



Anti-Displacement Action Plan

Foundation Report - Appendices

April 2021



THE BUREAU OF
**PLANNING &
SUSTAINABILITY**

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Appendix A: Glossary

Using shared definitions of key terms in the City's anti-displacement work provides clarity and consistency, leading to better discussion, collaboration and analysis.

BDS: Bureau of Development Services

BES: Bureau of Environmental Services

BPS: Bureau of Planning and Sustainability

Complete Neighborhood: A neighborhood where people have safe and convenient access to the goods and services needed in daily life, which include a variety of housing options, grocery stores and other commercial services, high-quality public schools, and parks. Complete neighborhoods are also easily accessible by foot, wheelchair bike, and transit for people of all ages and abilities.

Equitable Development/Equitable Community Development: A positive development strategy that ensures everyone participates in and benefits from the region's economic transformation—especially low-income residents, communities of color, immigrants, and others at risk of being left behind. It requires an intentional focus on eliminating racial inequities and barriers, and making accountable and catalytic investments to assure that lower-wealth residents (PolicyLink):

- live in healthy, safe, opportunity-rich neighborhoods that reflect their culture (and are not displaced from them);
- connect to economic and ownership opportunities; and
- have voice and influence in the decisions that shape their neighborhood

FHCO: Fair Housing Council of Oregon

Gentrification: The term gentrification applies when demographic changes in a neighborhood are part of a shift from lower-income to higher-income households and often when there is a change in racial and ethnic make-up of a neighborhood's residents and businesses (Portland Plan)

Institutional Racism: Occurs within institutions and systems of power. It is the unfair policies and discriminatory practices of particular institutions (Race Forward, [Moving the Race Conversation Forward](#))

JOHS: Joint Office of Homeless Services

PBOT: Portland Bureau of Transportation

PHB: Portland Housing Bureau

PPR: Portland Parks and Recreation

PWB: Portland Water Bureau

Racial Disparity: A significant difference in conditions between a racial group and the White population that is avoidable and unjust. (OEHR)

Racial equity: A state of being where 1) race no longer is a determinant of life outcomes and 2) in addressing racial inequity directly, we improve outcomes for everyone, including White people. Racial equity is both the process and the outcome we seek to achieve. It is an inclusive approach to transform structures towards access, justice, self-determination, redistribution, and sharing of power and resources. ([Race Forward](#))

Racial Equity Framework: An understanding of the root causes of racial disparities, an analysis of the structures that perpetuate these disparities, and the ability to deploy critical strategies to undoing those structures in order to replace them with structures that produce equitable outcomes (OEHR)

Targeted Universalism: Targeting solutions that work for those most vulnerable in our community results in systems that work better for everyone (Hass Institute)

Under-served: People and places that historically and currently do not have equitable resources, access to infrastructure, healthy environments, housing choice, etc. (Comprehensive Plan)

Under-represented: Communities that have historically and currently not had equal voice in institutions and policy-making and have not been served equitably by programs and services. The terms refer specifically to people/Communities of color and low-income populations (Comprehensive Plan)

Appendix B: Anti-Displacement and Equitable Development Policies in the 2035 Comprehensive Plan

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 underrepresented populations in decisions that affect them. Specifically recognize, address and prevent repetition of the injustices suffered by communities of color throughout Portland’s history.

Chapter 2 – Community Involvement

Goal 2.B: 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.

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Goal 2.C: 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 2.D: 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 2.E: 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 2.F: Accessible and effective participation

City planning and investment decision-making processes are designed to be accessible and effective, and responsive to the needs of all communities and cultures. 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 promote inclusive, collaborative, culturally-responsive, and robust community involvement.

Policy 2.3: Environmental Justice - 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: Environmental Justice - 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.

Chapter 3 – Urban Form

Goal 3.A: A city designed for people

Portland’s built environment is designed to serve the needs and aspirations of all Portlanders, promoting prosperity, health, equity, and resiliency. New development, redevelopment, and public investments reduce disparities and encourage social interaction to create a healthy connected city.

Policy 3.3: Equitable development

Guide development, growth, and public facility investment to reduce disparities; encourage equitable access to opportunities, mitigate the impacts of development on income disparity, displacement and housing affordability; and produce positive outcomes for all Portlanders.

3.3.a. Anticipate, avoid, reduce, and 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 plans, agreements, incentives, and other tools to promote equitable outcomes from development projects that benefit from public financial assistance.

3.3.d. Incorporate requirements into the Zoning Code to provide public and community benefits as a condition for development projects to receive increased development allowances.

3.3.e. When private property value is increased by public plans and investments, require development to address or mitigate displacement impacts and impacts on housing affordability, in ways that are related and roughly proportional to these impacts.

3.3.f. Coordinate housing, economic development, and public facility plans and investments to create an integrated community development approach to restore communities impacted by past decisions. See Policy 5.18.

3.3.g. Encourage developers to engage directly with a broad range of impacted communities to identify potential impacts of private development projects, develop mitigation measures, and provide community benefits to address adverse impacts.

Policy 3.9: Growth and development

Evaluate the potential impacts of planning and investment decisions, significant new infrastructure, and significant new development on the physical characteristics of neighborhoods and 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.

Chapter 5 – Housing

Policy 5.6: Middle housing

Enable and encourage development of middle housing. This includes multi-unit or clustered residential buildings that provide relatively smaller, less expensive units; more units; and a scale transition between the core of the mixed use center and surrounding single family areas. Where appropriate, apply zoning that would allow this within a quarter mile of designated centers, corridors with frequent service transit, high capacity transit stations, and within the Inner Ring around the Central City.

Policy 5.10: 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: 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 5.12: 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 5.13: Housing stability

Coordinate plans and investments with programs that prevent avoidable, involuntary evictions and foreclosures.

Policy 5.14: Preserve communities

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

Policy 5.15: 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.

Policy 5.16: 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 5.17: 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 5.18: 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 5.26: Regulated affordable housing target

Strive to produce and fund 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 5.27: Funding plan

Encourage development of financial or regulatory mechanisms to achieve the regulated affordable housing target set forth for 2035.

Policy 5.29: Permanently affordable housing

Increase the supply of permanently affordable housing, including both rental and homeownership opportunities.

