finance and Development as of Sept 2015:

Portland Housing Bureau: Development Pipeline							
Project	Location/URA	[Potential]* Affordable Units	Market or non- regulated units	Unit Types (Bedrooms)	Status*	Timeline	"New" Units?*
Miracles Central	OCCURA	47	0	Studio, 1, 2	Construction Beginning	Complete summer 2016	New
St. Francis Park	Central Eastside URA	101	0	Studio, 1, 2	Pre-Development	Construction begins early 2016	New
NAYA Generations	Lents URA	40	0	1, 2, 3, 4	Pre-Development	Construction begins late 2015	New
Hawthorne East	Inner East (not in URA)	71	0	1	Pre-Development	Renovations begin Oct 2015	New
1st and Arthur	SW Portland (not in URA)	39	0	Studio, 1	Pre-Development	TBD	New
Bronaugh	SW Portland (not in URA)	49	0	Studio, 1	Pre-Development	TBD	New
New Meadows	ICURA	14	0	Studio, 1	Pre-Development	TBD	New
Palindrome	Lents URA	120	0	TBD	Pre-Development	TBD	New
PCRI Scatter Sites	3 sites in NE Portland (not in URA)	8	0	3	Pre-Development	TBD	New
W&D Development	Lents URA	16	38	1, 2, and 3	Pre-Development	TBD	New
Woody Guthrie	Lents URA	13	some	2, 3	Pre-Development	TBD	New
North Macadam – Parcel 3	North Macadam URA	203	162	TBD	Reviewing Proposals	TBD	New
NW Raleigh St & 14th	River District URA	50-60	0	1, 2, and 3	Solicitation	RFP closes 8/17/15	New
Grant Warehouse	ICURA	45-70	0	TBD	Solicitation	RFQ closes 7/16	New
Erickson-Fritz	River District URA	52	10	Studio, 1	Under Construction	Complete Q3 2015	New
Maggie Gibson	ICURA	9	0	Studio, 1, 2, 3	Under Construction	Complete Q4 2015	Rehab of units already in PHB portfolio
The Abigail	River District URA	127	27	Studio, 1, 2, 3	Under Construction	Complete summer 2016	New
Allen Fremont	ICURA	63	0	1	Under Construction	Rehab complete fall 2015	Rehab of units already in PHB portfolio
Vista De Rosas	Cully (not in URA)	25	0	1,2,4	Under Construction (nearly complete)	Complete Q3 2015	Rehab of units already in PHB portfolio
Gilman Court	Gateway URA	59	1	1	Under Construction (nearly complete)	Pre-Leasing; Grand Opening 7/20/15	New
Total		1,056	189				

HIPP PROGRAMS

🏠 Asset Management and Compliance as of Sept 2015:

- Projects: 267
- Units: 13,409 (affordable)
- Race/ethnicity of tenants in %

White	54%
Black	16%
Latino	9%
Asian	3%
Native American	2%
No data	16%

PHAC Budget Orientation

September 8, 2015

Budget Orientation

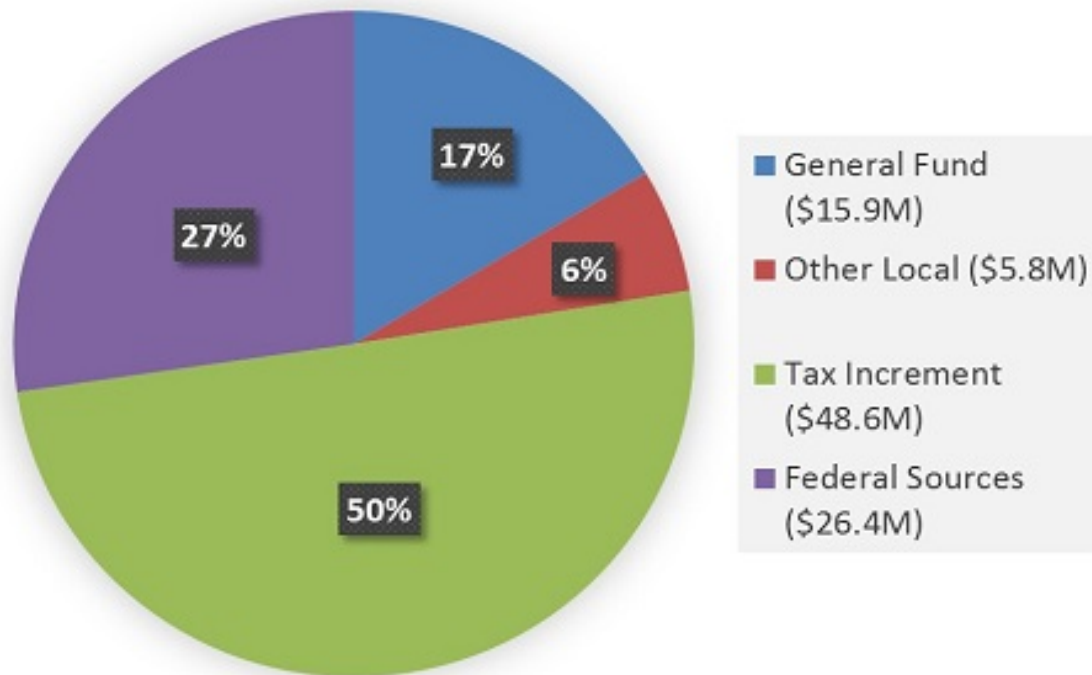
- **FY 2015-16 Budget Document**
(see printed materials)
- **Current Year Budget Look**

FY 2015-16 Adopted Budget By Funding Source

Portland Housing Bureau

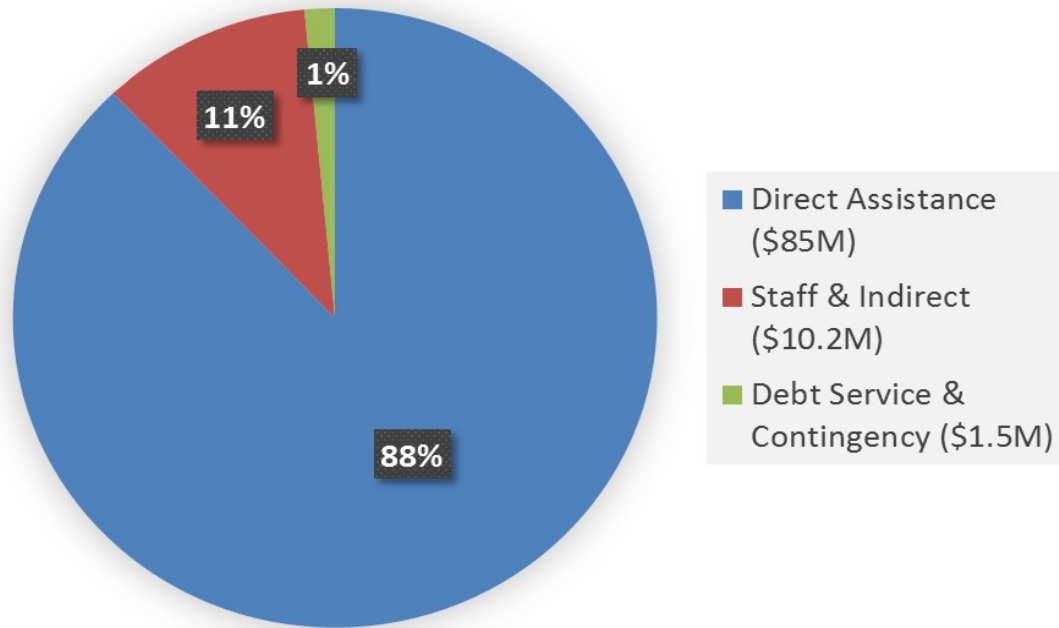
Budget by Funding Source

FY 2015-16



FY 2015-16 Adopted Budget By Expense Category

Portland Housing Bureau
Budget by Expense Category
FY 2015-16

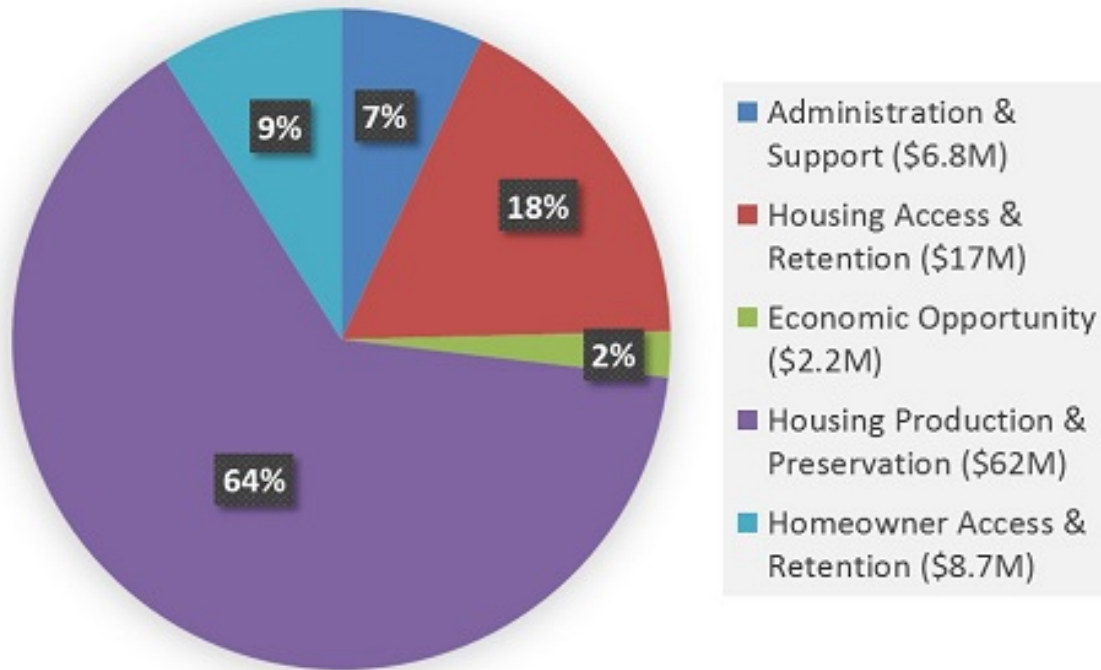


FY 2015-16 Adopted Budget By Program Area

Portland Housing Bureau

Budget by Program Area

FY 2015-16



PHAC Budget Worksheet

- Current Year Adopted Budget by Delivery Program

(Refer to printed materials)

Preliminary Budget Stage

- **November – December**
 - Budget Guidelines to Bureaus
 - Council Budget Work Session
 - General Fund Financial Forecast
 - PDC TIF Forecast

PHB has the PHAC and the sub-BAC advisory committees, other community and internal staff meetings

Requested Budget Stage

- *First week February – Bureaus Submit Requested Budgets*

February – April

- CBO analyzes requested budgets and writes issue papers
- Citywide Community Forums
- Public Surveys
- Council Work Sessions with Community Budget Advisors & Bureaus

Proposed Budget Stage

- **April – early May**
 - Mayor's Proposed Budget – internal meetings
 - Discussions with CBO, bureau directors, and commissioners
 - Mayor announces budget decisions

Approved Budget Stage

- **May – June**

- Public Budget hearing
- City Council hearing & budget approval

City outreach:

- Evening hearing for public testimony on the Proposed Budget
- Electronic and written testimony continues

Adopted Budget Stage

- **Mid - Late June**
 - Technical adjustments
 - Mid-June - council vote on Adopted Budget

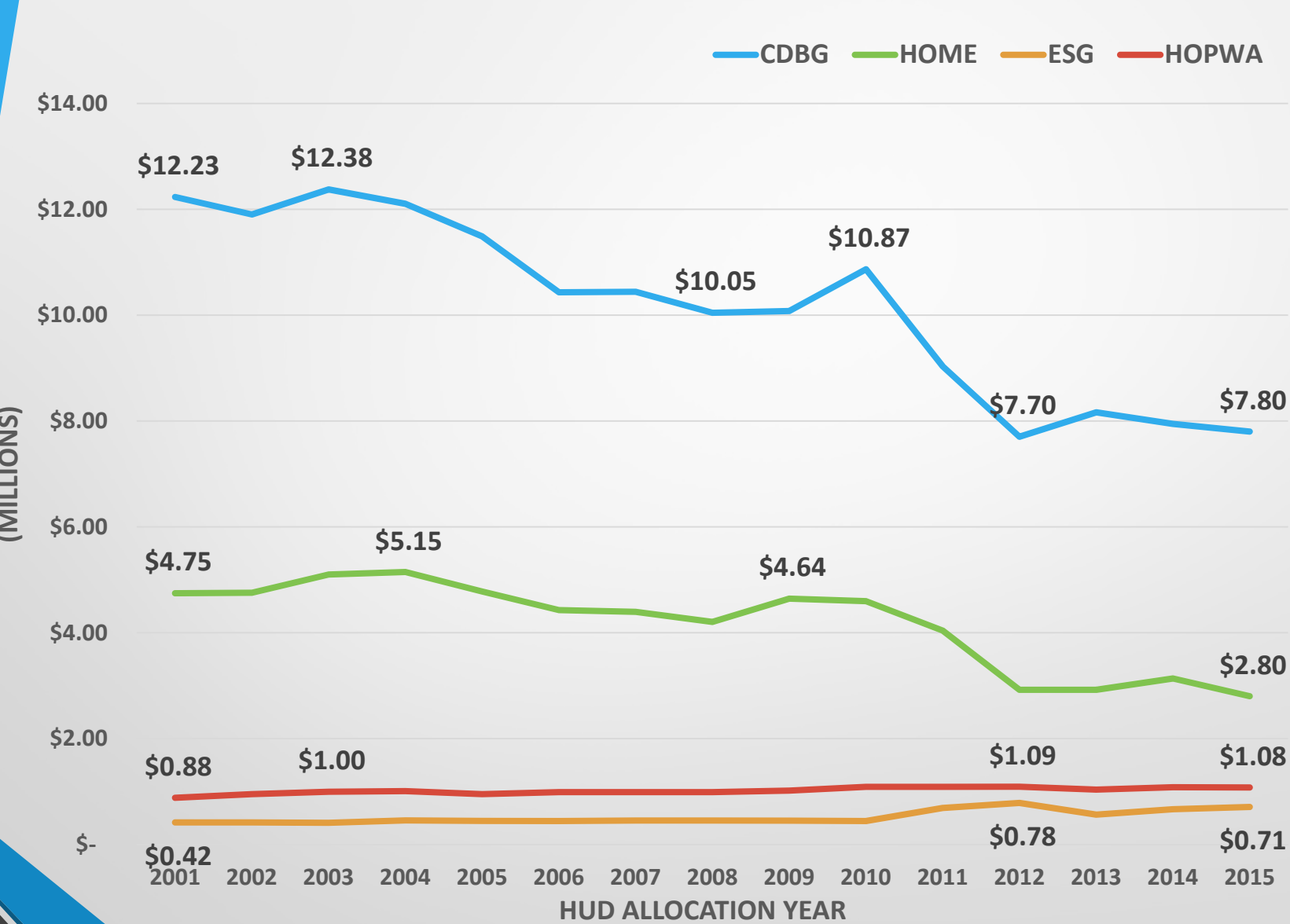
Budget Trends & Issues

- **Federal Grant Uncertainty -
Sequestration/Gridlock**
- **Historical Trends**
- **Forecast**

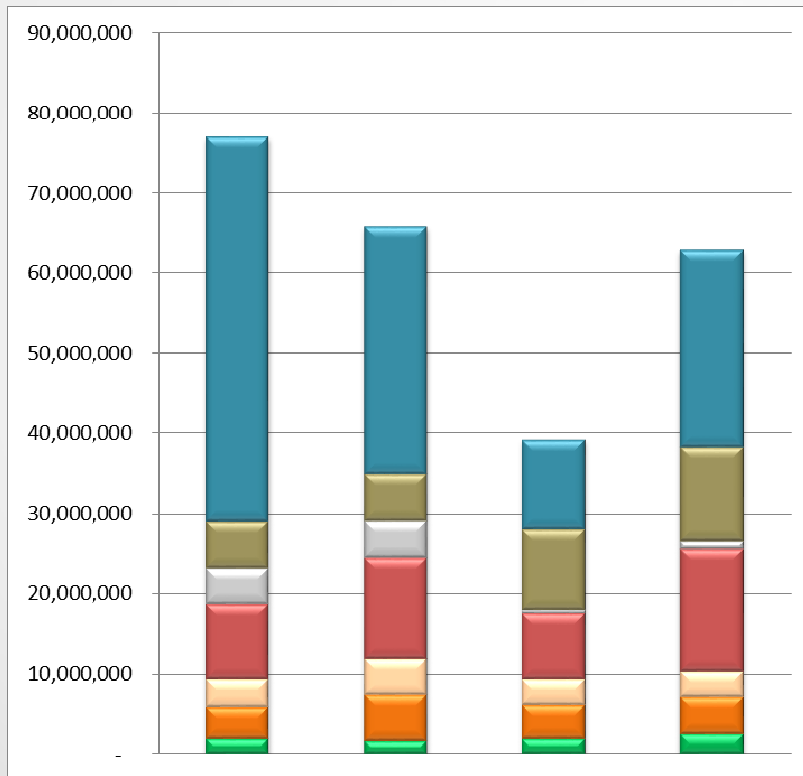
Federal Budget Process

- **Effects all federal grants, but especially entitlements (CDBG, HOME, HOPWA, ESG)**
- **Once (if?, when?) federal budget is signed by the President...**
- **HUD allocates entitlements based upon formulas informed by most recent ACS data**
- **Trend lines aren't good...**

HUD Entitlement Allocations



Historic Budget Trends By Funding Source



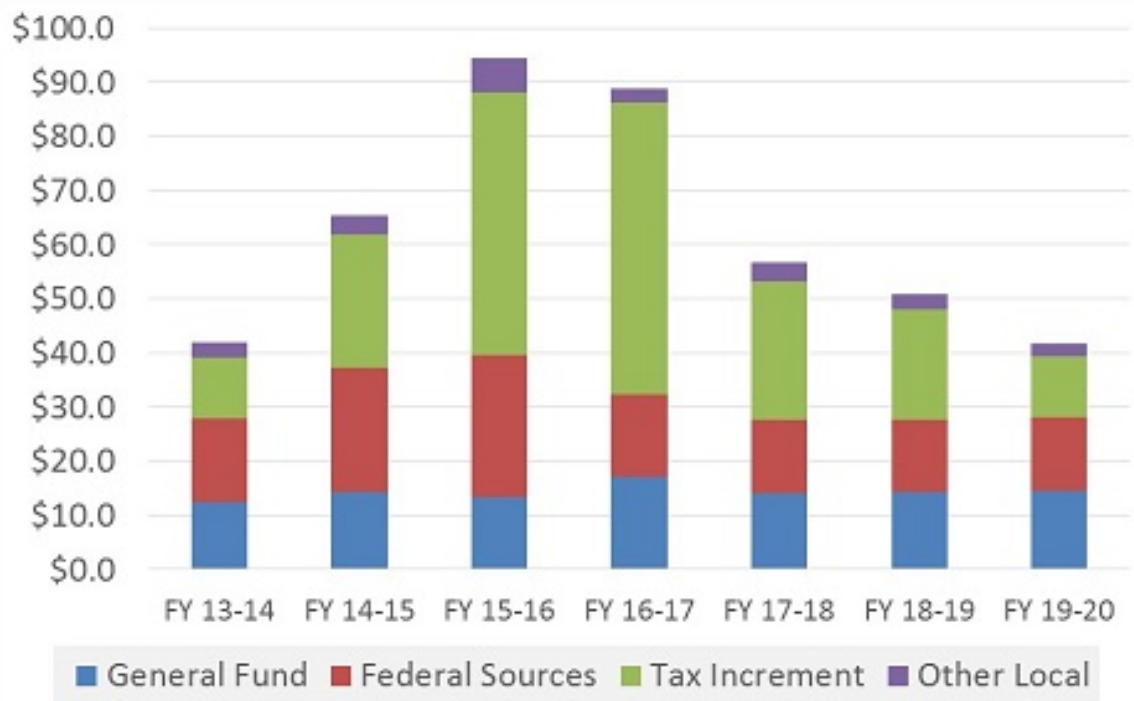
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
	Actual	Actual	Actual	Actual
Tax Increment Financing	47,787,126	30,907,870	11,097,585	24,599,291
CDBG	9,289,600	12,414,112	8,071,736	15,049,593
HOME	3,695,049	4,631,831	3,334,440	3,333,751
Other Federal Sources	3,804,261	5,649,492	4,190,387	4,622,323
Housing Investment Fund	2,044,777	1,703,124	2,017,272	2,518,546

