



Social Determinants of Health Accelerator Plan Final Report West Portland Town Center

December 2022



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West Portland Town Center Community

The **300+ community members** who provided feedback through surveys, focus groups, or community conversation

**Indicates leadership team appointed member*

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Social Determinants of Health Accelerator Plan Final Report: Executive Summary

West Portland Town Center

December 2022



The Interstate 5 (I-5) and 99W corridor in Southwest Portland is projected to experience significant population and job growth over the next 25 years — by an estimated 3,000 new households in the next 10 years alone¹. To meet this housing and development demand, the Southwest Corridor Inclusive Communities project², a cross-sector, multi-agency effort led by the Bureau of Planning and Sustainability (BPS), is coordinating several inter-related projects to ensure that future investments benefit all communities, both current and future residents.

Portland has a history of planning and development shaped by structural racism, including redlining and racially restrictive covenants³. Along with other factors, these practices in Southwest Portland contributed to fewer people of color living in this part of the city. Furthermore, residents of color that did move into the area were more likely to live near major transit corridors or highways, which disproportionately increase health impacts like asthma and cardiovascular disease. More recently, new development across the city has contributed to rising housing costs and displacement of low-income households and communities of color, pushing them farther east and to outer southwest Portland, where infrastructure is incomplete and access to transit, jobs, services, and community is more difficult.

¹ City of Portland (2018). Southwest Corridor Equitable Housing Strategy.

<https://www.portland.gov/sites/default/files/2019-09/final-sw-corridor-equitable-housing-strategy.pdf>

² Bureau of Planning and Sustainability, SW Corridor Inclusive Communities.

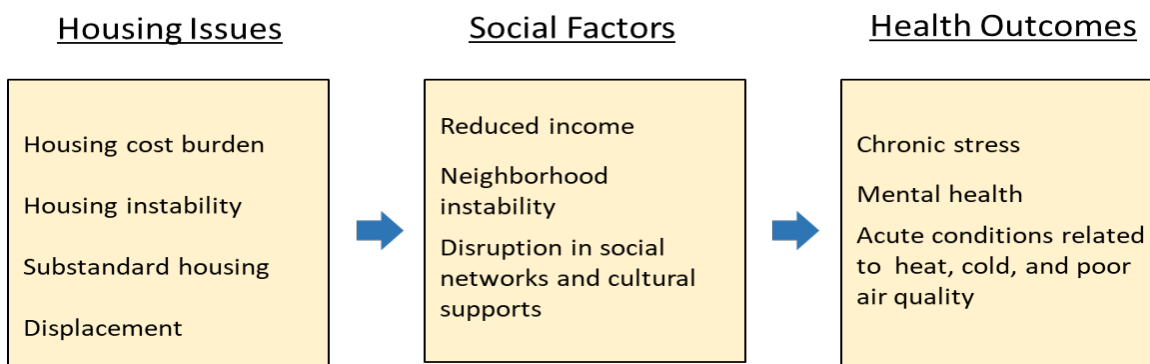
<https://www.portland.gov/bps/planning/sw-inclusive>

³ Bureau of Planning and Sustainability (2019). Historical Context of Racist Planning: A History of How Planning Segregated Portland. <https://www.portland.gov/bps/planning/history-racist-planning-portland>

Acknowledging Portland’s harmful and discriminatory history and its harmful effects on vulnerable and under-represented communities is critical to planning and development along the Southwest Corridor.

With plans for a new light rail line along the Southwest Corridor connecting downtown Portland to Tigard in full swing, it’s imperative to avoid creating new disparities or deepening existing ones as new development and investments trigger gentrification and displacement. It’s also an opportunity to use growth and investments differently, thus protecting existing residents and enhancing their housing security, community cohesion, economic prosperity, health, and well-being.

To ensure a racial equity advocacy lens was utilized in the corridor/light rail planning process, a coalition of community organizations, residents, businesses, philanthropic partners, and state and local government bodies formed the Southwest Corridor Equity Coalition (SWEC). Residents in and around the West Portland Town Center (WPTC) – at the crossroads of I-5, Barbur Blvd and Capitol Highway – repeatedly highlighted housing issues (housing cost burden, housing instability, substandard housing, displacement) that are related to social factors and health outcomes such as chronic stress, mental health, and acute housing quality conditions.



Logic Model Linking Social Determinants of Health with Health Outcomes.

These issues and concerns were elevated as BPS, in partnership with other City bureaus and community-based organizations, developed an area plan for the town center (WPTC Plan) to prepare for expected population and business growth. Through extensive community engagement, particularly with the SWEC members, two community priorities were identified⁴:

1. Place keeping strategies to build **residential stability** and **health**.
2. Creating cultural anchors that support **economic opportunity** and **community connections**.

⁴ Unite Oregon, Haki Community Organization, and Community Alliance of Tennant (2019). Community Based Priorities for the West Portland Town Center Plan. https://www.portland.gov/sites/default/files/2020-02/community-based-priorities-for-west-portland-town-center_0.pdf

These priorities are examples of social determinants of health (SDoH), conditions of the physical and social environment that affect our well-being by shaping what risks and opportunities we experience in our daily lives.

To advance these SDoH priorities, BPS applied for and received a Centers for Disease Control and Prevention (CDC) Accelerator Grant. The grant allowed City staff to work with a Leadership Team comprised of individuals representing diverse organizations. Together they built on the momentum generated by the WPTC Plan and the Southwest Corridor Equitable Housing Strategy to improve housing stability and social connectedness by mapping short term next steps in an *Accelerator Plan*.

The grant supported convening a leadership team of nine community partners who met monthly for one year to prioritize objectives, gather additional community input, and identify actions to improve nonregulatory multifamily rental housing quality, grow multifamily community ownership opportunities, and establish a multicultural hub. Together they established the two key initiatives that contain objectives and goals for the Accelerator Plan:

Advance Housing Stability

Stable housing is a critical foundation for well-being. Residents in WPTC have expressed concerns around rental unit maintenance, and how the conditions in their apartments are detrimental to both their health and monthly budgets. They also would like more homeownership opportunities to build wealth, reduce displacement, and maintain strong community ties. The actions below support the goal to advance housing stability (full housing stability work plan on page 28 in full report):

1. Identify and implement incentives to support property owners to conduct energy improvements and maintenance on rental units without increasing rent.
2. Establish a framework that would support community ownership of multifamily housing units.

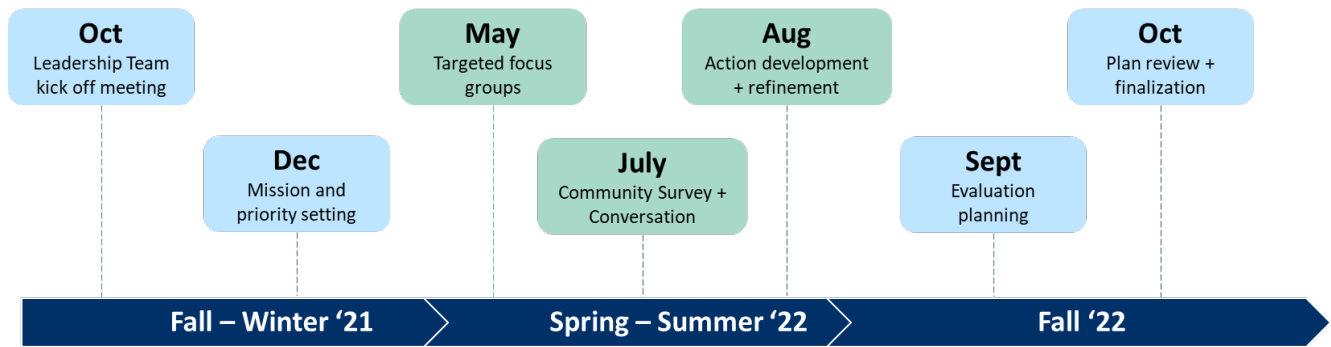
Advance Social Connectedness

Social connectedness supports a sense of belonging, increases access to resources and opportunities, and improves physical and mental health. Establishing a multicultural hub is a top community priority to reduce isolation, provide microenterprise opportunities, and increase access to social and medical services. The actions below build momentum toward the goal to strengthen social connectedness (full social connectedness work plan on page 38 in full report):

3. Plan and program a series of pop-up events to refine a business model for a permanent multicultural hub.
4. Conduct site planning to identify possibilities for a permanent location for a multicultural hub.

Accelerator Plan Development Timeline

The timeline below highlights Leadership Team activities to develop the WPTC SDoH Accelerator Plan.



Accelerator Plan Timeline for Leadership Team Activities and Community Outreach Activities.

Implementation

Implementation of the WPTC SDoH Accelerator Plan begins in January 2023, but full implementation efforts depend on future funding acquisition for all agencies and organizations involved. Each proposed action has an identified lead organization(s) based on mission and scope of the work. In lieu of leadership team meetings, conversations to advance Accelerator Plan actions will be held in SWEC subcommittee meetings.

BPS has committed staff to steward some actions and support communication and collaboration with community organizations between SWEC meetings. Partnership expansion with stakeholders in the energy and housing sectors, and community and business services, will also be needed to support implementation.

In fall 2022, HAKI Community Organization applied for and received a grant from Metro, the regional government, to hold a multicultural pop-up market event and begin developing a business model for a future permanent multicultural hub. Other than the Metro grant, there is no additional funding beyond limited staff time commitments. Leadership team organizations will continue to monitor funding opportunities to advance actions from the Accelerator Plan.

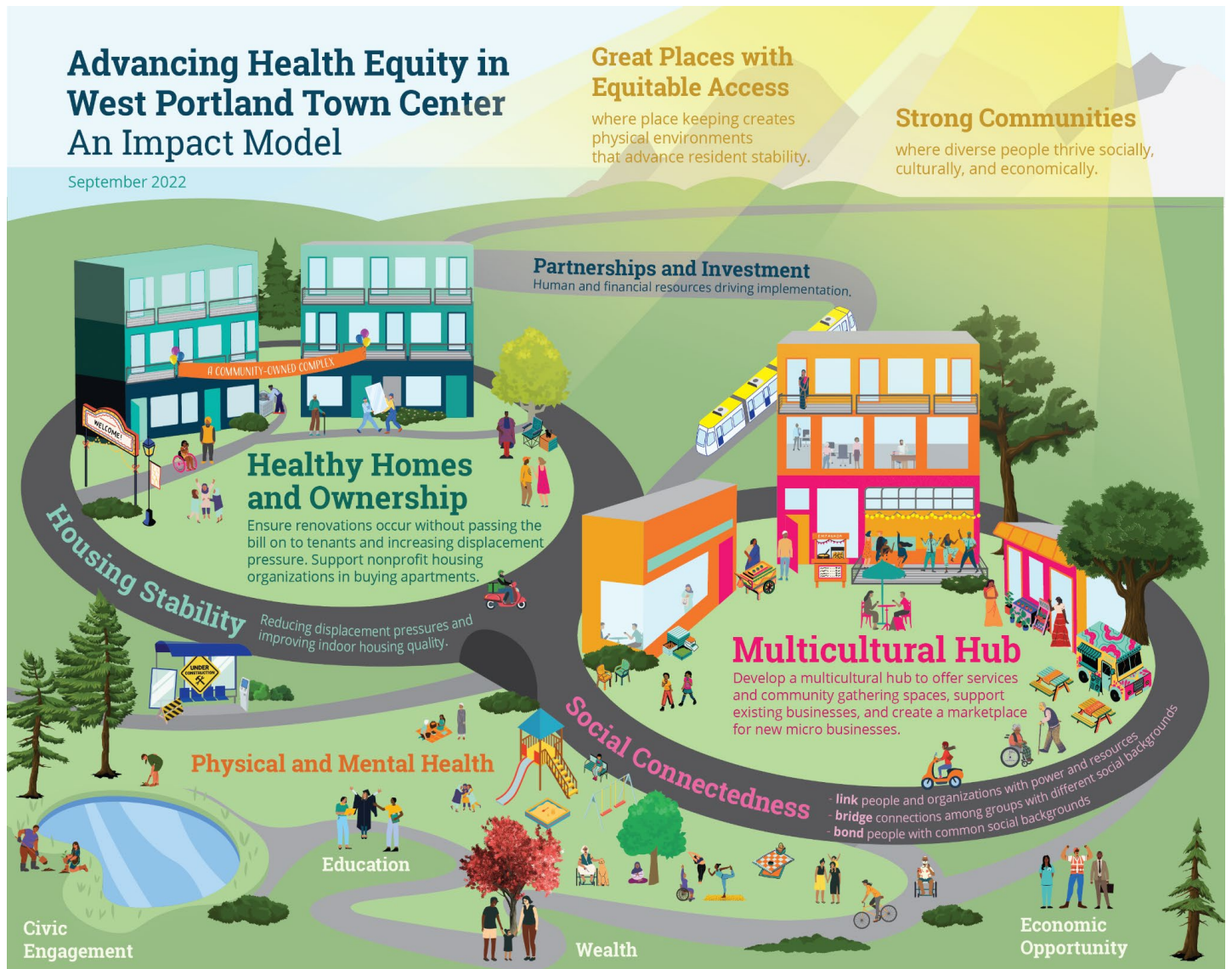
Measures of Success (Evaluation)

The WPTC SDoH Accelerator Plan evaluation strategy includes an approach for measuring outcomes and assessing progress. The strategy provides a menu of options for data collection and evaluation, adaptable to available funding at the time. Four potential categories of indicators are proposed: (1) Change agent capacity, (2) levers, (3) community conditions, and (4) resident impacts (full evaluation strategy on page 56 in full report).

A Model for Advancing Health Equity in the Face of Growth

This Accelerator Plan can serve as a model for other communities in the region that are facing growth and change. By focusing on the social determinants of a community's health, we can plan for growth that accommodates and enhances the well-being of all. We hope this project will serve as a helpful guide for similar efforts.

The WPTC SDoH Accelerator Plan Impact Model below visualizes how the plan goals (center) align with WPTC Plan vision statements (top) and have compounding benefits across multiple determinants of health (bottom) (full impact model description on page 26 in full report).



Impact Model: Advancing Health Equity in West Portland Town Center.



Background



Community Background

Growth in the Southwest Corridor

The Interstate 5 (I-5) and 99W corridor in Southwest Portland and Tigard is projected to experience significant growth over the next 25 years. The corridor is expected to grow by an estimated 3,000 new households in the next ten years alone⁵. To meet this demand, the Southwest Corridor Inclusive Communities project⁶, a cross-sector, multi-agency effort, is coordinating several interrelated projects to ensure that future investments benefit all communities that both current and future residents.

Portland has a history of planning and development shaped by structural racism, including practices such as redlining and racially restrictive covenants.⁷ In combination with other factors, these practices in Southwest Portland contributed to fewer people of color living there. Residents of color that did move in were more likely to live near the major corridors or highways. More recently, new development across the city in the past 30 years has contributed to rising housing costs and displacement of low-income households and communities of color, pushing them to the East and Southwest parts of the city, where infrastructure is incomplete and access to transit, jobs, services, and community more difficult. It is critical to lead planning and development efforts with a racial equity lens to avoid creating new disparities or deepening existing ones.

The Southwest Corridor Equity Coalition (SWEC)⁸, which is made up of community organizations, residents, businesses, philanthropic partners, and state and local government bodies, supports a racial equity advocacy lens in the corridor planning process. SWEC formed because of community involvement in the Southwest Corridor Equitable Development Strategy work related to light rail planning for the corridor.

⁵ City of Portland, (2018). SW Corridor Equitable Housing Strategy.

<https://www.portland.gov/sites/default/files/2019-09/final-sw-corridor-equitable-housing-strategy.pdf>

⁶ Bureau of Planning and Sustainability, SW Corridor Inclusive Communities.

<https://www.portland.gov/bps/planning/sw-inclusive>

⁷ Bureau of Planning and Sustainability (2019), Historical Context of Racist Planning: A History of How Planning Segregated Portland. <https://www.portland.gov/bps/planning/history-racist-planning-portland>

⁸ Southwest Corridor Equity Coalition. <https://swcorridorequity.org/>

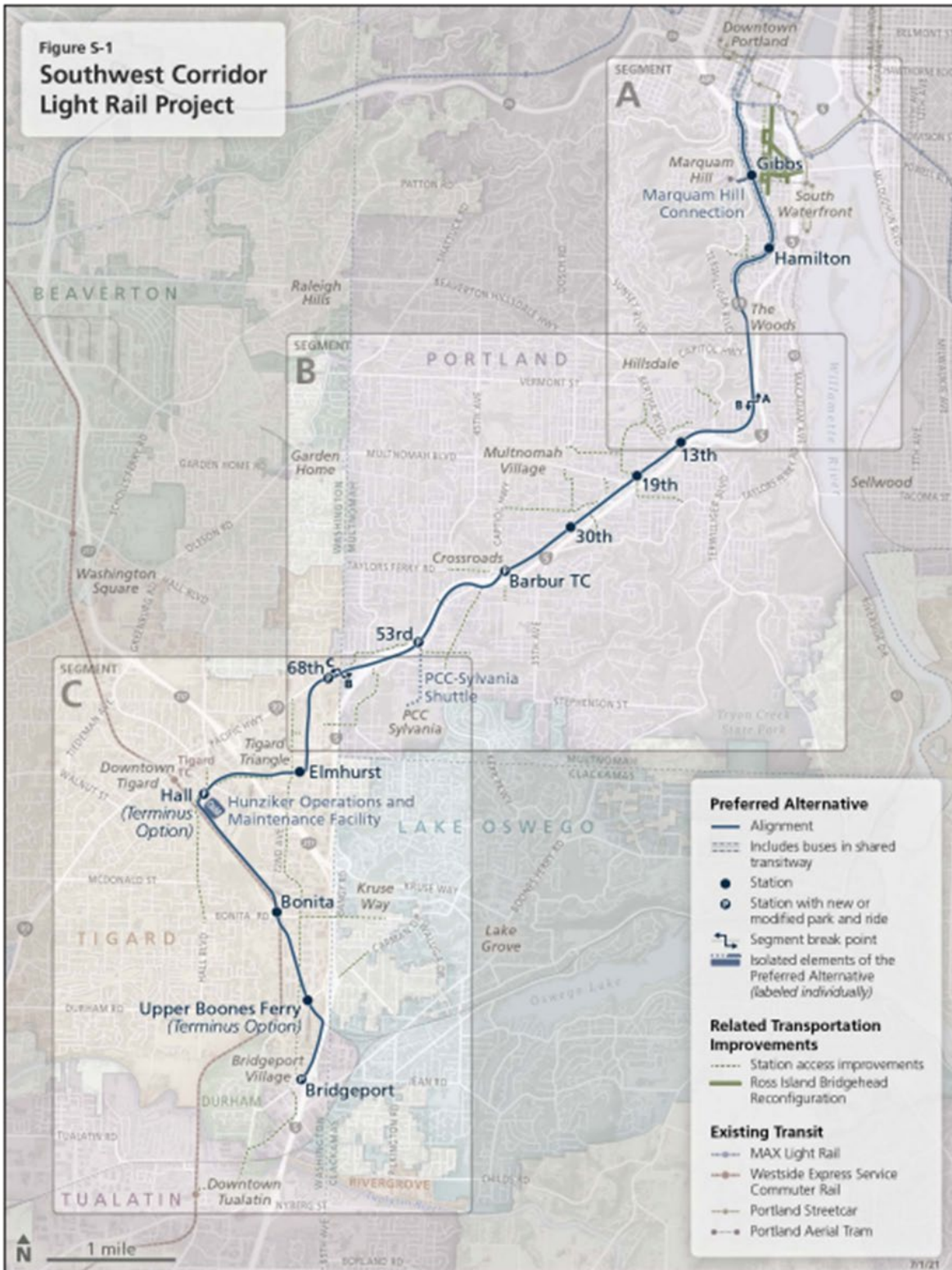


Figure 1. Southwest Corridor Light Rail Project (Metro, 2022).

West Portland Town Center

The West Portland Town Center (WPTC) was designated a town center by Metro, the regional metropolitan government body, in 1995 and reaffirmed in Portland's 2035 Comprehensive Plan in 2016. The area has a unique, hilly geography, and is currently not a cohesive or unified area to live or work. WPTC is centered on the intersection of Barbur Boulevard, Southwest Capitol Highway, I-5 and Taylors Ferry Road, and is sometimes referred to as the "crossroads". The four neighborhoods that comprise the area have remained largely physically unchanged over the past few decades.

The West Portland Park (WPP) neighborhood, within the WPTC area, is the most racially and economically diverse area in Southwest Portland. The community is composed of Arab and East African immigrants and 19.7% of community members are foreign born.

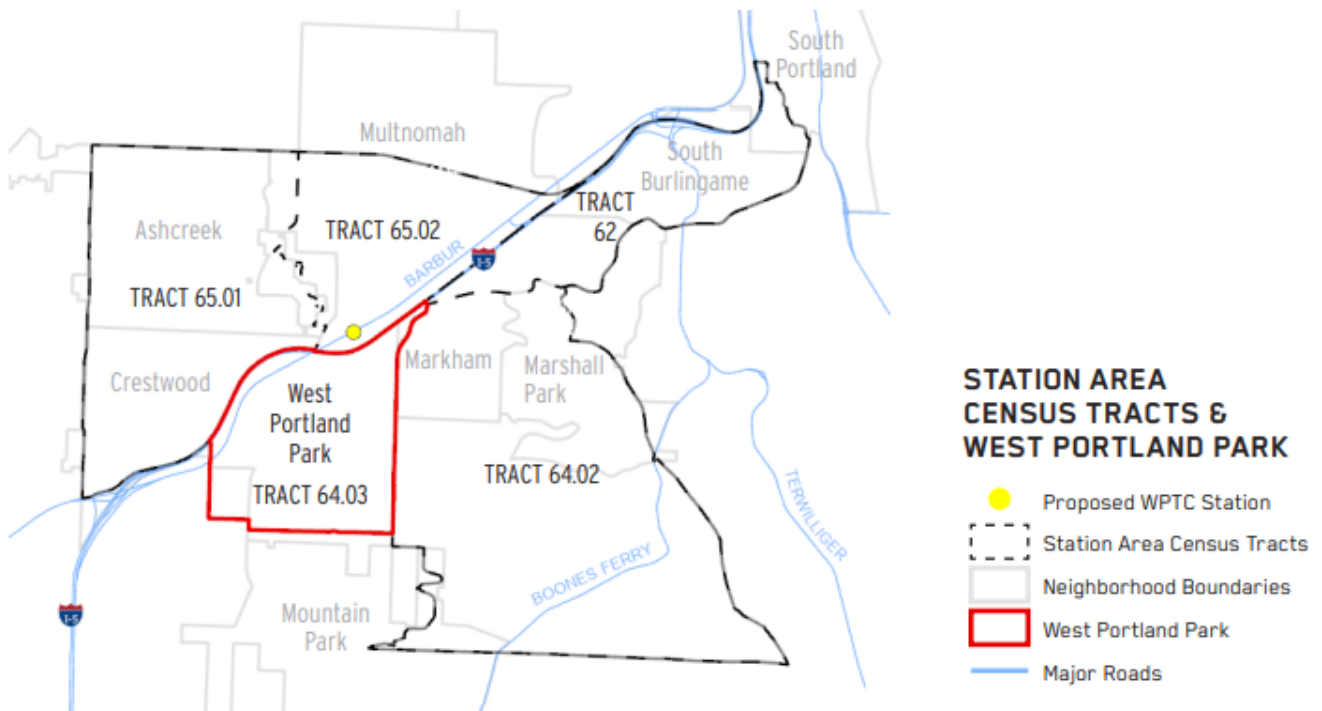


Figure 2. West Portland Town Center Study Area (City of Portland).