Policy 5.30: 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 5.31: 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 5.35: Inclusionary housing

Use inclusionary zoning and other regulatory tools to effectively link the production of affordable housing to the production of market-rate housing. Work to remove regulatory barriers that prevent the use of such tools.

Policy 5.37: Mobile home parks

Encourage preservation of mobile home parks as a low/moderate-income housing option. Evaluate plans and investments for potential redevelopment pressures on existing mobile home parks and impacts on park residents and protect this low/moderate-income housing option. Facilitate replacement and alteration of manufactured homes within an existing mobile home park.

Policy 5.54: 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.

Chapter 6 – Economic Development

Policy 6.27: Income self-sufficiency

Expand access to self-sufficient wage levels and career ladders for low-income people by maintaining an adequate and viable supply of employment land and public facilities to support and expand opportunities in Portland for middle- and high-wage jobs that do not require a 4-year college degree.

6.27.a. Support the role of industrial districts as a leading source of middle-wage jobs that do not require a 4-year college degree and as a major source of wage-disparity reduction for under-served and under-represented communities.

6.27.b. Evaluate and limit negative impacts of plans and investments on middle and high wage job creation and retention.

Policy 6.28: East Portland job growth

Improve opportunities for East Portland to grow as a business destination and source of living wage jobs.

Policy 6.29: Poverty reduction

Encourage investment in, and alignment of, poverty-reduction efforts that address economic development, land use, transportation, housing, social services, public health, community development, and workforce development.

Policy 6.30: Disparity reduction

Encourage investment in, and alignment of, public efforts to reduce racial, ethnic, and disability-related disparities in income and employment opportunity.

Policy 6.31: Minority-owned, woman-owned and emerging small business (MWESB) assistance

Ensure that plans and investments improve access to contracting opportunities for minority-owned, woman-owned, and emerging small businesses.

Appendix C: Complete Neighborhood Factor Detail

Complete Neighborhoods

Need 5 of 7 factors to be considered complete

Pedestrian	Sidewalk on at least one side of street
Bicycle	¼ mile to a Trail or Greenway
Transit	½ mile to MAX or ¼ to Frequent Service or 1/8 mile to Regular Service
Parks	½ mile to a Neighborhood Park and 3 miles to Community Center
Healthy Food	½ mile to Store
Commercial Services	½ mile to business / service cluster
Elementary School	1 mile to a public elementary school

Appendix D: Displacement Risk Mapping Tool Detail

The Displacement Risk Mapping Tool traces its roots to the neighborhood typologies from the 2013 Gentrification and Displacement Study conducted by Dr. Lisa Bates of Portland State University for the Bureau of Planning and Sustainability (BPS). In 2018, BPS updated the analysis to determine what changes had occurred since 2013 and to incorporate new methods of analysis.

Neighborhood Typology

The neighborhood typology created by Dr. Bates considers whether a neighborhood contains vulnerable populations, has experienced demographic change and incorporates an analysis of the housing market conditions a neighborhood is experiencing. Dr. Bates identified different stages and phases of gentrification that can characterize a neighborhood as follows:

Early-Stage Gentrification: These neighborhoods are not yet gentrifying or are showing early signs that they could be gentrifying.

Susceptible: These neighborhoods have higher shares of vulnerable populations but have not yet experienced demographic changes. Their housing market is low or moderate, but they are adjacent to tracts whose values are already high or are increasing rapidly.

Early: Type 1: These neighborhoods have higher shares of vulnerable populations but have not yet experienced demographic changes. Their housing market is still low or moderate but has experienced high appreciation since 2008 (or 2012 for rents).

Early: Type 2: These neighborhoods have higher shares of vulnerable populations but have experienced demographic changes whereby they are losing vulnerable populations proportionally. Their housing market is low or moderate, but they are adjacent to tracts whose values are already high or are increasing rapidly.

Mid-Stage Gentrification: These neighborhoods are currently undergoing gentrification.

Dynamic: These neighborhoods are currently undergoing gentrification. They have higher shares of vulnerable populations but have experienced demographic changes by losing vulnerable populations proportionally. Their housing market is still low or moderate but has experienced high appreciation since 2008 (or 2012 for rents).

Late-Stage Gentrification: These neighborhoods have mostly gentrified but vulnerable populations may still reside in there. The housing market has completely shifted from low or moderate to high value.

Late: Type 1: These neighborhoods have higher shares of vulnerable populations but have experienced demographic changes by losing vulnerable populations proportionally. Their housing market used to be low or moderate in 2000 but has appreciated rapidly since, and now values are high.

Late: Type 2: A new typology in 2018, these neighborhoods no longer have high shares of vulnerable populations like they used to in 2000 or in 20123. They have experienced demographic changes by losing their once-high share of vulnerable populations. Their housing market is still low or moderate but has experienced high appreciation since 2008 (or 2012 for rents).

Continued Loss: These neighborhoods no longer have high shares of vulnerable populations like they used to in 2000 or in 2006-10. The share of white people is growing and/or the share of people with a four-year degree is growing. Their housing market used to be low or moderate in 2000 but has appreciated rapidly since, and now values are high.

Economic Vulnerability

Economic vulnerability is a key component of the displacement risk analysis. It identifies populations most at risk of displacement due to rising housing costs. Dr. Bates identified specific socio-economic variables that represent a reduced ability to weather housing / rent increases and economic shock. The classification of economically vulnerable populations is based on four variables: renter households, people of color, those without a four-year college degree, and low-income households.

Each variable is assigned a score from 0-4 based on the concentration of economically vulnerable populations within a census tract. The greater the score, the higher the concentration of vulnerable populations. It is important to note that a score of 0 does not mean there are no vulnerable populations within a census tract but rather the concentration is less than the city average for that variable. The variables are added together to create an overall vulnerability score from 0-16 with 16 representing the greatest concentration of vulnerable populations and 0 the smallest (see map, below). As the overall vulnerability score increases, the risk of displacement increases for economically vulnerable populations especially in areas of increased housing costs.

Each census tract is assigned an economic vulnerability score comprised of the individual factors. For each vulnerability factor, a score from 0 to 4 is allotted to each tract based on the quintile of each tract. A quintile is a value that represents 20% of a sample, ordered sequentially 1-20%, 21-40%, 41-60%, 61-80% and 81-100%.