Budget Forecast By Funding Source

Portland Housing Bureau

Budget Forecast by Funding Source (in millions)

through FY 2019-20



Adjustments to PHB Service and Investment Areas for FY 2015-16

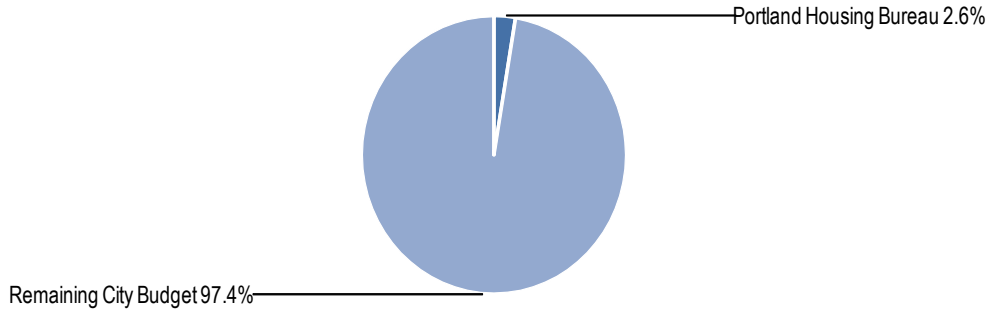
Service Area	Investment	Services	FY 2015-16 Adopted Funding											Impacts		
			General Fund	General Fund One-Time	Housing Inv. Fund	CDBG	CDBG Admin & Planning	CDBG Public Service	HOME	HOME Admin	Federal & Other Sources	TIF	Total		% of Total	
Housing Investment Production & Preservation	Preservation & Asset Management	Using several types of loan products, PHB provides financial support to developers who purchase existing rental homes and agree to rent them to people earning 60% of area median family income or less. Often the purchase includes substantial rehabilitation and/or the conversion from market rents to permanently affordable rents. In addition, projects in PHB's current portfolio occasionally require additional financial support or restructuring of existing financial support.				2,248,783	138,731			2,765,115	148,759		13,312,272	18,613,660	19.2%	
	Fair Housing	These programs focus on improving the public's understanding of the protections provided by Fair Housing law, enforcement of Fair Housing law, and increased utilization of legal advocacy by historically underserved populations. Other programmatic areas address the shortage of affordable housing, especially for certain protected classes, the impact of displacement and restricted ability to exercise housing choice.	16,400			155,100	75,452	244,900						491,852	0.5%	
	New Affordable Rental Homes	Using several types of loan products, PHB provides financial support to developers building new affordable rental homes. Homes receiving PHB investment are typically required to be rented to people earning 60% of area median family income or less. PHB financial support insures affordability for sixty years.			3,514,886	4,562,276				3,500,000			27,810,830	39,387,992	40.7%	
	Housing Development & Finance Support	Investments that complement new construction, preservation and rehabilitation. Programs/projects funded in this category include project support for non-profit community development partners, Section 108 payments to HUD, and funds for HOME Consortium partners.			90,000	563,000	12,000			1,658,530		802,570	50,000	3,176,100	3.3%	
Housing Access & Retention	Shelter & Emergency Services	Staffing and operation of year-round and winter emergency housing programs for men, women and youth, including facility-based transitional housing, youth funds passed through to Multnomah Co. These emergency housing programs not only provide shelter but all have improved housing placements outcomes as a result of better systems coordination.	2,774,988	2,122,285								19,092		4,916,365	5.1%	
	Housing Access & Stabilization	This program provides support to low income households by helping to identify and remove barriers to safe, stable housing. Programs funded in this category include include benefits acquisition, 211 Info, Street Roots, and tenant education.	638,889		40,000							14,397		693,286	0.7%	
	Homeless Rapid Rehousing	Short-term rent assistance and other costs to prevent homelessness among households facing temporary crisis, as well as housing placement services and short-term rent assistance to help move people from the streets and shelters to stable homes.	3,701,532	500,000						830,000	95,500	448,947		5,575,979	5.8%	
	Supportive Housing	Limited-term rent assistance (up to 24 mos.) and services primarily for chronically homeless individuals and families with disabilities. Programs funded in this category include, street outreach (including mental health outreach) linked with housing placement and retention services, housing-related services for person with HIV/AIDS, and transitional housing for people in recovery from addiction and/or mental illness.	4,055,396									1,890,024		5,945,420	6.1%	
Homeowner Access & Retention	Healthy Homes	Remediation of environmental health hazards in homes that may impact occupant health (lead hazards and structural safety issues). Programs funded in this category include contracts with non-profit organizations to make these repairs on homes.										1,000,000		1,000,000	1.0%	
	Home Retention Services	Programs and services to help low-income households retain their homes. This includes foreclosure prevention counseling, home repair grants provide by community partners (up to \$5,000), and home repair loans (up to \$15,000) that allow seniors to safely maintain their homes.		850,000		828,217	121,709					1,989,364		3,789,290	3.9%	
	Homebuyer Financial Services	Programs and services to help low-income households access affordable homeownership. This includes home buyer education and counseling services as well as financial assistance necessary to create affordable homeownership opportunities.				500,000	102,087	547,913			347,535	2,249,312		3,746,847	3.9%	
	Tax Exemption & Fee Waiver Programs	Administration of limited tax exemption programs for single and multi-family residences, system development charge waivers, and Mortgage Credit Certificate program. These programs help facilitate the development of single family homes and multi family projects as well as individual homeowners.			520,423							11,933		532,356	0.6%	
Administration & Support	Administration & Support	Indirect costs of bureau operations, including communications, compliance, director's office, resource development, finance, IT, policy & planning, public information & involvement, and outreach. Also includes bureau-specific costs passed along by other City agencies.	1,228,658		737,270		1,020,870			179,204	362,118	3,147,054	6,675,174	6.9%		
Economic Opportunity	Workforce & Microenterprise	CDBG funds passed through to PDC to support work-force and micro-enterprise projects.				2,141,840	11,760						2,153,600	2.2%		
grand total			\$12,415,863	\$3,472,285	\$4,902,579	\$10,999,216	\$1,482,609	\$792,813	\$8,753,645	\$423,463	\$4,884,683	\$48,570,765	\$96,697,921			

Portland Housing Bureau

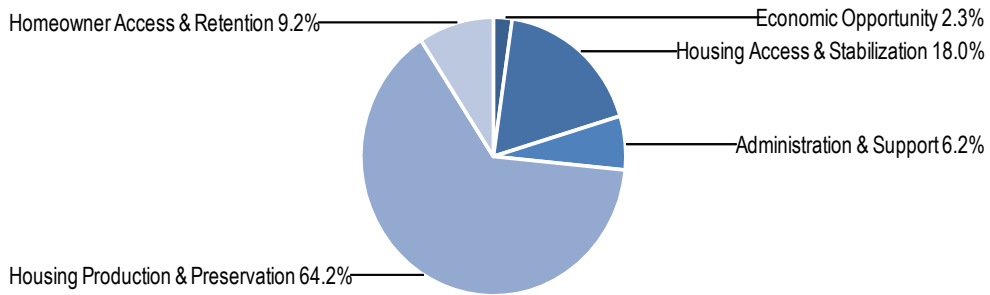
Community Development Service Area

Dan Saltzman, Commissioner-in-Charge
Director Position Is Vacant

Percent of City Budget



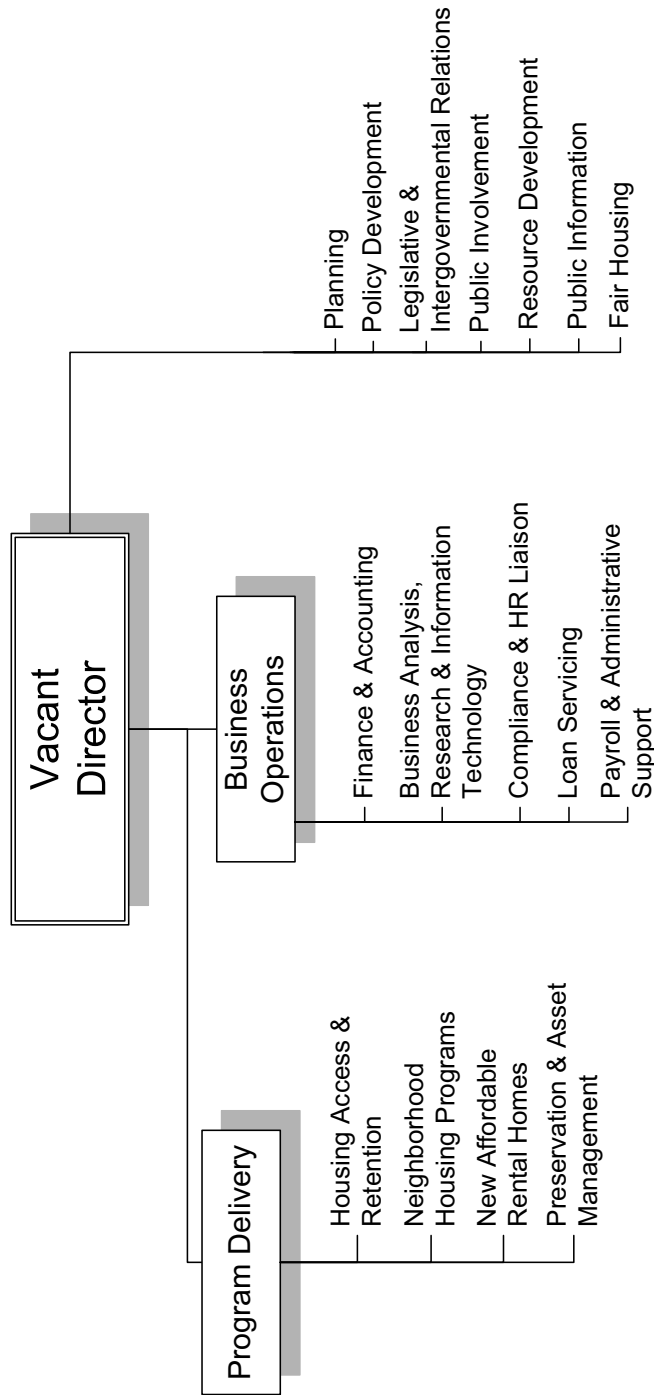
Bureau Programs



Bureau Overview

Requirements	Revised FY 2014-15	Adopted FY 2015-16	Change from Prior Year	Percent Change
Operating	67,588,011	96,697,921	29,109,910	43.07
Capital	0	0	0	0.00
Total Requirements	67,588,011	96,697,921	29,109,910	43.07
Authorized Positions	56.92	56.92	0.00	0.00

Portland Housing Bureau



Bureau Summary

Bureau Mission

The mission of the Portland Housing Bureau (PHB) is to solve the unmet housing needs of the people of Portland. The bureau accomplishes its mission by building and preserving quality, affordable housing; supporting programs that help low-income Portlanders find, rent, buy, retain and repair their homes; bringing together our partners and leading them to assess the city's housing needs, choose sustainable solutions to efficiently meet them, and identify how to pay for them; and reaching out to communities of color to ensure their participation in the economic opportunities that quality housing investments create.

Bureau Overview

The Portland Housing Bureau is responsible for several sources of public funds for investments in quality, affordable housing. Program investments span the continuum of housing services and include programs to prevent and end homelessness, develop rental housing for low-income individuals and families, and provide targeted homeownership and home retention programs. Funds come from three major sources: tax increment financing (TIF) that directs at least 30% of all tax increment financing expenditures to affordable housing under City policy; City General Fund; and federal funds.

The Housing Bureau's federal funding comes from the U.S. Department of Housing and Urban Development (HUD) in the form of both entitlement grants (predominantly the Community Development Block Grant and HOME) and competitive grant funds. The bureau deploys these resources in alignment with its 2011-2013 Strategic Plan as loans and grants for capital construction of new or rehabilitated housing, and for the delivery of homeless services that support the needs of Portland's most vulnerable residents.

The Portland Housing Advisory Commission advises both the bureau and City Council on strategic priorities, alignment opportunities, and trade-offs inherent in the expenditure of public funds. Although the commission does not have an explicit decision-making role, the commission helped shape the bureau's Strategic Plan and also serves as the bureau's budget advisory committee.

In addition to making programmatic investments, the bureau leads local policy and planning efforts to improve alignment with state and local government partners working to prevent homelessness and support economic stability. The Portland Housing Bureau has proactively engaged with partners to critically review data, streamline its systems, and find efficiencies. As part of federal planning and reporting requirements, the Portland Housing Bureau works closely with its jurisdictional partners to perform joint federal funding oversight, Fair Housing analysis and policy recommendations, and community needs and priorities hearings. As part of its work with Multnomah County, the bureau seeks to align its priorities and maximize funding leverage.

The bureau aspires to deliver cost-effective, sustainable strategies to meet the housing needs of vulnerable and low-income Portlanders. In modeling good government practices, the bureau engages the communities it serves and makes data-driven decisions that result in cost-effective investments with maximum public benefits. Some examples of these processes include A Home for Everyone: A United Community Plan to End Homelessness in Multnomah County, and the bureau's Equity Agenda.

Equity is woven throughout bureau policy and operations. The bureau's equity agenda recognizes and responds to the historic and institutional barriers to accessible housing, homeownership, and economic stability experienced by communities of color. The Portland Housing Bureau seeks to place a greater reliance on community-validated data to understand unmet needs, and to intentionally hold itself and partners accountable for removing barriers and serving members of minority communities equitably.

Strategic Direction

The Portland Housing Bureau continues to implement its Strategic Plan. The Strategic Plan focuses on four core goals:

- ◆ Meet Portland's need for quality, affordable homes for its residents;
- ◆ Ensure equitable access to housing;
- ◆ Develop, leverage, and allocate housing funds to meet needs, sustain assets, and strengthen the housing industry; and
- ◆ Build a strong, dynamic Housing Bureau that provides the highest level of leadership and service to customers, stakeholders, employees, and the community.

Through its strategic planning work, the bureau has adopted and aligned its budget with four priorities for investments:

- ◆ **Priority One:** Provide more rental housing for the most vulnerable families.
- ◆ **Priority Two:** Move people quickly from homelessness to permanent housing while preventing families on the brink from losing their homes.
- ◆ **Priority Three:** Help Portlanders from communities of color buy a home or keep the home they already own.
- ◆ **Priority Four:** Maintain a community safety net that provides short-term shelter, and information and referral services that help low-income Portlanders facing homelessness or housing crisis.

In addition to the strategic priorities above, in the coming fiscal year the bureau will implement several key strategies to further its goals and priorities:

- ◆ The development and publishing of an annual State of Housing in Portland report that assesses households, housing stock, and access to affordable housing for Portland residents, to be used to inform budget and programming decisions;
- ◆ The continued development of strategies to leverage private units and private market development to increase the supply of quality, affordable housing units;
- ◆ Reexamine the City's density bonus and transfer scheme, making modifications to better incentivize affordable housing development in high opportunity neighborhoods; and

- ◆ The creation and implementation of new policy and programming in north/northeast Portland to mitigate involuntary displacement and gentrification.

Summary of Budget Decisions

Add Packages

North/Northeast Portland Ownership Retention Program

This package includes \$850,000 one-time General Fund to fund loans and grants for home repairs for homeowners in north/northeast Portland. The Homeownership Retention program will target N/NE Portland households whose homes are located outside the Interstate Corridor URA. Funds for this program would be used in two ways: 1) zero percent interest loans of up to \$40,000 per home to provide critical home repairs for low-income homeowners up to 80% of median family income; or, 2) grants of up to \$5,000 per home to provide home repairs to seniors and people with disabilities up to 50% median family income. The bureau expects to be able to reach at least 50 homeowners at a cost of \$850,000.

Equity and Complete Neighborhoods: Opportunity Fund

This package includes \$2,500,000 in one-time General Fund to attract additional investment to match the City's investment in citywide affordable housing development. Development funds will all be leveraged with private and public capital resources, including tax credits, grants, bonds, and lending.

Home for Everyone Coordinating Board

This package includes \$47,296 in one-time General Fund will support the A Home for Everyone executive committee priority for a limited-term Initiative Director position. This investment is matched by support from Multnomah County.

Veterans Rent Assistance

This package provides \$500,000 in one-time General Fund to allow for the full implementation of the A Home for Everyone work plan to end Veterans' homelessness by supporting an estimated 173 housing placements. In addition to leveraging federal Veterans Affairs Supportive Housing vouchers, new resources will be available for rent assistance and housing placements for homeless Veteran households that are ineligible for U.S. Department of Veterans Affairs services. This package may positively impact the retention rate of households placed in permanent housing at 12 months, one of the bureau's key performance measures.

Maintain Women's Winter Shelter Year-round

This packages provides \$750,000 in one-time General Fund to maintain winter shelter capacity year-round as part of the action plan for A Home for Everyone initiative. These resources add to the \$272,000 base budget in PHB's FY 2015-16 Requested Budget. The resources will allow two women's shelters to extend 115 spaces of emergency shelter beyond the winter season, and provide resources for additional placement staffing and supportive services.

Landlord Recruitment and Retention

This package provides \$300,000 in one-time General Fund will create a flexible landlord incentive program as part of the action plan for A Home for Everyone initiative. The funding for the program will support three full-time staff and \$100,000 incentive funding to facilitate the recruitment and retention of landlords that rent to tenants with Section 8 vouchers and locally funded rent subsidies.

Intensive Street Engagement and Clean-Up Initiative

\$1,025,000 in one-time General Fund will support an initiative targeting homeless populations camping in public spaces. The initiative will fund services provided by community-based organizations. Mobile trash pick-up will account for approximately \$101,306 to fund a full-time two-person crew, as well as materials and supplies. The remaining \$923,694 will support a collaboration between police and social service providers. This collaboration proposes to serve 50 households through three housing placement staff (\$195,000), housing subsidies (\$500,000), and additional support services (\$228,694).

Budget Note

Rental Inspection Fee

Council directs the Portland Housing Bureau and the Bureau of Development Services to work together to develop recommendations regarding the feasibility of a rental inspection fee to support the current Enhanced Rental Inspections Program, including an enhanced model of rental inspections and increased landlord and tenant education and outreach. The bureaus will present a recommendation to Council for consideration by January, 2016.

Administration & Support

Description	<p>The Administration & Support program is comprised of the Director's Office and the Business Operations division.</p> <p>Director's Office</p> <p>The Director's Office includes policy, planning, public information, resource development, legislative and intergovernmental affairs, and executive level support. The director has six direct reports: the Assistant Housing Director responsible for Housing Programs; the Business Operations Manager; two management analysts leading policy, equity and legislative efforts; the Public Information Officer; and an executive assistant.</p> <p>Business Operations Division</p> <p>The Business Operations division includes Finance & Accounting, Loan Servicing, Human Resources, Information Technology, Data Analysis & Research, Compliance, and Administrative Support. These functions ensure that the service delivery teams have adequate information and support to carry out their functions in the most efficient and effective means possible.</p>
Goals	<p>The goals of the Director's Office include:</p> <ul style="list-style-type: none">◆ Providing long-range vision and overall direction for Portland's affordable housing investments;◆ Ensuring the bureau advances goals, strategies, and investment priorities from the Strategic Plan, with a focus on advancing the bureau's equity agenda;◆ Working collaboratively with a wide range of partners to solve the unmet housing needs of the people of Portland;◆ Ensuring that future policy and implementation decisions of the bureau improve housing access and economic opportunities for traditionally under-served populations; and◆ Providing effective internal and external communications. <p>The goals of the Business Operations division include:</p> <ul style="list-style-type: none">◆ Ensuring that administrative functions are delivered consistently, reliably, and effectively;◆ Providing strong financial and accounting services;◆ Delivering excellence in compliance;◆ Supporting the bureau's equity goals through internal business practices, quality data, contract goals, and publications on the website;◆ Strengthening data collection, data analysis, and data reporting through maximizing the use of all information technology systems;◆ Ensuring timely, confidential, and supportive human resource services; and◆ Informing the bureau on current housing needs, market and equity data to direct policies and practices.

Portland Housing Bureau

Community Development Service Area

Performance Performance goals for the Administration & Support program are focused on improving customer service relationships, using a data-driven approach to bureau policy and decision making, and managing administrative costs. The administrative costs metric below shows variability from year to year. This is because, although PHB's administrative costs remain relatively stable, there is significant variability in overall bureau expenditures from year to year due predominantly to the limited predictability of affordable housing project development cycles.

Changes to Services and Activities The Director's Office and Business Operations will collaborate with bureau program delivery teams on the second phase of the State of Housing Report.

FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	35.53	30.11	30.20	29.66	30.09
Expenditures					
Administration & Support	1,131,723	945,461	673,576	576,567	616,295
Asset Management	426,678	30	0	0	0
Business Services	3,604,053	3,610,637	4,895,850	4,509,268	4,590,477
Director's Office	227,488	280,723	694,117	682,793	682,793
Planning & Policy	738,464	724,731	0	0	0
Total Expenditures	6,128,406	5,561,582	6,263,543	5,768,628	5,889,565

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Key Performance Measure					
Percentage utilization of minority contracts in housing construction (contract \$ awarded)	NA	15%	15%	15%	15%
Effectiveness					
Percentage utilization of minority, women, and emerging small business contracts in housing construction (contract \$ awarded)	NA	20%	20%	30%	30%
Efficiency					
Administrative costs as a percentage of bureau level budget	9%	14%	10%	6%	6%

Economic Opportunity

Description	City Council transferred the Economic Opportunity Initiative (EOI) to the Portland Development Commission (PDC) in July 2009. As part of the initiative, PHB passes Community Development Block Grant (CDBG) funds to PDC to support programs and services in three categories: adult workforce, youth workforce, and microenterprise. General Fund resources are budgeted directly in the PDC allocation.
Goals	The City has invested in youth and adult workforce development, and microenterprise services since 2004 through EOI. PDC administers the microenterprise component and contracts with seven community agencies to provide services. Worksystems, Inc. administers the adult and youth workforce components and contracts with thirteen community agencies to provide services. The goals of this program are to raise the incomes of very low-income Portland residents through workforce and microenterprise development, focusing on reaching participants who often face multiple barriers to employment, including but not limited to: homelessness, limited English proficiency, criminal histories, drug and alcohol addictions, and lack of educational credentials and basic job preparation skills.
Performance	Refer to PDC's FY 2015-16 budget for narrative describing program performance.
Changes to Activities and Services	The CDBG allocation to programs is comparable to prior years, with the reduction from FY 2013-14 to FY 2014-15 resulting from the carryover of prior-year unspent resources in that year, and a 10% reduction in the overall City's CDBG allocation being applied to the programs.

FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	0.05	0.06	0.09	0.09	0.09
Expenditures					
Economic Opportunity	635,406	5,667	7,896	11,760	11,760
Microenterprise Growth	301,918	563,734	503,174	0	0
Workforce Development	749,612	1,843,377	1,782,926	2,181,100	2,141,840
Total Expenditures	1,686,936	2,412,778	2,293,996	2,192,860	2,153,600

Housing Access & Retention

Description

The bureau's Housing Access & Retention team (HART) creates housing stability for thousands of households per year by investing in programs and coordinating community initiatives. Last year, with City and other funds, HART helped more than 12,000 families and individuals by preventing or ending their homelessness, supporting their transition to greater housing stability, and enabling them to secure permanent homes. This included children and their parents, unaccompanied youth, Veterans, and disabled men and women.