West Portland Town Center Plan

The town center designation coupled with the prospect of a significant light rail investment and the need to address anticipated impacts to underrepresented communities and renters in the area prompted a planning effort to transition the area from a highway surrounded by neighborhoods to a destination civic corridor and a full-service hub. Starting in Spring 2019, the planning process prioritized involving underrepresented and renter communities to identify and understand community needs and goals. Building from that foundation, land use changes were explored, and community development actions articulated to support achievement of those goals. This process was also grounded in the accompanying health equity assessment that helped frame community feedback and identify new connections to possible solutions⁹. The resulting plan is built on two guiding visions:

Great Places with Equitable Access: A natural and built environment that enhances environmental and community health through public amenities and has new commercial and human services and a supply and variety of housing options for a growing ethnically and economically diverse population.

Strong Communities & People: A thriving and interconnected community that contains racially and economically diverse households who are resilient in the face of displacement pressures and supported by strong social and cultural institutions and human services that benefit all residents.

There are 71 community development actions that support a broad array of physical and social improvements for communities in the town center. They add up to a series of steps to improve access to opportunity, equity, and health in this center and beyond.

The West Portland Town Center Plan (WPTC Plan) was adopted in December 2022. During the plan development process, in fall 2020, regional voters rejected Measure 26-218, a transportation funding package that included funds for the light rail planned through the Southwest Corridor in Portland and adjacent municipalities. The change in light rail availability created uncertainty about transportation infrastructure timelines and future development¹⁰. The WPTC SDoH Accelerator Plan builds on the WPTC Plan amidst this uncertainty and focuses on two Social Determinants of Health (SDoH) priority areas: physical environments and social connectedness.

Selected Populations

The strategies advanced in the WPTC SDoH Accelerator Plan will benefit all community members in the WPTC area but are designed specifically to address the needs of the WPP neighborhood, which

⁹ Bureau of Planning and Sustainability (2020). Existing Conditions: Health Equity Assessment. https://www.portland.gov/sites/default/files/2020-02/sw-corridor-phase-1-report-health-equity-feb_9_2020_web.pdf

¹⁰ Bureau of Planning and Sustainability, Barbur Transit Center. <https://www.portland.gov/bps/wpdx-town-center/west-portland-town-center-plan-online-open-house/barbur-transit-center>

experiences greater disparities compared to the WPTC area. WPP is the most racially and ethnically diverse census tract in the WPTC area (Table 1). There are several resources specific to the East African community in the neighborhood, including the Islamic School of Portland, the Masjid As-Saber Temple (the largest mosque in the City of Portland), and the Ahmadiyya Muslim Community Center. WPP has more residents of color, more renters, lower incomes, and lower levels of education than the rest of the WPTC area.

The health equity assessment identified several disparities in social determinants of health between the WPP neighborhood and the WPTC area (Table 2). The differences in conditions highlight a need for targeted solutions to reduce the gaps that the WPP community experiences.

Table 1. Demographics of West Portland Park, West Portland Town Center, and City of Portland.

Demographics	West Portland Park¹¹	West Portland Town Center Area¹²	City of Portland
Total Population	4,164	14,815	650,380
White	75.3%	81.8%	75.3%
Black	13.3%	6.2%	5.9%
Hispanic	10.1%	6.0%	9.8%
Asian	2.7%	4.7%	8.7%
Other	8.7%	7.3%	10.2%
Communities of Color (non-white)	24.7%	18.2%	24.8%
Foreign Born	14.9%	10.9%	13.4%
Foreign Born, Africa	4.7%	15.9%	1%
Households in Poverty	10.5%	4.7%	7.7%
Without Bachelor's Degrees	50.7%	42.0%	49.1%
Renter occupied Housing + Median Renter Household Income	49.9% - \$50,219	67.4% - \$55,609	46.9% - \$49,643
Owner Occupied Housing + Median Owner Household Income	50.1% - \$130,563	32.6% - \$109,901	53.1% - \$103,316

¹¹ Census Tract 64.03

¹² This report uses Census Tracts 64.03, 65.01, and 65.02 as a proxy for the WPTC area. The exact WPTC boundary designated in the WPTC Plan clips these three tracts and accordingly covers a smaller geography.

Table 2. Health Equity Indicator Profile from West Portland Town Center Health Equity Assessment.

DETERMINANTS	INDICATOR	W. PORTLAND TOWN CENTER STUDY AREA	WEST PORTLAND PARK NEIGHBORHOOD	SOURCE
ENVIRONMENTAL HEALTH	Percentile NATA Cancer Risk	89th	92nd	EPA EJScreen ¹
	Life Expectancy	83	81	US CDC
SOCIAL COHESION	% Population POC per census tract	16%	28%	ACS 2013-17 ²²
	Voter participation rate, 2014-19	76%	65%	Oregon Secretary of State, ACS 2013-17 ²
HEALTH SERVICES ACCESS	% Residents without medical insurance	4%	9%	2013-2017 ACS ²
ECONOMIC OPPORTUNITY	% Households below 80% MFI	26%	34%	HUD CHAS ²
	% Households in poverty	9%	18%	2013-2017 ACS
EDUCATION	% Adults 25+ with less than HS education	1%	4%	2013-2017 ACS
	% Adults 25+ without a Bachelors degree	38%	52%	2013-2017 ACS
HEALTHY, SECURE HOUSING	% Renters by Race: White	30%	39%	2013-2017 ACS
	% Renters by Race: Black	84%	91%	2013-2017 ACS
	% Cost Burdened Renters	41%	57%	2013-2017 ACS
	% Cost Burdened Owners	24%	35%	2013-2017 ACS

1 U.S. Environmental Protection Agency (EPA). *Environmental Data NATA Cancer Risk. EJSCREEN Environmental Justice Mapping and Screening Tool*. 2014. ejscreen.epa.gov/mapper/

2 Data source was used by the Portland Bureau of Planning and Sustainability to perform an analysis on this indicator.

Community Health Issues

Health Issue Identification

Priority health issues in the WPTC area were identified through qualitative and quantitative analyses as part of the health equity assessment and overall engagement conducted during WPTC Plan development.

The WPTC Plan prioritized community engagement with the immigrant community. One partner, HAKI Community Organization, facilitated focus groups to identify priority issues in the area. These conversations elevated housing instability and lack of economic opportunities as major stressors that were impacting health. The WPTC project team also collected and analyzed data related to 39 indicators focused on social contexts and the built environment. Indicators were selected based on the City of Portland and partner agency’s ability to influence outcomes and support action.

Five major barriers to community health were identified using an analysis approach modeled on the Centers for Disease Control and Prevention (CDC) Health Impact Assessment and Roadmap to Health Action methodology: traffic safety, access barriers created by highways, air pollution and noise, risk of displacement, and poverty and living wages. These barriers were merged into an implementation framework that bundled evidence-based and community-identified strategies into four action areas: buffer and protect, inclusive opportunities, healthy and active, and bridge and connect (Figure 3).

The health issues addressed in the WPTC SDoH Accelerator Plan are captured in the **Strong Communities and People** vision in the WPTC Plan. The vision includes goals focused on creating community spaces to build community connections and establishing anti-displacement efforts to preserve housing stability (Figure 4). These goals were prioritized because of their importance to the community, data trends, and interest from those engaged in the WPTC Plan development. They serve as a launching point for actions accelerated in this plan.

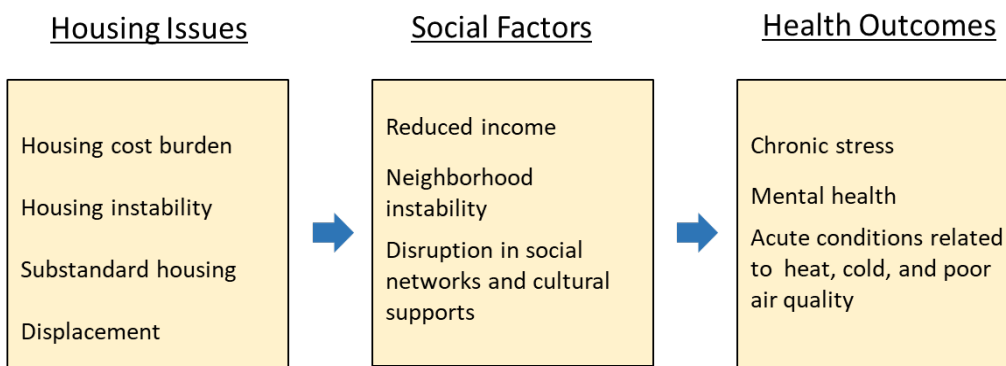


Figure 3. Logic Model Linking Social Determinants of Health with Health Outcomes.

Findings from the health equity assessment identified five major barriers to the future health of the West Portland Town Center. We are recommending a health equity framework to overcome these barriers. The framework bundles evidence-based and community-identified strategies to create better outcomes for current and future residents.

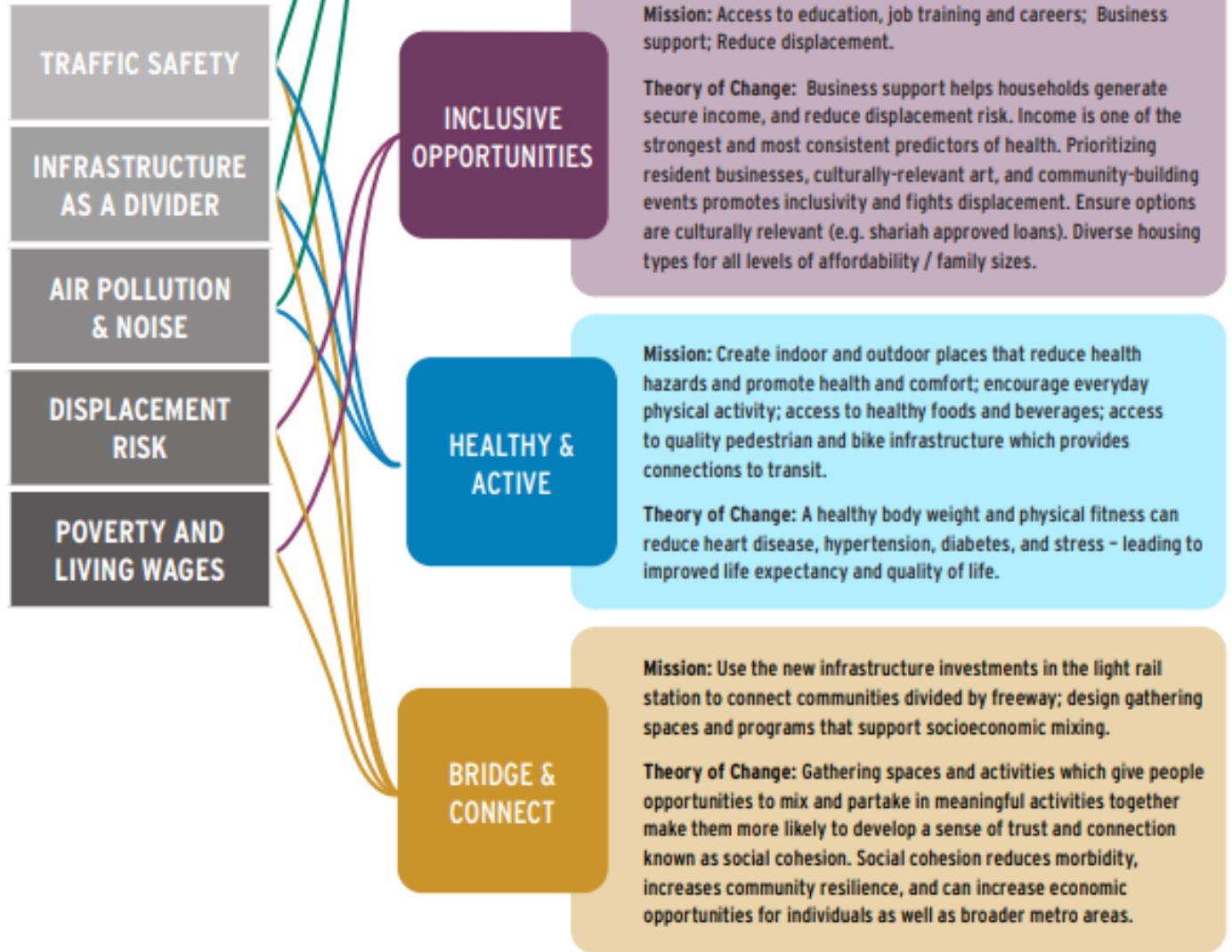


Figure 4. West Portland Town Center Health Equity Framework (City of Portland, West Portland Town Center Health Equity Assessment).

Health Issue #1 – Health Impacts Related to Housing Stability

Affordable housing is a priority identified in the Regional Community Health Assessment (CHA)¹³, as well as the WPTC Health Equity Assessment¹⁴. Finding and maintaining adequate living conditions was highlighted as a major contributor of stress in CHA focus group conversations, as well as being denied housing based on immigrant status. In Multnomah County, 45.3% of households pay 35% or more of their household income on rent, in comparison to 40.9% of households in the quad-county (Clackamas, Clark, Washington, and Multnomah Counties) region overall. In the WPTC assessment, 44% of renters were cost burdened (i.e., spending over 30% of monthly income on housing), and 60% of those cost-burdened renters were severely cost burdened (i.e., paying more than 50% of household income on housing), which indicated that many renters were at risk of displacement. Lack of affordable housing is associated with leading causes of illness and premature death such as heart disease and diabetes.

Impacts from displacement can vary. The process of moving, not knowing where you will live in the future, and navigating a new environment all catalyze mental and physical stress responses. WPP has the highest rate of poor mental health days reported on census tracts within the Southwest (SW) corridor¹⁵. Living in a new location creates cascading impacts in other SDoH areas, like breaks in social networks, health care, education, and employment, all of which contribute to greater stress levels, in addition to isolation.

Health Issue #2 – Health Impacts Related to Housing Quality

Health-impacts related to housing quality are also of concern in WPP and the WPTC. Many residents have noted that their rental units are not adequately prepared to keep them healthy during extreme weather events throughout the year, including heat waves, cold snaps, and wildfires. Poor insulation, drafty infrastructure, and lack of adequate heating and cooling units impacts the physical health of residents when they are not able to maintain a healthy indoor temperature. It also increases utility bill costs and reduces income for other essential needs. Additionally, poor ventilation and cracks around doors and windows allows in air pollutants from increasingly frequent wildfires, as well as other local environmental sources, like vehicular exhaust and tobacco and cannabis smoke from people smoking nearby¹⁶. This contributes to poor indoor air quality and respiratory health impacts like asthma.

¹³ Healthy Columbia Willamette Partnership (2019). Community Health Needs Assessment. Retrieved from: <https://comagine.org/sites/default/files/resources/HWC-Community-Health-Needs-Assessment-Report-July2019.pdf>

¹⁴ Bureau of Planning and Sustainability (2020). Existing Conditions: Health Equity Assessment. Retrieved from: www.portland.gov/sites/default/files/2020-02/sw-corridor-phase-1-report-health-equity-feb_9_2020_web.pdf

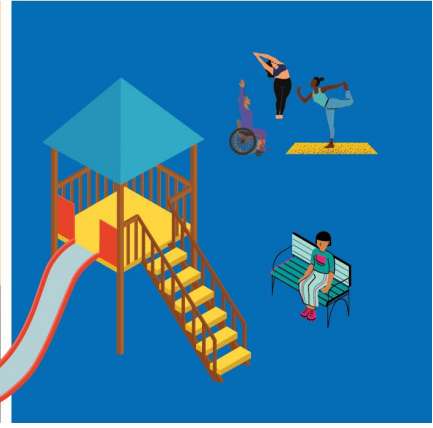
¹⁵ CDC PLACES model-based estimates generated using BRFSS 2019 or 2018, Census 2010 population counts or census county population estimates of 2019 or 2018, and ACS 2015-2019 or ACS 2014-2018.

¹⁶ HAKI (2021). From Portland Clean Energy Fund project-funded focus groups.

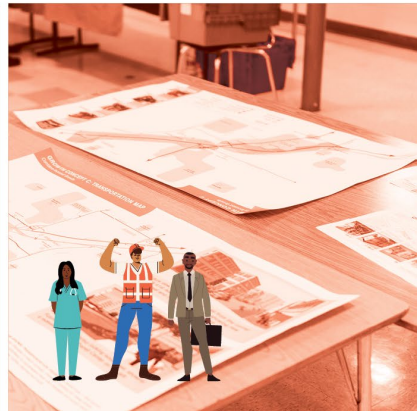
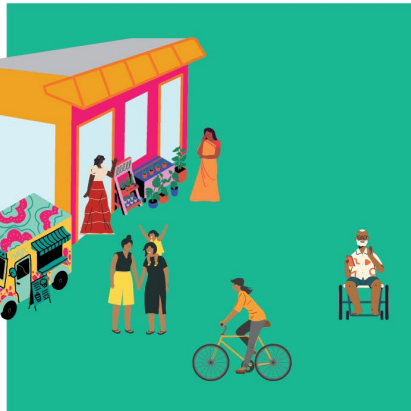
Health Issue #3 – Health Impacts Related to Social Isolation

Social isolation was identified as a key determinant of health in the Regional CHA and the WPTC Health Equity Assessment. Loneliness and isolation are associated with increased risk of premature mortality, heart disease, stroke, and depression¹⁷. In the WPTC, there are no identified community centers within a 10-minute walk of the town center, there is a lower proportion of people of color compared to the city; and voter participation was lower in the WPP neighborhood (65%) – compared to the WPTC (76%). The WPTC Health Equity Assessment focused its implementation framework highlighted that “social cohesion reduces morbidity, increases community resilience, and can increase economic opportunities for individuals as well as broader metro areas”.

¹⁷ Health Affairs (2020). Social Isolation and Health. DOI: 10.1377/hpb20200622.253235



Partnerships



Leadership Team and Multisector Partners

The Leadership team (LT) consists of individuals that represent diverse organizations, including: Community Alliance of Tenants (CAT), Unite Oregon, Health Share of Oregon, the CDC-funded Racial and Ethnic Approaches to Community Health program (REACH) in Multnomah County, Community Partners for Affordable Housing (CPAH), HAKI Community Organization (HAKI), Neighborhood House (NH) and the Rural Community Assistance Partnership (RCAP) (Table 3).

The organizations that comprised the LT were important stakeholders in the WPTC Plan and have engaged with Bureau of Planning and Sustainability (BPS) staff through the Community Advisory Group, SW Corridor Technical Advisory Committee, and/or through internal staff relationship building. Many of the organizations have a strong presence in SWEC, which continues to convene partners related to housing, planning and community development, community engagement, and transportation¹⁸.

Unite Oregon, a key convener of SWEC, has been responsible for the WPTC SDoH Accelerator Plan engagement strategy and subsequent outreach and engagement. This outreach has informed the Accelerator Plan and LT of the needs and desires of the target populations within the WPTC area. Healthcare partners such as the regional coordinated care organization, Health Share of Oregon, and Multnomah County's REACH program, have ensured that activities are aligned and not duplicated with respect to ongoing chronic disease prevention efforts and available services.

Community-based organizations such as HAKI, CPAH and CAT have provided technical expertise in their advocacy areas and brought the perspectives and lived experience of those they serve to the LT meetings. The City of Portland has provided facilitation and administrative support, land use planning expertise, and has served as a connector to other City bureaus and organizations related to future implementation.

The LT met monthly throughout the CDC grant period and was responsible for documenting the actions and implementation efforts aligned with grant deliverables, identifying specific strategies and activities,

Leadership Team Mission Statement

The Leadership team for the CDC SDoH grant will build on shared knowledge and understanding of the community to advance great places with equitable access, that will lead to strong communities and people. It will ensure that BIPOC and minority communities (including immigrants and refugees), small business owners, and the broader WPTC Community have input and that community goals are heard.

The team will focus on actions that identify treatable symptoms of health inequity, and institutional health inequity, to continue to move the needle on reducing health disparities and creating meaningful foundations for change with the City of Portland. By focusing on health inequities, healing can occur through actions in the physical environment and the social that can prevent illness and premature death and improve wellness across the life course for all members of the community.

¹⁸ Southwest Corridor Equity Coalition. <https://swcorridorequity.org/tag/sw-portland>

and drafting, reviewing, and approving the final WPTC SDoH Accelerator Plan (See Appendix A for LT Shared Meeting Agreements). Throughout the plan development process, partnership maintenance needed to be adaptive, as there was staff turnover and change in several organizations:

- The LT member for RCAP was originally representing Willamette Partnership but had the opportunity to grow professionally in a new organization.
- Health Share of Oregon's representation has changed throughout the process; originally, Health Share's Chief Equity, Diversity, and Inclusion Officer was a collaborator during the grant. However, that LT representative was first replaced by another equity-focused staff member, before being replaced by Health's share's new Equity, Diversity, and Inclusion Officer.

Because of the large body of work that has already been done in the SW Corridor and the existence of several anti-displacement initiatives across the city, identifying and reducing duplication was important to make sure the WPTC SDoH Accelerator Plan provided meaningful and actionable strategies, and advanced collective knowledge. Methods to do this included:

- Using LT feedback to identify when work was being duplicated, and to provide direction on crafting objectives and strategies that would integrate with existing efforts.
- Adding an ongoing agenda topic to LT meetings to share updates on ongoing grants work, including the Portland Clean Energy Fund Grant received by several LT members to identify pilot projects related to housing stability and energy efficiency and generate a report on affordable home ownership options.