Tracts with a score of 10 or greater are generally considered highly vulnerable. For example, here is the score for the Cully neighborhood (Census Tract 75):

- 39.7% people of color (quintile score = 4)
- 65.0% of adults lacked a four-year degree (quintile score = 3)
- 38.1% of households were renters (quintile score = 2)
- 50.8% of households were low income (quintile score = 3)

The composite vulnerability score for Tract 75 is $4 + 3 + 2 + 3 = 12$. Since the score is greater than 10, Tract 75 is considered vulnerable.

Limitations of the Neighborhood Risk Typology

Currently, no comprehensive database of displacement risk factors, ongoing market conditions and areas of opportunity that can be updated with more real-time data exists for Portland. These assessments use 5-year American Community Survey (ACS) data to present what is occurring in a census tract. The ACS is a sample of the population and not a full count of the entire population but is used to provide a 5-year “moving picture” of demographic data for communities.

There are well documented issues with this data and its underrepresentation of communities of color. Additionally, the most recent release of ACS data represents a one-year time lag in actual conditions on the ground. For example, the data that will be released in 2020 is data from 2019 and as we have seen with COVID-19, people’s realities can change very quickly. It must be noted that most secondary data sources utilized in City and academic analysis have a time lag. Notwithstanding these limitations, it is one of the best and most statistically sound data sources we have.

The Neighborhood Risk Typology identifies where vulnerable populations are clustered, illustrates changing neighborhood demographics and provides information on where housing costs have increased over time relative to the city. It does not however, provide insight into more specific housing market data, targeted demographic data, evictions and foreclosure data, cultural displacement, or detailed workforce or business displacement data. There are data sources, released quarterly, which contain this information and provides a more in-the-moment look at conditions on the ground.

These sources include quarterly employment data, real estate data, and unemployment insurance claims. Another area of opportunity for more in the moment representative data is community-collected and vetted data. This represents the best representation of both what is happening on the ground for communities most vulnerable to displacement and insight into the issues most critical to their ability to root, remain and return to the neighborhoods of their choosing.

In Dr. Bates’ original report it was recommended that a “drill down” analysis be conducted to better understand the causes of displacement for a neighborhood and to incorporate even more specific

demographic data⁵. The ability to drill down into a neighborhood is key to delivering targeted interventions. Utilizing more timely and detailed data can provide better direction to implement place-specific interventions from the Anti-Displacement Inventory. This type of approach has the potential to realize a greater impact with limited funds while acknowledging that many of the causes of displacement are the same throughout the city, but some areas may realize a much more acute impact due to localized neighborhood and demographic factors.

Supplemental Data

Use of additional indicators of economic vulnerability in the drill down analysis can provide a better understanding of displacement beyond the basic factors in the Risk Typology. For example, though communities of color are generally more economically vulnerable than the white population, some groups have an increased risk of displacement such as elders, single mothers and those with disabilities. This report introduces five new data points to focus on these highly economically vulnerable populations. Four out of the five new data points also highlight populations at greatest risk of displacement due to a sudden economic shock experienced during the COVID-19 crisis. The new data points are as follows:

- **Additional Demographics-** youth (0-17 years old), elders (65+), single mothers, those with disabilities and households with limited English proficiency.
- **Housing Cost Burden-** Housing cost burden are households spending over 30% of household income on housing costs. Severely cost burdened are households spending over 50% of household income on housing costs.
- **Housing Gap Analysis-** Analysis of the number of units affordable and available to households based on household income level.
- **Foreclosures-** Number of foreclosures, as measured by Notice of Trustee Sales.
- **Age of Housing Stock-** Housing stock by age shows where disinvestment may be an issue or point to areas of desire due to the housing stock.

Each of the data points was selected based on analysis conducted in other reports produced by the Bureau of Planning and Sustainability or recommendations provided in [Heightened Displacement Risk Indicators](#), a report by The Urban Displacement Project at the University of California at Berkeley for The City of Seattle's [Equitable Development Monitoring Program](#). These supplemental data points are a starting point. BPS is currently working with Dr. Bates to determine the possibility of adding new data sources and indicators into the analysis methodology, particularly those with shorter lag-times as well as community-sourced data that may better reflect the lived experiences of people experiencing displacement pressures.

Appendix E: City Inventory of Anti-Displacement Regulations and Tools

1. HOUSING

A. Portland’s Anti-displacement Regulatory Landscape

Portland has seen considerable changes in its housing-related regulatory landscape over the past five years. Consistent pressure from community activists and the declaration of a housing state of emergency led to a number of significant changes that have increased the number and quality of protections for vulnerable renters, and increased the resources dedicated toward the acquisition, development and preservation of regulated affordable housing.

Tenant Protection Regulations

Regulation	Description	Agency
1. Temporary Eviction Moratorium	Extended until June 30, 2021 (As of publication date. May be extended further.)	State Emergency Response, 2020
2. Rent Stabilization	Statewide rent control limits rent increases to a maximum of 7% per year, plus inflation (adopted February 2019). Primarily limits large rent increases. City plays no role in enforcement.	State statute
3. Just Cause Eviction	Tenants who have been in their rental unit for at least a year cannot be evicted without a reason.	State statute
4. Fair Access In Renting (FAIR)	Regulates security deposit, move in fees, and screening criteria that may be used to select tenants	PHB, 2020
5. Mandatory Relocation Assistance	Requires landlords to pay relocation assistance to renters under some conditions	PHB, 2017