The HART annual budget is comprised of City General Fund, as well as federal grants from the U.S. Department of Housing and Urban Development (HUD). They include: Continuum of Care (CoC), Community Development Block Grant (CDBG), Emergency Solutions Grant (ESG), HOME Investment Partnerships Program (HOME), and Housing Opportunities for Persons with AIDS (HOPWA). Funds are contracted to 16 nonprofit and public agencies to provide a comprehensive range of services that meet the needs of people experiencing homelessness or housing instability from street outreach to permanent housing placement. Services fall into four categories:

- ◆ Housing access
- ◆ Homeless rapid re-housing
- ◆ Supportive housing
- ◆ Shelter and emergency services

Supportive housing, housing placement and street outreach, short-term rent assistance, benefits acquisition, and housing retention services are examples of strategies proven to help people experiencing homelessness achieve housing stability and self-sufficiency. Bureau partners are contractually obligated to ensure equitable outcomes for clients from communities of color. Contractors are experts at serving people with barriers to housing such as mental health issues, criminal convictions, health challenges, and multiple episodes of homelessness.

HART increases influence in the broader community through:

- ◆ Innovative planning and partnership building with stakeholders to respond to changing community needs and trends;
- ◆ Coordination with jurisdictional partners to promote systems change and improve policies and practices to quickly end people's homelessness; and
- ◆ Data review, program evaluation, grant reporting, and analysis.

Goals

HART is fully aligned with the priorities and goals of *A Home for Everyone*, the community's plan to end homelessness for Portland/Multnomah County, adopted by City Council and the Multnomah County Commission in March 2013.

This plan created a governing body, the Home for Everyone Coordinating Board, which is responding to current challenges, seizing new opportunities, and incorporating what has been learned from past efforts. That Coordinating Board and its Executive Committee, with leadership from local jurisdictions, developed a comprehensive action plan in spring 2015 and has begun implementation. The action plan recommends investments in the most effective strategies to reduce homelessness by 50% by 2017, in addition to ensuring that no families, women, or adults with disabilities are unsheltered by the January 2017 homeless street count.

Performance

HART continues to measure the performance of its contracts by requiring that providers report performance data disaggregated by demographic. Contract monitoring through an equity lens aims to improve services to populations overrepresented in homeless statistics. HART performance measures and other metrics, as recorded through the Homeless Management Information System and the 2013 and 2015 Point-in-Time Counts, indicate demand for homeless services. Program efficiencies in moving clients from shelter to housing were gained in the past year, with the average length of stay in emergency shelter decreasing from 59 days to 23.9 days. However, given the challenging rental market, PHB expects that this rate will rise in FY 2015-16. All programs continue to demonstrate effectiveness, with 78% of households receiving short-term rent assistance retaining their housing at 12 months. Also, the number of individuals who have been homeless for a year or less decreased slightly from 790 individuals (2013 Point-in-Time Count) to 779 individuals during 2015 Point-in-Time Count, showing that programs have been able to provide services quickly by at least maintaining consistent placement of homeless households in permanent housing, as targeted.

In FY 2015-16, HART performance will be measured through six key indicators:

1. Total number of homeless households placed in permanent housing
2. Retention rate of households placed in permanent housing at 6 and 12 months
3. Number of households prevented from becoming homeless (through provision of rent assistance & housing services)
4. Average length of time spent in homeless shelter (All populations)
5. Number of individuals who have been homeless for a year or less.
6. Percentage of households moved from homelessness into housing that subsequently return to homelessness

Changes to Activities and Services

In 2013, leadership from the City of Portland, City of Gresham, Multnomah County, and Home Forward created a renewed plan for ending homelessness in our community. This plan is called *A Home for Everyone: A United Community Plan to End Homelessness in Multnomah County*. The plan chartered a new coordinating board to provide shared oversight of our community's work to end homelessness. The board is led by an executive committee, comprised of elected officials from Portland, Gresham and Multnomah County, as well as leadership from Home Forward and Meyer Memorial Trust. In FY 2015-16, at least 2.25 FTE PHB staff, 1.0 FTE fully funded by a HUD planning grant, will continue supporting the work of the Executive Committee and Coordinating Board.

PHB staff will implement a community plan to coordinate access to services for adults experiencing homelessness. Over the next 12-18 months, the goal is to integrate access among family, youth, adult, and Domestic Violence services. PHB staff will also continue leading a community-wide stakeholder group, Operation 424, which includes the US Department of Veterans Affairs, Multnomah County, Home Forward, nonprofits, local businesses, and advocates to house all homeless Veterans before the end of 2015.

Portland Housing Bureau

Community Development Service Area

From a budgetary perspective, there are two significant changes. First, this program's budget is increasing as compared to FY 2012-13. The primary contributors to this are the \$1.7 million Operation HOME funding expended in FY 2013-14 and FY 2014-15 and the \$2.6 million awarded via decision package for FY 2015-16. Second, in order to simplify contract management and service delivery by sub-recipients, the bureau has replaced CDBG resources in the homeless services area with HOME and General Fund resources shifted from the affordable housing development and homeownership budgets.

FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	3.12	3.79	4.18	4.19	4.19
Expenditures					
Homeless Rapid Re-housing	2,576,359	2,435,491	3,815,503	4,080,887	5,575,979
Homeless Services	0	0	0	1,229,989	0
Housing Access	1,005,775	669,739	682,539	693,286	693,286
Housing Access & Stabilization	256	239	150,000	0	0
Shelter & Emergency Services	5,120,716	4,466,107	4,879,583	4,916,377	4,916,365
Supportive Housing	5,252,996	6,246,458	6,660,421	5,746,473	5,845,420
Total Expenditures	13,956,102	13,818,034	16,188,046	16,667,012	17,031,050
Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Key Performance Measure					
Retention rate of households placed in permanent housing at 12 months	76%	77%	70%	70%	70%
Percentage of households moved from homelessness into housing that subsequently return to homelessness	NA	6%	3%	5%	5%
Effectiveness					
Average length of time (days) spent in homeless shelter (All populations)	NA	24	38	35	35
Workload					
Total number of homeless households placed in permanent housing	NA	2,022	2,200	2,200	2,430
Number of households prevented from becoming homeless	NA	2,616	2,600	2,600	2,600
Number of individuals who have been homeless for a year or less	NA	790	790	779	779

Housing Investment & Portfolio Preservation

Description	<p>The Housing Investment & Portfolio Preservation (HIPP) team is responsible for investments in the development and preservation of affordable housing and the management of those investments. Funding sources for investment activities include Tax Increment Financing (TIF), Housing Investment Fund (HIF), Community Development Block Grant (CDBG), and HOME.</p> <p>The bureau typically uses competitive solicitations to allocate new project funding. In addition to providing long-term affordability for low-income Portlanders, the bureau funds advanced economic development goals by supporting living wage jobs, and minority- and women-owned businesses.</p> <p>Housing developers are required to develop, implement, and report on their efforts to provide minority, women, women, and emerging small business (MWESB) contracting opportunities and must comply with federal and local low-income workforce utilization goals. Overall, in FY 2013-14, bureau partners achieved a 30% MWESB participation rate and a 15% minority participation rate on a total of 12 PHB-funded projects. Over \$61 million dollars were expended, with most projects either meeting or exceeding Social Equity Program goals and/or requirements.</p> <p>HIPP also monitors the City's prior investments in an affordable housing portfolio of nearly 13,000 units through basic compliance monitoring as well as risk analysis. As needed, HIPP also restructures existing investments with partners to help maintain and stabilize properties in the affordable housing portfolio.</p>
Goals	<p>This team has four major goals:</p> <ul style="list-style-type: none">◆ Strategic investment of public resources to create and maintain a Citywide portfolio of affordable housing.◆ Prudent structuring of investments through negotiation underwriting and closing in partnership with the City Attorneys office and, as necessary, the Office of Management and Finance.◆ Control, oversight, and disbursement of bureau funds before, during, and after project construction.◆ Proactive management of bureau investments using analytical tools to guide informed lending decisions, including early assessment of risk.
Performance	<p>An increasingly tight rental housing market has led to an 11% year-over-year increase in rents which in turn has spurred significant higher-end rental development throughout Portland. Rents for newly constructed units in the central city generally range from \$2 - \$3/square foot, or approximately \$1,000 - \$2,000/month, for a one-bedroom apartment. These rents are affordable to households earning approximately 80% to 150% (and above) of area median family income. HIPP performance metrics show the opening of 279 newly affordable units and the rehabilitation and preservation of 288 affordable housing units. All PHB-sponsored rental units are affordable to families with incomes at or below 60%. Fifty-four percent of these units are located in high opportunity areas. (PHB defines high opportunity areas as those with access to transportation, family wage jobs via transit, childhood education, employment density, healthy eating, and active living.)</p>

A rolling three-year-average of unit production shows that the bureau consistently produces several hundred units each year. PHB investment per unit continues to vary depending on the type of affordable housing being developed and the amount of leverage achieved. Analysis of the bureau's housing portfolio indicates that vacancy rates for the portfolio have remained consistently low at 3%. Tenant incomes are currently at an average of \$15,000 per year.

Changes to Activities and Services

For FY 2015-16, the HIPP team has realigned the way it will track spending on activities. In past years, the bureau's development activities have been organized into three main categories: new construction, acquisition/rehabilitation, and preservation. For this fiscal year, HIPP will categorize its work in two ways: projects or units that are new to the portfolio (regardless of whether they're new construction or acquisition/rehabilitation), and projects or units that are already in PHB's portfolio. This system has two main advantages: it brings the focus to the costs associated with maintaining the portfolio, which has not been thoroughly captured in past years; and, it complements the City's increasing emphasis on infrastructure maintenance and repair.

HIPP will work to implement the Creating Rental Homes and Land Acquisition strategies detailed in the N/NE Neighborhood Housing Strategy, which will include an increased emphasis on contracting with minority- and women-owned firms, and employment of minorities and women on PHB projects. Community outreach and partnering with community-based organizations will also be a key part of this work. PHB expects the first of the N/NE Neighborhood Housing Strategy projects to be implemented will be a mixed-use affordable housing development located on PHB-owned property on NE Martin Luther King, Jr. Blvd, between Cook and Ivy streets. The bureau is making up to \$4.5 million in Interstate Corridor Urban Renewal Area funds available to assist in the development, which is expected to bring 45-70 affordable family-sized units to the site, plus ground-floor commercial space.

PHB also plans to release a notice of funding availability in fall 2015, with project selection expected by the first calendar quarter of 2016. The notice of funding availability will likely advertise both local (Tax Increment Financing) and federal funds (HOME and Community Development Block Grant). Other activities planned for FY 2015-16 include specific processes for properties in the River District and North Macadam URAs, and specific processes using General Fund one-time and Interstate URA resources. Included in these processes are projects to develop family-sized units on Block 26 in the River District, with a number targeted to households earning at or below 30% median family income, as well as a partnership with PDC to develop a minimum of 200 affordable units on Parcel 3 in the North Macadam URA, at least 90 of which will be affordable to households earning 30% median family income or less.

The FY 2015-16 HIPP budget also includes Fair Housing Act resources from the U.S. Department of Housing and Urban Development, which will be focused on helping the City and its jurisdictional partners better understand the changes in barriers to housing choice, ranging from discrimination in housing transactions to the disparate impacts on particular communities that result from local housing policies. The Fair Housing Advocacy Committee will oversee this process, called the Analysis of Impediments to Fair Housing, and the Portland Housing Bureau's Fair Housing funding subrecipients will partner in creating the necessary community outreach and engagement to inform this analysis from the consumer/

tenant perspective. The Fair Housing budget will also continue to support direct advocacy for renters outside of litigation, as well as current programming in legal aid, help lines, referral services, and coordination of housing providers to improve housing choice. This budget also continues funding for a program piloted in FY 2014-15 with the Community Alliance of Tenants non-profit service provider. This \$75,000 will support homelessness prevention efforts by ensuring housing stability for renters with special needs or from vulnerable populations which may be experiencing housing issues that do not require an attorney.

Finally, new General Fund one-time resources of \$2,500,000 have been added to increase or preserve affordable housing, and mitigate displacement, by making ready funds available for opportunities to purchase or build units outside of the bureaus annual funding cycle.

FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	7.41	13.41	13.49	13.89	13.90
Expenditures					
Affordable Housing Restru	0	12,434	10,000	0	0
Fair Housing	(160)	0	0	490,556	491,852
Housing Development Support	735,173	424,332	952,847	903,000	1,833,530
Housing Production & Preservation	945	0	0	0	0
New Construction	23,352,750	5,352,914	13,191,044	0	0
NewAffordableRentalHomes	0	0	0	42,374,171	39,727,992
Preservation	7,763,477	1,997,565	1,427,084	0	0
Preservation & Asset Mgmt	0	0	0	20,848,164	18,626,192
Rehabilitation	6,664,567	2,880,686	15,932,062	0	0
Total Expenditures	38,516,752	10,667,931	31,513,037	64,615,891	60,679,566
Performance					
	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Key Performance Measure					
Housing units opened that are newly affordable	131	279	122	251	251
Effectiveness					
Vacancy rate of units built 0% to 60% median family income	5%	3%	3%	3%	3%
Rolling three year average of total units opened and preserved	NA	367	322	403	403
Percentage of housing units opened or preserved in high opportunity areas	41%	54%	45%	50%	50%
Efficiency					
Average investment per rental housing unit	NA	\$31,000	\$35,000	\$35,000	\$35,000

Homeowner Access & Retention

Description

The Homeowner Access & Retention program (HARP) invests in services to help families from communities of color access homeownership opportunities. The program also serves to prevent displacement of long-time community residents by helping current homeowners retain their homes. Support for low-income, first-time homebuyers includes education and counseling as well as financial assistance provided for down payments and closing costs. HARP helps current homeowners retain their homes by funding foreclosure prevention education and counseling.

Funding for home repair grants and loans also helps current low-income homeowners maintain their homes. Programs to improve the condition of existing housing address the impact that housing conditions can have on health. These healthy homes programs include administration of federal funds to reduce lead-based paint hazards in homes with young children. HARP also administers programs that provide incentives for the development of new homeownership opportunities for low- and moderate-income households, including property tax and system development charge exemptions.

Goals

The goals of the Homeowner Access & Retention program include:

- ◆ Increasing the number of new homebuyers from communities of color.
- ◆ Enabling homeownership by providing down payment assistance and closing costs, education, and counseling.
- ◆ Stabilizing vulnerable homeowners by providing foreclosure prevention services.
- ◆ Providing home repair services to current homeowners so they can retain their homes.

Performance

HARP performance measures show an increased demand for services, with the number of households receiving homebuyer education or counseling growing to 2,100 households. Of households receiving services, 27% purchased homes during the year. The program's other workload measures have remained constant or shown slight increases. These increases are primarily driven by program capacity and program output rather than an indication of demand for services.

Changes to Services and Activities

In alignment with the bureau's Strategic Plan, HARP will focus on successfully achieving PHB's equity goals through continued partnerships with culturally-specific organizations, but also by developing minority contracting goals for all construction-related funding. The program will target geographically flexible resources for homeownership and home repair to maximize the opportunities of homeownership and to prevent displacement in communities at risk. HARP will continue to align all available homeownership and home repair resources to fully maximize the effectiveness of limited public resources, anticipating that every dollar invested in homeownership will leverage \$5 in private lending.

HARP will work to implement the homeownership and home retention strategies detailed in the N/N Neighborhood Housing Strategy, which will include an increased emphasis on community outreach, partnering with community-based programs and organizations, and homeownership development. This work will be accomplished with additional Interstate URA resources of \$1.8 million and a one-time General Fund allocation of \$850,000.

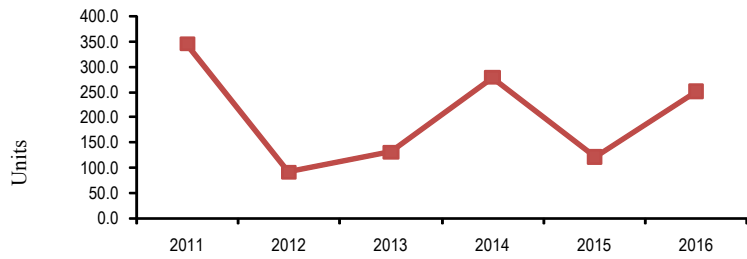
Portland Housing Bureau
Community Development Service Area

FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	8.79	8.79	8.96	9.09	8.65
Expenditures					
Healthy Homes	1,684,658	1,043,993	889,500	1,000,000	1,000,000
Homebuyer & Foreclosure Education/Counseling	720,440	672,001	696,462	0	0
Homebuyer Financial Svcs	1,498,889	2,539,829	2,719,495	2,221,198	2,976,847
Homeowner Access & Retention	(108)	0	0	0	0
Homeowner Retention Svcs	2,073,887	1,366,957	2,307,718	4,076,298	3,719,290
Homeownership Development	289,023	1,380	30,000	500,000	500,012
Tax Exemption & Fee Waiver	222,943	335,245	438,479	526,103	520,423
Total Expenditures	6,489,732	5,959,405	7,081,654	8,323,599	8,716,572
Performance					
	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Key Performance Measure					
Percentage of households receiving homebuyer education or counseling and subsequently purchasing a home	NA	27%	27%	27%	27%
Percentage of households receiving home repairs and retaining their homes 12 months after services	NA	80%	80%	80%	80%
Number of households receiving indirect assistance through foregone revenue (mortgage credit certificate, limited tax exemption, and system development charge exemption)	NA	327	330	330	330
Workload					
Number of households receiving homebuyer education or counseling	2,194	2,061	2,100	2,100	2,100
Number of households receiving home repairs	NA	667	650	730	850

Performance Measures

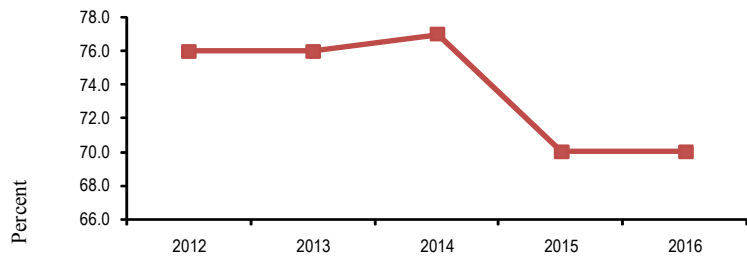
Housing Units Opened that are Newly Affordable

HIPP performance metrics show the opening of 279 newly affordable units, and the rehabilitation and preservation of 288 affordable housing units. In FY 2015-16 PHB anticipates opening an additional 251 newly affordable units and rehabilitating and preserving 121 units. All PHB-sponsored rental units are affordable to families with incomes at or below 60% median family income.



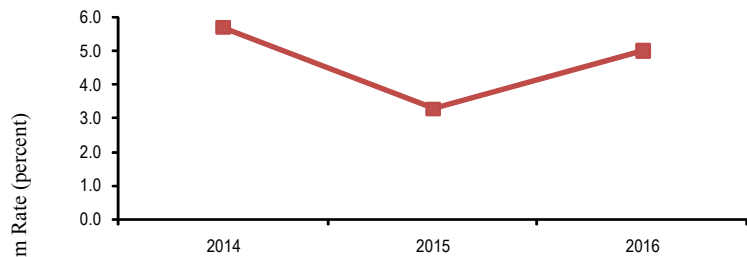
Retention Rate of Homeless Households Placed in Housing at 12 months

A goal of the bureau and the broader community is to ensure that the homeless households placed in permanent housing retain their housing and do not return to homelessness. PHB requires funded providers to contact households at 6 and 12 months after placement, and retention targets are 80% for 6 months and 70% for 12 months. A higher number indicates more people are staying in housing. Retention rates for prior fiscal years have consistently exceeded the target for 12 months.



Percentage of Households Moved from Homelessness into Housing that Return to Homelessness

For formerly homeless individuals and families who have been placed in permanent housing, the goal is to provide supportive services so that they do not return to homelessness. The target recidivism rate has been set as not more than 5%. FY 2014-15 data for the full HUD Continuum of Care demonstrates that PHB is meeting the target rate of 5%. Note that this measure has been revised to reflect households that exit homelessness to permanent housing and return to homelessness within 2 years.