Table 3. Leadership Team Membership Roster, Sectors, and Mission.

Organization	Type	Sector	Mission
HAKI Community Organization	Community-based organization	Social/cultural services	Empower East African Immigrants to thrive through wide ranging services and social support.
Neighborhood House	Community-based organization	Social services	We connect neighbors, build community, and improve lives.
Unite Oregon	Community-based organization	Community organizing, housing, environmental justice	Led by people of color, immigrants and refugees, rural communities, and people experiencing poverty, we work across Oregon to build a unified intercultural movement for justice.
Community Partners for Affordable Housing	Community-based organization	Housing	Advance equitable communities and housing justice through developing sustainable and long-lasting housing, providing our residents with services for stabilization and growth, and connecting people who are unhoused with a place to call home.
Community Alliance of Tenants	Community-based organization	Housing	To educate and empower tenants to demand safe, stable, and affordable rental homes by bringing tenants together to organize and collectively advocate for fair and equal protections in housing practices and policies.
Rural Community Assistance Partnership	Community-based organization	Environmental and health equity	Work with rural communities across the country to elevate rural voices and build local capacity to improve quality of life, starting at the tap.
Multnomah County CDC REACH Program	County health Department	Chronic disease prevention	Uplift and preserve Black culture and health and build organizational capacity to lead long term systems change to increase access to safety net and community health programs and nutritious foods, increase economic development opportunities, and improve community design to connect safe and accessible places for physical activity and to thrive, worship, shop, play and work.
Multnomah County Environmental Health	County health Department	Public health	Improve environmental determinants of health, reduce health disparities, and advance environmental justice. Work with communities to advance health equity, protect the most vulnerable, and promote health and wellness for everyone.
Health Share of Oregon	Coordinated care organization	Health care	In addition to coordinating care and resources for members, we work with community partners in health care, education, housing, transportation, and social services to broaden health access and opportunity.
City of Portland, Bureau of Planning and Sustainability	City government	Land use planning	Take action to shape the future of Portland and advance climate justice for a more equitable, healthy, prosperous, and resilient city. Advance the City of Portland’s commitment to climate action and equitable community development by stewarding and implementing the City’s Comprehensive Plan, the Portland Plan, and climate actions.

Engagement and Outreach

The WPTC SDoH Accelerator Plan engagement strategy included three primary methods for collecting information from the community:

- 1) **Focus Groups.** Two virtual sessions with community members who have lived experiences related to racial, social, and health inequities. A total of 19 participants attended. Interpreters were available for simultaneous interpretation.
- 2) **Online Survey.** Distributed through community contacts within the WPTC. The survey was translated into five different languages and distributed via email, social media, and in culturally specific stores in the project area. Flyers included a QR code to increase ease of participation. A total of 292 responses were received, a majority (94.5%) of which live in the project area zip code.
- 3) **Community Conversation.** An in-person convening to provide additional input into the action topic and to ground-truth findings from the focus groups and survey. Interpreters were provided so participants could speak in their own language. Participants received small stipends for their time and insights.

In addition to the engagement plan, additional approaches have been used to gather information and refine the objectives and strategies developed for plan area, including:

- Integrating BPS staff and other bureau partner knowledge in the WPTC Plan development processes into the plan through ongoing meetings and communication to ensure proposed actions aligned with the evolving work in the area.
- Informal interviews with stakeholders and technical experts.
- Conducting a whiteboarding exercise to develop an impact model and evaluation framework informed by interviews with select LT members and BPS staff.
- Convening subgroups to hold topic-specific meetings and activities for social connection (see Appendix D) and housing stability.

For full engagement plan methods and results, see Appendix B.

Programs and Resources

Multnomah County

The City of Portland is located within Multnomah County, and thus falls within the jurisdictional boundaries of the Multnomah County's Public Health Division. This project builds on Multnomah

County efforts such as the CDC-funded [Racial and Ethnic Approaches to Community Health \(REACH\) program](#) and the broader approaches to addressing health inequities in the Community Health Improvement Plan.

Southwest Corridor

The [Southwest Corridor Equity Coalition](#) (SWEC) coordinates efforts between community organizations, residents, businesses, philanthropic partners, and state and local government bodies to advocate for and to resource equitable development practices in the SW Corridor.¹⁹ SWEC is responsible for implementing the Southwest Corridor Equitable Development Strategy and focuses on affordable housing and renter rights, planning and community development, leadership building and community engagement, and transit and transportation.

The vision of the Southwest Corridor Equitable Development Strategy is to support these focus areas, with a strong emphasis on the Coalition's [Anti-Displacement Workgroup](#). The workgroup organizes and collaborates with regional community members, housing and community organizations, government agencies, funders, and leaders to provide guidance and allocations of resources to support the Southwest Corridor. Funding priorities include expanding the development of affordable housing, preserving naturally occurring affordable housing and expanding homeownership opportunities.

The African community resources identified in the WPTC demographic assessments consist of: Multnomah County Library - Capital Hill, Masjid As-Saber Mosque, Markham Elementary School, Jackson Middle School, and the Islamic School of Portland. These resources are part of the neighborhood hub that a large percentage of Muslim, Arab and East African immigrant and refugees rely on for social connectedness and physical health.



Approach



Prioritization

During the second LT meeting (November 2021), staff led a Jamboard session to identify SDoH focus areas. The LT offered several important selection considerations, including: reducing duplication, building on efforts that had momentum, and strengthening the connections between city planning and health equity.

The WPTC SDoH Accelerator Plan is an adaptive planning tool. The proposed actions are highly interdependent, and action in one area may support actions in one or more SDoH areas. As the plan unfolds, leveraging momentum in one area can inform and support action(s) in the other(s). This approach is designed in response to two conditions:

- **Shifting Landscape.** Our approach acknowledges that opportunity windows can shift quickly depending on organizational, political, and other types of change. Accordingly, the plan can be used as a resource to inform or justify related new work and must be attuned to community partners progress and evolving conditions.
- **Funding Barriers.** Several of the proposed actions do not have identified funding sources at this time. Early implementation involves identifying funding sources and building partnerships to increase capacity to support this work moving forward. This plan proposes lead organizations for actions, but leaves the door open for new partners to support this work to expand resources and drive action. BPS staff will provide a role as detailed in the Plan objectives and strategies below.

Housing stability emerged as one action area based on its importance to the community, and alignment with other ongoing efforts like the SW Corridor Equitable Housing Strategy. Similarly, advancing a multicultural hub was an action that rose to the top as it addressed several community priorities, including building social connections, enhancing economic opportunities, increasing access to health care, and enhancing and preserving cultural connections.

Table 4 shows the connections between the WPTC community priorities, WPTC vision areas, CDC SDoH areas, and objectives that emerged as plan priorities.

Table 4. Outcome Objectives for the WPTC CDC SDoH Accelerator Plan.

Housing Stability		Social Connectedness	
Place keeping through residential stability, health, and ownership.		Cultural anchors, economic opportunity, and education.	
<p>Healthy Homes. Ensure renovations occur without passing the bill on to tenants and increasing displacement pressure.</p>	<p>Ownership. Support nonprofit housing organizations in buying apartments.</p>	<p>Culturally specific businesses. Provide a venue to support existing businesses and develop a multicultural marketplace for new businesses.</p>	<p>Multicultural services and gathering place. Develop a multicultural hub.</p>
<p>Objective 1. Identify and implement incentives to support property owners to conduct energy improvements and maintenance on rental units without increasing rent.</p> <p>Objective 2. Establish a framework of potential steps that would support community ownership of multifamily housing unit.</p>		<p>Objective 3. Plan and program a series of pop-up events to refine a business and program model for a permanent multicultural hub.</p> <p>Objective 4. Conduct site analysis to identify possibilities for a permanent location for a multicultural hub.</p>	

Links to other Social Determinants of Health and Healthy People 2030

Actions to improve housing stability and establish a multicultural hub also align with several additional Healthy People 2030 SDoH domain areas, including:

- **Economic Stability** (e.g., increase employment, reduce poverty, reduce hunger & food insecurity)
- **Education Access and Quality** (e.g., increase skills & graduation rates; prepare students)
- **Health Care Access and Quality** (e.g., increase in preventive health visits, increase in community organizations providing prevention services, increase access to health care)
- **Neighborhood and Built Environment** (e.g., increase walking/biking)
- **Social and Community Context** (e.g., increase social bridging, bonding, and linking; cultural preservation; access to services)

Impact Model

An impact model is a visual displaying the interrelationships among the plan's vision, goals, outcomes, and the partnerships and investments driving them. It illustrates how the WPTC SDoH Accelerator Plan's goals of stabilizing housing and establishing a multicultural hub may impact social determinants of health (housing stability, social connectedness) and health equity (physical and mental health) outcomes. The impact model for this WPTC SDoH Plan was informed by a scan of the literature and WPTC background documents, as well as interviews with LT members and BPS staff (see Appendix C for full impact model). The components are highly interwoven and include many feedback loops – the design is intended to convey this holism:

- The high-level **vision**, from which the plan's goals were derived, is represented by the beams of light emitted from above the mountains in the upper right-hand corner of the model.
- The plan has **two goals** (Healthy Homes & Ownership and Multicultural Hub) shown at the center of the model. The goals are embedded in the figure-eight pathway to represent how they will operate in concert with one another, achieving many common, synergistic benefits – SDoH and health equity outcomes – by connecting community members to a place where they live, work, learn, socialize, heal, and play.
- Housing stability and social connectedness – **primary social determinants of health outcomes** – are anticipated to directly result from the synergy of the goals.
- The narrow pathway at the bottom of the model represents four **secondary social determinants of health outcomes** (economic opportunity, wealth, education, civic engagement) which are expected to result from the combined influence of the two goals and primary social determinants of health outcomes.
- The synergistic pathways of the primary SDoH outcomes (housing stability and social connectedness), and secondary SDoH outcomes (economic opportunity, wealth, education, civic engagement), represent their combined influence on two **health equity outcomes** (physical and mental health) for residents in the WPTC area. These two health equity outcomes interact synergistically with each other (as mental health improves so may physical health, and vice versa) as well as with SDoH outcomes (as mental health improves so do employment opportunities, and vice versa).
- Lastly, the light rail running through the model represents the **partnerships and investments** that will drive implementation.

Advancing Health Equity in West Portland Town Center An Impact Model

September 2022

Great Places with Equitable Access

where place keeping creates physical environments that advance resident stability.

Strong Communities

where diverse people thrive socially, culturally, and economically.

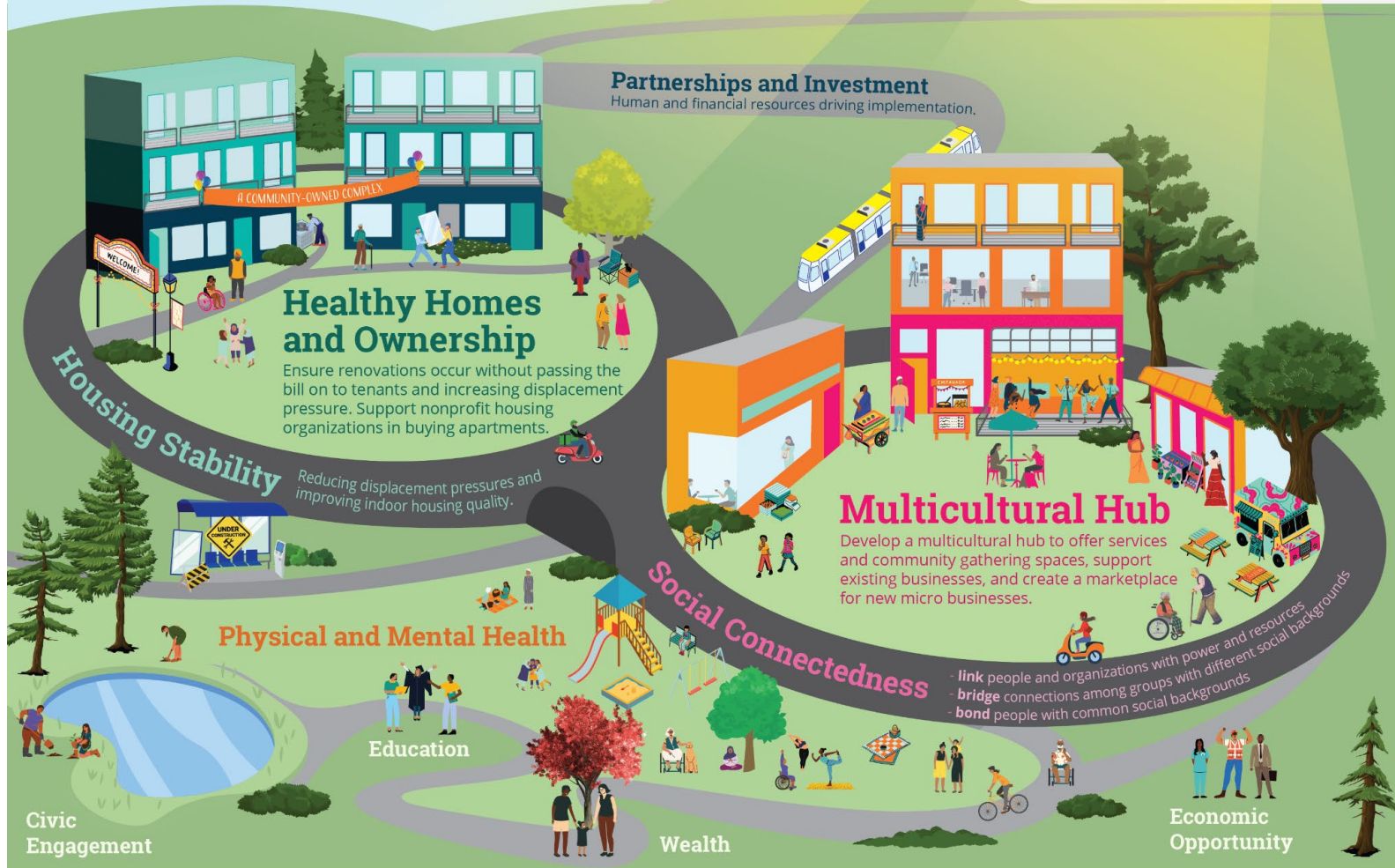


Figure 5. Impact Model Describing Actions to Improve Social Determinants of Health in West Portland Town Center.

Housing Stability

Housing stability is a critical foundation for health and well-being. Having a stable place to live contributes to a sense of ontological security (i.e., a stable mental state that results from a sense of continuity from one's own life), a sense of safety, and a feeling that someone is empowered to choose where they live. On the other hand, a sense of ontological insecurity instills fear of losing housing and induces a constant, toxic stress that impacts health. Housing instability can lead to residential and cultural displacement and disruptions in employment, education, social networks, and medical care.

Housing stability is a complex condition and cannot be reduced to just paying rent on time. Other factors most pertinent to the WPP neighborhood and WPTC include:



- **Market Forces.** Land value increases and a strong housing market in the Portland area are driving up rents, and wage growth has remained stagnant when accounting for inflation. This combination makes it increasingly difficult for low-income households to keep up with rent and feel stabilized in current housing. Although increasing the affordable housing stock is the most upstream approach to household stabilization, it can be slow and unevenly distributed.
- **Renting vs. Ownership.** The monthly and annual costs of renting can unpredictably fluctuate, and unexpected costs associated with homeownership can also be difficult. Shifting existing rental units out of the landlord/market model and into a different type of ownership model changes the socioeconomic landscape people live within and resident autonomy. However, the number of units feasible to make this transition is relatively small, so additional strategies to stabilize households are needed. Home ownership can also increase opportunities for creating and transferring generational wealth to future generations.
- **More Extreme Climates.** Hotter summers and colder winters drive higher energy usage and more expensive utility bills in unpredictable and sudden ways. Unexpected costs from heat events or cold snaps add to monthly housing costs and can strain monthly budgets.
- **Rental Unit Quality.** Regular upkeep and maintenance of rental units and appliances prevent high-cost expenses down the line, and they can keep tenants healthy. When regular and timely maintenance goes undone it can create additional burdens for

tenants who must deal with the issue, whether it is the costs of repairs or in the form of illness, which can detract from one's feeling that home is a place of security and stability.

- **Social Networks.** The home should be a place that fosters healthy relationships and connections. When conflict occurs, whether between roommates, neighbors, or tenants and landlords, social interactions can add to displacement pressures, unhinging housing stability even if financial pressures are not a factor. Additionally, the displacement of one family or household can affect the entire community who remain.

To support a systems approach to addressing these housing stability factors, the housing stability objectives for the WPTC SDoH Accelerator Plan carry forward the community-based priorities promoting healthy homes and home ownership in WPTC. Strategies to improve housing stability must ensure that housing units include the financial resources needed for both community ownership and improvements. The goals and objectives below outline intertwined actions to increase community capacity to advance new ownership models while making existing rental units more climate resilient and maintaining stable housing costs.

Engagement Findings on Housing Quality

40%

of all respondents reported a landlord denied repairs or upgrades on their home, but differences exist by race:

- Denied
- Not Denied
- N/A – Owns Home

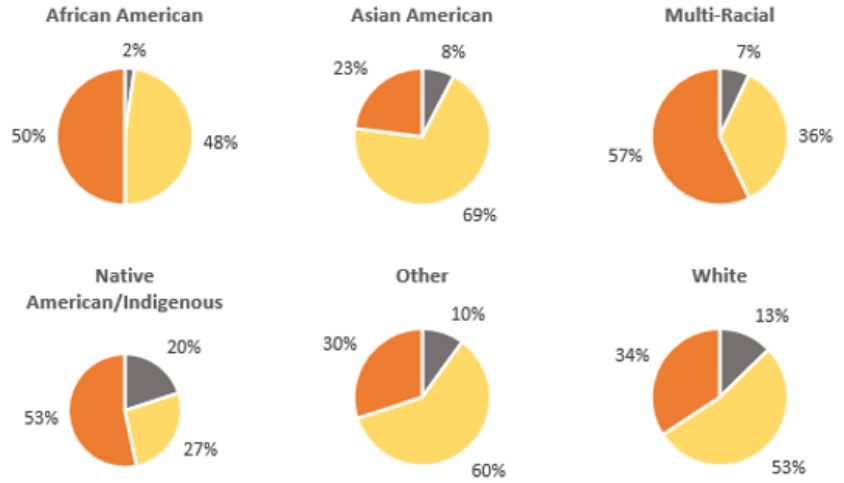


Figure 6. Community Survey Findings Related to Housing Quality.



51%

Improving Insulation



47%

Improving Ventilation



40%

Improving Heating Systems



38%

Sealing Air Leaks



38%

Improving Cooling Systems

Figure 7. Most Reported Repairs and Upgrades Needed.

Objective 1. Identify and implement incentives to support property owners to conduct energy improvements and maintenance on rental units without increasing rent.

Maintenance and retrofit improvements that help make homes more energy efficient, clean, and thermoregulated have been consistently shown to support health outcomes and quality of life. Programs that support this work also improve housing stability by reducing energy cost burden. This objective streamlines a pathway to support landlord action on updating and improving rental units in the WPP and WPTC area.

“My electric bill was going up 50, 60, or 70 percent and my heat bills were really high due to replacing the windows and doors and they had left holes where you can see sunlight coming in. Also, one of my pets had died in the heat wave. It's really stressful and not everyone qualifies for energy assistance. Asking if landlords would like to live in their own buildings if it's not maintained?”

- WPP resident

In WPP, residents have expressed concerns around rental unit maintenance, and how the conditions in their apartments are detrimental to both their health and monthly budgets. They also noted that gaps exist in the existing weatherization program landscape, and they do not qualify for energy assistance. The initial analysis activities outlined in this objective will compile a menu of possible interventions that could expedite weatherization and maintenance requests, synthesizing best and emerging practice with available programs and resources.

WPP residents have expressed a lack of adequate landlord response to their requests, noting that there is a lack of interest in energy efficiency programs, lack of response to complaints, and delay in response. Outreach findings also noted that landlord turnover modified this dynamic, and could lead to positive change, or worse conditions (e.g., increased rent, new contract terms). The crux of this objective is landlord relationship building to better understand what limitations they face in acting on requests. It is important to identify landlord interests, as well the interdependence of their interests with those of tenants and stakeholders and create deliberation spaces to co-develop solutions.

Stakeholders have flagged landlord engagement as a potential barrier in this objective area – what if they are simply not interested in any incentives? The Portland Housing Bureau managed a Rental Rehabilitation Program for several years that provided property owners forgivable loans up to \$25,000 to carry out maintenance in exchange for maintaining affordability for the

subsequent 10 years. The program was discontinued due to lack of interest. Should no feasible incentive packages be identified, stakeholders and feedback from community members suggest evaluating regulatory policy options. Even without adoption of incentives by current landlords, the analysis and shared learning can inform future property owners, such as nonprofits, on existing trade-offs in this program landscape.

Additionally, any assistance to landlords to make improvements on their buildings will not have a significant impact on long-term tenant wealth-generation. Investing considerable time and resources into this objective area may create a negative feedback loop, continually limiting community wealth and diverting profits to landlords. This tactic should be implemented with consideration for how it distributes benefits and impacts the housing market long-term, articulated in the health and equity analysis.

Table 5. Activities and Outputs to Support Objective 1.