Affordable Housing Preservation and Development Regulations

Regulation	Description	Agency	Equitable Communities Building Block
Increased funding for Affordable Housing	<p>Portland Housing Bond (\$258 million) passed in 2016</p> <p>Portland's share (\$211 million) of the Metro Bond (\$652.8 million) passed in 2018</p> <p>The updated Affordable Housing Set-Aside Policy requires that 45% of urban renewal area TIF funding to go to affordable housing.</p>	<p>PHB, 2016</p> <p>PHB, Metro, 2018</p> <p>Prosper Portland, PHB, 2015</p>	 <p>Leverage public benefits from development</p>
Inclusionary Housing	Requires affordable housing be built as part of private developments with 20+ units.	PHB, 2017	 <p>Promote inclusion in exclusive areas</p>  <p>Leverage public benefits from development</p>
Short-Term Rental Ordinance	Requires inspection and fee to obtain STR permit. Passed new ordinance to get information from STR platforms.	BDS, 2014, 2019	 <p>Leverage public benefits from development</p>
Manufactured Dwelling Park Regulations	Manufactured home parks rezoned to new RMP zone reserved for manufactured dwellings. Zoning code prevents redevelopment of manufactured home parks in the RMP zone from being redeveloped to other uses.	BPS, PHB, 2018	 <p>Invest in anti-displacement tools and economic opportunity</p>
SDC waivers for ADUs and Mass Shelter	Lowers the cost of ADU development with the requirement that they not be used as short-term rental units.	BES, PBOT, Parks, 2018	
Increasing Opportunities for Affordable Housing	<p>Zoning code change to allow community-based organizations to build housing on properties zoned conditional use in residential areas</p> <p>Affordable housing incentives included in the Residential Infill Project and Better Housing by Design projects, updates to the single-dwelling and multi-dwelling residential zones, respectively.</p>	<p>BPS, 2020</p> <p>BPS, 2020</p>	 <p>Promote inclusion in exclusive areas</p>

B. Current Anti-Displacement Housing Programs

The breadth of Portland’s current anti-displacement related housing programs is quite wide, but resources are sometimes inconsistent and insufficient, limiting their impact. The likely increase in infrastructure spending that will accompany economic recovery efforts will have the potential to provide both opportunity for workforce development and risk by placing continued upward pressure on housing prices.

There is an opportunity to use this moment to examine program efficacy and community priorities to better be able to direct resources to match existing needs.

Housing Displacement Programs – Tenant Assistance

Tool	Description	Implementing organization	Detail & potential for evaluation	Equitable development building block
Rental Assistance	Provide financial assistance for rent and utilities to low income renters	JOHS / Home Forward	Emergency rent assistance distributed through 211, and existing Short-Term Rent Assistance providers. Resources targeted toward households earning less than 50% AMI.	 <p>Invest in anti-displacement tools and economic opportunity</p>
Rental Services Office	Provides information and referrals for landlords and renters, such as Mandatory Renter Relocation Assistance, and general information on tenant-landlord law, including rent stabilization, fair housing law, and other renter protections and services.	PHB	Since 2018, funded mostly with one-time funding, the RSO functions as a hotline for renters and landlords, connecting them to resources. Also tracks reporting of Relocation Assistance, though without enforcement mechanism, reporting is inconsistent. Currently, half of RSO funding is one-time funds. New rental registration fees are expected to provide a more stable source of funding.	 <p>Invest in anti-displacement tools and economic opportunity</p>
Utility safety net	Ensures all customers, including sewer-only customers, have access to financial assistance.	PWB, BES and Home Forward and community partners 	Provides assistance to low-income renters through crisis vouchers. Area water bills are higher than national average, so discounts are meaningful housing cost-savings.	 <p>Improve access to transit and services</p>

Housing Displacement Programs – Tenant Assistance (cont’d.)

Tool	Description	Implementing organization	Detail & potential for evaluation	Equitable development building block
Fair Housing Testing	Sends test tenants out to apply for rentals to determine whether discrimination based on protected status is evident.	PHB, FHCO	Provides funding to ensure compliance with fair housing laws. Program is designed to identify bias against potential tenants. Need may grow if there is increased bias against certain communities in post-COVID-19 landscape.	 Promote inclusion in exclusive areas
Preference Policy	Program to give preference in new housing developments to applicants that can show that they or their families lived in N/NE.	PHB	Currently being used in N/NE housing strategy, also being explored for use in any future I-5/ Rose Quarter plans by PBOT.	 Promote inclusion in exclusive areas

Housing Displacement Programs – Homeowner Assistance

Tool	Description	Implementing organization	Detail & potential for evaluation	Equitable development building block
Foreclosure Prevention	Provides funding to community partner organizations that assist homeowners with resources to avoid foreclosure.	PHB	Low income homeowners who are struggling to make mortgage payments can reach out to partner organizations to request classes and counseling. Outcomes can be tracked through currently available methods.	 <p>Invest in anti-displacement tools and economic opportunity</p>
Utility safety net	Ensures all customers, including sewer-only customers, have access to financial assistance.	PWB and BES 	PWB and BES both contribute to a citywide system of financial assistance for households experiencing an economic crisis or ongoing shortfall. Revenue Programs closely works with the financial assistance team to ensure all customers, including sewer-only customers, have access to financial assistance, as well as water efficiency advice.	 <p>Improve access to transit and services</p>
Empowered Neighborhood Program	Assists vulnerable residents from communities of color and/or those with disabilities, who have code enforcement issues that require attention. Creates pathways to compliance and recourse.	BDS	Program available citywide, targeted to vulnerable populations. Expected outcomes: closed compliance cases, safer homes and commercial structures, improved public engagement with clients of color and clients with disabilities. Data collected are disaggregated by race.	 <p>Build community capacity</p>

Housing Displacement Programs – Homeowner Assistance (cont’d)

Tool	Description	Implementing organization	Detail & potential for evaluation	Equitable development building block
Affordable Home Ownership	Increase pathways to affordable homeownership through partnership with community-based organizations that provide assistance to low income homebuyers.	PHB	Partnership with Minority Homeownership Assistance Collaborative (MHAC) to identify and select eligible households for the Down Payment Assistance Loan program. Partnership through Black, Indigenous and Latinx community organizations. Outcomes measured in number of households who attain homeownership.	 <p>Invest in anti-displacement tools and economic opportunity</p>
Home Repair	Offer financial assistance for home repair of low-income homeowners.	PHB 	Citywide program offers loans to prevent the deterioration of homes so residents can remain in their homes. Funding available to residents earning up to 120% of Portland AMI. Additional funding available in certain TIF districts.	 <p>Invest in anti-displacement tools and economic opportunity</p> <p>Advance climate justice and healthy environment</p>

Preservation of Existing Affordable Housing—Programs and Projects

Tool	Description	Implementing organization	Detail & potential for evaluation	Equitable development building blocks
Displacement Risk Analysis	Identifies the potential that a project or regulatory change may result in the loss of affordable housing.	BPS	Updating analysis as part of anti-displacement work to understand the impact of city investments on housing market, as well as use community-sourced data to identify areas with particular needs.	 Invest in anti-displacement tools and economic opportunity
Zero Cities Project	A multi-city project to co-develop and implement actionable and equitable roadmaps and policy strategies to achieve a Zero-Net-Carbon building sector by 2050. Recommendations will include strategies to lower housing costs by increasing energy efficiency of existing MF buildings.	BPS 	Explicit focus on BIPOC organizing around climate justice and a focus of keeping communities intact.	 Build community capacity  Advance climate justice and healthy environment
Affordable Housing Preservation and Acquisition	Preserves affordability by purchasing housing units as subsidy for deed-restricted units ends, or through purchase of naturally occurring affordable housing.	PHB 	Can be targeted geographically, though existing resources are insufficient for need. High cost for building acquisition and rehabilitation. Outcomes measured in number of units preserved.	 Invest in anti-displacement tools and economic opportunity

Preservation of Existing Affordable Housing -Programs and Projects (cont'd.)