	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
Resources					
External Revenues					
Charges for Services	679,509	350,337	558,479	508,500	511,437
Intergovernmental	47,956,109	26,789,294	43,877,444	71,824,601	73,495,104
Bond & Note	150,000	0	3,515,000	0	0
Miscellaneous	8,599,014	8,183,211	4,929,782	3,166,636	3,105,341
Total External Revenues	57,384,632	35,322,842	52,880,705	75,499,737	77,111,882
Internal Revenues					
General Fund Discretionary	10,954,303	10,793,770	13,167,939	15,580,253	15,580,253
Fund Transfers - Revenue	532,214	55,012	1,070,000	2,525,334	2,524,554
Interagency Revenue	68,771	76,891	79,662	81,715	87,895
Total Internal Revenues	11,555,288	10,925,673	14,317,601	18,187,302	18,192,702
Beginning Fund Balance	6,865,216	4,690,343	389,705	6,102,238	1,393,337
Total Resources	\$75,805,136	\$50,938,858	\$67,588,011	\$99,789,277	\$96,697,921
Requirements					
Bureau Expenditures					
Personnel Services	5,457,679	5,495,241	6,194,682	6,401,734	6,460,632
External Materials and Services	60,146,222	31,900,148	55,985,354	89,702,599	86,546,064
Internal Materials and Services	1,174,027	1,024,341	1,160,240	1,463,657	1,463,657
Total Bureau Expenditures	66,777,928	38,419,730	63,340,276	97,567,990	94,470,353
Fund Expenditures					
Debt Service	2,948,642	1,430,346	1,362,705	1,373,414	1,373,414
Contingency	0	0	1,260,543	93,358	91,500
Fund Transfers - Expense	1,388,223	1,087,481	624,487	754,515	762,654
Total Fund Expenditures	4,336,865	2,517,827	3,247,735	2,221,287	2,227,568
Ending Fund Balance	4,690,343	10,001,301	1,000,000	0	0
Total Requirements	\$75,805,136	\$50,938,858	\$67,588,011	\$99,789,277	\$96,697,921
Programs					
Administration & Support	6,128,406	5,561,582	6,263,543	5,768,628	5,889,565
Economic Opportunity	1,686,936	2,412,778	2,293,996	2,192,860	2,153,600
Homeowner Access & Retention	6,489,732	5,959,405	7,081,654	8,323,599	8,716,572
Housing Access & Stabilization	13,956,102	13,818,034	16,188,046	16,667,012	17,031,050
Housing Production & Preservation	38,516,752	10,667,931	31,513,037	64,615,891	60,679,566
Total Programs	66,777,928	\$38,419,730	\$63,340,276	\$97,567,990	\$94,470,353

Class	Title	Salary Range		Revised FY 2014-15		Proposed FY 2015-16		Adopted FY 2015-16	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000061	Accounting Technician	33,738	48,443	1.00	36,186	1.00	40,500	1.00	40,500
30000441	Business Operations Manager	80,413	107,099	1.00	94,188	1.00	97,398	1.00	97,398
30000569	Financial Analyst, Principal	80,413	107,099	1.00	106,764	1.00	107,044	1.00	107,044
30000568	Financial Analyst, Sr	67,850	90,605	1.00	89,360	1.00	90,600	1.00	90,600
30001592	Housing Administrative Specialist, Sr	52,707	69,805	3.00	164,832	3.00	170,321	3.00	170,321
30001591	Housing Business Systems Analyst, Asst	56,618	75,005	1.00	66,954	1.00	69,678	1.00	69,678
30001361	Housing Construction Coordinator	59,426	78,770	2.00	145,872	2.00	148,142	2.00	148,142
30001362	Housing Construction Coordinator, Sr	65,582	86,923	3.00	239,436	3.00	244,956	3.00	244,956
30000417	Housing Director	109,886	157,310	1.00	133,812	1.00	137,925	1.00	137,925
30001260	Housing Director, Assistant	92,976	125,986	1.00	101,462	1.00	105,623	1.00	105,623
30001587	Housing Financial Analyst	62,442	82,722	3.00	227,904	3.00	230,436	3.00	230,436
30001588	Housing Financial Analyst, Assistant	56,618	75,005	1.00	63,876	1.00	66,066	1.00	66,066
30001367	Housing Lead Grant Program Coordinator	65,582	86,923	1.00	65,580	1.00	71,100	1.00	71,100
30001369	Housing Loan Compliance Analyst II	52,707	69,805	1.00	52,704	0.00	0	0.00	0
30001370	Housing Loan Compliance Analyst III	59,426	78,770	0.00	0	1.00	72,672	1.00	72,672
30001364	Housing Loan Coordinator	56,618	75,005	1.00	61,356	1.00	63,876	1.00	63,876
30001365	Housing Loan Coordinator, Sr	62,442	82,722	2.00	147,708	2.00	150,172	2.00	150,172
30001596	Housing Management Assistant	56,618	75,005	1.00	64,971	1.00	67,629	1.00	67,629
30001363	Housing Portfolio Finance Coordinator	68,994	91,416	4.00	322,254	4.00	330,948	4.00	330,948
30001595	Housing Program Coordinator	65,582	86,923	8.92	733,857	8.92	744,702	8.92	744,702
30001593	Housing Program Specialist	59,426	78,770	4.00	259,711	4.00	269,708	4.00	269,708
30001594	Housing Program Specialist, Assistant	56,618	75,005	3.00	208,233	3.00	212,970	3.00	212,970
30000453	Management Analyst, Principal	80,413	107,099	1.00	80,412	1.00	82,612	1.00	82,612
30000452	Management Analyst, Sr	67,850	90,605	2.00	158,448	2.00	160,152	2.00	160,152
30000012	Office Support Specialist II	33,738	48,443	1.00	48,444	1.00	48,444	1.00	48,444
30000464	Program Coordinator	64,605	86,154	2.00	168,912	2.00	172,014	2.00	172,014
30000465	Program Manager	67,850	90,605	2.00	172,140	2.00	174,930	2.00	174,930
30000466	Program Manager, Sr	80,413	107,099	1.00	90,600	1.00	94,320	1.00	94,320
30000495	Public Information Officer	67,850	90,605	1.00	69,996	1.00	72,386	1.00	72,386
TOTAL FULL-TIME POSITIONS				54.92	4,175,972	54.92	4,297,324	54.92	4,297,324
TOTAL PART-TIME POSITIONS				0.00	0	0.00	0	0.00	0
30000451	Management Analyst	61,506	81,994	1.00	72,000	1.00	72,000	1.00	72,000
30000464	Program Coordinator	64,605	86,154	1.00	68,525	1.00	71,331	1.00	71,331
TOTAL LIMITED TERM POSITIONS				2.00	140,525	2.00	143,331	2.00	143,331
GRAND TOTAL				56.92	4,316,497	56.92	4,440,655	56.92	4,440,655

This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Appropriations Level (CAL) requirements.

Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2015-16	12,107,968	79,488,481	91,596,449	56.92	FY 2015-16 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	0	850,000	850,000	0.00	Preventing displacement - home retention
	0	47,296	47,296	0.00	A Home for Everyone coordinating board
	0	500,000	500,000	0.00	Veteran's rental assistance
	0	2,500,000	2,500,000	0.00	Housing Investment Fund
	0	750,000	750,000	0.00	Women's winter shelter year-round
	0	300,000	300,000	0.00	Landlord recruitment & retention
	0	1,024,989	1,024,989	0.00	Intensive street engagement
Approved Budget Additions and Reductions					
	0	6,180	6,180	0.00	General Fund adjustments in staff allocations
	0	1,062,234	1,062,234	0.00	Housing Investment Fund adjustments
	0	410,688	410,688	0.00	Grants Fund adjustments to grant revenues
	0	(232,366)	(232,366)	0.00	CDBG adjustments to grant revenues
	0	1,780,549	1,780,549	0.00	HOME Fund adjustments
	0	(6,018,156)	(6,018,156)	0.00	TIF Reimbursement Fund adjustment
Adopted Budget Additions and Reductions					
	0	220,000	220,000	0.00	General Fund adjustments in staff allocations
	0	(7,246)	(7,246)	0.00	Housing Investment Fund adjustments
	0	78,561	78,561	0.00	Grants Fund adjustment
	0	901,302	901,302	0.00	CDBG Fund adjustments
	0	(1,299,383)	(1,299,383)	0.00	TIF Reimbursement Fund adjustment
	0	2,873,904	2,873,904	0.00	Total FY 2015-16 Decision Packages
			94,470,353	56.92	Total Adopted Budget

Chapter 5: Housing

What is this chapter about?

The goals and policies in this chapter convey the City's intent to:

- Ensure adequate access to housing for a socially- and economically-diverse population.
- Support fair, equitable, healthy, resource efficient, and physically-accessible housing.
- Establish ways to mitigate gentrification and displacement.
- Concentrate new housing in and around centers and corridors near transit and services to reduce the housing/transportation cost burden.
- Maintain and promote a supply of permanently-affordable housing for Portland's most vulnerable residents.

Why is this important?

While a place to live is a basic human need, not all Portlanders have safe and healthy housing. Ensuring a fair and equitable housing market is essential to providing the opportunities and security people need to live healthy and successful lives. Economic, social, and physical barriers limit many Portlanders' access to adequate housing. People of color experience housing discrimination at much higher rates than do white Portlanders, and they often have fewer housing choices. Income, immigration status, Limited English Proficiency (LEP), sexual orientation, and disability can also limit choices.

In recent years, rising costs and declining incomes have strained household budgets for all but the most well-off. Greater housing and transportation costs mean that the cost burden is being felt not just by low-income households, but also by moderate- and middle-income households. In 2010, nearly one quarter of Portland's renter households were cost burdened, meaning that they spent more than 50 percent of household income on housing and transportation. There were many cost-burdened homeowners as well. Metro's long-range forecasts predict a steep increase in the number of cost-burdened households, particularly among low-income households.

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The purpose of this chapter is to provide policies that will help Portland meet its need for quality, affordable homes for a growing and socioeconomically-diverse population, and to help ensure equitable access to housing. The Comprehensive Plan Map allows for a more-than-adequate supply of housing to meet the future needs. The challenge is to provide housing with a diverse range of unit types and prices in locations that help meet the needs of all, including low-income populations, communities of color, and people of all ages and abilities. Meeting this challenge requires coordinated action and public-private partnerships. A wide variety of stakeholders have a role, including agencies such as the Portland Housing Bureau and Home Forward, community development corporations and other nonprofit community organizations, and private sector real estate and development partners.

These goals and policies provide guidance for the regulations, programs, incentives, and partnerships that will help achieve Portland's housing goals.

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Goals

Goal 5.A: Housing diversity

Portlanders have access to high-quality affordable housing that accommodates their needs, preferences, and financial capabilities in terms of different types, tenures, density, sizes, costs, and locations.

Goal 5.B: Equitable access to housing

Portland ensures equitable access to housing, making a special effort to remove disparities in housing access for people with disabilities, people of color, low-income households, diverse household types, and older adults.

Goal 5.C: Healthy connected city

Portlanders live in safe, healthy housing that provides convenient access to jobs and to goods and services that meet daily needs. This housing is connected to the rest of the city and region by safe, convenient, and affordable multimodal transportation.

Goal 5.D: Affordable housing

Portland has an adequate supply of affordable housing units to meet the needs of residents vulnerable to increasing housing costs.

Goal 5.E: High-performance housing

Portland residents have access to resource-efficient and high-performance housing for people of all abilities and income levels.

Policies

Diverse and expanding housing supply

Portland is expected to add about 123,000 new households between 2010 and 2035.

Oregon's Statewide Planning Goal 10 — Housing and the Metropolitan Housing Rule require that cities provide adequate land and plan for a range of housing types that can meet the diverse housing needs of various types of households. The Portland Plan provides additional policy guidance on the benefits of locating high-quality housing in amenity rich centers and corridors.

The policies below set expectations for housing supply and growth. They identify specific types of housing needed to serve a variety of households, including multi-generational families, small and large households with children, older adults, and households that include people with disabilities who may need independent living services, assisted living, and skilled nursing care facilities.

- Policy 5.1** **Housing supply.** Maintain sufficient residential development capacity to accommodate Portland's projected share of regional household growth.
- Policy 5.2** **Housing growth.** Strive to capture at least 25 percent of the seven-county region's residential growth (Multnomah, Washington, Clackamas, Yamhill, Columbia, Clark, and Skamania counties).
- Policy 5.3** **Housing potential.** Evaluate plans and investments for their impact on housing capacity, particularly the impact on the supply of housing units that can serve low- and moderate-income households, and identify opportunities to meet future demand.
- Policy 5.4** **Housing types.** Encourage new and innovative housing types that meet the evolving needs of Portland households, and expand housing choices in all neighborhoods. These housing types include but are not limited to single-dwelling units; multi-dwelling units; accessory dwelling units; small units; pre-fabricated homes such as manufactured, modular, and mobile homes; co-housing; and clustered housing/clustered services.
- Policy 5.5** **Housing in centers.** Apply zoning in and around centers that allows for and supports a diversity of housing that can accommodate a broad range of households, including multi-dwelling and family-friendly housing options.
- Policy 5.6** **Adaptable housing.** Encourage adaption of existing housing and the development of new housing that can be adapted in the future to accommodate the changing variety of household types.

Policy 5.7 **Physically-accessible housing.** Allow and support a robust and diverse supply of affordable, accessible housing to meet the needs of older adults and people with disabilities, especially in centers, station areas, and other places that are proximate to services and transit.

Policy 5.8 **Accessible design for all.** Encourage new construction and retrofitting to create physically-accessible housing, extending from the individual unit to the community, through the use of Universal Design Principles.

Housing access

Housing supply and household income are not the only factors that determine access to housing. Discrimination in the housing market, gentrification, and the changing nature of households over time also influence access to desired housing.

The following policies address discriminatory barriers to fair and equitable access to housing and the impact of gentrification and displacement, particularly for under-served and under-represented populations.

Policy 5.9 **Coordinate with fair housing programs.** Foster inclusive communities, overcome disparities in access to community assets, and enhance housing choice for people in protected classes throughout the city by coordinating plans and investments to affirmatively further fair housing.

Policy 5.10 **Remove barriers.** Remove potential regulatory barriers to housing choice for people in protected classes to ensure freedom of choice in housing type, tenure, and location.

Policy 5.11 **Impact analysis.** Evaluate plans and investments, significant new infrastructure, and significant new development to identify potential disparate impacts on housing choice, access, and affordability for protected classes and low-income households. Identify and implement strategies to mitigate the anticipated impacts.

Policy 5.12 **Housing stability.** Coordinate plans and investments with programs that prevent avoidable, involuntary evictions and foreclosures.

Policy 5.13 **Preserve communities.** Encourage plans and investments to protect and/or restore the socioeconomic diversity and cultural stability of established communities.

Policy 5.14 **Gentrification/displacement risk.** Evaluate plans and investments, significant new infrastructure, and significant new development for the potential to increase housing costs for, or cause displacement of communities of color, low- and moderate-income households, and renters. Identify and implement strategies to mitigate the anticipated impacts.

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- Policy 5.15** **Involuntary displacement.** When plans and investments are expected to create neighborhood change, limit the involuntary displacement of those who are under-served and under-represented. Use public investments and programs, and coordinate with nonprofit housing organizations (such as land trusts and housing providers) to create permanently-affordable housing and to mitigate the impacts of market pressures that cause involuntary displacement.
- Policy 5.16** **Land banking.** Support and coordinate with community organizations to hold land in reserve for affordable housing, as an anti-displacement tool, and for other community development purposes.
- Policy 5.17** **Rebuild communities.** Coordinate plans and investments with programs that enable communities impacted by involuntary displacement to maintain social and cultural connections, and re-establish a stable presence and participation in the impacted neighborhoods.
- Policy 5.18** **Aging in place.** Encourage a range of housing options and supportive environments to enable older adults to remain in their communities as their needs change.

Housing location

The Portland Plan’s Healthy Connected City strategy provides policy guidance to expand opportunities for Portlanders to live in complete communities offering a mix of desirable services and opportunities. Housing that is located in a walkable neighborhood near active transportation, employment centers, open spaces, high-quality schools, and various services and amenities enhances the general quality of life for its residents. Neighborhoods in Portland offer varying levels of opportunity (*see Figure 5-1 – Housing Opportunity Map*), with housing in high-opportunity neighborhoods tending to be expensive compared to more affordable housing in areas that offer fewer opportunities. However, there are also small areas of Portland that are lacking in both opportunities as well as quality affordable housing units.

The following policies support efforts to provide equitable access to locational opportunities for under-served and under-represented populations in Portland.

- Policy 5.19** **Coordinate housing needs in high-poverty areas.** Meet the housing needs of under-served and under-represented populations living in high-poverty areas by coordinating plans and investments with housing programs.
- Policy 5.20** **Access to opportunities.** Improve equitable access to active transportation, jobs, open spaces, high-quality schools, and supportive services and amenities in areas with high concentrations of under-served and under-represented populations and an existing supply of affordable housing.

- Policy 5.21** **New development in opportunity areas.** Locate new affordable housing in areas that have high/medium levels of opportunity in terms of access to active transportation, jobs, open spaces, high-quality schools, and supportive services and amenities (see *Figure 5-1 — Housing Opportunity Map*).
- Policy 5.22** **Higher-density housing.** Locate higher-density housing, including units that are affordable and accessible, in and around centers to take advantage of the access to active transportation, jobs, open spaces, schools, and various services and amenities.
- Policy 5.23** **Impact of housing on schools.** Evaluate plans and investments for the effect of housing development on school enrollment, financial stability, and student mobility. Coordinate with school districts to ensure plans are aligned with school facility plans.

Housing affordability

Housing affordability is a growing concern for Portland. Many households in the city have to spend significantly more than the recommended 30 percent of their income on housing. Households are considered cost-burdened if they spend more than 50 percent of their income on housing and transportation. More and more households are falling into this category because of steep increases in home prices, a tight rental market, increases in gasoline prices and transportation costs, and falling household incomes. Population projections for 2030 indicate that 25 to 30 percent of households in several parts of Portland will be housing cost-burdened.

The following policies respond to the challenges of housing affordability through regional cooperation, housing preservation and production efforts that lower housing costs, and provide homeownership opportunities for under-served and under-represented populations.

- Policy 5.24** **Housing preservation.** Preserve and produce affordable housing to meet needs that are not met by the private market by coordinating plans and investments with housing providers and organizations.
- Policy 5.25** **Regulated affordable housing target.** Strive to produce at least 10,000 new regulated affordable housing units citywide by 2035 that will be affordable to households in the 0-80 percent MFI bracket.
- Policy 5.26** **Funding plan.** Create a funding plan that includes financial and/or regulatory mechanisms to achieve the regulated affordable housing target set forth for 2035.

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- Policy 5.27** **Inventory of regulated affordable housing.** Coordinate periodic inventories of the supply of regulated affordable housing in the four-county (Clackamas, Clark, Multnomah and Washington) region with Metro.
- Policy 5.28** **Permanently-affordable housing.** Increase the supply of permanently-affordable housing, including both rental and homeownership opportunities.
- Policy 5.29** **Housing cost burden.** Evaluate plans and investments for their impact on household cost, and consider ways to reduce the combined cost of housing, utilities, and/or transportation. Encourage energy-efficiency investments to reduce overall housing costs.
- Policy 5.30** **Household prosperity.** Facilitate expanding the variety of types and sizes of affordable housing units, and do so in locations that provide low-income households with greater access to convenient transit and transportation, education and training opportunities, the Central City, industrial districts, and other employment areas.
- Policy 5.31** **Affordable housing in centers.** Encourage income diversity in and around centers by allowing a mix of housing types and tenures.
- Policy 5.32** **Central City affordable housing.** Encourage the preservation and production of affordable housing in the Central City to take advantage of the area’s unique concentration of active transportation access, jobs, open spaces, and supportive services and amenities.
- Policy 5.33** **Affordable housing resources.** Pursue a variety of funding sources and mechanisms including new financial and regulatory tools to preserve and develop housing units and various assistance programs for households whose needs are not met by the private market.
- Policy 5.34** **Inclusionary housing.** Use inclusionary zoning and other regulatory tools to effectively link the production of affordable housing to the production of market-rate housing.
- Policy 5.35** **Impact of regulations on affordability.** Evaluate how existing and new regulations affect private development of affordable housing, and minimize negative impacts where possible. Avoid regulations that facilitate economically-exclusive neighborhoods.
- Policy 5.36** **Mobile home parks.** Evaluate plans and investments for potential redevelopment pressures on existing mobile home parks and impacts on park residents and protect this low-moderate housing option.

- Policy 5.37 Workforce housing.** Encourage private development of a robust supply of housing that is affordable to moderate-income households located near convenient multimodal transportation that provides access to education and training opportunities, the Central City, industrial districts, and other employment areas.
- Policy 5.38 Compact single-family options.** Encourage development and preservation of small resource-efficient and affordable single-family homes in all areas of the city.
- Policy 5.39 Employer-assisted housing.** Encourage employer-assisted affordable housing in conjunction with major employment development.
- Policy 5.40 Affordable homeownership.** Align plans and investments to support improving homeownership rates and locational choice for people of color and other groups who have been historically under-served and under-represented.
- Policy 5.41 Homeownership retention.** Support opportunities for homeownership retention for people of color and other groups who have been historically under-served and under-represented.
- Policy 5.42 Variety in homeownership opportunities.** Encourage a variety of ownership opportunities and choices by allowing and supporting including but not limited to condominiums, cooperatives, mutual housing associations, limited equity cooperatives, land trusts, and sweat equity.
- Policy 5.43 Regional cooperation.** Facilitate opportunities for greater regional cooperation in addressing housing needs in the Portland metropolitan area, especially for the homeless, low- and moderate-income households, and historically under-served and under-represented communities.
- Policy 5.44 Regional balance.** Encourage development of a “regional balance” strategy to secure greater regional participation to address the housing needs of homeless people and communities of color, low- and moderate-income households, and historically under-served and under-represented communities throughout the region.

Homelessness

Understandably, the homeless population is most vulnerable to decreasing affordability and declining household prosperity. Unified guidance by the City of Portland, Multnomah County, and Home Forward is provided through their jointly authored plan, *A Home for Everyone: A United Community Plan to End Homelessness in Multnomah County* (2013). This plan focuses resources to support priority populations, particularly families with children, unaccompanied youth, adults with disabilities, women, and veterans. It focuses investments in six program areas to prevent and end homelessness, including housing, income and benefits, health, survival and emergency services, access to services, and systems coordination. The purpose of the plan is to prevent homelessness, and reduce the time people spend being homeless. The following policy provides land use support for the priorities identified by this plan.

Policy 5.45 Housing continuum. Prevent homelessness and reduce the time spent being homeless by ensuring that a continuum of safe and affordable housing opportunities and related supportive services are allowed, including but not limited to Permanent Supportive Housing, transitional housing, self-built micro housing communities, emergency shelters, temporary shelters such as warming centers, and transitional campgrounds.

Health, safety, and well-being

Having a place to live does not guarantee health and safety. A critical connection exists between the quality of the housing unit and the health of its occupants.

A safe housing unit is largely free of hazardous materials such as lead and radon. It is also free of mold, is not in a state of disrepair, and has emergency safety features such as carbon monoxide monitors, smoke alarms, and emergency exits. Access to open spaces, opportunities for social interactions, green features, and adaptability also influence the health of a community. The following policies focus on building and maintaining Portland's housing stock in ways that foster community health.

Policy 5.46 Healthy housing. Encourage development and maintenance of all housing, especially multi-dwelling housing, that protects the health and safety of residents and encourages healthy lifestyles and active living.

Policy 5.47 Housing safety. Require safe and healthy housing free of hazardous materials such as lead, asbestos, and radon.

Policy 5.48 Housing quality. Encourage housing that provides high indoor air quality, access to sunlight and outdoor spaces, and is protected from excessive noise, pests, and hazardous environmental conditions.