1.) Identify and implement incentives to support property owners to conduct energy improvements and maintenance on rental units without increasing rent.	Process Outputs	Lead Organization	Q1	Q2	Q3	Q4
a. Conduct best practice review of successful strategies, past efforts, and innovative possibilities - document existing strategies, regulatory tools, and policy approaches available locally.	Best practice review memo	BPS	X			
b. Identify available state and local funding sources and programs, noting eligibility and possible gaps they may create.	List of funds and programs	BPS	X			
c. Conduct/ coordinate with existing property owner outreach within WPP to gauge and understand interest and motivations.	# of outreach conversations, # of landlords reached	CAT, CPAH		X		
d. Apply health and equity lens to evaluate long term benefits and impacts of potential strategies for both property owners and tenants.	Equity lens analysis or rapid health impact assessment	Multnomah County		X		
e. Use findings from existing conditions, health and equity analysis, and outreach to create a list of feasible incentive options and bundles.	# of feasible options identified	ALL			X	
f. Advance feasible agreements with interested property owners.	# of landlords that implement incentive option, # of retrofits conducted	CAT				X

Engagement Findings on Housing Stability



78%

of all respondents were very or somewhat interested in an option to sign a long-term lease for 5 or more years where your rent would not go up during that time

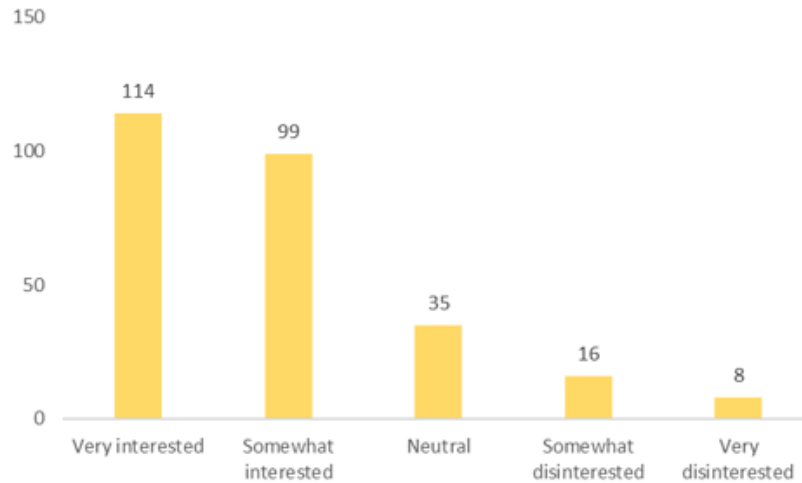


Figure 8a. Community Survey Findings Related to Home Ownership Leasing.



73%

of all respondents were very or somewhat interested in an option to purchase their apartment to own like a condo

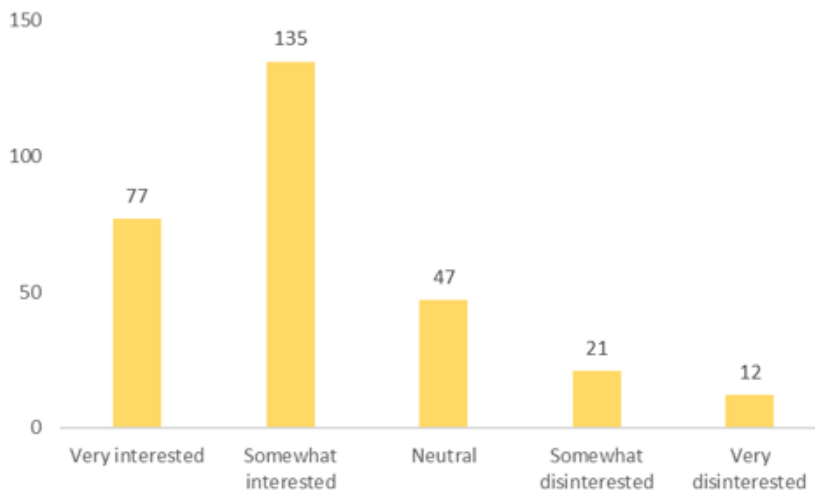


Figure 8b. Community Survey Findings Related to Home Ownership.

Rising rent and cost/trouble of finding another house:

"I'll have to change my address, and my workplace will be far away."

"Anxiety about finding a new place to live."

Relationship with new landlord:

"I will worry about how the new owner will treat me."

"Scared of getting a less understanding management."

Maintaining a sense of belonging:

"I would be sad about not being able to live somewhere for a long time."

"I am already used to my neighbors."

Figure 9. Concerns if Respondents' Apartment Building was Sold.

Objective 2. Establish a framework of potential steps that would support community ownership of multifamily housing units.

Home ownership is associated with better physical and mental health outcomes. It is a well-established *stepping stone* for upward mobility for families, and supports wealth generation and savings for other social determinants of health. Neighborhoods with higher rates of homeownership have been linked with reduced disability, lower all-cause mortality, and greater social cohesion. This objective area outlines steps to supporting and increasing homeownership opportunities in WPP through community ownership models of multifamily housing complexes.

A community ownership model can be broadly defined as a system to facilitate the purchase of land or property to low- and middle-income families to preserve housing affordability and build wealth. It also shifts control and empowers tenants in decision-making regarding their homes. Outreach findings from the WPTC SDoH Accelerator Plan highlight a lack of landlord response to requests, and landlord turnover, as factors that impacted their housing experiences. Community ownership models are long-standing concepts, but not a traditional model, of which several models and barriers exist.

One primary barrier is the challenge of organizing and educating community members about models that would result in impactful systems change. There is not an established vision for community ownership in WPP and outreach during WPTC SDoH Accelerator Plan writing yielded conflicting perspectives as some community members were interested, but others sought flexibility over their long-term housing commitments. There were also concerns related to the first objective in this plan (offering energy improvements/maintenance without increasing rent); if community members own a unit in a complex, then maintenance and weatherization repair responsibility falls to them. There is also a need to build understanding and alignment on how residents in community-owned communities develop agreements with each other, since existing boilerplate lease or HOA agreements would no longer match conditions.

The first activity within this objective (selection of a community ownership model and approach) supports ongoing community efforts to gather, share, and advance collective local knowledge around community ownership models. This step should be informed by the *Moving Toward Affordable Home Ownership in West Portland Town Center* report completed by LT member CPAH during the development of the WPTC SDoH Accelerator Plan. The report outlines types of ownership models, opportunities and barriers in financing, and the role of affordable housing developers in ownership. The report also recommends building awareness of ownership options to build momentum towards more community ownership projects.

The rest of the suite of activities are scoped to analyze other elements of the housing market system to inform and map the development of community ownership models to maximize their chances of success. Access to capital for the purchase of a property is a large barrier. Exploration of potential funding mechanisms (and as the CPAH report notes, *expansion* of those mechanisms) will provide a starting point for capital acquisition.

LT members noted a significant challenge in the region is property acquisition competition from private developers. It has emerged that an important approach is to explore ways to capitalize on the time period in which housing becomes available for purchase, so awareness of opportunity is known to a wider section of organizations and that is extended or made more widely available to prospective nonprofit buyers and future owners.

Table 6. Activities and Outputs to Support Objective 2.

2.) Establish a framework of potential steps that would support community ownership of multifamily housing units.	Process Outputs	Lead Organization	Q1	Q2	Q3	Q4
<p>a. Support selection of a community ownership model + approach:</p> <ul style="list-style-type: none"> • Hold a series of workshops with community and local institutions to build ownership model awareness, as outlined in the Unite PCEF Grant pilot project proposal • Establish a community vision. • Determine mission, geography, and function. 	Selected model, vision, scope	CPAH, CAT	X	X	X	X
<p>b. Conduct regulatory analysis of selected model within city and state legal landscapes.</p>	Regulatory analysis memo	BPS, PHB		X		
<p>c. Identify regulatory concessions that incentivize property owners to sell to community rather than the open market:</p> <ul style="list-style-type: none"> • Evaluate incentives to make selling to nonprofits or tenants more profitable than the open market. • Increase awareness of building purchase opportunities. 	# of incentive mechanisms	CPAH, CAT, BPS, PHB			X	
<p>d. Identify start up financing options for acquisition, rehabilitation, and on-going operations.</p>	List of funding options	All				X

Social Connectedness

Social connections are important aspects of a community that support a sense of belonging, strengthen social and economic bonds, and provide members of the community with opportunities to bridge, link and bond with others that are both similar, and dissimilar to themselves.



Increasing social connectedness facilitates the building of social capital that can lead to increased access to resources and support, improved physical and mental health, increased civic engagement, increased income, and improved community-level outcomes such as increased harmony and reduced criminal behavior.

41%

of all respondents felt very connected to their immediate community, but differences exist within subgroups:

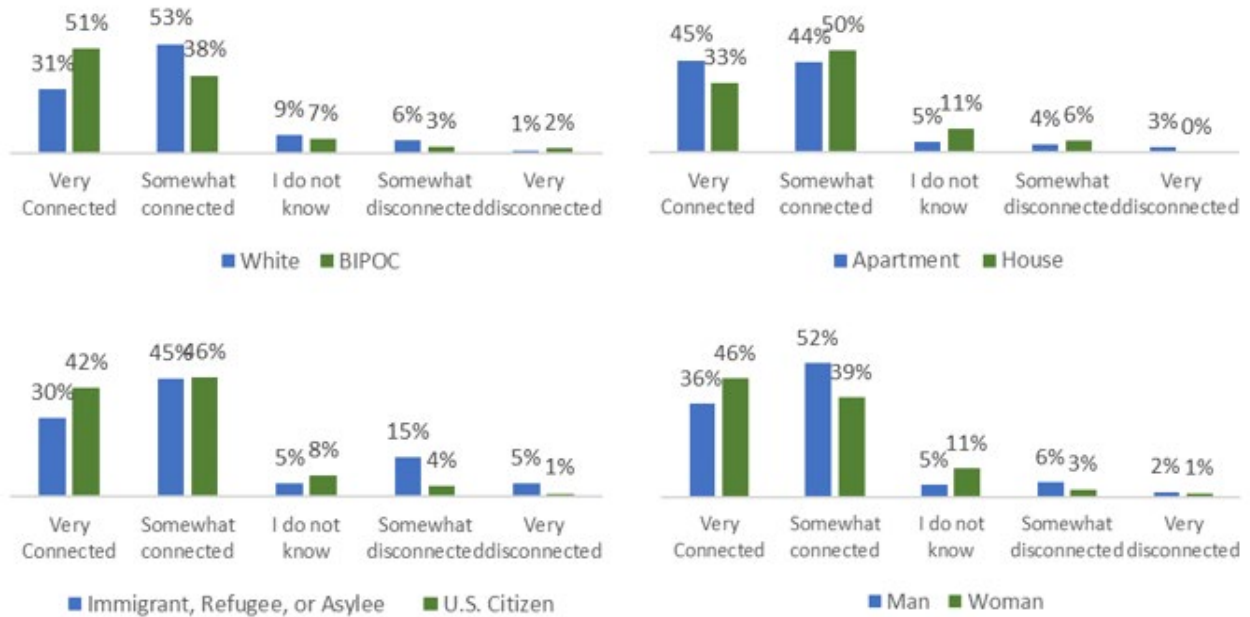


Figure 10. Social Connections to Respondents' Immediate Community.

Social connectedness can be influenced by housing stability, and by the presence of a multicultural hub and the potential programming included as part of a future hub. The following factors are important considerations related to the development and operation of a multicultural hub in the WPTC area:

- **Culture.** Cultural anchors were identified as an important community priority during WPTC engagement processes. A multicultural hub would provide important opportunities to advance and integrate culture into the daily lives of residents, including cultural representation through imagery and signage, culturally-specific recreational activities, and specific activities related to civic engagement, employment, and education.
- **Civic engagement.** SW Corridor and WPTC planning have included robust community involvement, which is a testament to community engagement approaches and the commitment from the community. Providing future physical spaces for meetings and programming can enhance opportunities to engage in projects and processes that impact the local community.
- **Employment and wealth creation.** Starting a small business to create wealth can be complicated, time-consuming, and difficult to accomplish. Opportunities are needed for traditionally excluded or under-resourced entrepreneurs, especially immigrants and refugees and new entrepreneurs without the experience of selling goods or providing services locally. Affordable housing, early childhood education, and daycare support are critically important to families that are working or obtaining training and education for employment opportunities.
- **Education.** Increased knowledge is needed regarding opportunities to stabilize housing, increase civic engagement, create wealth and employment, how to enroll in government and health-related services, and more.
- **Physical access.** The I-5 freeway and Barbur Boulevard create a physical divide in the area that creates a barrier to essential services between the neighborhoods on each side of the highway, which is made worse by an overall neighborhood environment that has been designed primarily for car travel. A multicultural hub can serve as a bridge, and a beacon to attract others, between the community that lies on either side of the highway.

Social connectedness objectives for the WPTC SDoH Accelerator Plan advance community priorities and those established by the LT. Goals, objectives, and activities are designed to execute an iterative approach to developing a series of one-time/pop-up events, before progressing to longer-term programming and, finally, a permanent multicultural hub.

Engagement Findings Related to Social Connection and Multicultural Pop-Up Highest Rated #1 Priorities for an Immediate Temporary Multicultural Hub:



32%

**Fresh
Foods**



23%

**Medical
Clinic**



16%

**Education and
Information
Sharing**



15%

**Child
Care**

Figure 11. Priorities for Temporary Multicultural Hub.

Objective 3. Plan and program a series of pop-up events to refine a business model for a permanent multicultural hub.

The need for a multicultural hub was identified by the community in the WPTC planning process and community engagement activities. A future hub would serve residents in WPP, the WPTC catchment area, Portland, and the broader metropolitan area. The hub would facilitate social connectedness and reduce social isolation, and provide opportunities for education, microenterprise (e.g., food options, textiles), health care, social service delivery, and perhaps, culturally-specific services (e.g., funeral rites and rituals).

Early community inputs related to multicultural hub were collected by Unite Oregon during the WPTC planning process; additional outreach was completed by HAKI and Neighborhood House. The LT prioritized advancing temporary activities for a series of pop-up events in 2023 that could inform a business model for a permanent site. That would serve the dual purposes of piloting and evaluating elements of a multicultural hub.

Throughout LT meetings elements of a future multicultural hub were discussed and a subgroup of LT members met and tour potential temporary sites in spring and summer, 2022. Appendix E offers an overview of multicultural hub processes and collaboration, including programmatic suggestions from the director of a Multnomah County's REACH program, notes from the subgroup meeting and tour, notes from the Arab Mahrajan Festival attended by HAKI and BPS staff, and details related to the Metro grant that HAKI received to offer a pop-up event in 2023 that will serve as a precursor to multicultural hub activities.

Throughout the WPTC and CDC grant processes several barriers have emerged. First, without funding for light rail, co-locating a multicultural hub at a transit center will be difficult as the timeline for developing the rail line and transit hub was delayed. Additionally, throughout the planning and grant processes the LT focused on reducing duplication, preventing engagement fatigue, and building on past efforts from stakeholders and community members. To facilitate participation and leadership, HAKI received a \$127k grant from Metro, the regional government, that will support training and preparation of a pop-up event and advancing a business model that could support a future permanent multicultural hub.

Table 7. Activities and Outputs to Support Objective 3.

3.) Plan and program a series of pop-up events to refine a business model for a potential permanent multicultural hub.	Process Outputs	Lead Organization	Q1	Q2	Q3	Q4
a. Develop a desired event programming list based on community interest and need for services. Specific identified needs include: microenterprise vendor opportunities, culturally-specific health care services, social service and nonprofit vendors, and educational activities (e.g., Halal, or Sharia-compliant home financing options, civics education).	Program for pop-up, episodic events, and permanent #vendors, #education activities Integration of clinics	HAKI, BPS	X			
b. Recruit and coordinate with identified vendors and partners to hold event planning sessions to determine logistics and event evaluation strategy. Identify a health care provider partner to support implementation.	#vendors Evaluation strategy	HAKI	X			
c. Hold 1-2 pop-up events in 2023.	Hold pop-up Hold episodic events	HAKI	X	X	X	
d. Hold evaluations of pop-up activities to reflect on successful strategies, lessons learned, and identify action steps to translate efforts into annual or ongoing services in a permanent location.	Conduct evaluation Evaluation report	HAKI, BPS,	X	X	X	X
e. Monitor for ongoing opportunities for additional power-building to support community ownership and ties.	# of partners	HAKI, Unite, BPS	X	X	X	X

Engagement Findings Related to Social Connection: Most Important Services and Aspects of a Permanent Multicultural Hub:

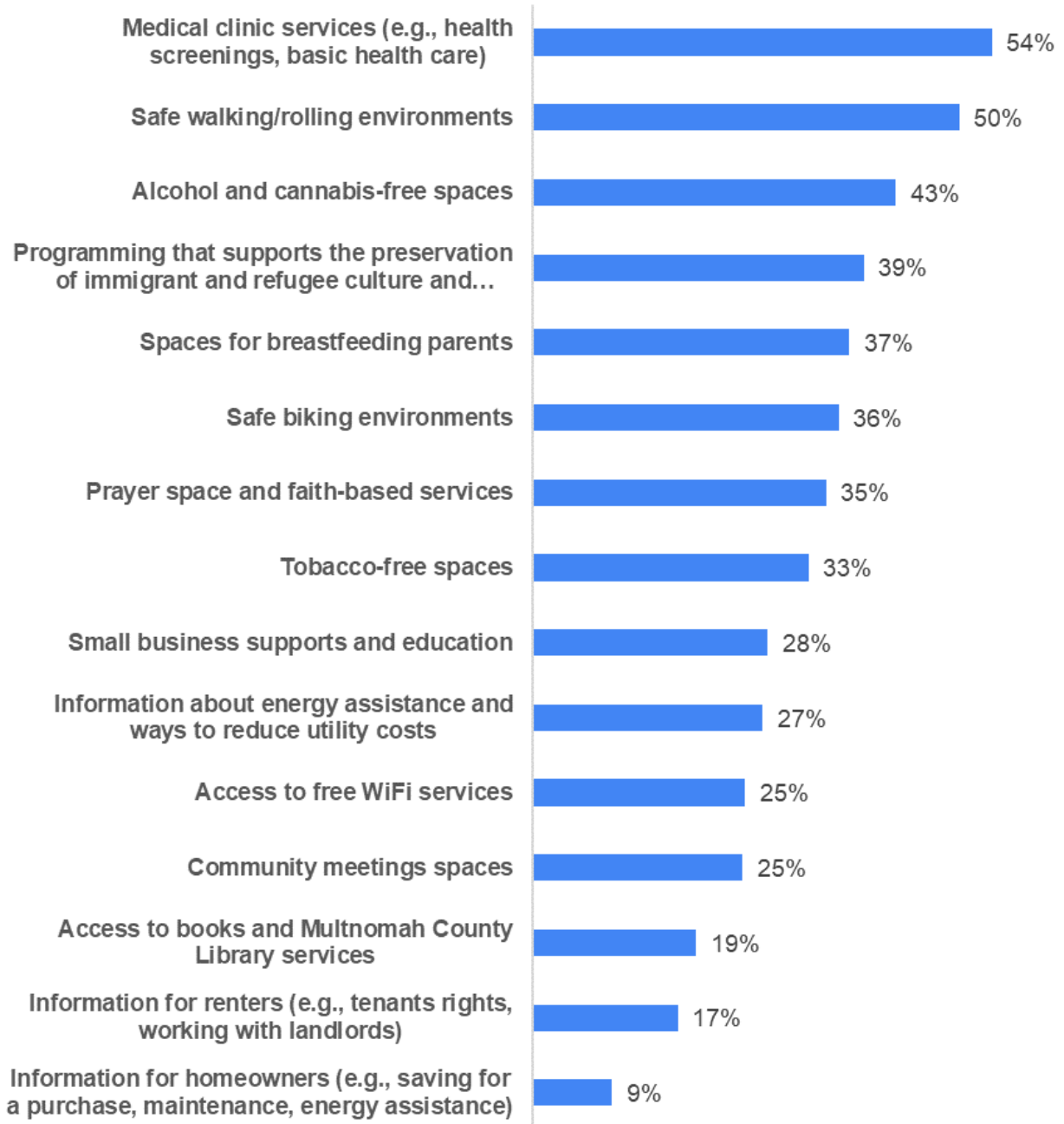


Figure 12. Priority Services for a Permanent Multicultural Hub.

Objective 4. Conduct site planning to identify possibilities for a permanent multicultural hub location.

As noted by LT members, the WPTC work group worked extensively with BPS, TriMet, PBOT, and others to identify the Barbur Transit Center as a good location for the multicultural hub; co-location of affordable housing was also identified as a priority. As noted in the SWEC/BPS community priority document, siting a multicultural hub at the Barbur Transit Center includes two development scenarios²⁰: (1) a fully private approach that was not feasible based on recent market conditions; and (2) a public-private-nonprofit partnership approach that would require significant partnerships, but would yield an acceptable internal rate of return of 12%.

Overall, several requirements for project feasibility were detailed, including community-led refinement of development scenarios, discounted or leased land, public-private partnership to lower infrastructure costs, new sources of gap financing, BIPOC-led planning and capital raising for a multicultural hub and service center, and major transportation improvements. Additionally, in a WPTC development feasibility review conducted by Cascadia Partners²¹, the WPTC area was highlighted as not being transit-centered and having a lower walk score, which was a reason cited for the lack of development in the area. Among the needs for the area, Cascadia Partners noted the need to “prime the pump” (e.g., rezoning with public benefits, land banking, nonprofit housing co-located with commercial and human services, and infrastructure build out), “pave the way” (e.g., new financial supports and approaches), enhance development cycles that would reduce risk and increase the likelihood of investing in the area, find approaches that would lead to more affordable commercial development, and consider how the regulatory and incentive-based approach could spur more development.

The previous site analysis completed on the Barbur Transit Center laid important groundwork, but the feasibility of that site was partially dependent on the funding of the Southwest Corridor Light Rail line. Since that funding did not pass, it is important to explore alternatives. New considerations were identified for a permanent multicultural hub as part of the community engagement activities for this grant, including: locating the hub near a park, community center, or school such as Markham Elementary School or Jackson Middle School; and ensuring that the site is in a walkable area that also includes parking and transit access.

Site planning activities are needed to explore specific multicultural hub locations, but these activities require additional vetting with SWEC, LT member organizations, and the broader

²⁰ City of Portland, Southwest Equity Coalition (2021). Multicultural hub at the Barbur Transit Center. https://www.portland.gov/sites/default/files/2021/barbur_transit_fourpager-06042021.pdf

²¹ Cascadia Partners (2020). WPTC Development Feasibility Review. www.portland.gov/sites/default/files/2021/wptc_development_feasibility_review-tac-dec_2020-full-002.pdf

community. Site analyses should detail regulatory barriers and opportunities, and integration of additional community benefits such as co-locating housing and other services and climate and environmental approaches. Site analyses will be led by BPS staff in partnership with other bureaus and may lead to adjusting the building's programming and business model to best meet the needs of the immediate community and others who would access the services offered by the hub.

Table 8. Activities and Outputs to Support Objective 4.