Tool	Description	Implementing organization	Detail & potential for evaluation	Equitable development building blocks
Code Enforcement Pathways to Compliance	Creates pathways to compliance for mobile home and park owners who lack permits for current structures	BDS	Citywide equity-centered approach toward code compliance, particularly when working with low-income property owners and communities of color. Program goals centered on serious health, life, safety problems rather than nuisance issues, and enforcement is restorative, not punitive.	 
Enhanced Inspections	Enforces minimum standards at rental properties w/o triggering retaliation against tenant. Allows inspectors to inspect additional units without receiving complaints when significant violations are found.	BDS	Can be targeted to a greater number of units once a complaint has been submitted and major problems are found. Not geography or population specific. Outcomes are measured in violations corrected and improved housing stock.	
Fix-It Fair	Forum for resources for weatherization and energy efficiency improvements for single and multi-family housing.	BPS 	Fairs are held throughout the city but targeted at neighborhoods with higher levels of vulnerable populations, including low-income, POC, renters, and free and reduced lunch students. Outcomes measured in attendance and participant satisfaction with content. Low cost, BPS is convener, partners provide most services.	 

Expanding Affordable Housing

Tool	Description	Responsible for implementation	Detail & potential for evaluation	Equitable development building blocks
Government Accountability Transparency Results (GATR)	Initiative to identify ways to lower development costs for faster production of housing, including the waiver of SDCs and other fees for the cost of other workforce housing (as defined in the Construction Excise Tax exemption.)	PHB, BDS, PBOT	Goal is to propose a feasible implementation strategy to reduce development review timelines as much as practical.	 <p>Improve access to transit and services</p>
Portland Brownfield Program	Provides technical and financial assistance for environmental assessment and cleanup to remove barriers for affordable housing development.	BES	780 units of affordable housing have been created on sites that have worked with the Portland Brownfield Program to address concerns about contamination. Several projects were specifically targeted to provide housing for previously displaced residents.	 <p>Advance climate justice and healthy environment</p>
Map Refinement Project	Used legislative map changes during Comp Plan process to open land to housing development.	BPS	Strategy to identify high opportunity areas of the inner city that could support greater housing density.	 <p>Promote inclusion in exclusive areas</p>

ADDITIONAL OPPORTUNITIES

The [City of Boston](#) recently broke new ground by enshrining the Affirmatively Furthering Fair Housing rule from the Department of Housing and Urban Development into their zoning code, shifting some of the onus of promoting inclusion and equity onto private development.

[Tenant Opportunity to Purchase](#) (TOPA) is a policy and program that gives tenants the first right of refusal to purchase the rental property in which they reside. The program supports the creation of limited equity co-operatives to purchase the property or connects tenants to nonprofit organizations who can purchase the property to maintain its affordability. The [TOPA program in Washington D.C.](#) has served as a model for several other cities, as well as currently proposed national legislation, to encourage this innovative strategy to help renters transition to home ownership.

Portland currently lacks a comprehensive [housing land acquisition strategy](#) to identify priorities for public land acquisition and land banking for future affordable housing development, particularly for small infill lots. A city-wide land acquisition strategy for housing would prioritize criteria for future site purchase to take advantage of potential market opportunities. Metro has developed a region-wide [Site Acquisition Program Implementation Strategy](#) that aims to combine community location desires with good governance principles to ensure bond dollars are spent strategically. That strategy could form the basis for acquisition of smaller properties that might become available in an economic downturn and could be redeveloped into multifamily housing by nonprofit partners.

2. COMMERCIAL/BUSINESS

A. Current Commercial & Workforce Anti-displacement Regulations and Programs

The regulatory landscape is quite different for residential and commercial tenants. Residential tenants have considerably more protections afforded at every level of government, from federal fair housing laws to local limits on rent increases and screening criteria. Nevertheless, the current public health emergency prompted the Governor to declare a temporary moratorium on commercial evictions, and the state has dedicated funds to a commercial rent relief program. Retail, personal care, and food and

beverage businesses have been the hardest hit by the Covid-19-related restrictions, and they face a considerable challenge, as they try to safely re-open and attract the public.

Currently, Portland does not have nearly enough dedicated funds to offer financial assistance to struggling businesses given the need, even though Prosper Portland shifted resources from other programs toward emergency assistance in this moment of crisis. However, the business support and incentive programs that existed before the pandemic have been instrumental in getting needed resources and information to a broad swath of Portland's small businesses.

COMMERCIAL DISPLACEMENT PROGRAMS

Current Program	Program description	Responsible Agency	Access to Capital	Affordable Commercial Space	Technical Assistance	Detail & potential for evaluation	Equitable Communities Building Block
Prosper Emergency Grant and Loans	Grants and loans for businesses or nonprofit organizations affected by public health emergency closures.	Prosper Portland	X			Targeted toward minority and women-owned businesses who were facing direct losses due to COVID-19. Program resources were distributed using equity lens.	 Invest in anti-displacement tools and economic opportunity
Inclusive Business Resource Network	Contracts with CBOs to provide technical assistance. Connects small businesses to financing and lending partners who work with unbanked or new small businesses.	Prosper Portland and community partner nonprofit lenders	X		X	Outcomes-based evaluation disaggregated by race. Set target outcomes for business growth. Entrepreneurs rate the quality of technical assistance they receive. Aim is for assistance to be culturally-specific.	 Build community capacity  Invest in anti-displacement tools and economic opportunity
Affordable Commercial Tenanting Program	Discount on commercial leases to businesses in city-funded developments.	Prosper Portland		X		Measure of success is finding tenants for Prosper developments.	 Invest in anti-displacement tools and economic opportunity

COMMERCIAL DISPLACEMENT PROGRAMS (cont'd.)