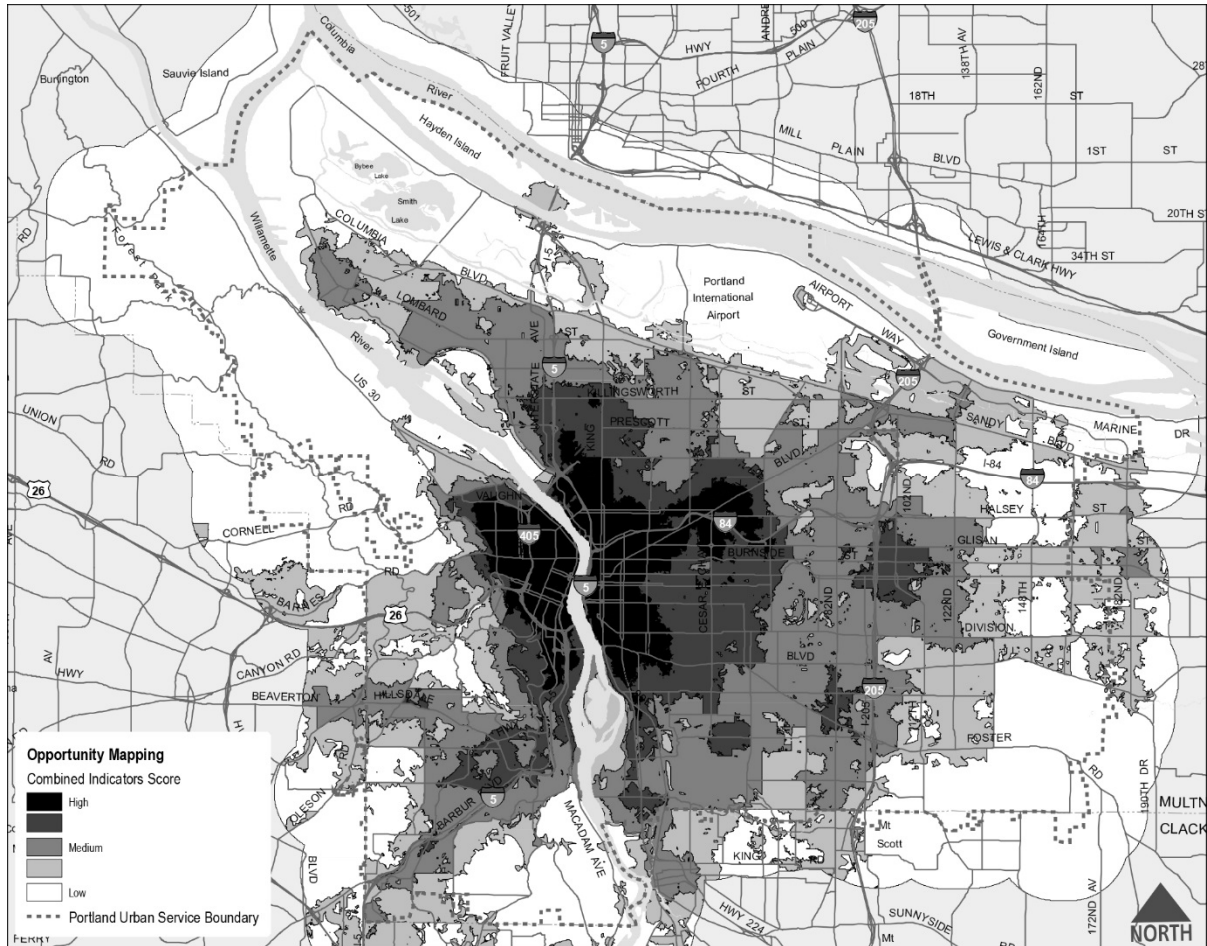
Policy 5.49 High-performance housing. Encourage energy efficiency, green building practices, materials, and design to produce healthy, efficient, durable, and

adaptable homes that are affordable or reasonably priced.

- Policy 5.50** **Healthy and active living.** Encourage housing that provides features supportive of healthy eating and active living such as useable open areas, recreation areas, community gardens, crime-preventive design, and community kitchens in multifamily housing.
- Policy 5.51** **Walkable surroundings.** Encourage active transportation in residential areas through the development of pathways, sidewalks, and high-quality onsite amenities such as secure bicycle parking.
- Policy 5.52** **Responding to social isolation.** Encourage site designs and relationship to adjacent developments that reduce social isolation for groups that often experience it, such as older adults, people with disabilities, communities of color, and immigrant communities.
- Policy 5.53** **Renter protections.** Enhance renter health, safety, and stability through education, expansion of enhanced inspections, and support of regulations and incentives that protect tenants and prevent involuntary displacement.

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Figure 5-1. Housing Opportunity Map



... COMPREHENSIVE PLAN UPDATE ...

2035 Comprehensive Plan

Recommended Draft

What's Inside?

Vision and Guiding Principles

How to Use the Plan

Goals and Policies

List of Significant Projects

Comprehensive Plan Map

Glossary

August 2015

Portland's Comprehensive Plan Update
For more information, visit:
www.portlandoregon.gov/bps/pdxcompplan



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Xafiiska Qorshaynta iyo Sugnaanta waxay u-heellan yihiin bixinta helitaan loo-siman yahay ee macluumaad iyo dhagaysiyada. Haddii aad u baahan tahat qabanqaabo gaar ah, afcelin ama turumaad, fadlan wac 503-823-7700, TTY-ga 503-823-6868 ama Xafiiska Gudbinta Oregon ee 711 muddo ah 48 saac gudahood kahor xafladda.

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Portland's 2035 Comprehensive Plan guides how and where land is developed and infrastructure projects are built to prepare for and respond to population and job growth.

All cities and counties in Oregon are required to have a Comprehensive Plan. Portland's new Comprehensive Plan addresses future development, and it includes expectations for how and when community members will be involved in land use decisions. It helps coordinate policies and actions across City bureaus as well as with regional and state agencies.

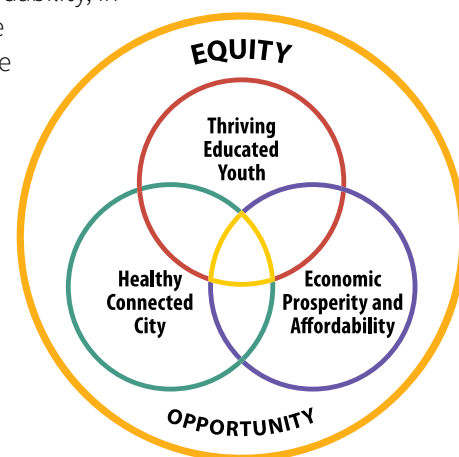
This plan is built on a solid foundation.

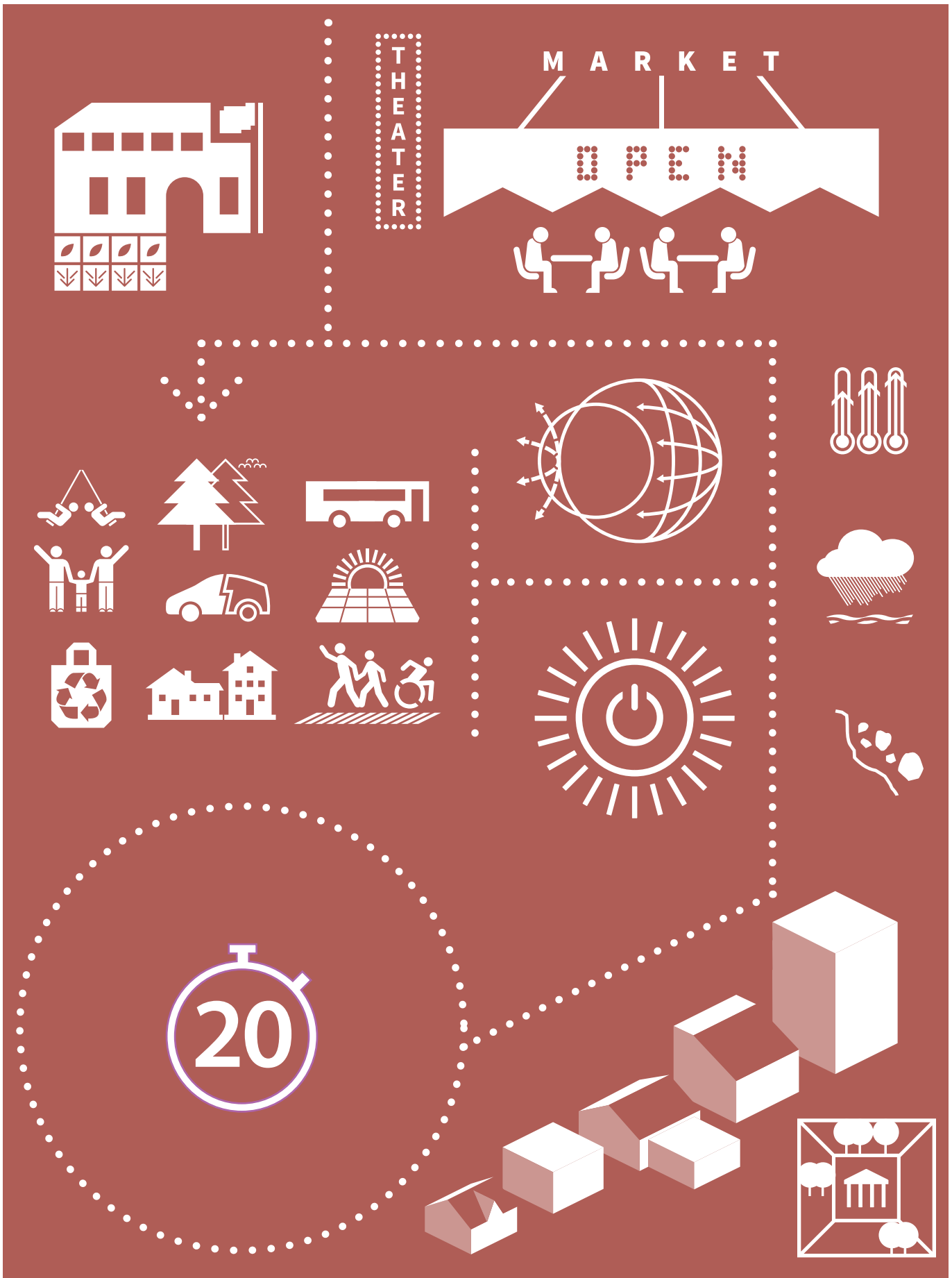
The 2035 Comprehensive Plan is built on the 2012 Portland Plan, the Climate Action Plan and Portland's 1980 Comprehensive Plan, which was Portland's first Comprehensive Plan developed under the statewide land use planning system. The new Plan continues the commitment to linking land use and transportation decisions. It expands the reasons for, and approaches to, improving Portland as a place that is walkable, bikeable and transit-friendly with active main streets. The Plan continues Portland's commitment to compact development, with active employment centers, expanded housing choice, and access to parks and open space.



The Portland Plan brought together more than 20 agency partners and thousands of residents, businesses and nonprofits to create a strategic plan to make Portland prosperous, healthy, educated and equitable. It provides a structure for aligning budgets and projects across numerous public agencies, guiding policies with an eye toward the year 2035, and a five-year action plan to get things started. The Portland Plan is organized around an equity framework, three integrated strategies and a set of measurable objectives to track progress.

The Comprehensive Plan is Portland's primary tool to implement the Portland Plan. The equity framework and the three integrated strategies — Healthy Connected City and Economic Prosperity and Affordability, in particular — provide the foundation for the Comprehensive Plan's goals and policies, capital project lists and maps. The Measures of Success for the Portland Plan will also be used to track progress of the Comprehensive Plan.





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Vision

Portland is a prosperous, healthy, equitable and resilient city where everyone has access to opportunity and is engaged in shaping decisions that affect their lives.

Guiding principles

Not just where but HOW Portland will grow.

The Comprehensive Plan includes five Guiding Principles to recognize that implementation of this Plan must be balanced, integrated and multi-disciplinary. The influence of the Guiding Principles is seen throughout the Plan as they shape many of the individual policies and projects.



Economic Prosperity

Support a low-carbon economy and foster employment growth, competitiveness and equitably distributed household prosperity.



Human Health

Avoid or minimize negative health impacts and improve opportunities for Portlanders to lead healthy, active lives.



Environmental Health

Weave nature into the city and foster a healthy environment that sustains people, neighborhoods, and fish and wildlife. Recognize the intrinsic value of nature and sustain the ecosystem services of Portland's air, water and land.



Equity

Promote equity and environmental justice by reducing disparities, minimizing burdens, extending community benefits, increasing the amount of affordable housing, affirmatively furthering fair housing, proactively fighting displacement, and improving socio-economic opportunities for under-served and under-represented populations. Intentionally engage under-served and under-represented populations in decisions that affect them. Specifically recognize, address and prevent repetition of the injustices suffered by communities of color throughout Portland's history.



Resilience

Reduce risk and improve the ability of individuals, communities, economic systems, and the natural and built environments to withstand, recover from, and adapt to changes from natural hazards, human-made disasters, climate change, and economic shifts.

For more information on how the Guiding Principles are used, please see About the Plan and Chapter 1: The Plan.

Portland is expected to grow.

Portland's economy, neighborhoods, resources, natural setting and the lifestyle options they support continue to attract new residents to the city. Over the next 20 years, Portland is projected to add approximately **260,000 new residents** to the roughly 620,000 people who live here today and about **140,000 new jobs** to the 370,000 jobs in Portland now.

If done well, this growth is part of achieving the Comprehensive Plan Vision.

The long-standing commitment in Portland is to grow UP, not OUT. This course initially was set in 1972 with State Bill 100, and later through the creation of the Metro Urban Growth Boundary. While these laws were in large part intended to protect prime farm and forest land, the agricultural economy, natural resources and environmental health outside of the Urban Growth Boundary (UGB), the Comprehensive Plan commits the City to protection of natural resources and watershed health inside the UGB as well. The Urban Growth Boundary also protects places that Portlanders love and depend on.

Portland also is a city of great neighborhoods. The attractiveness of these neighborhoods to existing and new Portlanders is impacted by housing choices and the proximity of convenient services, schools, parks and other destinations. Having good access and connections are also important, including transit, safe streets, trails and other public spaces.

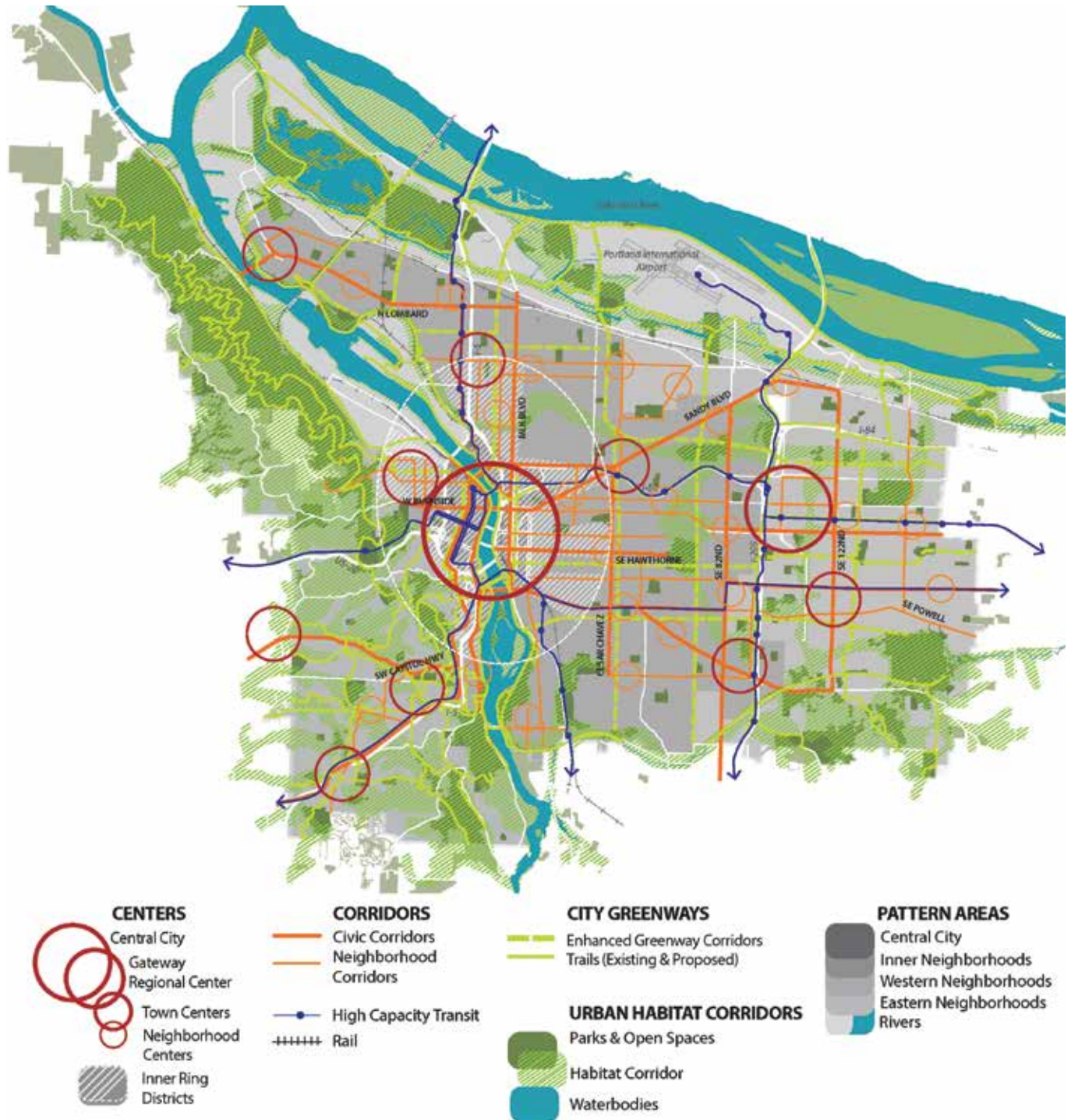
The Comprehensive Plan proposes to use new growth to help expand access to employment and great neighborhoods. The Plan guides growth to centers and corridors. Growing up and not out supports the clustering destinations and makes access by transit, walking, wheelchair and bicycle more practical and desirable. In turn, this helps reduce the amount of driving needed to access work and services.

Focusing growth and investments in centers and along corridors also makes good use of existing infrastructure capacity and encourages efficiency in new infrastructure investments such as streets, sidewalks, transit lines, water and sewer lines and parks.



A city's form matters.

The Urban Design Framework shows how the Vision and Guiding Principles in the 2035 Comprehensive Plan are reflected in the location and form of future change.



For more information on the Urban Design Framework, see Chapter 3: Urban Form as well as the Urban Design Direction document.

What the new Comprehensive Plan can accomplish
 The following pages summarize what each of the Guiding Principles is intended to accomplish.

... COMPREHENSIVE PLAN UPDATE ...

GUIDING PRINCIPLE

1 Economic Prosperity



Economic prosperity

Support a low-carbon economy and foster employment growth, competitiveness and equitably distributed household prosperity.

A robust and resilient regional economy, thriving local businesses and growth in living-wage jobs are all critical to ensuring household prosperity.

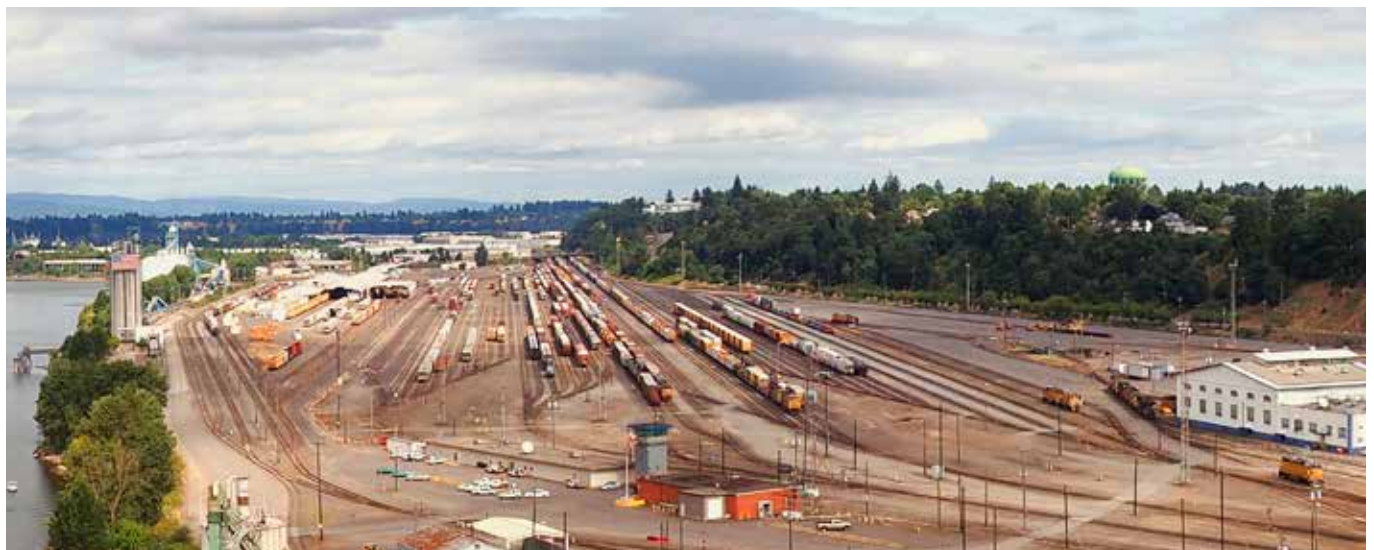
Over the past decade, job growth in Portland was relatively flat. While the economy is picking up strength, it is important to plan for the long term and implement policies and make investments that improve Portland's ability to weather economic change and improve household prosperity for all Portlanders.

Portland's job market is poised to increase by more than 140,000 jobs between now and 2035. This forecast is based on many factors, including past trends and land capacity. Realizing this forecast will take focused work.

The 2035 Comprehensive Plan includes policies and projects to support job growth.



- **Re-invest in Brownfields** – Industrial areas have nearly 600 acres of under-utilized contaminated brownfields. New public policies that support brownfield remediation included in this plan support programs that leverage the private investment needed to bring these contaminated properties back into productive use.
- **Increase sites for businesses and employment opportunities, especially in East Portland** – To improve access to living-wage jobs in East Portland, the Comprehensive Plan Map shifts some commercial and residential land to employment land.
- **Preserve existing industrial sites and intensify the level of use and development of sites** – The Plan includes policies that encourage businesses to grow on existing sites as well as policies to ensure that existing industrial land is protected from commercial and residential development encroachment. The Citywide Systems Plan and the Transportation System Plan also include freight-related infrastructure projects that will improve access to employment land, and better connect opportunity sites to the region and to other parts of the state.





- **Provide for employment growth at colleges and hospitals** – Campus institutions like colleges and hospitals are Portland’s fastest growing job sector today, and they are expected to continue to grow. This Comprehensive Plan includes policies that facilitate growth within existing institutional campuses and call for the creation of clear rules for maintaining and improving neighborhood compatibility in implementation tools.