4.) Conduct site planning to identify possibilities for a permanent location for a multicultural hub.	Process Outputs	Lead Organization	Q1	Q2	Q3	Q4
a. Conduct site analyses with partner bureaus incorporating existing climate, land use, noise, circulation, views, experiential factors, and community assets. Identify and coordinate with potential site owners, including MultCo, Metro, TriMet, etc.	#site analyses	BPS	X	X		
b. Outreach and alignment of multicultural hub elements with partner bureaus and other stakeholders, including exploration of avenues to co-locate affordable housing with opportunities for ownership.	#meetings, program alignment, # of feasible site for co-locating housing	BPS		X	X	X
c. Develop basic programs with partner bureaus for feasible sites, leveraging lessons learned from the pop-up events, with rationale on building marketability.	#programs for feasible sites	BPS		X	X	X
d. Hold community feedback sessions convening community members, nonprofit organizations, and potential developers and funders.	#community sessions, report	HAKI, Unite, BPS			X	X
e. Begin to identify long-term funding needs and opportunities related to a permanent multicultural hub with bureau partners.	Long-term funding strategy	BPS, Prosper, PHB				X

Anticipated Reach and Outcomes of Activities

The plan framework scopes activities that will have multiple levels of influence across different jurisdictions and populations within the SW Corridor. At their heart, the activities and objective areas are designed to address needs that will benefit and support BIPOC and immigrant renters, business owners, and community members to deepen roots and build wealth in WPP and WPTC. While the activities are designed to meet the needs of these populations, through a targeted universalism lens, we expect the broader WPP and WPTC community to benefit from this work as well. The WPTC will derive benefits from the amenities provided by the pop-up series, future multicultural hub, community organizing capacity cultivated from partnership development, and the decrease in renter turnover from more stable housing systems.

The activities advancing healthy homes and home ownership begin with renters, landlords, and organizations in the WPP and WPTC area. The practices identified and established through this work could be adopted to other areas in the City of Portland that are facing similar displacement and housing instability pressures. The target population for the series of pop-up events are the community members that reside within and surrounding the WPP neighborhood. However, once regular programming has been established, and a permanent site identified to house that programming, the hub has potential to provide services that benefit the wider metropolitan region.



Implementation Strategy



Budget

The implementation budget focuses on the first year after the performance period, specifically the 12 months after the performance period from January-December, 2023. The budget categories focus on advancing the key goals of healthy homes, home ownership, execution of multicultural hub events in 2023, and site analysis for a permanent multicultural hub.

Table 9. Implementation Strategy 2023 with Budget Notes.

Organization	Activities by Plan Objective	Budget Notes
City of Portland Bureau of Planning and Sustainability (BPS) <ul style="list-style-type: none"> • BPS West District Liaison • BPS Public Health & Built Environment Analyst 	1a, 1b, 1e 2b, 2c 4a, 4b, 4c, 4e	2 BPS staff members with existing funding for project support
Community Partners		
Healthy Homes (CAT/CPAH)	1c, 1e, 1f	Collaborate based on partner progress & activities
Housing Stability	2a, 2c, 2d	Collaborate based on partner progress & activities
Southwest Equity Coalition (SWEC)	1c, 1d, 1e, 1f 2a, 2d 3e 4d, 4e	Approximately 10-18 meetings
Multicultural Hub (HAKI)	3a, 3b, 3c, 3d 4d, 4e	\$127,000 (Metro grant)

The following narrative offers additional details on specific budget categories:

- **BPS staff.** Two BPS staff members will support the advancement of WPTC SDoH Accelerator Plan goals as part of their respective work plans as the West District Liaison and the Public Health and Built Environment Analyst. Their time has not yet been determined, but additional details can be found in the staffing section below.
- **Healthy homes/home ownership.** The WPTC SDoH Accelerator Plan focuses on both healthy homes (energy retrofits that would save renters costs) and homeownership (purchase of a building by the community that would lead to homeownership opportunities). BPS staff and community partners will carry out several activities, including: government and community partner coordination, development of a feasibility agreement, creation and application of an equity lens and strategy, development of community-ownership model and plan for regulatory and/or incentive-based approaches, and evaluation of the project process and outcomes.
- **Multicultural hub.** HAKI Community Organization applied for and was awarded a \$127,000 grant from Metro, the regional governmental body, to support a one-time event in the WPTC area that can serve as a catalyst for developing a business model for a permanent multicultural hub. BPS staff will support HAKI through coordination of City partner bureaus, site analysis of potential sites (unless sites grow in number, in which case external funding may be needed), and support for multicultural hub program development. These activities will take place from January-December, 2023. It is expected that a capital improvement campaign will be needed for a permanent hub site that is led by nonprofit and private sector partners. Blending of future capital funding should consider government stakeholders based on the final site chosen (e.g., TriMet, Metro, Multnomah County), but a philanthropic capital campaign strategy will also be important to achieving a permanent hub. The City of Portland may be a partner and supporter but will not lead the capital campaign.
- **Ongoing coordination and partnership expansion.** Successful implementation of the WPTC SDoH Accelerator Plan will require ongoing coordination and partnership expansion within the City of Portland, with other government agencies (e.g., Prosper Portland, Portland Housing Bureau, Multnomah County, Metro), and with community-based organizations. The dual goals of housing stability and a permanent multicultural hub will lead to evolving partnerships and financial resources will be needed to fully implement the plan's objectives and activities. As noted in the section below, public-nonprofit partnerships will be needed for success with both goals. Currently, housing stability and the multicultural hub are topics covered at SWEC's general membership and subgroup meetings, which provides a venue for advancing the plan. Long-term success

will depend on SWEC’s ability to convene, partners’ abilities to contribute, and potential funding for coordination and partnership expansion.

Staffing

Accomplishing the WPTC SDoH Accelerator Plan goals requires high-level coordination with community partners and across bureaus and departments from local governments, as well as sustained community engagement and funding strategies to support the significant capital investment needed.

BPS staff will have supportive roles in WPTC SDoH Accelerator Plan implementation, limited to alignment with existing funding and bureau work plans. Additional staffing, community efforts, and funding will be needed to support all LT partners in implementing the full plan. Action implementation is largely dependent on continuing and expanding the relationships and partnership between the LT organizations, community members, and other identified agencies (government, business, nonprofit).

Each proposed activity has identified a lead organization based on their sector, organizational focus, and the specific work detailed for the activity. LT members’ organizations have different levels of staffing capacity, funding needs, and operate with different missions and areas of focus. These factors affect each organization’s capacity to advancing WPTC SDoH Accelerator Plan activities. BPS has two staff whose work plans will support ongoing communication and coordination:

- BPS’s **West District Liaison** will continue to play a coordinator and capacity-building role to support the activities and actions in response to SWEC community guidance. They will meet with SWEC stakeholders, advance coordination and relationships needed for the activities and actions in the Plan and connect community members from SWEC and other underrepresented communities to build capacity and offer technical land use assistance and resources as needed. This work aligns with the West District Liaison's role of supporting implementation of a broad array of community development actions identified in the WPTC Plan.
- BPS’s **Public Health and Built Environment Analyst** will continue to support the plan through analysis related to public health, land use planning, and community development. They will support the development of deliverables assigned to BPS in the plan strategy tables, support collecting and maintaining of Plan evaluation metrics, and continuing to monitor for *Health in All Policy* integration opportunities. This work fits within the Analyst’s role of supporting strategies to improve community health through planning projects.

After the final LT meeting on October 28, 2022, a transition for ongoing ownership and accountability for the WPTC SDoH Accelerator Plan is to integrate supporting efforts into the ongoing SWEC coalition efforts and meetings. Many of the LT members participate in SWEC General Membership or Anti-Displacement Work Group meetings.

Coordination and Partnership Expansion

Coalition building and partnership development are critical for policy change, program implementation, and systems change advocacy. They also support strengthening social cohesion and community resilience. This plan acknowledges that continued investment in partnership development will support the desired SDoH policy change outlined, as well as support social connectedness goals directly.

An important component of implementation is coordination of ongoing conversations to ensure alignment, reduce duplication, and continued application of a health equity lens to community development. The West District Liaison and the Public Health and Built Environment Analyst will regularly collaborate, attend meetings as appropriate, and optimize efforts in coordinating the ongoing efforts and communication with agency partners and community groups.

Various City agencies or programs will serve in key advisory or technical roles at different times in the implementation process. A list of additional partners, programs, and initiatives identified throughout the plan development process is outlined below (Table 10). Further partnership needs may be identified with subsequent scoping.

Table 10. Potential City, County, and Community-based Programs and Partners.

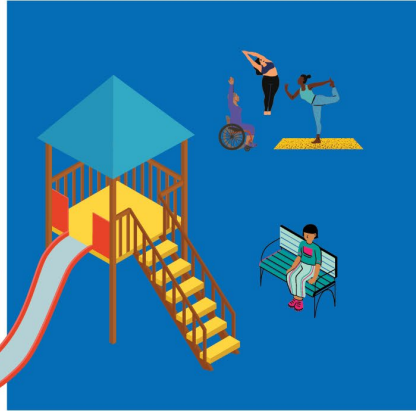
City-based programs and partners	<p>Portland Housing Bureau</p> <p>Portland Parks and Recreation</p> <p>BPS Portland Clean Energy Fund (PCEF)</p> <p>BPS HEART Standards</p> <p>BPS Spatial Justice Program</p> <p>BDS Rental Inspection Program</p> <p>Prosper Portland</p>
County-based programs and partners	<p>Multnomah County REACH program</p> <p>Multnomah County Weatherization Program</p>
Community-based programs and partners	<p>HealthShare of Oregon, Housing Strategy Program</p> <p>Micro Enterprise Services of Oregon (MESO)</p> <p>Urban League - Workforce Navigator (Prosper Portland)</p> <p>Landlord Associations</p> <p>Banks and Loan providers</p> <p>WPP Community Energy Plan (output from Unite PCEF Grant)</p> <p>Community Energy Project</p> <p>Energy Trust of Oregon</p> <p>PGE income qualified assistance program</p> <p>Oregon Health Authority Health Homes Interagency Task Force</p>

Activities Beyond the WPTC SDoH Accelerator Plan

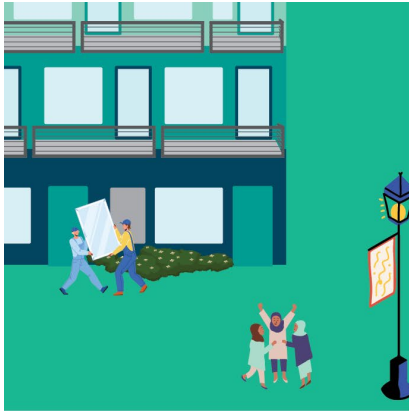
Throughout the planning process several additional activities that would support systems change and reinforce collaborative actions were identified but were not included in the scoped activities because of existing challenges and barriers. They are detailed below to document these strategies, should opportunities arise in the future.

- **“First right to buy” ordinance.** Policies that provide tenants or nonprofits the first opportunity to purchase a housing complex when the owner puts it up for sale have been one mechanism used in other jurisdictions to preserve housing affordability and maintain housing stability. Competition from private buyers is an identified challenge in advancing community ownership housing models identified by LT members. Political will is a critical factor for successful passage of this mechanism and is a limiting factor for including it as a feasible strategy within the WPTC SDoH plan.
- **Rental conditions registry.** A system that requires landlords to inspect and report rental units on a regular basis helps ensure safe and health-promoting housing for tenants. It also promotes transparency and shares information for potential buyers when a housing complex goes up for sale, which supports organizations in making informed purchases when their operating budgets have limited room for unexpected expenses, like nonprofits. A needed first step to creating a rental conditions registry is a rental inspection policy, which will take significant support to pass in a time of a housing affordability crisis. Additional requirements for providing housing may create additional barriers, and work counter to housing goals. Another unintended consequence of a registry may be the loss of substandard housing units that are removed from the market, potentially displacing vulnerable tenants.
- **Primary data collection on health outcomes.** Linking changes in housing and neighborhood conditions with community health outcomes from those directly impacted supports the case for additional improvements and advances evidence-based practice. It also helps to identify unintentional or negative impacts on health and well-being from policy changes. Health outcome data can be difficult to obtain at the neighborhood level, and was not scoped as part of the CDC grant.
- **Co-located housing and multicultural center.** Co-located affordable housing options were identified by the community as a desired element of the multicultural hub in initial site analysis as part of the WPTC planning process. As the final site of the multicultural hub is not known at the time of the plan development, it is not articulated as a core objective or goal in the plan, but interest from the community in co-locating affordable housing and a multicultural hub remains.

- **Establish directorship/leadership for multicultural hub.** As a permanent hub comes into focus there is a desire to explore community ownership models and/or ties with maintaining and refining programmatic elements of the hub. As the program for a hub comes into focus, a community ownership/directorship model should be considered. Upon successful completion of the grant from Metro that will lead to a 2023 pop-up event(s), a business model will guide future steps in moving toward a permanent multicultural hub. HAKI and other partners will need to: monitor directions for a potential Barbur Transit Center and other sites, seek funding that would move the 2023 pop-up event to a strategy for next steps (e.g., additional episodic events, finding a temporary location), consider opportunities for collocation (e.g., housing, library), and begin conversations about a capital campaign.
- **Long-range project evaluation.** The data integration and evaluation strategy highlight the need for long-term data collection and evaluation, which are both critical to ensuring changes can be measured over time, including the tracking of sustainable outcomes from the implementation of the WPTC SDoH Accelerator Plan. Activities related to the evaluation are listed in the evaluation section below, which offers a menu of options. Costs may vary, depending on the nature of the data being collected and funding sources. Funding for evaluation should be primarily sought from external funding sources.
- **Ongoing convening and coordination.** SWEC provides a venue for discussing and advancing housing stability and a permanent multicultural hub. Led by Unite Oregon, several committees/subgroups exist, and the dual goals of housing stability and a multicultural hub emerged, in part, from partners engaged with SWEC. Future funding for convening and coordination is expected if adaptive planning continues through implementation and evaluation.



Evaluation Strategy



Outcomes

The WPTC SDoH Accelerator Plan evaluation strategy lays out an approach for conceptualizing outcomes and assessing progress by tracking indicators over time. It offers a menu of quantitative and qualitative data collection strategies, coupled with actions to monitor and integrate findings. The selected approach will ultimately depend on the resources available and the priorities of those charged with executing it. This evaluation strategy offers a starting point for data collection and evaluation. For the full evaluation strategy, see Appendix D.

The evaluation strategy is designed to assess progress on two primary and six secondary outcomes (Table 11). The evaluation outcomes are highly interwoven and include many feedback loops as illustrated in the WPTC SDoH Accelerator Plan’s impact model (Appendix C).

Table 11. Primary* and Secondary Health Outcomes and Definitions.

Outcome	Definition
Housing stability*	Improve housing quality and reduce displacement pressures.
Social Connectedness*	People are linked to organizations with power and resources, connections are bridged among groups with different social backgrounds, and people with common social backgrounds are bonded.
Physical health	The absence of disease or infirmity.
Mental health	Complete mental and social well-being.
Economic opportunity	Steady employment with pay adequate to cover the things people need to stay healthy.
Wealth	Wealth is the composite of one’s labor income and assets (i.e., stocks, home, business).
Education	Access to high-quality educational opportunities.
Civic engagement	Individual and collective actions designed to identify and address issues of public concern, such as community-based advocacy and voting.

The evaluation strategy recommends four categories of indicators to assess progress on the primary and secondary outcomes:

- 1) **Change agent capacity** documents the number and type of community partners and residents engaged in the project, the training they receive, the actions they execute, and the quality of interactions and among them.
- 2) **Levers** are the policies, practices, and resources essential to achieve the identified goals.
- 3) **Community conditions** are improvements to the built environment (e.g., rental units are more energy efficient, apartment complexes become community owned, a multicultural hub is operating), establishment of micro businesses, and availability of services and programs in the WPP.
- 4) **Resident impacts** document the extent to which residents' lives are changing or improving.

Tables 12 and 13 display three categories of indicators (levers, community conditions, and resident impacts) recommended for measuring progress toward the primary outcomes of housing stability and social connectedness. Both existing and original data sources will be used. Existing data sources are noted with asterisk*. Refer to Appendix 3 for additional information about each of these indicators.

Table 12. Primary Outcome Indicators for Housing Stability.

Levers: Policies, Practices, Resources	Community Conditions	Resident Impacts
Anti-displacement		
<ul style="list-style-type: none"> • \$ public + private investments to purchase community owned units • # and type of policies enacted to support community-owned units • # and type of rental resources distributed to tenants • # Section 8 vouchers distributed 	<ul style="list-style-type: none"> • % non-market rate multi-family units • # community-owned multi-family units 	<ul style="list-style-type: none"> • % cost-burdened renters: % gross household income spent on rent (US Census)* • % population by racial/ethnic group (US Census)* • Vulnerability Index: Residents vulnerable to displacement (BPS)* • # renter-occupied units (US Census)* • % renter occupied unit of all housing units • # owner-occupied units (US Census)* • % owner-occupied units of all housing units (US Census)*
Indoor Housing Quality		
<ul style="list-style-type: none"> • \$ grants or loans distributed • # and type policies & programs enacted • # TA requests addressed • % BIPOC residents receive grants/loans 	<ul style="list-style-type: none"> • # and type of improvements to rental units received energy or maintenance resources 	<ul style="list-style-type: none"> • Average household energy burden (US Census)* • % renters report rental improvements impact health/quality of life

Table 13. Primary Outcome Indicators for Social Connection.

Levers: Policies, Practices, Resources	Community Conditions	Resident Impacts
<p>Amount public + private capital secured</p>	<p><i>Pre-Permanent Hub</i></p> <p>Pop-up markets:</p> <ul style="list-style-type: none"> • # events held • # service and retail service participating • # retail vendors # people attending by race-ethnicity + age <p>Workforce: # people connected to employment opportunities; # people trained and hired</p> <p><i>Permanent Hub Operations</i></p> <p>Micro businesses:</p> <ul style="list-style-type: none"> • # established • # permits/licenses issued, lease longevity • \$ profit generated, % BIPOC <p>Services + Programs:</p> <ul style="list-style-type: none"> • # and type services + programs offered • # and type community events held • % programs, services, events culturally specific <p>Participants:</p> <ul style="list-style-type: none"> • # participants engage in programs, services events by race-ethnicity + age • breadth of cultures represented • % participants satisfied w/services & programs 	<p><i>Residents participating in Hub</i></p> <ul style="list-style-type: none"> • Linked with resources and needs met (e.g., childcare, health care, employment, transportation) • Bridged connections with others from different social backgrounds • Bonded with others from common social backgrounds <p><i>All residents</i></p> <ul style="list-style-type: none"> • Frequency of attending social events (GSS)* • Perception of social trust (GSS)*

Data Collection Strategies

Data integration and evaluation should be part of an ongoing discussion with community partners; evaluation will be determined by how the actions play, partner progress, and available funding. Future evaluation activities will be constrained by the human and financial resources available to collect, make meaning of, and act upon data. In this section, a menu of seven quantitative and qualitative data collection strategies are offered which may be employed to assess changes in change agent capacity, levers (policies, practice, resources), community conditions, and impacts on residents over time. This menu of options is not intended to be prescriptive. Rather, it is a dynamic tool that can be utilized in different ways that offers an initial set of methods which can be built from and adapted based upon the interests and needs of those guiding implementation in partnership with the communities that will be most affected by the WPTC SDoH Accelerator Plan.

The evaluation menu below outlines six quantitative and qualitative data collection strategies which may be employed to track implementation milestones, outcomes, and impacts over-time. These methods can be adapted based upon the interests and needs of those guiding implementation, in partnership with the communities that will be most affected by the project.

1. Data Pull from Existing Sources

- a. *Purpose:* Efficiently gather data collected by other agencies to assess impacts on residents over time.
- b. *Administration:* Refer to Tables 3 and 4 in full evaluation plan (Appendix D) for data sources and owners. Contact data owners to devise data sharing agreements. Download data and populate into a dashboard (see Data Integration).

2. Implementation Tracking Log

- a. *Purpose:* Document milestones on implementing strategies.
- b. *Administration:* Create Google Sheets (or similar application) to track implementation milestones. Reach out to community partners charged with each implementation milestone to identify a process for efficiently collecting implementation data. Populate data into the spreadsheet. BPS staff, in partnership with community partners, may be able to assist in implementing parts of this strategy, as it aligns with their existing work plans.

3. Partnership Health Assessment

- a. *Purpose:* Assess the structure and functioning of the partnership that has committed to implementing the WPTC SDoH Accelerator Plan.

- b. *Administration:* Customize an existing partnership assessment tool such as the [Collaboration Factors Inventory](#), [Cross-sector Partnership Assessment](#), [Network Health Scorecard](#), or [Partnership Self-Assessment Tool](#). Refer to Appendix E4 for details on these tools). Administer the assessment to partners via web or in-person meeting.

4. Multicultural Hub Operations Quality Improvement

- a. *Purpose:* Assess how well the multicultural hub is operating and use information to improve operations.
- b. *Administration:* Meet with managers running similar establishments (and Prosper Portland staff, as it aligns with [My People's Market](#)) such as the [Portland Mercado](#), [Lents Town Center](#), or [Rockwood Market Hall](#) to inform selection/refinement of key indicators of high performing Hub operations. Based on their feedback, design a quality improvement process for the Hub.

5. Renter Assessment

- a. *Purpose:* Assess whether renters who live in rental properties that received resources to improve energy efficiency or maintenance report improvements were made and how improvements impacted their physical and mental health and secondary SDoH outcomes.
- b. *Administration:* Partner with City of Portland Bureau and community partners (e.g., CAT, Unite Oregon, HAKI) to devise culturally appropriate strategies, and explore whether government and/or community partners are leading renter assessment efforts (e.g., Portland Clean Energy Benefit Fund). Offer incentives for residents' participation.

6. Resident Assessment

- a. *Purpose:* Assess how and extent to which the multicultural hub is linking, bridging, and bonding people in WPP.
- b. *Administration:* Partner with community-based organizations (e.g., CAT, Unite Oregon, HAKI) to devise culturally appropriate strategies. Offer incentives for residents' participation.

Data Integration

A four-step, continuous quality improvement process is recommended to track indicator progress, integrate and interpret data, and adapt strategies for greater impact.

1. **Design and Populate Dashboard.** Design a user-friendly, web-based dashboard that tracks indicators across the primary and secondary outcomes gathered from existing data sources or original methods that reports both quantitative (e.g., percentages, rates, numbers generated from) and qualitative (e.g., quotes, images, video links) data. Consider using free or low cost applications such as [Google Data Studio](#), [Microsoft Power BI](#), or Tableau's [Public, Cloud](#), or [Server](#) options. (See Appendix E5 for additional details). As data becomes available from existing and original data collection sources, populate the dashboard with information in real time.
2. **Harvest Success Stories.** Capture salient community improvements and/or impacts on residents by creating visually compelling deliverables, such as with user-friendly graphic design applications like [Canva](#) and [Venngage](#). Videos can be posted on [Vimeo](#) or [YouTube](#). Distribute success stories through community partners' communication channels (i.e., websites, newsletters, Facebook, Instagram).
3. **Facilitate Community Engagement Sessions.** Create community events for participants who contribute to narrative, visual, or arts-Informed inquiry to present what they have created with exhibitions or live performance. Couple presentations with interactive sessions so community members and other stakeholders can share their reactions to the works presented and engage in dialogue about their implications for community action.
4. **Engage in adaptive action sessions.** Facilitate regular [adaptive action](#) sessions with community partners by asking three lines of inquiry:
 - WHAT are the results of indicators?
 - SO WHAT are the implications of these results for WPTC SDoH Accelerator Plan strategies?
 - NOW WHAT adjustments are needed to make WPTC SDoH Accelerator Plan strategies more impactful?