Current Program	Program description	Responsible Agency	Access to Capital	Affordable Commercial Space	Technical Assistance	Detail & potential for evaluation	Equitable Communities building block
Small Business Empowerment Program	Assists POC-owned businesses who need help navigating permitting and other regulatory processes.	BDS		X	X	Targets disenfranchised communities and through CBOs to contact hard-to-reach populations. Would benefit from expanded disaggregated data collection at BDS permit center to identify service gaps and disparities in outcomes, as well as more dedicated staffing resources across BDS range of expertise.	 
Portland Brownfield Program	Provides assistance to small business owners dealing with legacy environmental issues on their properties.	BES	X		X	Disburses EPA grant funds targeted toward identified sites with likely contamination. Historically, most funded projects have been in North Portland.	 

COMMERCIAL DISPLACEMENT PROGRAMS (cont'd.)

Current Program	Program description	Responsible Agency	Access to	Capital/Tax Abatement	Affordable Commercial	Space	Technical Assistance	Detail & potential for evaluation	Equitable Communities building block
Prosperity Investment Program	Matching grant program to support commercial businesses and property owners. Makes investments in line with community plans and Prosper Strategic Plan.	Prosper Portland	X					Limited to select TIF districts. Goal is to foster wealth creation for POC and low-income neighborhoods. Work must use MWESB contractors for 20% of work. Businesses in certain industries must meet additional living wage requirements and must create a workforce diversity hiring plan. Goal to include business performance in outcomes.	 
Enterprise Zones	Allows for property tax exemptions designed to encourage existing and new businesses to invest in major capital outlays and to create or retain quality jobs in certain designated areas.	Prosper Portland	X				X	Limited to 3 designated geographies. Includes goals and requirements for minimum pay rates and requires businesses to develop procurement plan to purchase from other E-zone businesses, particularly those owned by people of color.	 

ADDITIONAL OPPORTUNITIES

Work continues through Prosper Portland-led work groups to provide support and resources for businesses facing the economic impacts of the months of shutdown, and help making the adjustments necessary to conduct business under our current public health reality.

Before COVID-19, community partners had identified a number of anti-displacement priorities for small businesses and organizations that lease commercial space. Their top priority was the need for affordable commercial space, particularly through exploration of **commercial rent control**. [New York City had begun to consider commercial rent control legislation](#) in 2019, as well as a tax on vacant commercial spaces. Since the public health emergency, several cities, including Seattle, have instituted temporary commercial rent control to disallow rent increases and evictions during the shutdown.

Another priority identified by community members is **expanding business, nonprofit or community ownership of commercial space**. Prosper Portland currently connects small business owners to loan products and nonprofit lenders who work on expanding access to capital to community members who have been shut out of traditional lending. However, there is no city policy that affirmatively states a goal of encouraging more small businesses, nonprofits and community members to own commercial property, though this would both be a way for community members to have a say in the businesses that reside in the area, and to build wealth as an area appreciates.

One model of community ownership of commercial space is [Plaza 122](#), a project spearheaded by Mercy Corps that allows community members to invest in a commercial property while gaining financial knowledge. This project provides office and retail space for many small businesses and organizations, as well as serving as a community plaza in an area that lacks civic gathering space.

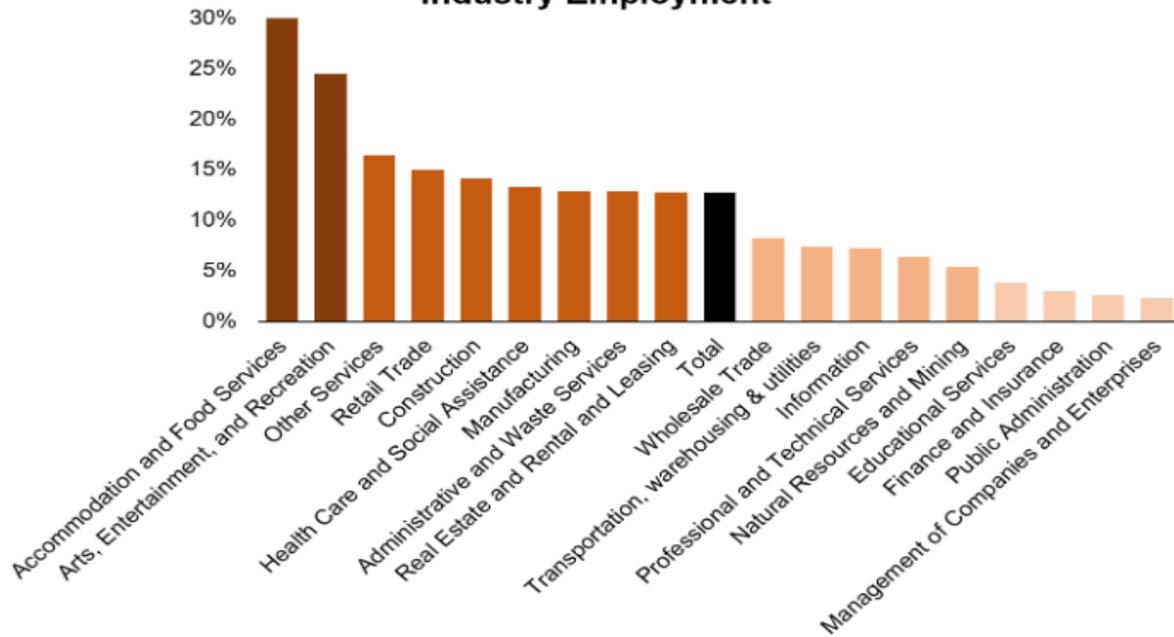
Further exploration of [cooperative ownership](#) of commercial space could include support specifically for worker-owned businesses, particularly in the wake of a COVID-19 economic crash. Cities such as [Cleveland, OH](#), and Richmond, VA have found ways for municipal governments to support worker-owned cooperative businesses through incubators and revolving loan funds, providing a potential, not just for job stability but for wealth building for workers.