- **Recognize prosperity is about more than job growth** – Business and job growth does not take place in a vacuum. It is influenced by the quality of the city as a place to live, the education system, availability of capital, and the natural and built environments. Policies and implementation actions that support centers and corridors, Urban Habitat Corridors, healthy watersheds, biodiversity and City Greenways, all make Portland a more attractive location for people to work, live and run businesses.

The city’s success depends on achieving broad community prosperity.

The 2035 Comprehensive Plan recognizes that upward mobility for lower-income households and closing the racial income gap are essential to building a strong, sustainable and resilient city economy.

The Plan’s approach to job development is rooted in the need to help all Portlanders attain economic self-sufficiency, and find long-term economic success. Part of the approach focuses on the needs of business to grow. The Plan provides land for growth of traded sector businesses, educational and health campuses, and small businesses.

The Plan also focuses on increasing living-wage opportunities for Portlanders with a wide range of educational backgrounds, aptitudes and skills. Manufacturing businesses, healthcare facilities and educational institutions all offer these kind of opportunities.

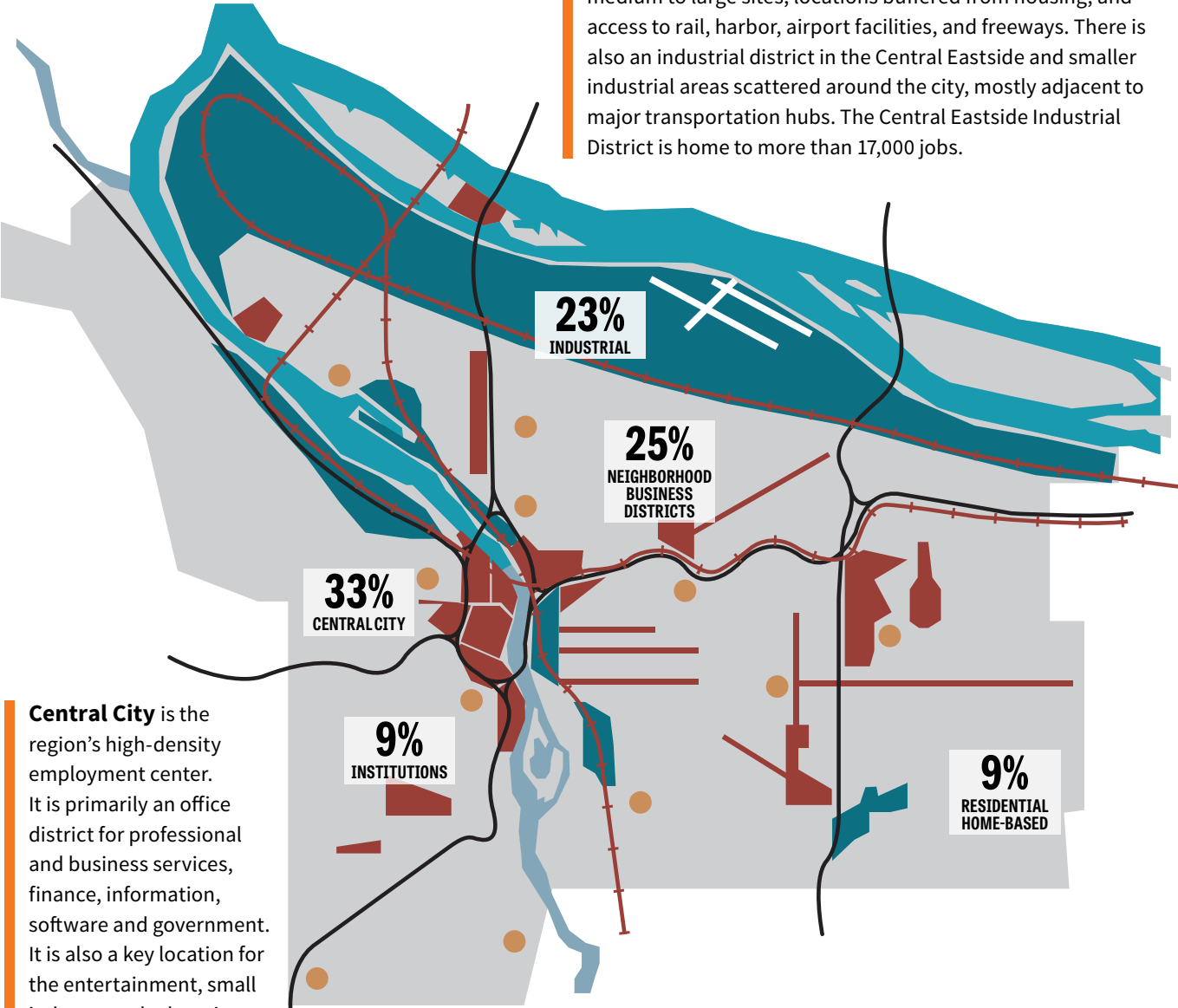
Household prosperity varies greatly by employment type. The Portland Plan’s measure of success for household prosperity uses a self-sufficiency index based on the income needed to meet basic household needs, including the cost of housing, childcare, food, healthcare and transportation. In Portland, this is approximately \$36,000 per year for one adult and an infant. In 2012, the average wage for retail and service workers in Portland (\$26,000) was far below the level needed to sustain a household. By contrast, the average wage for an industrial worker in Portland is \$55,000 per year, and the average wage in hospitals is \$62,940. Industrial and institutional jobs provide better opportunities for many to earn a living wage, but living-wage job creation is critical across all employment sectors.



Portland's employment sectors

Portland's economy is split across four broad sectors that concentrate in different places in the city.

Industrial districts are in the low, flat areas along Portland Harbor and the Columbia Corridor, Oregon's freight infrastructure hub. Manufacturing and distribution sectors concentrate here. They typically need one-story buildings, medium to large sites, locations buffered from housing, and access to rail, harbor, airport facilities, and freeways. There is also an industrial district in the Central Eastside and smaller industrial areas scattered around the city, mostly adjacent to major transportation hubs. The Central Eastside Industrial District is home to more than 17,000 jobs.



Central City is the region's high-density employment center. It is primarily an office district for professional and business services, finance, information, software and government. It is also a key location for the entertainment, small industry and education sectors.

Campus institutions in the health care and education sectors are concentrated in large hospital and college campuses and dispersed smaller facilities. Major institutions are large employers with campuses that vary from pastoral expanses to more concentrated urban grounds. They are located throughout the city, often in or adjacent to residential areas.

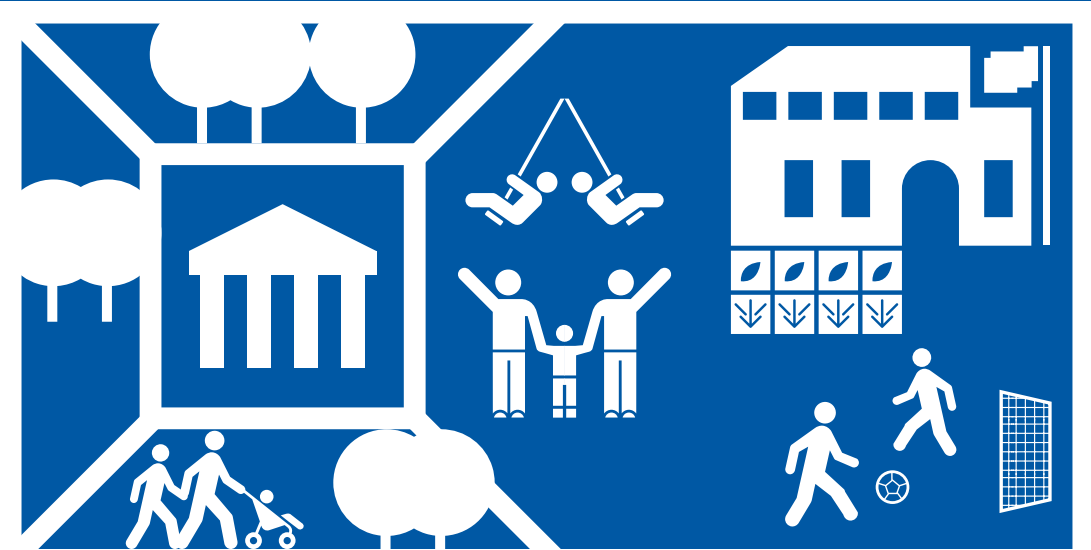
Neighborhood commercial areas are mainly home to the retail, personal service and related sectors that serve customers on-site. These businesses locate amid their market areas, lining corridors across the city. They generally need ground-floor space along pedestrian or auto-oriented streets.

Nine percent of jobs are **home-based businesses in residential areas.**

... COMPREHENSIVE PLAN UPDATE ...

GUIDING PRINCIPLE

2 Human Health



Human health

Avoid or minimize negative health impacts and improve opportunities for Portlanders to lead healthy, active lives.

Portland's physical environment has a significant effect on health.

The 2035 Comprehensive Plan incorporates consideration of human health into decisions about urban form and growth. It does this in a variety of interconnected ways. Growing in centers and corridors to create complete neighborhoods is a core concept that brings together many facets to support human health.

Increase access to complete neighborhoods

Complete neighborhoods are places where people of all ages and abilities have safe and convenient access to more of the goods and services needed in daily life. These are places where they can get to grocery stores, schools, libraries, parks, cultural experiences and gathering places safely on foot or by bike. They also are places that are connected by convenient transit to jobs and the rest of the city.

The conveniences of complete neighborhoods make it easier for people to have active lifestyles and integrate exercise into their daily lives. Complete neighborhoods are places where youth can spend time, learn and play. They are places where people are out and about, putting more eyes on the street that can help improve one's sense of safety. They also help reduce the amount of time spent doing errands and in a car. All of these things can make living just a little bit easier and a lot less stressful.





Strengthen consideration of environmental justice

Environmental justice is the equitable treatment and meaningful involvement of all people in public decision-making as it applies to who benefits and who bears the cost of development and growth. This also applies to decisions on how the Plan will be implemented and enforced.

These policies are particularly relevant to plans and investments that affect communities that have been historically under-served and under-represented in public processes and decisions, and that have historically carried the burden of adverse effects from city planning and implantation. Policies throughout the Plan support the meaningful involvement of Portlanders in public decisions.

Build City Greenways

A network of safe, accessible, and attractive streets, trails, parks, and open spaces can make it easier to choose healthier lifestyle choices. This network complements complete communities by encouraging active living, community interaction and nature in neighborhoods. Walking, biking and using public transit become the easy choice.

Driving less reduces household costs, improves personal and environmental health, and lowers carbon emissions and air pollution. A transportation network that integrates nature into neighborhoods increases access to the outdoors, provides corridors for wildlife movement, and helps manage and clean stormwater will significantly improve environmental health. Access to open spaces and parks increases opportunities for recreation, relaxation and learning.



... COMPREHENSIVE PLAN UPDATE ...

GUIDING PRINCIPLE

3 Environmental Health



Environmental health

Weave nature into the city and foster a healthy environment that sustains people, neighborhoods, and fish and wildlife. Recognize the intrinsic value of nature and sustain the ecosystem services of Portland's air, water and land.

Portland has a wealth of natural resources.

It is located at the confluence of two major rivers near rich forest and farmland, and between mountain ranges. All these provide a beautiful setting for a city, and important habitat for wildlife. Salmon, beaver, deer, elk and more than 200 species of birds — including bald eagles and peregrine falcons — live in or travel through Portland. Natural resources and open spaces also perform important services: they clean Portland's air and water, stabilize hillsides, soak up rainwater, and manage floodwaters; and they add to the sense of place and community.



Portland also has an extensive system and network of public open spaces.

Streets, parks, trails, open spaces and natural areas link people and wildlife to places around the city and the region. Some of these places are big and busy, connecting people to jobs and businesses to businesses. Others, like the Springwater Corridor, are quieter pathways for walking, jogging or rolling. Places like Columbia Slough and Smith and Bybee Lakes constitute a network of natural resource areas that support native species of birds, fish, pollinators and other wildlife. These connections help strengthen sense of place; support the movement of goods, people and wildlife; encourage active lifestyles; and improve ecological health.

But, many of these natural resources are at risk.

The potential losses are ecological, economic, aesthetic and spiritual. Urbanization has filled floodplains, causing seasonal flooding. Streams are unable to support healthy fish populations. Trees that trap carbon, reduce heat island effects and provide habitat are vulnerable to development and increased intensification of development. Without thoughtful intervention, natural systems will suffer.



The 2035 Comprehensive Plan includes policies and investments that will expand the public space system, increase mobility and access to services through low-carbon transportation, and avoid, minimize, and mitigate the impact of development on natural resource systems.



Design development to work with nature

Development that includes native landscaping, stormwater swales, trees, green roofs and rain gardens helps clean the air, store water and reduce energy costs by cooling buildings in the summer. Designing with nature will directly improve water quality, reduce stresses on the stormwater management system, and contribute to cleaner air in the region.



Support nature-friendly infrastructure

The Comprehensive Plan includes policies and investment choices that manage stormwater, protect resources, and enhance natural areas and open spaces. Trees, natural areas, stormwater swales and open spaces make up what is referred to as Portland's *green infrastructure*. Green infrastructure helps minimize risks from flooding and landslides, helps to cool the city — reducing impacts from the urban heat island effect — and creates an overall healthier and more pleasant environment for people.

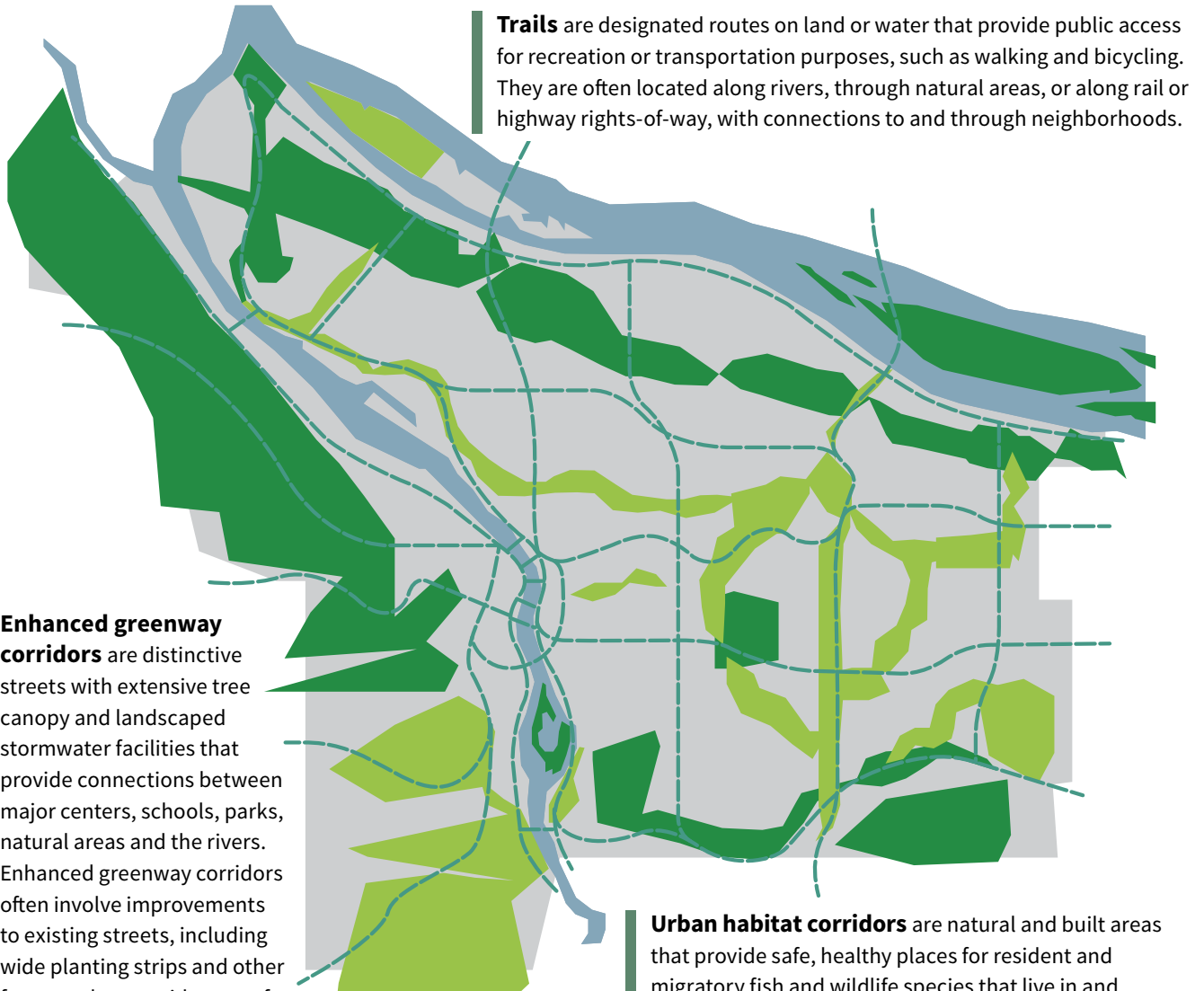


Preserve and enhance Urban Habitat Corridors

Public and private spaces around the city — from rivers and streams, to Forest Park and Powell Butte, to backyards with native plants — provide safe and healthy places for resident and migratory fish and wildlife to move through or stay in the city. They also clean and store water, reduce landslide and flooding risks, and provide places for people to learn, play and experience nature. Preserving existing places and enhancing others will weave nature throughout the city.

Portland's greenway and habitat corridors

City greenways and habitat corridors will expand Portland's system of streets, parks, trails, open spaces and natural areas to better connect people, places, water and wildlife. This network will also improve human and environmental health.



Trails are designated routes on land or water that provide public access for recreation or transportation purposes, such as walking and bicycling. They are often located along rivers, through natural areas, or along rail or highway rights-of-way, with connections to and through neighborhoods.

Enhanced greenway corridors are distinctive streets with extensive tree canopy and landscaped stormwater facilities that provide connections between major centers, schools, parks, natural areas and the rivers. Enhanced greenway corridors often involve improvements to existing streets, including wide planting strips and other features that provide space for large-canopy trees.

Heritage parkways are iconic streets or segments of streets with elements such as linear parkways, scenic views, and distinctive landscaping or street design.

Neighborhood greenways are an extensive network of streets with low volumes of motor vehicle traffic. These routes are prioritized for bicycles and enhance the pedestrian environment, working in conjunction with the rest of the City Greenways system to extend the system into all neighborhoods.

Urban habitat corridors are natural and built areas that provide safe, healthy places for resident and migratory fish and wildlife species that live in and move through the city. As a system, they link habitats in Portland and the region, facilitating safe fish and wildlife access and movement through and between habitat areas. Enhanced habitat corridors are places where there is existing significant fish or wildlife habitat, as identified in the Natural Resource Inventory, and where habitat connectivity will be improved over time. Potential habitat corridors will be established over time. They are places where habitat features and functions (e.g., trees, vegetation, nesting and perching sites, food, etc.) will be integrated into generally more developed areas of the city.

... COMPREHENSIVE PLAN UPDATE ...

GUIDING PRINCIPLE

4 Equity





Equity

Promote equity and environmental justice by reducing disparities, minimizing burdens, extending community benefits, increasing the amount of affordable housing, affirmatively furthering fair housing, proactively fighting displacement, and improving socio-economic opportunities for under-served and under-represented populations. Intentionally engage under-served and under-represented populations in decisions that affect them. Specifically recognize, address and prevent repetition of the injustices suffered by communities of color throughout Portland's history.

The 2035 Comprehensive Plan provides a framework to ensure Portlanders more equitably share in the benefits and burdens of growth and development. This includes recognizing and taking past inequities into account when making decisions. Several core concepts in the Plan work together to promote equity and environmental justice.





Invest to reduce disparities

High-quality basic services are essential to Portland’s future success. However, not all communities in the city have access to basic services like sidewalks and developed streets, effective stormwater management systems, parks and open space. Often, it is low-income households and Portlanders of color who have inadequate services.

Portland has many miles of unpaved roads and even more miles of streets without sidewalks. Most of these places are east of I-205 or in the Cully and Brentwood-Darlington neighborhoods. This crescent has the greatest concentrations of poverty and greater racial and ethnic diversity than the city as a whole, as well as a high number of transit-dependent residents. Moreover, East Portland is where much of the affordable family housing is located, and where many families who once lived in areas with many amenities have moved in search of more affordable housing.

Make infrastructure decisions that advance equity

This requires a process by which decisions are made based on awareness of how past decisions have affected equity. This challenges unconscious assumptions about how decisions affect different groups. The core questions are who benefits from an investment, who is burdened, who pays and who decides. Some form of this approach should be used across the spectrum of infrastructure decisions from big-scale long-range plans, like the Citywide Systems Plan, through project design and implementation.

Several City bureaus are developing tools to help ask and answer such questions. An equity analysis can help prioritize where and when the City invests in infrastructure to ensure that low-income communities, communities of color, and people with disabilities have more equitable access to infrastructure.

Include under-served and under-represented populations in decisions that affect them

Portland has a long history of community involvement and a robust neighborhood association system. As the city grows, it is becoming more diverse. It is essential that the needs and interests of all community members are considered.

Efforts must be made to improve services for groups that have not been well represented in past decision making — people of color, immigrants and refugee communities, people with disabilities, renters, low-income Portlanders, older adults, youth, and the lesbian, gay, bisexual, transgender and queer (LGBTQ) community. A new paradigm of community involvement and engagement — one that supports intercultural organizing, recognizes that diversity is an advantage and works to achieve equitable outcomes — must be embraced. This, paired with Portland’s neighborhood organization network, can create a robust and more inclusive community involvement system informed by principles of environmental justice.