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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.



THE BUREAU OF **PLANNING**
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Appendices



Appendix A. Leadership Team Shared Meeting Agreements

In the early months of meeting, the leadership team (LT) developed a meeting process, which consisted of developing a shared mission and goal statement through a Jamboard session.

The LT developed group agreements were:

- Appreciate our time together (don't go over time)
- Follow through on commitments and communicate barriers before deadlines.
- Honor confidentiality
- Step-up/step back
- Do not make assumptions, ask for clarifications/more info
- Interact as intentionally as we would in person
- Create and respect boundaries
- Use parking lot/bike rack for off-agenda topics
- Listen for understanding

Additionally, LT described their goals around finding a permanent site for the multicultural hub, that aligns with other infrastructure investments, while also looking at temporary sites as the plan will take some years to implement. However, having a location secured for the multicultural hub would provide the opportunity to move forward. Through engagement done by Unite Oregon and Insight for Action, there is a clear vision for the multicultural hub, which consists of conducting site planning to identify possibilities for a permanent location for a multicultural hub and supporting the implementation of the West Portland Park Community Energy Plan that will provide housing stability.

Appendix B. WPTC SDoH Accelerator Plan Community Engagement Report

Prepared by



Submitted to:



September 2022

EXECUTIVE SUMMARY

Unite Oregon contracted with Portland’s Bureau of Planning and Sustainability to lead community engagement efforts for the Social Determinants of Health (SDoH) Accelerator Plan. This will enable the City and its multi-sector partners to undertake priority actions that prevent or reduce adverse environment-related disparities affecting under-served and under-represented communities. The project focuses on two interconnected priority areas- first, the built environment in the form of housing stability and energy saving initiatives and second, social connectedness in the form of establishing a multicultural hub in the area.

Between March and July of 2022, Unite Oregon implemented a number of activities, including focus group discussions, online survey and community conversations, to engage with the community and get their feedback on the programs that the project’s Leadership team has envisioned for the two priority areas. Language and cultural accommodations were provided for participants of each of the community engagement activities, and stipends were offered to compensate for their time and participation.

The findings reflected the big gap between the resources allocated for equitable social and economic progress in the WPTC and the actual needs in the area. In particular, low-income households are overwhelmed by housing costs, including rent and mortgage, as well as utility bills. They are quite interested in programs that would enhance health outcomes and provide housing stability. Participants also indicated that a multicultural center would offer a sense of belonging and help to preserve their cultural identity. They cannot wait to see it established in the WPTC.

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BACKGROUND

Unite Oregon worked with Portland's Bureau of Planning and Sustainability (BPS) to design and implement a community engagement plan for a grant from the Centers for Disease Control and Prevention (CDC) to create a plan that accelerates efforts to improve social determinants of health (SDoH) in the West Portland Town Center (WPTC).

The grant began in October 2021, and it focuses on two interconnected priority areas – the built environment and social connectedness – with direct reference to actions identified in the WPTC Plan and SW Corridor Equitable Housing Strategy. The outcome will be an Accelerator Plan developed by BPS staff in collaboration with a group of multi-sectoral organizations that forms the project's Leadership team including Unite Oregon, Neighborhood House, Community Partners for Affordable Housing, Community Alliance of Tenants, HAKI, Rural Community Assistance Partnership, Health Share of Oregon, and Multnomah County Health Department.

The Leadership team consists of representatives from community-based organizations and government agencies that have extensive experience working in different sectors to serve the diverse community in SW Portland. The scope of the proposed Accelerator Plan, as envisioned by the Leadership team, focuses on advancing energy savings and housing stability for impacted communities in the WPTC. It also supports the establishment of a multicultural hub in the area.

COMMUNITY ENGAGEMENT ACTIVITIES

There are social, economic, and health disparities between the diverse communities in the WPTC area. In particular, BIPOC, immigrant, and refugee communities who live in low-cost housing struggle with physical and mental health issues and their life expectancy is lower than other residents. Receiving feedback from impacted people is crucial to the success of this health equity accelerator planning work and to narrowing these disparities.

The different engagement activities were designed to capture feedback from impacted community members about the actions that the project's Leadership team has proposed to accelerate including: Stability for people living in affordable housing, energy efficiency and energy saving upgrades, and the services and activities they would like to see in a multicultural hub. Given the timeline of CDC SDoH grant and the current pandemic social context, Unite Oregon used the following three community engagement approaches:

(1) FOCUS GROUP DISCUSSION

There were two virtual focus group sessions with a number of community members with lived experiences related to racial, social, and health inequities. A total of 19 community members attended the focus groups that identified as African American (32%), Middle Eastern/Arab/Kurdish (43%), Asian American (5%), and white (5%). In addition, 32% of participants identified as men while 68% identified as women. The focus groups were facilitated in English with the option of including simultaneous interpretation if requested by a participant. Community members were informed of the project background as well as the proposed actions for the housing stability and multicultural hub portions of the accelerator plan before the focus group discussion began.

Energy Efficiency

The first part of the focus group discussion focused on energy efficiency. The main themes that were discussed were tenant benefits in relation to decreasing utility bills without raising rent, home conditions, landlord-related concerns, and self-made changes to one's home. In terms of tenant benefits, participants were asked to share what changes they would see if their landlord were to improve their heating or cooling so that it would decrease their monthly utility bills without raising their rent. Participants answered by stating that they would be able to save money, pay necessary bills, as well as have better health outcomes for their family and pets.

During the discussion, community members shared their experiences with their home conditions such as bad insulation that led to rising bills, high energy bills that made it difficult to make ends meet, bad air filtering system within their unit, and being unable to qualify for energy assistance programs. For instance, a participant shared their experience by stating: "In another situation, there were a lot of mold problems. My electric bill was going up 50%, 60% or 70% and my heat bills were really high due to replacing the windows and doors and they had left holes where you can see sunlight coming in. Also, one of my pets had died in the heat wave. It's really stressful and not everyone qualifies for energy assistance".

Along with their experiences with their home conditions, many participants shared concerns about their landlord. Various members shared a similar concern in regard to landlords' interest or lack thereof toward energy efficiency programs. Participants were unsure if landlords would agree to a program that would provide them an incentive to improve energy efficiency in units while not raising rents for tenants. Other common experiences from respondents were a delay in service improvements, tenant complaints being ignored by property management, tenants conducting improvements on their own, and energy bills increasing after repairs. These concerns were expressed by one participant, "Landlords should abide by the same law as tenants. Maybe the grant can go directly to the tenants rather than having it benefit the landlord for weatherization".

Self-made changes were a common theme in the focus group discussion surrounding energy efficiency. Community members shared their efforts in decreasing energy costs in their home by purchasing portable AC units, heaters, and removable tinted window covers. Several participants had used LED lights to save money, closed blinds and curtains early during hot days, and even used paper bags as insulation to stay warm. Clean energy saving educational programs were also utilized as community members learned to use less energy during PGE peak hours and learned to turn on lights only when necessary.

“I've noticed there are a lot of gaps around the door frame and I used paper bags [...] to stuff between the door and doorframe and that made a huge difference in keeping the heat this past winter.”

Property Acquisition

Questions around property acquisition were also discussed in the focus group. One question asked participants to share what they would ask from a new landlord if their building where they were living was sold. Community members responded by saying that staying in their current location would be important as well as living near their communities. In addition, participants described factors that would lead them to move. Several responses included lack of transit access to work and everyday places, health risks, rising crime rate, increase in rent, and changing jobs or school.

Within the discussion, participants described their experiences with living in a building that had a change in landlords. Participants preferred when new landlords did not raise the rent and requested new landlords to continue building upgrades. On the other hand, community members had experienced new management making promises that were not fulfilled, as well as very quick changes in their paperwork. This was described by the participant as “We had a lot of lease changes with a change in management companies. They had given us a notice that there would be no changes but then demanded we sign the new paperwork within three hours”.

When asked about nonprofit ownership of their apartment buildings, participants responded stating that they would be interested in flexibility rather than stability and would prefer not to sign a long-term lease. There were also concerns about nonprofit ownership and if nonprofit owners would be able to keep the buildings well maintained. Another group favored nonprofit ownership as they saw nonprofits as caring more about the community's needs. Participants also stated that they would be interested in owning their apartment as a condo.

Multicultural Hub

The second part of the focus group discussed the multicultural hub and included general recommendations, location preferences, and priority services from community members. The multicultural hub was an area of great interest to many participants. The general recommendations we received were to ensure the hub was an energy efficient building, ADA compliant, and that it included year-round activities. Suggestions for its location were to have it near a school, park, or community center such as Markham Elementary School or Jackson Middle School. It was also suggested for it to be in a walkable area and with parking and transit access.

Focus group participants were asked to state the kind of services the multicultural hub should provide. Those services included community gathering spaces for all ages, educational health information, small business support, kitchen space for community events, clinic and health services, as well as fresh food. Moreover, it was asked for there to be a rotation of workshops or classes, culturally-specific events, legal services, language classes, civic classes, and COVID resources.

(2) ONLINE SURVEY

A total of 292 community members participated in a survey that was developed by the Unite Oregon team in collaboration with BPS staff. The survey was translated into five languages that are spoken in the WPTC namely Spanish, Arabic, Vietnamese, Somali and Swahili. Participants were also offered the option to choose other languages, if needed, and Unite Oregon was ready to facilitate their participation in the survey using those languages. The following sections shed light on findings and appendices 1 & 2 summarize the answers by all respondents.

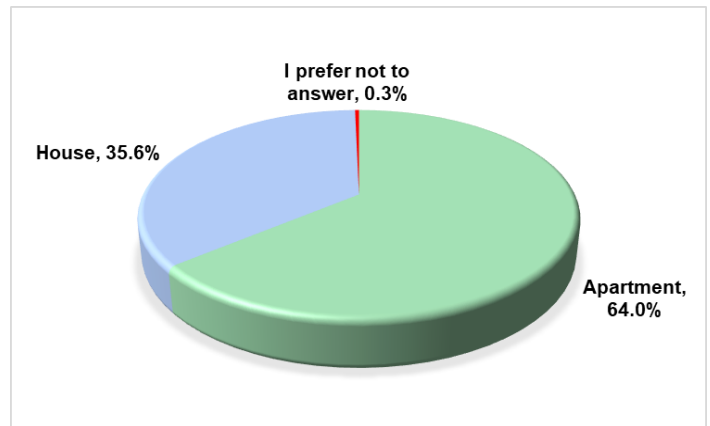
PARTICIPANTS DEMOGRAPHICS

Most survey participants (94.5%) mentioned that they reside in the 97219 zip code which covers an area larger than the WPTC planning area. Survey participants identified as

Men (53.1%), Women (46.2%), and only one person identified as transgender and another person preferred not to answer the question related to gender identification. About 80% of the respondents are U.S. born citizens while 18.2% are citizens by naturalization, immigrants, refugees and asylum seekers. With respect to race and ethnicity, about half of the survey participants were White, 33% were African/African American.

Other ethnicities identified in the survey are Asian American (6.2%), Native American (5.1%), Hawaiian/Pacific Islander (3.4%), and only 1% identified as Middle Eastern/Arab/Kurdish. Figure 1 shows that most survey participants live in apartments (64.0%) while 35.6% live in houses and one participant preferred not to answer the question. Speaking of the household size, close to 46% of the participants mentioned there are three people living in their home, 26.4% had four people, and households with two members living in the home comprised 16.1% of all participants. Nealy 72% of these families have been living in their current residence for more than two years and 80.5% of them are renters.

Figure 1: Do you live in an apartment or a house?



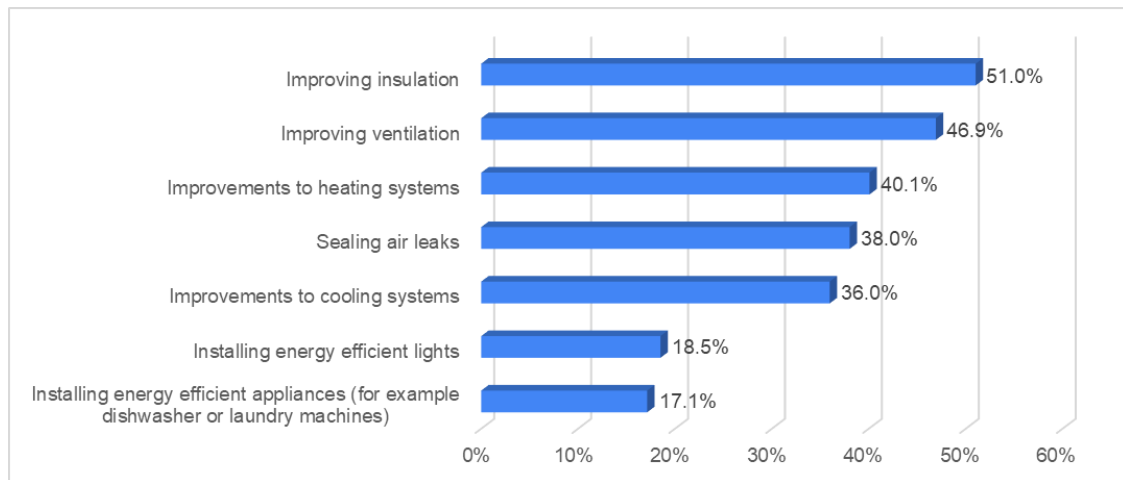
Energy Saving & Housing Stability

The first section of the survey asked community members about the type of repairs or upgrades their homes needed. With respect to the current needs, the top three required improvements are in the insulation, ventilation, and heating systems. These needs were reported by 51.0%, 46.9%, and 40.1% of the survey respondents, respectively. To answer the question about the type repairs/upgrades they completed in the last three years, 40.4% had ventilation improvements, 38.0% installed energy-efficient lights, and 34.9% had their heating system improved.

“Owning an apartment with price advantage will make my life more stable and happy.”

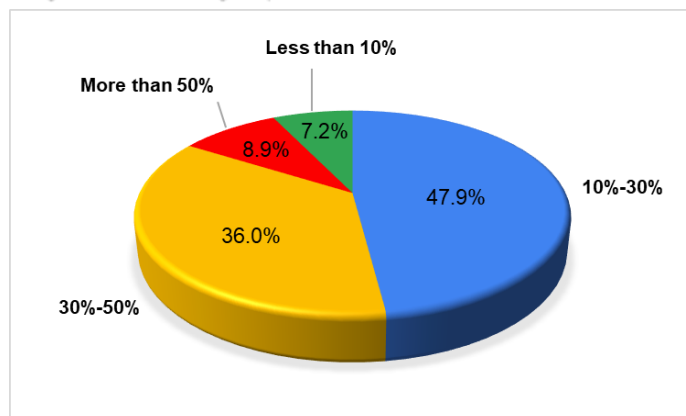
While 74.7% mentioned that their landlord completes repairs or upgrades to their home sometimes/most of the time, about 40% reported that the landlord has denied repairs or upgrades to their home in the past, and only 12% said landlords always complete upgrades and repairs. Paying rent/mortgage was a concern of 44.9% of the survey respondents. Paying electric bills, heating bills, and gas bills was a concern for 40.8%, 39.7%, and 39.4% of the respondents, respectively. Figure 2 presents the types of repairs and upgrades that the homes of survey participants currently need.

Figure 2: What type of repairs or upgrades, if any, does your home currently need?



About 9% of respondents mentioned that they spend over 50% of their household income on housing expenses, whereas 36% of them spend 30-50% and 47.9% use 10-30% of their household income on housing expenses (see Figure 3). In case a new owner bought the house where they live, 44.5% of survey participants mentioned that the most important priority they would like the new owner to consider is “not increasing the rent”.

Figure 3: Housing expenses as % of household income?



If the apartment building was owned by a local nonprofit, and they offered residents the option to purchase their apartment so that they owned it like a condo, 72.6% of respondents were interested in this offer. If the nonprofit offered the option to sign a long-term lease for five or more years where their rent would not go up during that time, 76.4% of the survey participants were interested in this offer.

Multicultural Hub

The first question of this section asked community members about their connection to their immediate community, and 86.3% of those who participated in the survey felt they were connected to the immediate community. When asked to rank the most important services and/or amenities that would be available at an immediate temporary multicultural center, 38.1% chose fresh food as their top priority while 22.9% chose a medical clinic, 16.1% selected education and information sharing and 14.7% chose childcare services.

Regarding the top priority of its location, about 28% of all participants prefer to have a temporary multicultural hub at or near a school, nearly 21% of them would like it to be at or near a park, and 18.8% wanted it to be at or near a place with commercial activities. Of all participants, 58.6% mentioned that they would very likely use the multicultural hub if it was near their home, 52.7% said they would very likely use the hub if it was near public transportation.

“The community multicultural service center should play a role in improving the quality of life of the community members, and certain cultural activities.”

Out of 15 services and amenities that the community might want to see at a future permanent multicultural hub, the top five as selected by survey participants were: medical clinic services (e.g., health screenings, basic health care), safe walking/rolling environments (e.g., for pedestrians, strollers, wheelchairs), alcohol and cannabis-free spaces, programming that supports the preservation of immigrant and refugee culture and language, and spaces for breastfeeding parents.

The survey had a few open-ended questions where participants could explain some of their answers and add other priorities they may have, which the survey did not address. A number of themes were identified from the information participants mentioned in response to each of these

questions. Appendix 2 outlines these themes for each question with direct quotes of what participants wrote in their answer.

For the question asking about concerns respondents had if their apartment building was sold, participants were mentioned the potential rise in rent and how this may force them to move out. This leads to the trouble of finding new suitable housing and being away from the community they belong to. Other concerns include the relationship with the new landlord and the new management policies they plan to implement and their views on required repairs.

(3) COMMUNITY CONVERSATION

After the focus group discussions and online survey were completed, Unite Oregon had conversations with the East African and Muslim communities that live in the unregulated low-cost apartments near Multnomah County Library - Capitol Hill to inform them about the efforts being made to develop an Accelerator Plan to advance Social Determinants of Health in the WPTC. The participants, who are well-connected with their respective communities, were also expected to share the information with other people so they are aware of this project. Another goal of these conversations was to get participants feedback on the proposed actions concerning energy saving, housing stability and the establishment of a multicultural hub.

Generally speaking, community members who participated in the discussions saw energy costs and lack of regular repairs and efficiency upgrades as a great challenge that impacts their lives. However, they shared that rising energy costs won't be the primary reason for them to move from their current residence due to a couple of reasons: first, it will be difficult to find a place that is equally affordable and second, they don't wish to be away from their relatives and friends and other amenities/services that they might not find in the new place.

Although many participants acknowledged that their current landlords usually agree to do some energy-related repairs, certain properties require upgrades/retrofits at a larger scale that some landlords may not be willing to complete, especially in old buildings. That said, participants agreed that it would be more effective if a nonprofit was responsible for making those improvements. The community also welcomed the idea of acquiring existing affordable housing by nonprofit organizations to preserve their affordability.

With respect to the question about their interest to buy their apartment so that they owned it like a condo, if that was a possibility, many of them were interested, while some participants had a couple of reservations e.g., their inability to secure the funds needed to make the purchase and also the concern about interest-bearing loans which Muslims are not allowed to have due to religious doctrine.

The idea of establishing a temporary multicultural center was also welcomed by the community, especially those who were involved in some of the discussions about this project over the past couple of years. They see this as a first step toward establishing a permanent multicultural hub in the area. In line with the survey findings, participants think having the center at/near a school would be useful and the two locations they identified were Markham Elementary School and Jackson Middle School.

Overall, the community groups we talk with mentioned services and amenities they would like to see in a multicultural hub similar to those identified in the online survey and during the focus group discussions. In addition to those services, we heard that there is a need for a place to prepare deceased people for the funeral. A couple of the Muslim residents who participated in the conversations mentioned that they had to go all the way to Hillsboro to find a place that offers this service according to the Islamic faith.

INCLUSION AND EQUITABLE ACCESS

Considering the diversity of the communities living in the WPTC area, Unite Oregon designed the engagement activities to be more inclusive and equitable. A multilingual flyer was developed to invite community members to join the focus group discussions. Simultaneous interpretation service and equipment to give participants access to virtual meetings were offered to those who needed them. During the discussions participants were given the time to express their ideas and provide feedback on each of the topics.

Similarly, the online survey was translated into five languages and an option was added to allow participants to request other languages, if needed. The survey was promoted on social media and flyers were posted at a few culturally-specific stores on SW Barbur Blvd so that we could reach the targeted audience. A direct link and QR code were shared to make it easier for people to access the survey.

At the community conversations, which were held in-person, a convenient venue was selected based on the suggestion of community leaders in the area. To mitigate the risk of COVID-19, participants were asked to wear masks and maintain social distance. People were able to speak in their own language and an interpreter was there to explain the ideas they shared. Participants of all three community engagement activities were given small stipends to compensate for their time and recognize their participation.

Summary of survey findings

1) Personal/Housing Information

What is your race or ethnicity? (Select all that apply)

Categories	Percentage	Number
White	51.7%	151
African American	27.7%	81
Asian American	6.2%	18
African	5.1%	15
Native American/Indigenous	5.1%	15
Hawaiian/Pacific Islander	3.4%	10
Multi-Racial	1.7%	5
Middle Eastern/Arab/Kurdish	1.0%	3
I prefer not to answer	2.1%	6

What is your residence status?

Categories	Percentage	Number
U.S. born citizen	79.5%	232
U.S. citizen by naturalization	11.3%	33
Immigrant	5.1%	15
Refugee	1.0%	3
Asylee	0.7%	2
I prefer not to answer	2.1%	6
I prefer to self-describe	0.3%	1

Gender: How do you identify?

Categories	Percentage	Number
Man	53.1%	155
Woman	46.2%	135
Transgender	0.3%	1

Do you live in an apartment or house?

Categories	Percentage	Number
Apartment	64.0%	187
House	35.6%	104
I prefer not to answer	0.3%	1

Do you rent or own your residence?