B. WORKFORCE TOOLS

Programs to Assist with Worker Displacement

The City of Portland helps fund workforce development programs for low-income residents. These programs are administered through a network of service providers, some of which serve culturally-specific populations such as immigrants and refugees. The COVID-19 public health emergency, and the economic downturn that has followed, has elevated the need for workforce supports as the hundreds of thousands of Oregonians suddenly have found themselves unemployed. The unemployment rate in Multnomah County rose from 3% to 14% from March to May 2020. By January 2021, unemployment dropped back down to about 7%, roughly double what it was a year earlier. Given that restaurants, retail stores and hotels were forced to close or severely curtail their services, it's no surprise that the highest share of unemployment claims come from Accommodation and Food Services sector, making up 30% of all first-time unemployment claims. Arts, Entertainment, and Recreation were also hard hit, making up 24% of all new unemployment claims in the same time span. It remains to be seen how many jobs will be reinstated once social distancing measures are relaxed in the Portland metro region.

Initial Unemployment Insurance Claims as a Share of Industry Employment



Source: Oregon Employment Department, initial Unemployment Insurance claims processed in the seven weeks ending May 2, 2020.

Many people who have been working in the service sector will likely need or want to retrain to find work in other areas. Additionally, as has been widely noted, [people of color and women are disproportionately represented](#) in the areas of the workforce landscape that have been most affected by COVID-19 closures. Workforce programs that can target specific populations and offer people new potential avenues toward economic stability will be in high demand.

Furthermore, the childcare sector has been heavily impacted by closures. Due to industry-specific challenges, including small margins and a low-paid workforce, and a high regulatory burden, many childcare centers are unlikely to re-open. Programs that can assist workers in finding available and affordable childcare will be critical to help people return to work.

Workforce Strategies – Programs to employ and retrain workers, particularly those from vulnerable communities

Current Program	Program description	Responsible for implementation	Detail & potential for evaluation	Equitable Communities Building Block
<p>Career Connect Network</p>	<p>Partnership with workforce agencies and culturally-specific organizations that delivers case management to youth for up to 3 years. Helps youth identify and achieve their career goals.</p>	<p>Prosper Portland, Worksystems Inc and community partners</p> 	<p>Targets people 16-21 who are disconnected from traditional school or lacking the basic skills and credentials to enter college or career pathway employment. Goal is for all participants to secure a career pathway job or progress along a path to complete post-secondary education.</p>	 <p>Invest in anti-displacement tools and economic opportunity</p>  <p>Build community capacity</p>
<p>Economic Opportunity Program</p>	<p>Individual career plan development, case management, work readiness training, job search assistance and placement, and retention supports. Specific programs for ex-offenders, and those interested in health careers.</p>	<p>Prosper Portland, Worksystems Inc and community partners</p>	<p>Targets low-income Portland residents, age 18 and older, who face multiple barriers to employment. Can be population-specific through work with culturally-specific organizations. Limits in job placement opportunities for undocumented.</p>	 <p>Invest in anti-displacement tools and economic opportunity</p>  <p>Build community capacity</p>

Workforce Strategies (cont'd.) – Programs to employ and retrain workers, particularly those from vulnerable communities

Current Program	Program description	Responsible for implementation	Detail & potential for evaluation	Equitable Communities Building Block
<p>PBOT Equity Program</p>	<p>Operationalizes equitable recruitment, hiring and retention practices, to ensure a diverse and inclusive workforce that reflects the communities served, and fosters an inclusive work environment for employees of color.</p>	<p>PBOT</p>	<p>Performance evaluations includes evaluating racial equity and cultural responsiveness goals and core competencies; includes firm goals, time frames and metrics to track.</p>	 
<p>Deconstruction Program</p>	<p>Provided grant funding for class to train women and POC people interested in careers in deconstruction.</p>	<p>BPS and certified deconstruction contractors </p>	<p>Prioritized women and POC and other disadvantaged populations, including formerly incarcerated. Could be targeted to specific geography.</p>	 
<p>Enterprise Zones Workforce Training & Business Development Fund</p>	<p>Employers who benefit from property tax abatement must reinvest part of the savings into workforce development fund used for residents of E-zone.</p>	<p>Prosper Portland</p>	<p>Limited to 3 designated geographies. Can be used for a wide variety of purposes, including company-specific training programs or revolving capital loan financing programs</p>	  

Childcare Support – Efforts to make childcare more readily available and affordable

Current Program	Program description	Responsible for implementation	Detail & potential for evaluation	Equitable Communities Building Block
Inclusive Business Resource Network	Connects childcare providers with a peer-to-peer network of other small business owners for support, guidance and professional development.	Prosper Portland	Childcare Improvement Project resources particular to Latinx and Slavic in-home childcare providers. Available citywide. Outcomes measured are number of providers who achieve licensure as well as stabilize and grow their business.	 
Summer Parks Programming & Community Center Pre-school Programs	Provides affordable childcare and pre-school at community centers, and free programming at parks where federal lunch program is administered.	PP&R	Parks programming has been severely curtailed by pandemic. Typically, summer programs have offered affordable childcare throughout the city, with significant scholarships available for low income families.	 

Employer Supports – Programs that support business efforts recruit, retain and advance low-income and people of color

Current Program	Program description	Responsible for implementation	Detail & potential for evaluation	Equitable Communities Building Block
Contract Equity Program	Prime contractor development program works with Disadvantaged Business Enterprises to help them build capacity to be prime contractors for City projects. Works with existing primes to hire more DBE subcontractors.	PBOT	Moving toward goal of DBE firms for 20% of total non-construction contracting goal. Project outcomes are measurable using goals that will eventually be broken down by specific classification of DBE certification, as well as for hours worked.	
Cluster Industry Program	Target growing industries and those within the four industry sectors—technology & media, green cities, metals & machinery, and athletic & outdoor— to ensure participation of low-income and people of color.	Prosper Portland	Grants support to traded sector companies who participate in diversity initiatives by supporting trade missions, export assistance, expansion and relocation assistance, and peer-to-peer networking opportunities.	 

ADDITIONAL OPPORTUNITIES

Workforce

One of the main levers the City has in the private market is its purchasing power, particularly for infrastructure projects. All bureaus have set goals for public contracting; however, [these goals are being met unevenly](#) across the city. Concerted efforts to align best practices across bureaus that build the capacity of Women and Minority-owned Business Enterprises (WMBE) to be able to provide prime contractor services, and to incentivize existing prime contractors to team with DBE subcontractors will help the City meet its equity in procurement goals, and build wealth and opportunity for women and minority business owners.