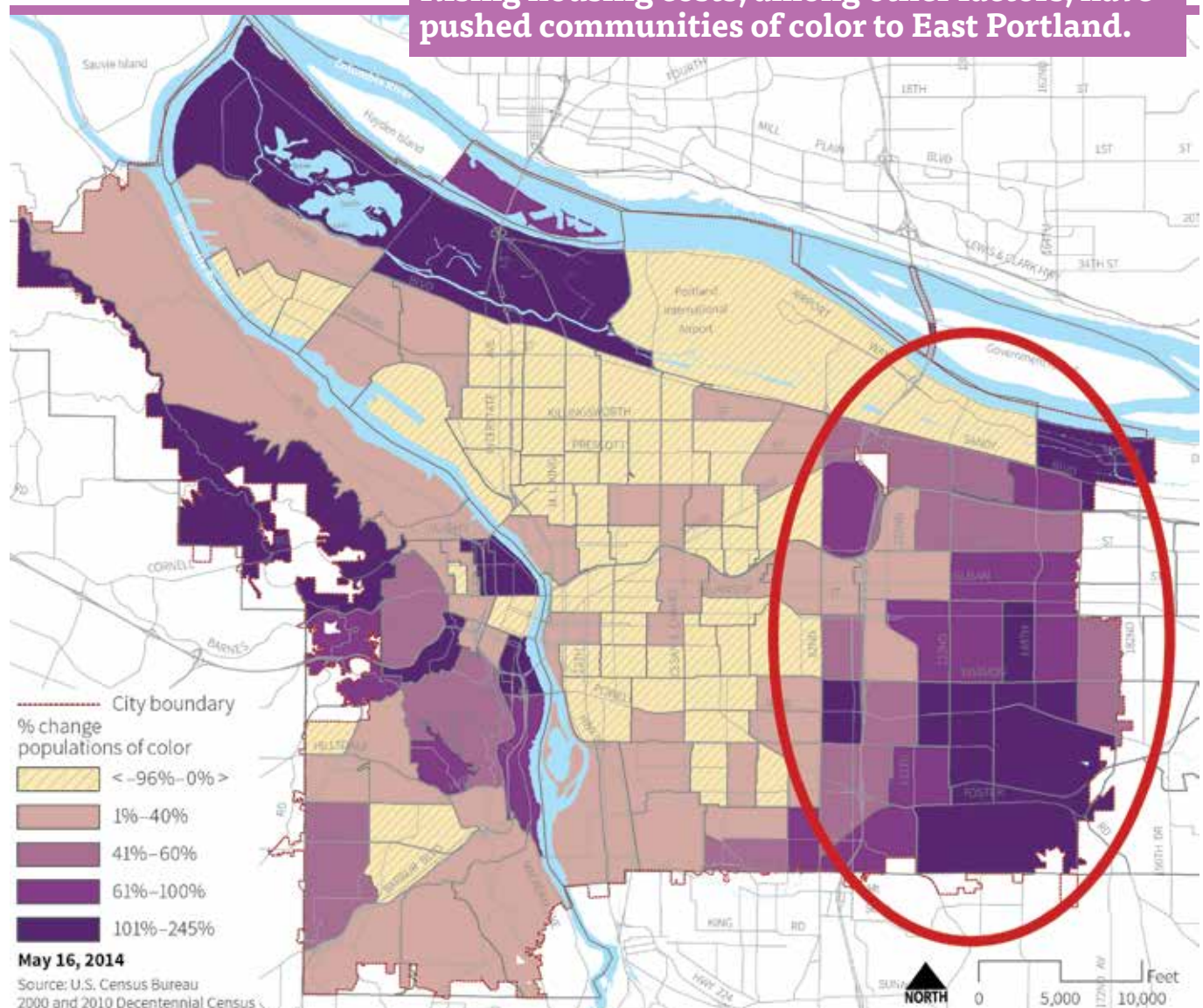
Address displacement of residents

Neighborhood improvement is often the result of public and private investments that increase a neighborhood's livability. It can create many benefits for existing residents, including increased access to services and improved neighborhood walkability. These same improvements also can make a neighborhood more attractive to new and potentially higher-income residents. Greater demand for the limited supply of housing in the neighborhood will increase property values for existing property owners and housing costs for new residents.

This change can force some existing residents out of revitalizing neighborhoods due to unaffordable increases in the cost of housing. This displacement of lower-income households also often results in a change to the ethnic and racial make-up of a neighborhood's residents and businesses.

This type of gentrification and displacement is a long-standing concern in Portland. To meet our equity goals, it is essential that efforts are made to work with communities who have and are experiencing inequitable outcomes. It is also essential that more federal, state and local resources are available to increase the development of permanently affordable housing in high opportunity neighborhoods.

Rising housing costs, among other factors, have pushed communities of color to East Portland.



Percent change in populations of color (2000-2010). Source: Portland Bureau of Planning and Sustainability
East Portland experienced significant population growth from communities of color between 2000 and 2010.



Provide for on-going affordability

Portland is in the midst of a housing development boom. Still, the city has been adding people faster than housing. Since 2010, there are approximately 27,000 new residents in the city, but fewer than 10,000 new housing units have been added to the supply. The number of new dwelling units under construction has rebounded to pre-recession levels in 2014 and 2015, but many of those units are not yet finished and available for rent. This has put pressure on the housing market and increased housing costs across the board. This cost pressure is greatest for lower income families.

Only a few hundred of these new units have been built under programs for long-term low-income affordability. While 27 percent of Portland households earn less than \$36,750 (half of the current median family income for a family of four), only about 7.5 percent (20,300 units) of the housing stock is publicly subsidized and maintained as affordable to these households. Other housing in Portland may be affordable to this group, but there are no protections to ensure it remains that way.

In the Portland Plan, the City set a goal to increase the existing supply of long-term affordable housing, to reach 15 percent. To meet this ambitious goal, new funding and other approaches to produce affordable housing will be needed.

Create regulations that acknowledge that one size does not fit all

Portland has increased in area since 1980 when most of East Portland and some of West Portland was annexed into the city. Many of these neighborhoods were developed after WWII and have distinct characters that differ from Inner Portland and the Central City. Despite these differences, they were required to meet the same development standards as Inner Portland, and these areas developed without the needed street, sidewalk and stormwater infrastructure. This Plan recognizes that one size does not fit all and includes new policies intended to protect the qualities that people value about East and West Portland, while supporting human and environmental health and safety, and investments that promote transit use, walking and biking.

Plan and design to fit local conditions.

As Portland grows in population and jobs, it will be essential to implement projects and programs that meet each area’s specific needs.

Portland has five major patterns areas: Inner Neighborhoods, Eastern Neighborhoods, Western Neighborhoods, Central City and Rivers. Each area has unique needs and characteristics.



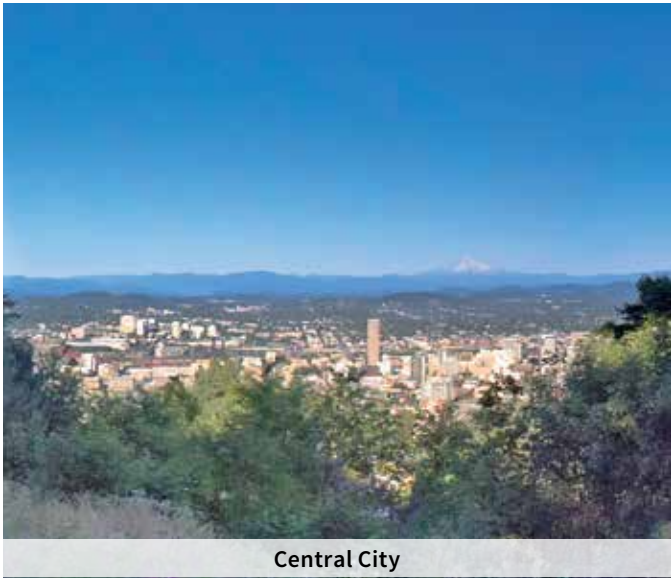
Inner Neighborhoods



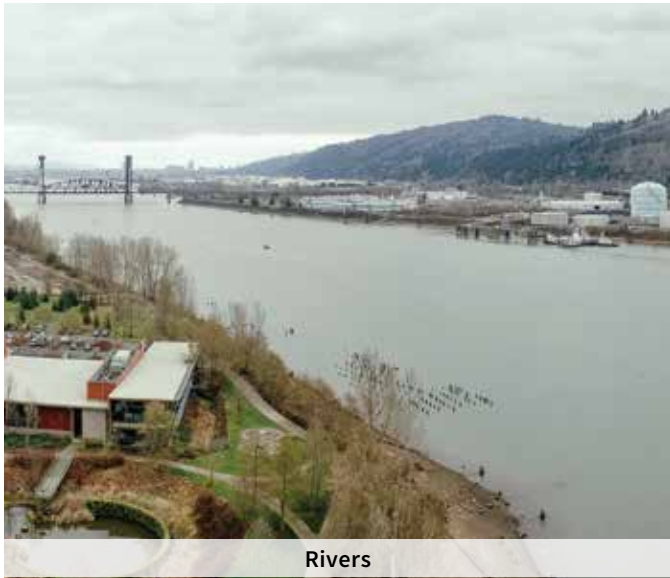
Eastern Neighborhoods



Western Neighborhoods



Central City



Rivers

... COMPREHENSIVE PLAN UPDATE ...

GUIDING PRINCIPLE

5 Resilience



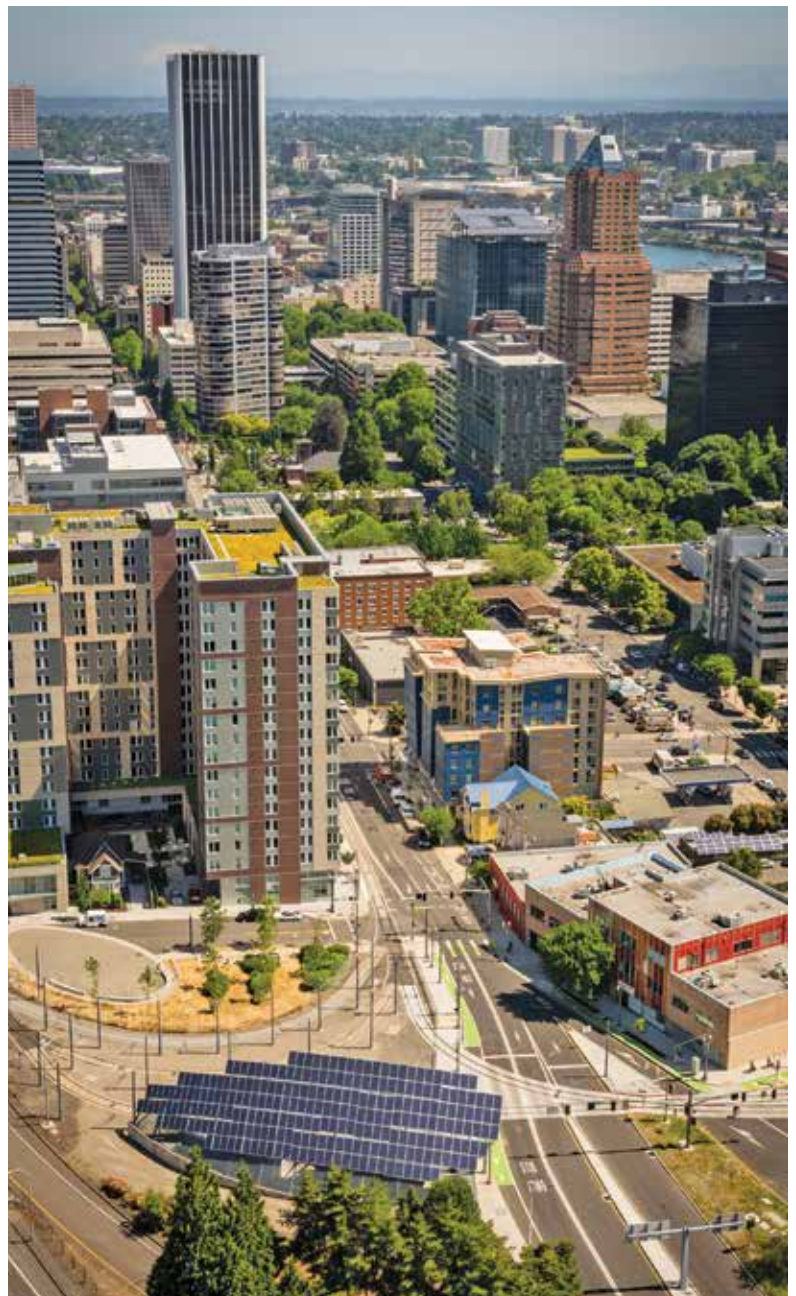
Resilience

Reduce risk and improve the ability of individuals, communities, economic systems, and the natural and built environments to withstand, recover from, and adapt to changes from natural hazards, human-made disasters, climate change, and economic shifts.

Resilience means reducing the vulnerability of our neighborhoods, businesses, and built and natural infrastructure to withstand challenges — environmental, economic and social — that may result from major hazardous events. A resilient Portland is one that can bounce back, move forward and become stronger over time.

Prosperity, human health, environmental health and equity are all essential components of resilience.

The 2035 Comprehensive Plan has a spectrum of policies that work together to improve Portland’s resilience — growth in compact centers and corridors, provision of City Greenways and Urban Habitat Corridors, expansion of living-wage employment opportunities, investments to fill the infrastructure gaps in under-represented and under-served communities, and responsiveness to the differences among Portland’s neighborhoods.





Portland faces many natural and human-caused risks, which can have environmental, economic and social impacts.

- **Floods or landslides** can disrupt roads and transit services. They can affect commuting patterns and timely access to jobs or school, as well as the movement of commercial traffic and freight.
- **A significant earthquake** could threaten lives and seriously affect Portlanders’ daily lives for an extended period.
- **Oregon’s climate is changing.** Over the past 30 years, average temperatures in the Pacific Northwest have increased about 1.3 degrees Fahrenheit. The number of extreme high nighttime minimum temperatures has increased. Mt. Hood’s glaciers have decreased in length as much as 61 percent over the past century. Climate change poses a serious threat not just to Oregon’s natural treasures — forests, mountain snows and rivers — but also to our jobs and our health. Portland’s future climate will likely be characterized by hotter, drier summers with more heat waves, and warmer, wetter winters. This will mean increased risk of flooding, wildfire and landslides.
- **Extreme heat events** threaten personal health and reduce the viability of construction and other outdoor employment.
- **Economic and energy shocks.** Portland exists as part of a complex global economy, where the cost of living, the value of land and housing, and the availability of jobs can be influenced by external forces. The Great Recession and the energy shocks of the 1970’s are two examples. External economic shocks can have a large impact on local prosperity, health and equity.

Effectively managing risks involves assessing the likelihood that an event will occur, as well as the potential consequences such as injury or fatalities, environmental degradation or economic loss. Certain populations, including low-income households, communities of color, people with disabilities, renters and older adults may be less able to prepare for and recover from impacts from natural hazards, economic disruption and climate change impacts.



The 2035 Comprehensive Plan help manage risks in several ways.

- **Direct growth in lower-risk areas** – The Plan’s Urban Design Framework focuses growth in centers and corridors outside of high-risk areas. Comprehensive Plan Land Use Map changes include downzoning (reduced density) in parts of East and West Portland where there are greater risks of landslides or floods.
- **Invest to reduce risks** – The Comprehensive Plan, including the Citywide Systems Plan, identifies infrastructure investments to reduce risks of failure and increase the city’s ability to withstand and respond to a natural disaster. Improvements are planned to protect Portland’s critical infrastructure services such as drinking water, sewage treatment and bridges. These systems are necessary to protect Portlanders’ safety and security and support the region’s economy. For example, infrastructure investments planned for Portland’s secondary groundwater supply in outer northeast Portland enables water to be provided when the primary Bull Run system needs to be supplemented.
- **Neighborhood resilience** – Investments to create complete neighborhoods, including multi-modal streets, grocery stores and parks can help improve community resiliency to natural hazards by providing access to local services, offering multiple ways to get around, and fostering community connections. Parks, community centers and other public buildings can also play a role in emergency response — as locations for cooling centers, emergency shelters and communication centers.
- **Low-carbon economy** – Fossil fuels are a finite resource, and disruptive swings in oil and natural gas prices impact households and businesses. An advanced low-carbon community will be more stable, prosperous and healthy than one that remains dependent on fossil fuels. With the growing awareness and recognition of the need to reduce carbon emissions to mitigate the effects of climate change, there are, and will continue to be, opportunities to build new businesses to commercialize new, more efficient and renewable technologies.
- **Resilience in Natural Systems** – Increase resilience in natural systems to respond to climate change by protecting natural resource areas, maintaining upland tree canopy, ensuring protection of riparian zones and wetlands, and increasing the ability of vegetation to withstand drought conditions. Protect and connect diverse habitats to support wildlife species needing to alter their range.

Hundreds of Portland businesses are already exporting products, technologies and services developed to respond to climate change — from highly efficient building components to stormwater management tools. As the world moves to a low-carbon economy and invests in climate-ready communities, Portland businesses will reap the rewards of their leadership.

Compact Urban Form Reduces Carbon

Integrating higher density land uses with safe active transportation and transit systems is critical in reducing the community’s overall carbon emissions.

Investments in additional transit service, bike lanes and sidewalks is not enough. For example, buses often have reduced ridership in low-density single family areas and therefore require additional housing or job density to make transit operations viable.

Similarly, high walking and bike mode splits depend on having a certain density of destinations within ¼ mile and 3 miles, respectively.

By encouraging development of new housing units in focused geographic areas like centers – rather than spread across the city – grocery stores, restaurants, public spaces and other services can successfully operate within walking distance of local residents.

New multifamily buildings are less carbon intensive than single family homes as a result of shared interior walls and lower square footage per household (U.S. Energy Information Administration, 2013). Because Portland is already urbanized with limited opportunities for single family residential development, the vast majority — 80 percent — of new housing units are expected to be multifamily units. By 2035 the supply of multifamily housing is expected to grow by 95,000 units, far exceeding the expected single family growth of 26,000 units.



EAST



INNER



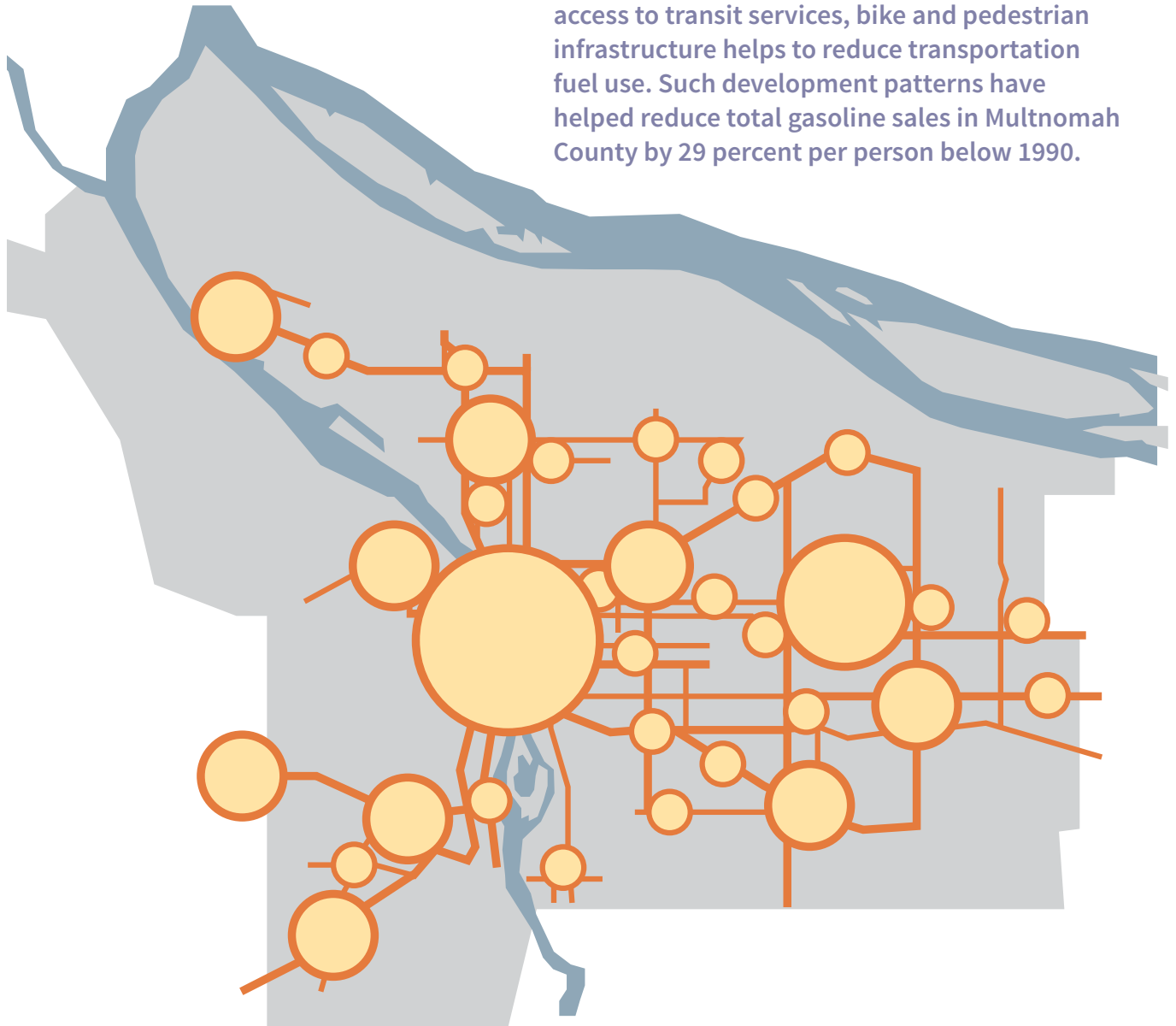
WEST

Visualizing a low-carbon community.

From increased tree canopy and rehabilitated buildings to improved safety for walkers, bikers and transit, to bustling neighborhood business districts, these renderings of different Portland neighborhood areas depict opportunities to achieve multiple community objectives — including reduced carbon emissions and improved resilience to climate change impacts.

Focusing growth in centers and corridors helps minimize carbon emissions

Concentrating growth and density in areas with access to transit services, bike and pedestrian infrastructure helps to reduce transportation fuel use. Such development patterns have helped reduce total gasoline sales in Multnomah County by 29 percent per person below 1990.



Portland's new Comprehensive Plan and Central City Plan seek to continue this pattern of development. Between now and 2035, 30 percent of the new growth in Portland will be downtown and 50 percent will be in other centers and corridors, increasing density where there is already access to transit, bike and pedestrian infrastructure. However, some neighborhoods face gentrification risks, and growth must be encouraged in ways that also help stabilize communities for existing residents and small businesses.

Infrastructure

What is infrastructure investment, and why is it important?