Categories	Percentage	Number
I am a renter	80.5%	235
I own my place (even if you have a mortgage)	18.5%	54
I prefer not to answer	1.0%	3

How long have you lived at your current residence?

Categories	Percentage	Number
3-4 years	39.0%	114
1-2 years	25.0%	73
5-9 years	20.5%	60
10 or more years	12.3%	36
Less than 1 year	3.1%	9

How old are you today, in years? [categories created from the 292 responses]

Categories	Percentage	Number
30-39	55.8%	163
20-29	27.1%	79
40-50	14.7%	43
50 and older	2.4%	7

How many people live in your home, including yourself?

Categories	Percentage	Number
3	45.9%	134
4	26.4%	77
2	16.1%	47
5	6.5%	19
1	3.4%	10
6	0.7%	2
7 or more	0.7%	2
I prefer not to answer	0.3%	1

2) Repairs, Upgrades, and Improvements

What type of repairs or upgrades, if any, does your home currently need? (Check all that apply)

Categories	Percentage	Number
Improving insulation	51.0%	149
Improving ventilation	46.9%	137
Improvements to heating systems	40.1%	117
Sealing air leaks	38.0%	111
Improvements to cooling systems	36.0%	105
Installing energy efficient lights	18.5%	54
Installing energy efficient appliances (for example dishwasher or laundry machines)	17.1%	50

What type of repairs or upgrades, if any, have been completed in your home in the past three years?

Categories	Percentage	Number
Improving ventilation	40.4%	118
Installing energy efficient lights	38.0%	111
Improvements to heating systems	34.9%	102
Improving insulation	31.5%	92
Improvements to cooling systems	30.8%	90
Sealing air leaks	27.1%	79
Installing energy efficient appliances (e.g., dishwasher/laundry machines)	20.5%	60

How often does your landlord complete needed repairs or upgrades in your home?

Categories	Percentage	Number
Sometimes	38.4%	112
Most of the time	36.3%	106
Always	12.0%	35
I own my home and do the repairs/upgrades myself	7.5%	22
Never	5.8%	17

How often do you complete needed repairs or upgrades in your home?

Categories	Percentage	Number
Sometimes	40.1%	117
Most of the time	37.7%	110
Always	17.1%	50
Never	5.1%	15

Has your landlord denied repairs or upgrades to your home?

Categories	Percentage	Number
No	50.7%	148
Yes	39.7%	116
I own my home	9.6%	28

What concerns do you have related to housing expenses? (Check all that apply)

Categories	Percentage	Number
Paying rent/mortgage	44.9%	131
Paying electricity bills	40.8%	119
Paying heating bills	39.7%	116
Paying gas bills	39.4%	115
Paying internet and phone bills	30.1%	88
Paying water bills	28.8%	84
Paying renter/homeowner's insurance premiums	26.4%	77
Frequent repairs conducted by yourself	25.3%	74
Paying homeowners association dues and property taxes	17.5%	51
Stress from worrying about having to move due to housing costs	14.4%	42
Having to give up other needs (e.g., groceries or medical care) to pay for housing	7.2%	21

How much of your monthly household income is spent to cover housing expenses (i.e., rent/mortgage and utilities)?

Categories	Percentage	Number
10%-30%	47.9%	140
30%-50%	36.0%	105
More than 50%	8.9%	26
Less than 10%	7.2%	21

If you could ask the new owner for anything, what would you consider the most important items for the new owner to consider? Please rank the following five issues from 1 to 5, (1 = top priority, 5 = lowest priority).

Categories	Priority#1	Priority#2	Priority#3	Priority#4	Priority#5
Not increasing rent	44.5%	16.8%	9.9%	7.5%	21.2%
Utility costs	26.0%	33.6%	16.1%	16.4%	7.9%
Upgrades (e.g., windows, appliances)	11.0%	19.9%	39.4%	22.3%	7.5%
Regular maintenance	11.3%	18.8%	22.6%	31.2%	16.1%
Safety (e.g., door locks, lobby security)	7.2%	11.0%	12.0%	22.6%	47.3%

If your apartment building was owned by a local nonprofit, and they offered you the option to purchase your apartment so that you owned it like a condo, how interested would you be?

Categories	Percentage	Number
Somewhat interested	46.2%	135
Very interested	26.4%	77
Neutral	16.1%	47
Somewhat disinterested	7.2%	21
Very disinterested	4.1%	12

If your apartment building was owned by a local nonprofit, and they offered you the option to sign a long-term lease for 5 or more years where your rent would not go up during that time, how interested would you be?

Categories	Percentage	Number
Very interested	41.4%	121
Somewhat interested	34.9%	102
Neutral	13.4%	39
Somewhat disinterested	6.5%	19
Very disinterested	3.8%	11

3) Multicultural Hub

Based on your experiences, how socially connected do you feel to your immediate community?

Categories	Percentage	Number
Somewhat connected	45.5%	133
Very Connected	40.8%	119
I do not know	7.5%	22
Somewhat disconnected	4.5%	13
Very disconnected	1.7%	5

What would be the most important services and/or amenities of an immediate temporary multicultural hub? Please rank the following services/amenities from 1 to 6, (1 = top priority, 6 = lowest priority).

Categories	Priority1	Priority2	Priority3	Priority4	Priority5	Priority6
Fresh foods	31.8%	15.8%	19.2%	17.5%	9.9%	5.8%
Prepared foods (e.g., food, carts)	13.4%	33.6%	18.2%	11.6%	14.4%	8.9%
Medical clinic	22.9%	17.5%	22.9%	15.1%	12.3%	9.2%
Childcare	14.7%	19.2%	17.1%	22.3%	16.8%	9.9%
Sale of culturally-specific items	11.0%	13.0%	15.1%	18.5%	25.7%	16.8%
Education and information sharing	16.1%	14.7%	14.7%	10.3%	12.7%	31.5%

Considering your regular daily activities, where would you prefer a temporary multicultural hub to be located? Please rank the following services/amenities from 1 to 6, (1 = top priority, 6 = lowest priority).

Categories	Priority1	Priority2	Priority3	Priority4	Priority5	Priority6
At or near a school	27.7%	20.9%	20.2%	16.4%	8.9%	5.8%
At or near a park	20.9%	29.5%	19.2%	19.5%	5.8%	5.1%
At or near a place with commercial activities (e.g., bank, shops, food options)	18.8%	22.9%	28.1%	14.7%	11.3%	4.1%
In a location with parking	13.7%	19.5%	12.3%	25.0%	18.8%	10.6%
In a location near transit	11.6%	11.3%	15.1%	16.1%	26.7%	19.2%
In a walkable area	19.2%	13.4%	10.6%	8.6%	15.1%	33.2%

How likely would you use the multicultural hub if it was near your home?

Categories	Percentage	Number
Very likely	58.6%	171
Somewhat unlikely	24.7%	72
Neutral	14.0%	41
Somewhat likely	2.1%	6
Very unlikely	0.7%	2

How likely would you use the multicultural hub if it was near public transportation?

Categories	Percentage	Number
Very likely	52.7%	154
Somewhat unlikely	29.1%	85
Neutral	16.1%	47
Very unlikely	2.1%	6

How likely would you use the multicultural hub if it was near a school?

Categories	Percentage	Number
Very likely	45.9%	134
Somewhat unlikely	27.4%	80
Neutral	24.3%	71
Very unlikely	2.4%	7

What would be the most important services and/or amenities of a future permanent multicultural hub? (Select your top 5 from the list):

Categories	Percentage	Number
Medical clinic services (e.g., health screenings, basic health care)	54.1%	158
Safe walking/rolling environments (e.g., for pedestrians, strollers, wheelchairs)		
Alcohol and cannabis-free spaces	50.3%	147
Programming that supports the preservation of immigrant and refugee culture and language	42.8%	125
Spaces for breastfeeding parents	39.0%	114
Safe biking environments	37.3%	109
Prayer space and faith-based services	36.0%	105
Tobacco-free spaces	34.6%	101
Small business supports and education	32.5%	95
Information about energy assistance and ways to reduce utility costs	27.7%	81

Access to free Wi-Fi services	27.1%	79
Community meetings spaces	25.0%	73
Access to books and Multnomah County Library services	24.7%	72
Information for renters (e.g., tenants' rights, working with landlords)	19.2%	56
Information for homeowners (e.g., saving for a purchase, maintenance, energy assistance)	17.1%	50
	9.2%	27

PARTICIPANTS FEEDBACK TO OPEN-ENDED QUESTIONS

Please note: the answers to each of the following questions are classified into common themes.

What concerns would you have if an apartment building where you were living was sold?

Rising rent and cost/trouble of finding another house:

- I won't be able to find an apartment so close to work.
- I'll have to change my address, and my workplace will be far away.
- Anxiety about finding a new place to live.
- Stress from worrying about having to move due to housing costs.
- The cost and comfort of relocating.
- Would have gone to the trouble of finding a new apartment.
- I am worried about the rent and fear that the new house will be expensive.

Housing condition:

- I would have concerns about my living situation and would need immediate clarification.
- Work on the required apartment repairs.
- Would the owners be even less environmentally conscious?

Relationship with new landlord:

- I will worry about how the new owner will treat me.
- New management policy.
- Scared of getting a less understanding management.
- The new owners would have new ideas that may not fit well with me.
- I will worry about how to get along with the new owner.
- I need to adapt to the new environment.

A sense of belonging:

- I would be sad about not being able to live somewhere for a long time.
- Moving. I am already used to my neighbors.

Fear of becoming homeless:

- Worry about being kicked out.
- Worried about homelessness for me and my family.

If your apartment building was owned by a local nonprofit, and they offered you the option to purchase your apartment so that you owned it like a condo, how interested would you be?

A more stable life:

- Owning an apartment with a price advantage will make my life more stable and happy.
- Because I really want to have an apartment of my own.
- I want to own my own apartment at a low price.
- So I don't have to move back and forth.
- There's no better feeling than owning my own apartment.

Independence:

- The only way around egocentric landlords is to own yourself, or with like-minded people.
- Don't worry about being managed by the landlord.
- Rent is just paying a landlord's mortgage.
- The freedom to do repairs and decor which would otherwise be not allowed by landlords.

Happy in current residence:

- I like this apartment very much and I am already used to my neighbors.
- I'm already connected to the people here.

Nonprofit advantage:

- Because nonprofits are more convenient and cheaper
- I think the price of their house will be more favorable
- While I own my home, my children are low-income renters and do not have the same opportunities for ownership that I had when I came here in the early 90s. Portland needs affordable housing options again. I think a lease to own type of situation would be helpful for people living independently either for the first time or after trauma, housing instability, adjudication, etc., since going through banks for ownership wouldn't really be an option. I would want the nonprofit to also offer life-skills lessons that would teach all that homeownership involves, because it isn't taught, and it has some pitfalls that may not be preferable for some people.

Having some concerns:

- I can have a stable residence, but I don't have enough funds.
- If I had more money, I would probably buy such an apartment because it would be more secure for my economy.
- Taking on loans is not a wise choice in the wake of the COVID-19 pandemic.
- The apartment building is not very practical for us, the area is too small
- The price would be an important consideration

If your apartment building was owned by a local nonprofit, and they offered you the option to sign a long-term lease for 5 or more years where your rent would not go up during that time, how interested would you be?

More convenient:

- Since most houses increase their rents accordingly over time, I have great interest in signing a five-year lease without increasing the rent.
- We do not like the idea of living in the same building with people that we may not have or share any common interests.
- Gives me a security where I can plan my money well knowing what amount I'll need for rent.
- It would solve some of my money problems and make our family more comfortable.
- Stable rent bill, no more price hike with every little issue.
- Is it true? Then it fits me perfectly.
- I don't like to change the address, I just got familiar with it.
- We'll be stable here for a long time and save a lot of money.
- The stable rent makes me feel more at ease.
- The impact on our daily lives would be much less if rents did not rise.
- With a stable residence, the financial pressure is also reduced.
- In the current economic situation, such a deal would be fantastic.
- Planning would be easier as I would know where to put my money in.
- Don't worry about a sudden rent increase.
- Because it relieves me of a lot of stress.

Nonprofit advantage:

- Because nonprofits are more convenient and cheaper.

Having some concerns:

- The conditions are really attractive, but my impression of the apartment building is that it is too small, the utilities are a little more expensive, and the environment is poor.
- This would be a good option, provided you do not increase the rent before the contract is signed.
- Five years with fixed rent would be good if there wasn't a penalty if life made it so you needed to break the contract and move sooner. if there is a penalty involved that is a barrier for the population you want to serve.
- Money issue is always a big factor because my monthly stipend isn't much.

What are some activities that you would like to see be part of a temporary/pop-up multicultural hub during the upcoming summer/fall of 2022?

Cultural & diversity awareness:

- A speech on how ethnic minorities can have a stable life.
- Racial diversity awareness.
- Religious diversity awareness.
- Cultural performances and cultural exchange between different races.

Community/business gathering spaces:

- Community Garden.
- Gathering of small and micro enterprises.
- The elderly gathering and service is more perfect.
- Some public welfare activities can be held, and the money or goods obtained can be provided to poor households.

Educational & informational activities:

- Hope more safety education issues to educate children.
- Mentoring program.
- Putting up a world map and learning about different countries.
- Education and information sharing for Homeowners.
- Financial reports and financial news.
- It would be helpful to share more information, such as job opportunities, etc.
- Vocational training.

Food:

- An affordable and high-quality fresh food promotion.
- Cooking delicious foods from around the world together.
- International potluck.
- It's a good idea to hold an international food festival.

Sports, music, and competitions:

- Organizing sporting events among youths and children.
- Water sports.
- Music lecture and music festival.
- Singing and dancing afternoon tea interesting film and television programs
- Poetry competition.
- I would like to see recreational activities become part of the temporary center

Parenting activities:

- Maternal and infant activity.
- Mother's party during pregnancy.
- Parenting and child education.

Please share your thoughts about establishing a multicultural center in SW Portland

Project Purpose:

- Bring unity and harmony. Endorse social growth.
- By providing a space for communities to express themselves openly without hostility.
- It would be better to build a diversified cultural center in the place of community recreation.
- The community multicultural service center should play a role in improving the quality of life of the community members, and certain cultural activities.
- Programming that supports the preservation of immigrant and refugee culture and language.
- It would let people rediscover themselves and their potential.
- Promotes social together and development so people respect and honor each other.
- Support projects that protect the cultures and languages of immigrants and refugees.
- The infinite of culture itself and the transmission of culture.
- This is a good thing for residents of different races, because it will enhance their pride in their ethnic culture.
- This is a good way; I hope to implement it as soon as possible.
- A gaming center is very essential to engage the youth.

Project Benefits:

- I feel like this will make our lives so much better and will give many people a sense of belonging.
- I think it's a very much needed development that will help many different vulnerable groups.
- I think this is a good idea, which helps to increase the contact between community residents.
- It will keep people entertained and busy.
- Sounds like an interesting project. I live down the street from the apartments with a big Somali refugee community. I would definitely like to see opportunities to build bridges with them and have a place where they and others can get the good outreach and services that Oregon does want to offer. Sounds like a lot of red tape still, but I appreciate that there is at least a plan for a plan. Hopefully this one will actualize.
- It will make tenants more stable.
- It would be great as some services would be brought near to me and my family.
- It would be great for us, for me as a mum, it would be great to have such a center.
- The ease of finding that place will be a big attraction for me if it is close to my house.
- Think it would be a great idea for those who have interests in expanding their social interests and hobbies.

Project Location:

- It is best for it to be built in an area that is easy to access.
- Please make it near our living places.
- The Holly Farm Park located on SW Capitol Hwy next to our Multnomah Library could offer enough space, including additional space as required, to provide a good venue for all of the activities and necessities listed above.

Appendix C. Impact Model Narrative

September 2022

Background. In the 1990s, Metro designated the location that centers on the intersections of SW Capitol Highway and SW Taylors Ferry Road with Barbur Boulevard, sometimes called the “crossroads”, as the West Portland Town Center (WPTC). WPTC is the most culturally diverse part of SW Portland. A long-established Muslim community is the cornerstone of the area’s identity, with many low-income, housing cost-burdened Arab and East African immigrants living there.¹

In 2021, the City of Portland Bureau of Planning and Sustainability (BPS), along with multiple partners, drafted the [West Portland Town Center Plan](#). Reflecting feedback received from more than 600 residents, workers, and businesses, the WPTC Plan outlines a development strategy comprised of infrastructure investments and policies. To avoid replicating a pattern of gentrification and displacement of lower income and immigrant communities that commonly follows from urban development endeavors,^{2,3} the Plan leads with a health and racial equity lens. BPS also secured a Centers for Disease Control and Prevention [Social Determinants of Health \(SDoH\) grant](#) in 2021 to convene a multisectoral Leadership Team to design an Accelerator Plan to implement actions from the WPTC Plan that will reduce health disparities in the area.

Health is a state of complete physical, mental, and social well-being and not merely the absence of disease or infirmity.⁴

Health equity means achieving the highest level of health for a people and calls for focused efforts to address avoidable inequalities by creating fair opportunities for optimal health, especially for those who have experienced socioeconomic disadvantage or historical injustices.¹

Social Determinants are the conditions in the physical, social, and economic environment, including education, economic, housing, and mobility opportunities, that contribute to behaviors and in the long term, health outcomes. The determinants all exist in the context of racism and other forms of bias, mediated by access to political power.⁵

Impact Model. In June 2022, BPS contracted with [Insight for Action](#) to design an impact model (i.e., theory of change) illustrating how the WPTC Accelerator Plan may impact SDoH and health equity outcomes. The impact model was based on interviews with the CDC SDoH Leadership Team and BPS staff, review of WPTC planning documents, and a scan of the literature. The impact model is a visual displaying the interrelationships among the plan’s vision, goals, outcomes, and the partnerships and investments driving them. The components are highly interwoven and include many feedback loops – the design is intended to convey this holism.

Advancing Health Equity in West Portland Town Center An Impact Model

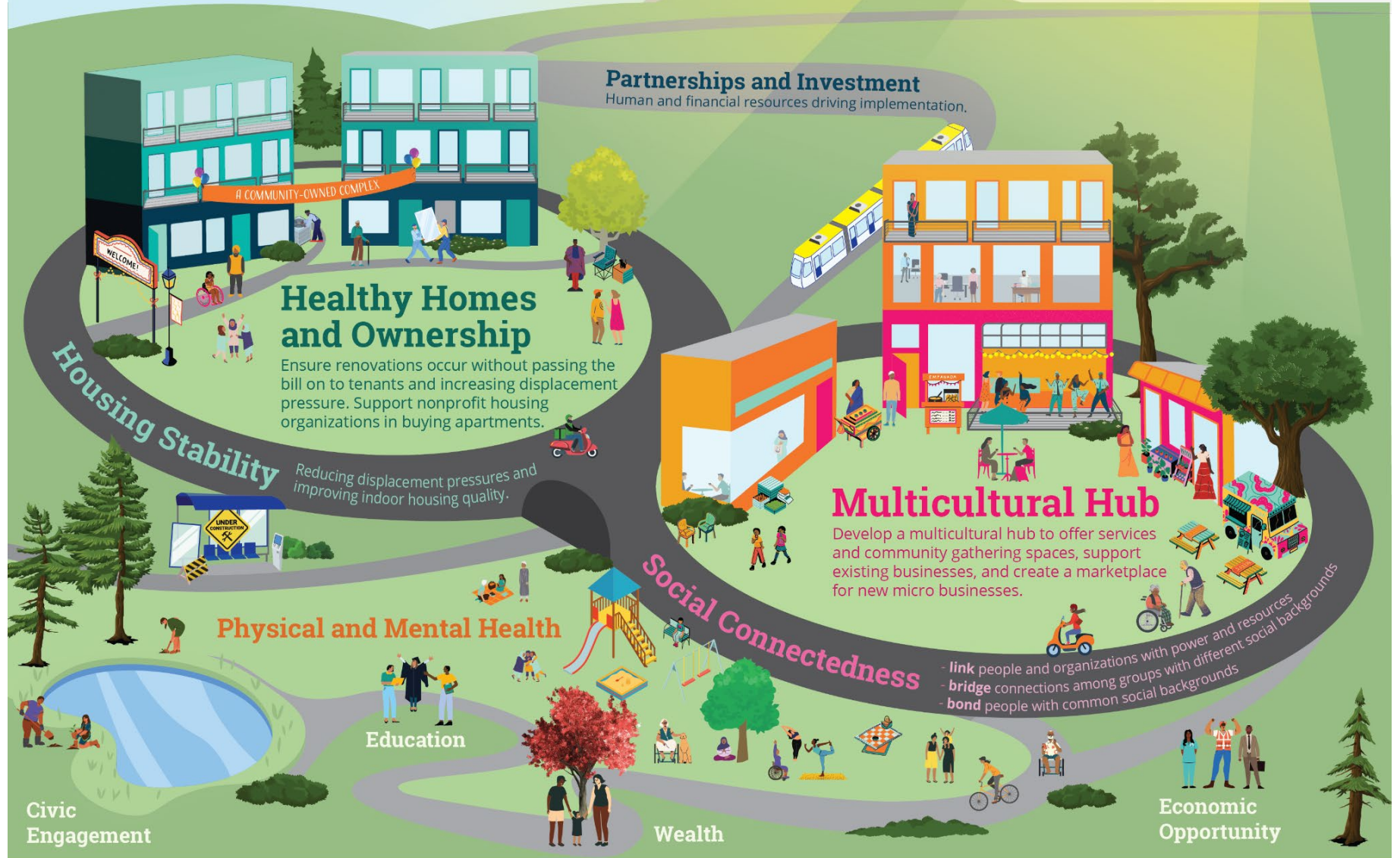
September 2022

Great Places with Equitable Access

where place keeping creates physical environments that advance resident stability.

Strong Communities

where diverse people thrive socially, culturally, and economically.



The high-level **vision**, from which the plan's goals were derived, is represented by the beams of light emitted from above the mountains in the upper right-hand corner of the model. The vision comprises two components of the WPTC Vision Areas.

Great Places with Equitable Access where place keeping creates physical environments that advance resident stability.

Strong Communities where diverse **people** thrive socially, culturally, and economically.

The plan has two **goals** shown at the center of the model. The goals are embedded in the figure-eight pathway to represent how they will operate in concert with one another, achieving many common, synergistic benefits – SDoH and health equity outcomes – by connecting community members to a place where they live, work, learn, socialize, heal, and play.

Healthy Homes & Ownership. Ensure renovations occur without passing the bill on to tenants and increasing displacement pressure. Support nonprofit housing organizations in buying apartments.