The City of Seattle has a [WMBE self-identification option](#) in its business directory, simplifying the process for WMBEs to be able to secure contracts. To ensure that the benefits of procurement policies do not only accrue to firm owners, [Seattle also has a Priority Hire](#) program that prioritizes hiring the hiring of residents that live in economically distressed areas in Seattle and King County.

PBOT's Contract Equity program is working with other bureaus and Procurement Services to establish a City-specific WMBE-identification program to overcome barriers firms face in becoming certified and being selected for projects. PBOT is also moving toward a system to tracking the kind of DBE certification employed in contracts over \$200,000 to see whether specific equity targets are being met. The Portland Housing Bureau employs its Workforce Training and Hiring Program (WTHP) to include goals for subcontracts of \$300,000 or more. Contractors are expected to achieve workforce goals for hours worked by apprentices as well as people of color and women. Nevertheless, these programs rely heavily on appropriate enforcement of City regulations, as well as consistent data reporting which continues to prove challenging.

Childcare

Portland Parks & Recreation programs are the main way that the City of Portland is involved in the direct provision of childcare for children from pre-K-teen, however the gulf of options for affordable childcare keeps low- and middle-income families in limbo during their children's first years of life, and makes participation in the workforce more difficult.

Easing regulatory barriers that face new or expanding childcare businesses are a potential way that the City could work to potentially increase supply of licensed childcare centers. Before the COVID-19 public health emergency, Oregon was already considered a “childcare desert” meaning that there were more than three children needing childcare for every one licensed childcare spot that was available. Workforce development organizations such as [Clackamas Workforce Partnership](#) have begun working with cities to review their development codes to support the early learning and childcare sector, including considering density bonuses for the inclusion of onsite childcare facilities and a relaxing of zoning restrictions, and reducing trip generation-related SDCs in exchange for locating near high capacity transit. The [San Diego Workforce Partnership](#) has made childcare a central part of its workforce strategy, and calls for streamlining of development review, incentives for developers through FAR and height bonuses, financing for new and upgraded facilities, identifying excess buildings and land for new childcare center development among other potential solutions.

C. CULTURAL DISPLACEMENT AND COMMUNITY RESILIENCE

Community-based organizations have also been hard-hit by the economic downturn. The need for their services will vastly outweigh their capacity, and their abilities to fundraise may continue to be limited by an inability to host large public gatherings for some time to come.

Cultural Displacement Programs

Tool	Description	Responsible for implementation	Detail & potential for evaluation	Equitable Communities Building Block
Portland Brownfield Program	Provide technical and financial assistance to community-based organizations and nonprofits for projects on sites with environmental concerns.	BES	Works with culturally-specific groups. Outcomes are successful development of brownfields.	
Empowered Communities Program	Assists nonprofit arts and cultural organizations in addressing and overcoming challenges in development review.	BDS	Looking to identify ways to waive fees and provide technical assistance to organizations in plan review.	 
Portland Harbor Community Involvement Program	Strategy to promote meaningful community involvement throughout the cleanup of the Portland Harbor Superfund site. The plan is a working document, updated as more information about the site becomes available.	BES	Aims to engage culturally-specific groups and tribal members. Led to robust public process that focused on community benefits and increasing public information and participation in Superfund clean-up process.	 

Building Community Resilience

Tool	Description	Implementing agency	Detail & potential for evaluation	Equitable Communities Building Block
Parks for New Portlanders & Community Youth Ambassadors	Providing and encouraging community building activities within our facilities and parks. Goal of providing recreation opportunities for immigrant and refugee communities.	PP&R	Works with community partners, including Community Youth Ambassadors to design culturally relevant programs and ensure that services are welcoming and accessible to communities of color and new immigrants and refugees. Outcomes measured are population-specific.	 <p>Improve access to transit and services</p>
Traffic Safety/Safe Routes to School	Partnership with schools, neighborhoods, and CBOs to increase safety and improve health for students and their families by encouraging active transportation.	PBOT	Uses PBOT's equity matrix to prioritize schools. The specific populations prioritized were limited English proficiency, low income and communities of color.	 <p>Improve access to transit and services</p>
Zenger Farm support	Educational farm on city-owned land. Could be a model for other partnerships with environmental or agricultural community groups.	BES 	Currently a single-site effort, but could be replicated with additional guidance from Parks as to working with nonprofit community partners.	 <p>Advance climate justice and healthy environment</p>
Portland in the Streets	Program encouraging the use of streets as location of community events. Examples: block parties, play streets, parklets, Sunday Parkways.	PBOT	Provides funding to community groups.	 <p>Build community capacity</p>

ADDITIONAL OPPORTUNITIES

One potential strategy that the City could pursue to recognize and elevate the diverse communities that reside in Portland could be **establishing cultural heritage districts**. [San Francisco's program](#) works to protect not only 'architectural and archaeological history, but also the living history represented by long-standing businesses, events, practices, and organizations that contribute to the City's cultural heritage.' These could allow for specific community influence in regulatory decisions on zoning, design requirements and the preservation of public spaces.

Finally, an idea for supporting existing businesses are **legacy business programs** that have started to be implemented in several cities. In an effort to recognize longstanding community-serving businesses that are seen as valuable cultural assets, the City of San Francisco has implemented a [legacy business program](#) for businesses that have been operating for more than 40 years, that offers rent stabilization grants to landlords who offer long-term leases to legacy businesses, as well as grants to legacy businesses to help them comply with accessibility requirements. [San Antonio defines a legacy business](#) as one that has been open for more than 20 years, particularly if the business has been owned by multiple generations of the same family, provides culturally authentic goods or services. Using this definition has strengthened the

There may also be an opportunity to assist cultural organizations and small property owners of cultural spaces with **seismic retrofit support** of unreinforced masonry buildings during this time when there are no large gatherings happening in places of worship and other large community gathering spaces.

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About City of Portland Bureau of Planning and Sustainability

The Bureau of Planning and Sustainability (BPS) develops creative and practical solutions to enhance Portland's livability, preserve distinctive places, and plan for a resilient future.



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