The City of Portland owns and maintains numerous facilities, including water pipes and reservoirs; stormwater swales and sewers; parks, streets and trails. These are basic systems needed to protect the health, safety and well-being of Portland households and businesses.

Build, maintain and upgrade public facilities.

High quality basic services are essential to Portland's future success.

Infrastructure, like sidewalks, developed streets, stormwater management systems, and parks and open space, ensure that Portlanders can move around the city, recreate, drink clean water and have reliable sewer service. They also help protect the environment and support the city's economy. However, not all communities in the city have access to basic services. Disproportionately, low-income households and Portlanders of color have inadequate services.

Portland's population is expected to grow over the next 20 years by more than 120,000 households. The City will need to maintain, upgrade and expand existing transportation, parks, water, sewer, stormwater and public safety systems to make sure they meet the needs of current and new residents and businesses.

Filling gaps in service is key to addressing equity. In the 2035 Comprehensive Plan, the City of Portland is declaring an intention to reduce disparities and increase opportunities for more people by investing in infrastructure.

The List of Significant Projects and the Citywide Systems Plan are two documents that directly relate to infrastructure.

- **The List of Significant Projects** includes the City's planned infrastructure projects for the life of the Comprehensive Plan. These investments are necessary to meet the transportation, sewer, stormwater and water needs of Portland's current and future residents and businesses.
- **The Citywide Systems Plan** guides infrastructure investments to address deficiencies, maintenance needs and safety risks. It includes the state-mandated public facilities plan to provide public facilities to serve a growing population.

The ability to meet these basic needs is critical. The City's infrastructure assets are valuable and represent generations of investment. They also require maintenance, repair and attention. In some areas, they have eroded due to years of disinvestment.



As Portland continues to grow up rather than out, maintaining existing infrastructure becomes increasingly important.



Caring for Portland's infrastructure

There are three types of core infrastructure concerns that service providers must always consider:

- 1. System maintenance** – Take care of existing infrastructure so it can continue to meet community needs and work efficiently.
- 2. System deficiencies** – Determine where systems do not meet basic levels or needs, and analyzing who is and is not being served. It is also about meeting state and federal requirements.
- 3. Future needs** – Assess which facilities need to be upgraded or replaced to avoid major problems or to meet growing demand.

Using an equity lens when making infrastructure decisions.

Progress can be made on infrastructure equity by employing a decision-making process including an equity analysis of Portland's past decisions and challenging unconscious assumptions about how the City works.

Equity considerations can be incorporated throughout the infrastructure decision-making process — from long-range plans, like the Citywide Systems Plan, through project design and implementation. This approach considers a series of questions related to who benefits from an investment, who is burdened, who pays and who decides.

Several City bureaus are now taking the first step to develop tools to help ask and answer such questions. An equity lens helps identify opportunities to prioritize where and when the City invests in infrastructure to ensure that low-income communities, communities of color and people with disabilities have equitable access, especially to sidewalks, parks and safe streets.

Addressing gentrification and displacement.

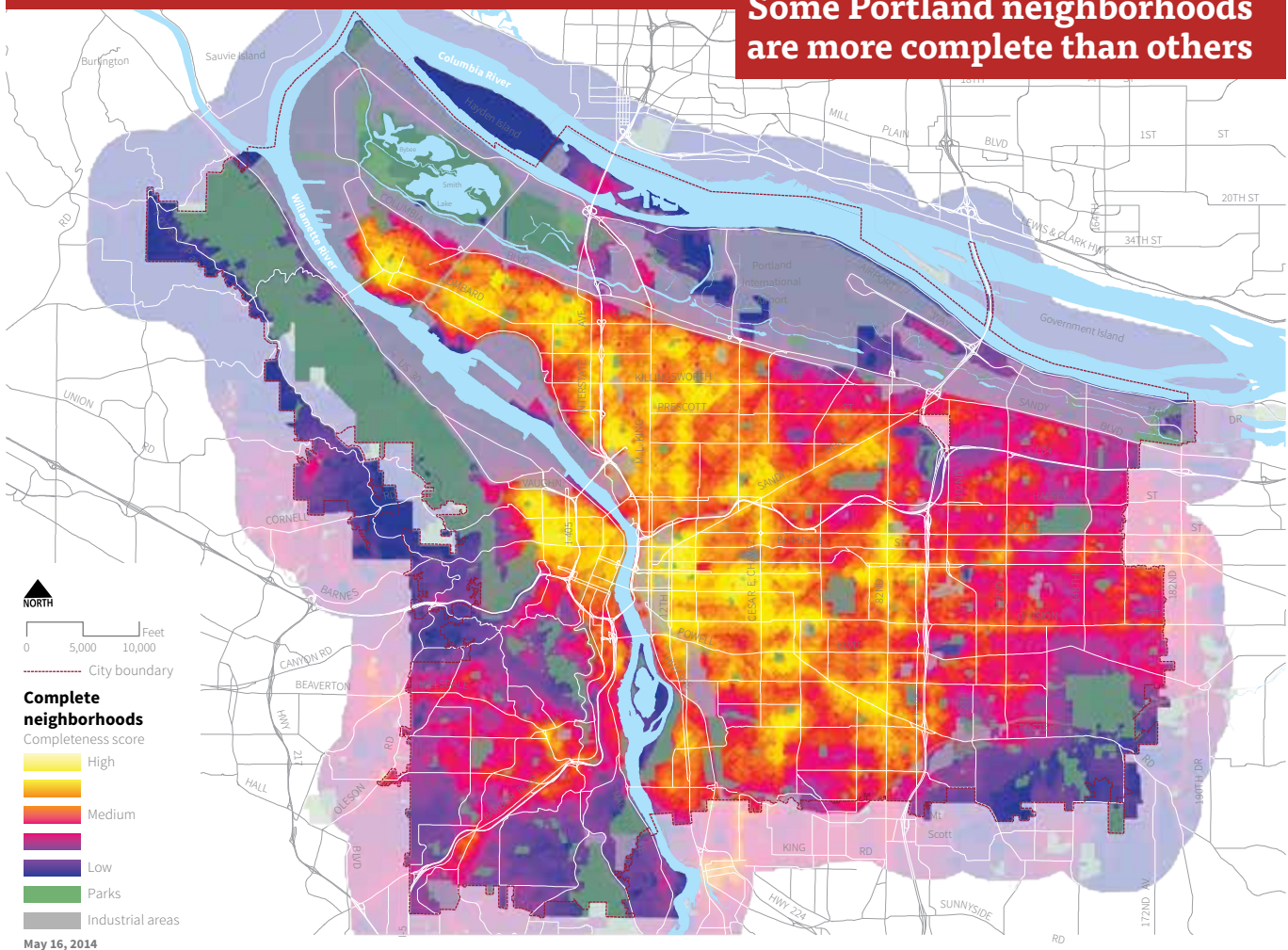
Neighborhood improvements are often accomplished through public and private investments that increase a neighborhood's livability. This can benefit existing residents through better access to shopping and services, improved neighborhood walkability and better transit service. This also will enhance a neighborhood's attractiveness to new residents. Greater demand for housing and commercial space can increase property values and costs for residents and businesses.

For many, neighborhood revitalization is a positive change. For others, it provokes concern that Portland is becoming less affordable. In some circumstances revitalization becomes gentrification where the

negative consequences outweigh the benefits. These consequences include involuntary displacement of lower income households and a change in the ethnic and racial make-up of a neighborhood's residents and businesses.

Gentrification and displacement are long-standing issues in Portland and will continue to be issues as the city grows. The relevant policies in the Comprehensive Plan include those that seek to preserve affordable housing and local businesses; increase the supply of affordable housing in gentrifying neighborhoods; and increase household and businesses assets to improve their ability to stay in their neighborhoods.

Some Portland neighborhoods are more complete than others



Complete neighborhoods.
 Source: Portland Bureau of Planning and Sustainability

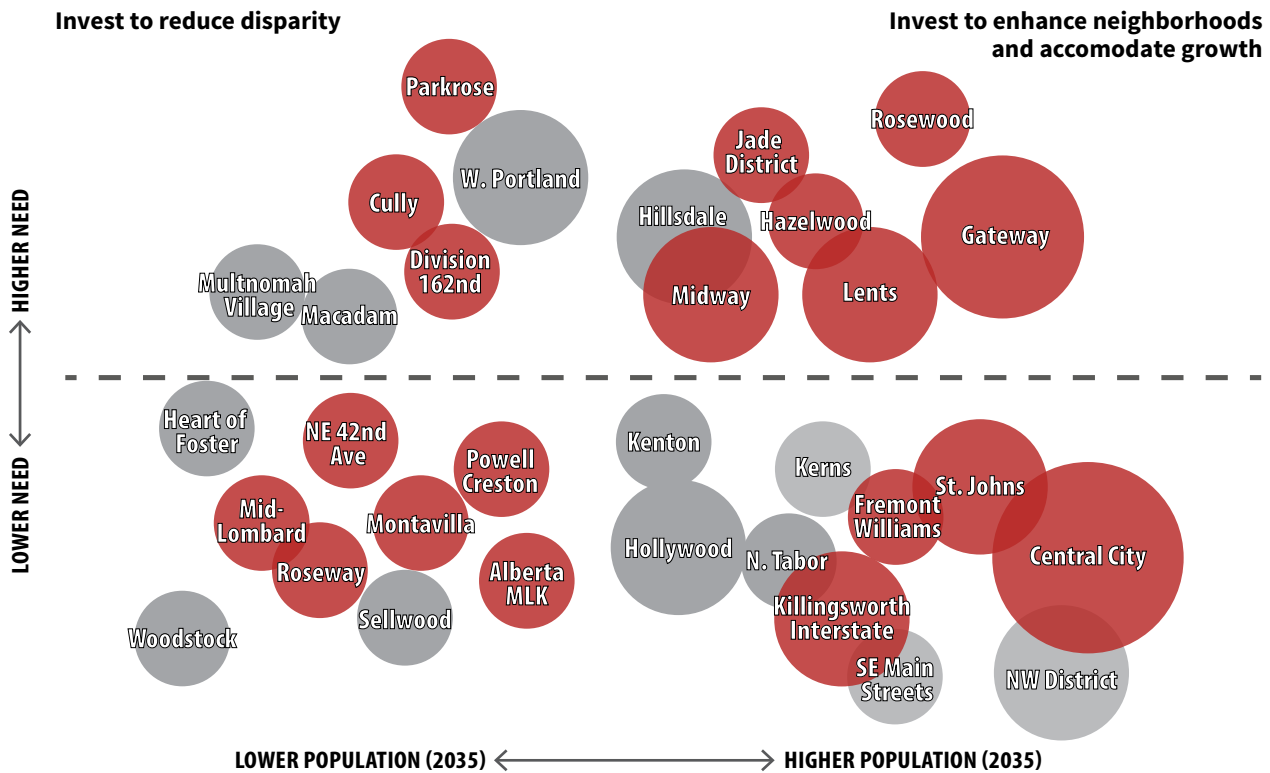
The City developed the 20-minute neighborhood index to measure access to community amenities, products and services. The areas shown in yellow have the highest levels of access to services and amenities. The areas shown in purple have the lowest levels of access.

Under-served means people and places that historically and currently do not have equitable resources, access to infrastructure, healthy environments, housing choice, etc. Due to historical inequitable policies and practices, disparities may be recognized in both access to services and in outcomes.

Under-represented recognizes that some communities have historically and currently not had equal voice in institutions and policy-making and have not been served equitably by programs and services. In this Plan, the terms under-served and under-represented focus action and implementation attention toward:

- **People/Communities of color:** Individuals or groups who identify as African and African American, Native American/Indigenous Nation/ Native Hawaiian, Asian-American or Asian/Pacific Islander, and/or Latino/Hispanic/Chicano descent.
- **Low-income populations:** People, households, families and neighborhoods with below-average incomes. Because of socioeconomic patterns, low-income also overlaps with people of color and many older adults. However, a focus on low-income people does not substitute for a focus on racial and ethnic justice.

Investment strategies for complete centers



Circle sizes correspond to center types: Central City (largest), Gateway Regional Center, Town Centers and Neighborhood Center (smallest). Darker red circles indicate that the 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.

An intentional investment strategy is essential.

Portland’s neighborhoods vary in size and local conditions. The Comprehensive Plan supports four investment strategies that tailor the type of investment to local needs and context.

- 1. Invest to reduce infrastructure disparities and improve livability.** This strategy is appropriate for places that are not expected to grow significantly, but that have existing infrastructure deficiencies. Investments could fill gaps in streets, bicycle and pedestrian routes, and create local parks. Economic development programs could support existing and new businesses, and improve neighborhood prosperity and vitality.
- 2. Invest to enhance neighborhoods, maintain affordability and accommodate growth.** This strategy is aimed at places that lack basic infrastructure or services and that have many residents now, or will in the future. Investments could include improving streets, creating new parks, and addressing other deficiencies. Economic development programs could preserve and increase jobs, businesses and community services in the area.
- 3. Invest to respond to opportunities and maintain existing services.** In these areas, investments focus on maintaining livability and existing infrastructure as well as responding to opportunities.
- 4. Invest to fill service gaps, maintain affordability and accommodate growth.** Some places have already benefited from public and private investments in things like light rail, complete streets and neighborhood business districts. Future investments should focus on making sure that infrastructure can serve new residents by filling remaining service gaps and providing affordable housing.

Share your feedback with the Portland City Council

Provide testimony online via the MapApp, by email, letter or in person.

ONLINE VIA THE MAPAPP	www.portlandoregon.gov/bps/mapapp
EMAIL	Send to cputestimony@portlandoregon.gov with "Comprehensive Plan Testimony" in the subject line. Be sure to include your name and mailing address.
LETTER	Send a letter with your comments to: Council Clerk 1221 SW 4th Avenue, Room 130 Portland, OR 97204
IN PERSON	Attend a public hearing to offer oral testimony directly to the City Council November 19, 2015, 2 p.m. 1221 SW 4th Avenue, Council Chambers, Portland, OR 97204 Time and date subject to change. Check our website for specific dates and additional information. www.portlandoregon.gov/bps/pdxcompplan <i>To be considered formal testimony, you must include your name and mailing address in your letters, emails or online comments. Comments received without your full name and mailing address will not be included in the record, and the City will not be able to notify you of future hearing dates. In addition, if your name does not appear in the record for this proceeding, you may be precluded from appealing the Council's final decision.</i> Check www.portlandoregon.gov/bps/pdxcompplan for updated information on these and other events.



Bureau of Planning and Sustainability
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City of Portland, Oregon
Charlie Hales, Mayor • Susan Anderson, Director

Anti-Displacement Policies in the Recommended Comprehensive Plan

The following parts of the Comprehensive Plan are based on input from the Anti-Displacement Coalition.

Introduction: Guiding Principles

Equity. Promote equity and environmental justice by reducing disparities, minimizing burdens, extending community benefits, increasing the amount of affordable housing, affirmatively furthering fair housing, proactively fighting displacement, and improving socio-economic opportunities for under-served and under-represented populations. Intentionally engage under-served and under-represented populations in decisions that affect them. Specifically recognize, address, and prevent repetition of the injustices suffered by communities of color throughout Portland's history.

Goals 2B-2F

Goal 2B: Social justice and equity. The City of Portland seeks social justice by expanding choice and opportunity for all community members, recognizing a special responsibility to identify and engage, as genuine partners, under-served and under-represented communities in planning, investment, implementation, and enforcement processes, particularly those with potential to be adversely affected by the results of decisions. The City actively works to improve its planning and investment related decisions to achieve equitable distribution of burdens and benefits, and address past injustices.

Goal 2C: Value community wisdom and participation. Portland values and encourages community and civic participation. The City seeks and considers community wisdom and diverse cultural perspectives, and integrates them with technical analysis, to strengthen land use decisions.

Goal 2D: Transparency and accountability. City planning and investment decision-making processes are clear, open, and documented. Through these processes a diverse range of community interests are heard and balanced. The City makes it clear to the community who is responsible for making decisions and how community input is taken into account. Accountability includes monitoring and reporting outcomes.

Goal 2E: Meaningful participation. Community members have meaningful opportunities to participate in and influence all stages of planning and decision making. Public processes engage the full diversity of affected community members, including under-served and under-represented individuals and communities. The City will seek and facilitate the involvement of those potentially affected by planning and decision-making.

Goal 2F: Accessible and effective participation. City planning and investment decision-making processes are designed to be culturally accessible and effective. The City draws from acknowledged best practices and uses a wide variety of tools, including those developed and recommended by under-served and under-represented communities, to inclusive, collaborative, culturally-specific, and robust community involvement.

Introduction to Policy 2.3

Environmental justice is the equitable treatment and meaningful involvement of all people in public decision making, as it applies to the development, implementation, and enforcement of laws, regulations, and policies that govern the uses of air, water, and land; and therefore the effects of those laws, regulations, and policies on the health and quality of life where people live, work, learn, play and practice spirituality.

Environmental justice supports the equitable distribution of the benefits and burdens of decisions, considering historical injustice and context of local decision-making, and ensures that those most impacted from decisions have an opportunity to meaningfully participate.

Environmental justice is borne from the recognition that communities of color, low-income communities, Limited English Proficient (LEP) communities, Sovereign Tribes and tribal communities have been disproportionately impacted from public and private decision-making, including planning, development, monitoring and enforcement, while often being excluded from those decisions themselves.

Environmental justice serves to build capacity within overburdened communities to support greater political, socioeconomic and cultural self-determination.

Policies throughout this chapter support environmental justice by providing a framework for meaningful involvement in public decisions.

Policy 2.3 Extend benefits. Ensure plans and investments promote environmental justice by extending the community benefits associated with environmental assets, land use, and public investments to communities of color, low-income populations, and other under-served or under-represented groups impacted by the decision. Maximize economic, cultural, political, and environmental benefits through ongoing partnerships.

Policy 2.4 Eliminate burdens. Ensure plans and investments eliminate associated disproportionate burdens (e.g. adverse environmental, economic, or community impacts) for communities of color, low-income populations, and other under-served or under-represented groups impacted by the decision.

2.4.a. Minimize or mitigate disproportionate burdens in cases where they cannot be eliminated.

2.4.b. Use plans and investments to address disproportionate burdens of previous decisions.

Policy 3.3 Equitable development

Guide development, growth, and infrastructure investment to reduce disparities, ensure equitable access to opportunities and produce positive outcomes for all Portlanders.

3.3.a. Anticipate, avoid, reduce and ~~or~~ mitigate negative public facility and development impacts, especially where those impacts inequitably burden communities of color, under-served and under-represented communities, and other vulnerable populations.

3.3.b. Make needed investments in areas that are deficient in public facilities to reduce disparities and increase equity. Accompany these investments with proactive measures to avoid displacement and increase affordable housing.

3.3.c. Encourage use of community benefit agreements to ensure equitable outcomes from development projects that benefit from public facility investments, increased development

allowances, or financial assistance. Consider community benefit agreements as a tool to mitigate displacement and housing affordability impacts.

3.3.d. Consider use of exactions imposed on development, and other tools to capture value created by plans and investments, as a means to reduce or mitigate displacement and housing affordability impacts.

3.3.e. Coordinate housing, economic development, and public facility plans and investments to create an integrated community development approach to restore and reconstruct communities impacted by past decisions. *See Policy 5.17*

Policy 3.9 Growth and development. Evaluate the potential impacts of planning and investment decisions, significant new infrastructure and significant new development on neighborhoods and ~~current~~ their residents, particularly under-served and under-represented communities, with particular attention to displacement and affordability impacts. Identify and implement strategies to mitigate the anticipated impacts. *More detailed policies are in Chapter 5: Housing.*

Policy 5.9 Coordinate with fair housing programs. Foster inclusive communities, overcome disparities in access to community assets, and enhance housing choice for people in protected classes throughout the city by coordinating plans and investments to affirmatively further fair housing.

Policy 5.11 Impact analysis. Evaluate plans and investments, significant new infrastructure and significant new development to identify potential disparate impacts on housing choice, access, and affordability for protected classes and low-income households. Identify and implement strategies to mitigate the anticipated impacts.

Policy 5.14 Gentrification/displacement risk. Evaluate plans and investments, significant new infrastructure and significant new development for the potential to increase housing costs for, or cause gentrification/displacement of communities of color, low- and moderate-income households, and renters. Identify and implement strategies to mitigate the anticipated impacts.

Policy 5.15 Involuntary displacement. When plans and investments are expected to create neighborhood change, limit the involuntary displacement of those who are under-served and under-represented. Use public investments and programs, and coordinate with nonprofit housing organizations (such as land trusts and housing providers) to create permanently-affordable housing and to mitigate the impacts of market pressures that cause involuntary displacement.

Policy 5.16 Land banking. Support and coordinate with community organizations to hold land in reserve for affordable housing, as an anti-displacement tool, and for other community development purposes.

Policy 5.25 Regulated affordable housing target. Strive to produce at least 10,000 new regulated affordable housing units citywide by 2035 that will be affordable to households in the 0-80 percent MFI bracket.

Policy 5.26 Funding plan. Create a funding plan that includes financial and/or regulatory mechanisms to achieve the regulated affordable housing target set forth for 2035.

Policy 5.28 Permanently-affordable housing. Increase the supply of permanently-affordable housing, including both rental and home-ownership opportunities.

Policy 5.34 Inclusionary housing. Use the inclusionary zoning and other regulatory tools to effectively link the production of affordable housing to the production of market-rate housing.

Policy 5.53 Renter protections. Enhance renter health, safety, and stability through education, expansion of enhanced inspections, and support of regulations and incentives that protect tenants and prevent involuntary displacement.

Policy 6.33 Urban Renewal Plans. Ensure urban renewal plans primarily benefit existing residents and businesses within the urban renewal area through:

- The creation of wealth.
- Revitalization of neighborhoods.
- Expansion of housing choices.
- Creation of business and job opportunities.
- Provision of transportation linkages.
- Protection of residents and businesses from the threats posed by gentrification and displacement.
- The creation and enhancement of those features which improve the quality of life within the urban renewal area.

Policy 8.117 Equity, capacity and reliability. Encourage regulatory approaches and investments in technology and communication infrastructure, such as broadband, to ensure access in all areas of the city, reduce disparities in capacity, and affordability, and provide high-performance reliable service for Portland's residents and businesses.