Multicultural Hub. Develop a multicultural hub to offer services and community gathering spaces, support existing businesses, and create a marketplace for new micro businesses.

Housing stability and social connectedness - **primary social determinants of health outcomes** - are anticipated to directly result from the synergy of the healthy homes & ownership and the multicultural hub goals.

Housing stability. The Healthy Homes & Ownership goal is expected to result in more diverse, affordable, environmental hazard free, energy efficient housing options that will reduce the number of residents who are housing cost burdened, displaced, and suffer from substandard housing and energy insecurity, and increase opportunities for home ownership.^{5, 6} The multicultural hub goal may contribute to these housing outcomes if affordable housing is co-located on-site as well as offering housing support services through the social service navigation center.

Social Connectedness. The multicultural hub goal is anticipated to **link** people and organizations with power and resources, **bridge** connections among groups with different social backgrounds, and **bond** people with common social backgrounds⁷ through provision of community space, programming, and services. The Healthy Homes & Ownership goal expects to support residents to remain in the West Portland community over time, avoiding unwanted moves and severed relationships.⁸

The narrow pathway at the bottom of the model represents four **secondary social determinants of health outcomes** (economic opportunity, wealth, education, civic engagement) which are expected to result from the combined influence of the two goals and primary social determinants of health outcomes (housing stability and social connectedness). The primary and secondary social determinants of health are interrelated and reciprocal, shown by the connections

between their pathways. As each primary and secondary SDoH improves, others are concurrently influenced to move in the desired direction.

Economic Opportunity. The multicultural hub is expected to support micro-businesses that are owned by and employ WPTC community members. Housing stability decreases the frequency of forced moves/eviction/displacement, protecting community members from the employment disruption associated with these crises.^{6, 8} Stable employment may lead to higher income.

Wealth. The multicultural hub is expected to support micro-businesses and provide access to education and training programs, whereas housing stability intends to decrease or hold constant housing and utility costs and support home ownership. Together, these strategies are expected to stabilize and increase household incomes and support intergenerational wealth creation.⁹

Education. The multicultural hub is expected to offer social services that enable community members to strengthen their English language skills and pursue additional educational opportunities, as well as maintaining culturally specific activities, goods, and services. Housing stability may reduce education disruption,⁸ thereby improving school readiness and increasing academic performance among children, immigrants, and refugees.^{6, 8, 10} Education attainment is associated with improvements in employment, income, and wealth generation.^{6, 8, 10}

Civic Engagement. Housing stability is anticipated to increase homeowners' and renters' stake in the neighborhood because they will live in the area longer and their household finances will stabilize, allowing them more time to engage in community-based activities.^{1, 9} Through learning opportunities and advocacy-focused activities offered through the multicultural hub, this goal is anticipated to support members to become more knowledgeable of – and involved in – addressing the issues that impact their daily lives (e.g., taxes, citizenship, human rights).¹¹ These shifts are posited to increase voter participation.^{9, 12}

The synergistic pathways of the primary SDoH outcomes (housing stability and social connectedness), and secondary SDoH outcomes (economic opportunity, wealth, education, civic engagement), represent their combined influence on two **health equity outcomes** (physical and mental health) for residents in the WPTC area. These two health equity outcomes interact synergistically with each other (as mental health improves so may physical health, and vice versa) as well as with SDoH outcomes (as mental health improves so do employment opportunities, and vice versa).

Physical health. The multicultural hub is expected to facilitate access to resources and supports such as insurance enrollment, clinical services, and healthy food. The hub will also be home to culturally specific recreational activities. Adults of all abilities, genders, and races who are able to build strong social networks by engaging in inclusive and welcoming environments may see a 50 percent increase in their overall life span.¹³ Housing stability reduces gaps in health insurance coverage¹⁴, increases the likelihood of having a consistent primary care provider⁵, and is associated

with lower rates of chronic disease.⁶ Housing safety and quality reduce exposure to poor environmental conditions^{6,5} and reduce stress.^{8,15} Together, the hub and housing may help mitigate the “Healthy Immigrant Effect” (HIE), which suggests that immigrants have a health advantage over the domestic-born which vanishes with increased length of residency.¹⁵ The secondary SDoH outcomes will also contribute to improved physical health. For example, increased wealth achieved through economic opportunities is associated with decreased risk of asthma, hypertension, obesity, smoking, and chronic illness.¹³

Mental health. The multicultural hub is expected to build/strengthen social supports, enable physical and social leisure, and provide access to mental and behavioral health resources. Housing stability will decrease the likelihood of social network fragmentation due to forced moves/eviction/displacement,⁸ reduce stress,^{5,6,8,16} and increase sense of safety in the community.⁶ These pathways hold potential to mitigate a variety of mental and behavioral health challenges including anxiety, depression, suicide, sleep loss, substance use disorder, and developmental/behavioral problems among children.^{8,9,10,11,12} Secondary SDoH outcomes are also associated with mental health benefits. For example, education attainment and stable employment are associated with greater income and wealth, which reduces mental health challenges such as chronic stress, sleep loss, and relationship strain suffered due to worry about affording basic needs.^{5,6}

Lastly, the light rail running through the model represents the **partnerships and investments** that will drive implementation.

Partnerships. The Accelerator Leadership Team (LT) - a diverse set of multisectoral partners - is collaborating to plan and implement strategies. The LT organizations were important stakeholders in the WPTC Plan, and many have a strong presence in the [Southwest Corridor Equity Coalition](#) (SWEC), which convenes partners related to housing, planning and community development, community engagement, and transportation. Unite Oregon, a key convener of SWEC, has been responsible for the Accelerator Plan engagement strategy, informing the Plan by gathering the needs and desires of the target populations within the WPTC area.

Leadership Team members include:

[Community Alliance of Tenants \(CAT\)](#)

[Community Partners for Affordable Housing \(CPAH\)](#)

[Health Share of Oregon](#)

[HAKI Community Organization \(HAKI\)](#)

Resources. Numerous African community resources exist in the SW Corridor area: Capitol Hill Library, Islamic School of Portland (K-8), Jackson Middle School, Markham Elementary School, and Masjid As-Saber Mosque. A large percentage of Muslim, Arab and East African immigrant and refugees rely on these resources for social connectedness and physical health. The Accelerator Plan implementation process will include and leverage these established community resources.

Investments. In addition to critically important in-kind contributions of nonprofit partners, braided funding from multiple sources is needed to pay for capital investments, programming, and project administration. Funding strategies are in the early phases of development at this time and could ultimately include the following.

- City, county, or state donated or discounted sale price or lease of property/site
- Public/government funding: tax increment financing, Portland Clean Energy Fund, Multnomah County weatherization funds, Metro bonds (housing stock and housing services) and grants, federal grants
- Private developers
- Philanthropy

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Appendix D. West Portland Town Center Accelerator Plan Evaluation Strategy

September 30, 2022



Bureau of Planning and Sustainability
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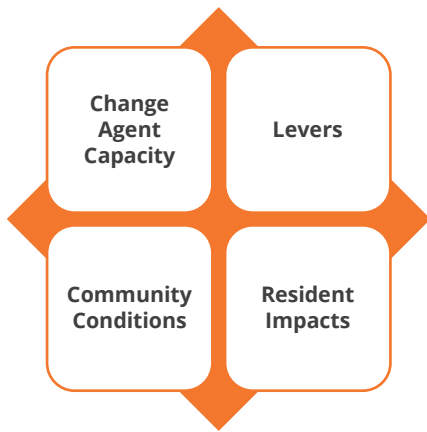
EXECUTIVE SUMMARY

The West Portland Town Center Accelerator Plan targets two goals - healthy homes/ownership and a multicultural hub - in the West Portland Park area. This evaluation strategy lays out an approach for conceptualizing outcomes and assessing progress by tracking indicators over time. The strategy also offers a menu of quantitative and qualitative data collection strategies coupled with actions to monitor and integrate findings. The design best positioned to achieve a useful evaluation will ultimately depend on the resources available and the priorities of those charged with executing it. This plan is intended to offer a starting point for that work.

Outcomes. The evaluation strategy is designed to assess progress on two primary and six secondary outcomes identified by Leadership Team members guiding the Accelerator Plan design and a literature review. The outcomes are highly interwoven and include many feedback loops as illustrated in the Accelerator Plan’s [impact model](#).

	Outcome	Definition
Primary	Housing stability	Improve housing quality and reduce displacement pressures.
	Social connectedness	People are linked to organizations with power and resources, connections are bridged among groups with different social backgrounds, and people with common social backgrounds are bonded .
Secondary	Physical health	The absence of disease or infirmity.
	Mental health	Complete mental and social wellbeing.
	Economic opportunity	Steady employment with pay adequate to cover the things people need to stay healthy.
	Wealth	Wealth is the composite of one’s labor income and assets (i.e., stocks, home, business).
	Education	Access to high-quality educational opportunities.
	Civic engagement	Individual and collective actions designed to identify and address issues of public concern, such as community-based advocacy and voting.

Indicators. The evaluation strategy recommends four categories of indicators to assess progress on the primary and secondary outcomes.



Change agent capacity documents the number and type of community partners and residents engaged in the project, the training they receive, the actions they execute, and the quality of interactions and among them.

Levers are the policies, practices, and resources essential to achieve the Accelerator Plan's goals.

Community conditions are improvements to the built environment (e.g., rental units are more energy efficient, apartment complexes become community owned, a multicultural hub is operating), establishment of micro businesses, and availability of services and programs in the West Portland Park neighborhood.

Resident impacts document the extent to which residents' lives are changing or improving.

Over 100 potential indicators to track progress across categories were identified by reviewing the literature, scanning existing data sources, and soliciting recommendations from the Leadership Team. A subset of indicators was selected based on seven criteria and finalized in collaboration with the Leadership Team.

Data Collection Strategies. The evaluation strategy offers a menu of quantitative (i.e., rates, counts, percentages mostly generated from existing data sets) and qualitative (i.e., themes, artistic visuals) data collection strategies to measure the indicators.

- Collect data from existing sources.
- Track trends across geographic reference areas.
- Use a log to document levers that support implementation.
- Assess partnership health.
- Monitor multicultural hub operations.
- Assess renters' perspectives and experiences.
- Assess residents' perspectives and experiences.

Monitoring and Integration. Finally, the evaluation strategy recommends four actions to track indicator progress, integrate and interpret data, adapt strategies for greater impact, and build community engagement.

- Monitor indicators by designing and regularly populating an easy-to-use, on-line dashboard.
- Communicate progress by harvesting success stories.
- Facilitate learning and sharpen strategies by engaging in adaptive action sessions.
- Host community forums with the larger community to reflect and celebrate progress while generating greater momentum for the Accelerator Plan strategies.

BACKGROUND

The West Portland Town Center (WPTC) is the area located at the intersections of SW Capitol Highway and SW Taylors Ferry Road with Barbur Boulevard, sometimes called the “crossroads”. In 2021, the City of Portland Bureau of Planning and Sustainability (BPS), along with multiple partners, drafted the [West Portland Town Center Plan](#), outlining a development strategy comprised of infrastructure investments and policies. The WPTC Plan is informed by the [SW Corridor Equitable Housing Strategy](#), which sets targets and strategies for affordable rental housing acquisition, construction, and market rate housing.

BPS secured a Centers for Disease Control and Prevention [Social Determinants of Health \(SDoH\) grant](#) in 2021 to convene a multi-sectoral Leadership Team to design an **Accelerator Plan** to implement actions from the WPTC Plan that will improve health inequities in the area.

In June 2022, BPS contracted with [Insight for Action](#) to design an **Impact Model** (i.e., theory of change) for the Accelerator Plan. The model is a graphically designed image displaying the interrelationships among the plan’s vision, goals, outcomes, and the partnerships and investments driving them. The components of the model are highly interwoven and include many feedback loops – the design is intended to convey this holism. The Accelerator Plan has two key goals which will contribute to SDoH and health equity outcomes.

Healthy Homes & Ownership. Ensure renovations occur without passing the bill on to tenants and increasing displacement pressure. Support nonprofit housing organizations in buying apartments.

Multicultural Hub. Develop a multicultural hub to offer services and community gathering spaces, support existing businesses, and create a marketplace for new micro businesses.

PURPOSE

The purposes of this evaluation plan are to:

- Support a **coordinating body of community partners**, charged with implementing the Accelerator Plan, to assess progress on strategy implementation and SDoH and health equity-related outcomes.
- Inform **BPS staff** on strategies for measuring the impacts of planning projects on SDoH-related and health equity-related outcomes.

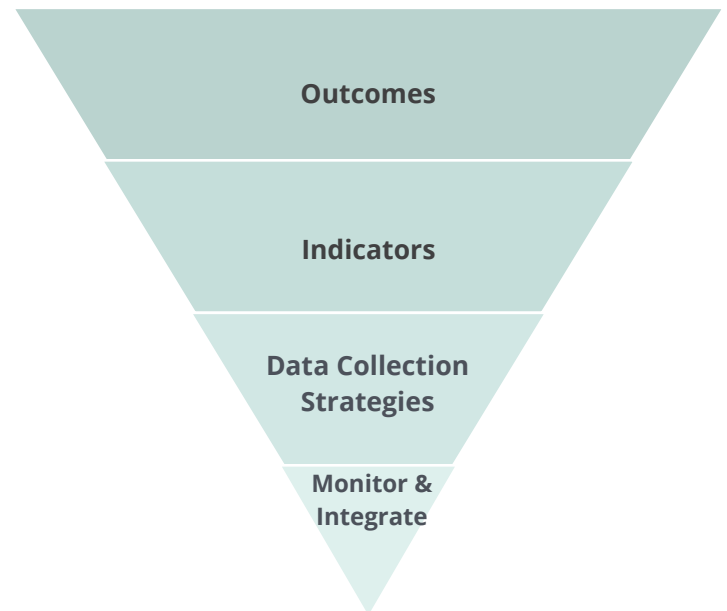
GUIDING PRINCIPLES

Seven principles guided the design of this evaluation plan.

- 1 Design the evaluation to be adaptive and flexible to ensure it can respond in nimble ways to changing contexts and allow for real-time data to be used for learning about the change process and adapting strategy.
- 2 Clarify the change strategy and hoped-for-outcomes through community input (i.e., interviewing Leadership Team members) and the evidence base (i.e., reviewing the literature).
- 3 Apply an equity lens for collecting and analyzing data by race/ethnicity and leverage community-based partnerships to ensure culturally responsive methods are employed.
- 5 Focus on documenting contribution of effort – rather than attribution – by tracking multiple, observable indicators of progress toward long-term goals that can be referenced against other geographic areas.
- 6 Minimize resources to execute the evaluation by prioritizing the two primary outcomes - housing stability and social connectedness - and rely on existing data sources.
- 7 Apply a level of methodological rigor that matches the evaluation purpose and available resources that employs a combination of quantitative data to assess the depth and scale of change and qualitative data to understand the quality of change.

APPROACH

The remainder of this plan lays out a recommended approach for defining the eight **outcomes**, suggesting multiple **indicators** to track progress towards those outcomes over time, offering a menu of seven **data collection strategies**, and laying out four actions to **monitor and integrate** indicator findings into the Accelerator Plan implementation efforts. The design best positioned to achieve a useful evaluation will ultimately depend on the resources available and the priorities of those charged with executing it. This plan is intended to offer a starting point for that work.



OUTCOMES

The evaluation strategy is designed to assess progress on two primary and six secondary goal-level outcomes. The impact model narrative explains the causal pathways among these outcomes, which are highly interwoven and include many feedback loops.

Primary Outcomes. Housing Stability and Social Connectedness emerged as the primary outcomes during early Leadership Team meetings and were validated in the key stakeholder interviews (as described on page 8), as these are viewed as having the greatest potential to result from the Accelerator Plan goals.

Secondary Outcomes. Economic Opportunity, Wealth, Education, Civic Engagement, Physical Health, and Mental Health were identified during the stakeholder interviews as important outcomes and were tied to the primary outcomes in the sources reviewed in the literature scan as described on page 8.

Definitions of outcomes are listed in Table 1. Definitions were informed by the Accelerator Plan’s goal and objective statements as well as definitions used by global or national organizations and cited in the literature review scan, as described on page 8.

Table 1. Primary and Secondary Outcomes

Footnotes reference citations used for defining the outcome and are listed in Appendix 1.

	Outcome	Definition
Primary	Housing stability	Improve housing quality and reduce displacement pressures. ¹
	Social connectedness	People are linked to organizations with power and resources, connections are bridged among groups with different social backgrounds, and people with common social backgrounds are bonded . ²
Secondary	Physical health	The absence of disease or infirmity. ³
	Mental health	Complete mental and social wellbeing. ⁴
	Economic opportunity	Steady employment with pay adequate to cover the things people need to stay healthy. ⁵
	Wealth	Wealth is the composite of one’s labor income and assets (i.e., stocks, home, business). ⁶
	Education	Access to high-quality educational opportunities. ⁶
	Civic engagement	Individual and collective actions designed to identify and address issues of public concern, ⁷ such as community-based advocacy and voting.

The outcomes were identified through the following five activities:

Key Stakeholder Interviews. Eight SDoH Leadership Team members and four BPS staff/consultants involved in the Accelerator Plan were interviewed to gather their perspectives about the two key goals. Specifically, they were asked: *Let's imagine it's ten years from now and the Healthy Homes and Ownership/Multicultural Hub goals have been achieved. How will people in West Portland and the surrounding neighborhoods benefit or be different because of housing stability? How will the place/community of West Portland be different because of the Healthy Homes and Ownership/Multicultural Hub goal?*

Accelerator Plan Development. Informed by the expertise among Leadership Team members - and their engagement with community members through focus groups, an online survey, and a community conversation - BPS staff designed Accelerator Plan actions that were tied to SDoH outcomes.

Literature Scan. A scan of 25 literature sources focused on two relationships between strategy and outcomes: 1) Housing stability strategy and health outcomes, and 2) Multicultural Hub strategy and social connectedness outcomes. The scan included sources describing these relationships among African immigrants. Outcomes were summarized into spreadsheets and used to inform the whiteboard session. Refer to Appendix 2 for a list of literature resources scanned.

Whiteboard Session. A whiteboard session was facilitated with BPS team members to identify key components of the impact model. The session included focus on desired impacts for the two key goals (i.e., Healthy Homes and Ownership & Multicultural Hub) and SDoH and health equity outcomes gleaned from the key stakeholder interviews, Accelerator Plan development, and scan.

Impact Model. Drawing from the activities above, an impact model visual and narrative were drafted that were refined over a series of meetings with BPS staff and with feedback from the Leadership Team.

INDICATORS

Multiple indicators are recommended for assessing progress on the primary and secondary outcomes. As described in the sustainability section of the Accelerator Plan, partnerships are critical for successful execution of strategies aimed at improving housing stability and social connectedness and, therefore, warrant monitoring. This section first explains the recommended indicator selection process and then describes indicators selected for the outcomes and partnerships.

Indicator Selection. Four steps were taken to select recommended indicators to measure the primary (housing stability and social connectedness) and secondary outcomes (physical and mental health, economic opportunity, wealth, education, and civic engagement).

- 1 Created Master Indicator Matrix.** Designed and populated a [Master Indicator Matrix](#) that listed potential existing data sources to measure **over 100 potential indicators** for the primary and secondary outcomes. Refer to Appendix 3 for a description of the matrix. Several resources were reviewed to generate the matrix.
 - Reviewed the [SW Corridor Equitable Housing Strategy](#) and [West Portland Town Center Plan](#).
 - Revisited the scan conducted for the impact model.
 - Conducted a scan of internet-based resources (e.g., US Census Bureau, CDC).
- 2 Articulated Indicator Criteria.** As listed in Table 2, seven criteria guided selection of indicators that could be measured by existing data sources. Prioritized indicators that were valid and reported on the geography (i.e., census tracts, zip/ZCTA code, City of Portland) associated with the West Portland Town Center area.
- 3 Identified Indicators with no Existing Data Sources.** Brainstormed other important indicators for which no existing data sources existed, but investments could be made to collect original data.
- 4 Recommended Final Indicators.** Solicited feedback from the SDoH Leadership Team to determine recommended indicators to be measured via existing data sources and devising original data collection. ***Unfortunately, few existing data sources met criteria for selection - especially geography and race/ethnicity disaggregation.***

Table 2: Criteria for Selecting Indicators with Existing Data Sources

Criteria	Description
Validity	SDoH Leadership Team and BPS staff believe the indicator can be influenced by the strategies.
Feasibility	Data to measure the indicator are easily accessible.
Timeliness	Data are reported on a recurring cycle. More frequently reported data (e.g., annually) are preferred, as are data with an established history of collection for baseline and longitudinal analysis.
Reliability	The same (or very similar) questions are collected from year to year with similar data collection and analysis methods.
Sustainability	The data are likely to continue to be consistently collected.
Geography	Data (ideally) are reported for the geographic area of WPTC.
Disaggregation by Race/Ethnicity	Data are disaggregated by race and/or ethnicity.

Indicator Pathway. Four categories of indicators were identified to map the change process over time: change agent capacity, levers, community conditions, and resident impact.

Change agent capacity documents the number and type of community partners and residents engaged in the project, the training they receive, the actions they execute, and the quality of interactions and among them.

Levers are the policies, practices, and resources essential to achieve the Accelerator Plan’s goals.

Community conditions are improvements to the built environment (e.g., rental units are more energy efficient, apartment complexes become community owned, a multicultural hub is operating), establishment of micro businesses, and availability of services and programs in the West Portland Park neighborhood.

Resident impacts document the extent to which residents’ lives are changing or improving.

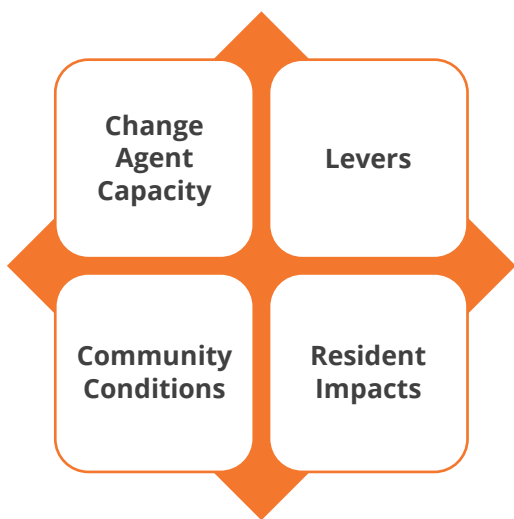


Table 3 displays the category of indicators recommended to track by partnership, primary and secondary outcomes.

Table 3: Indicator Category by Outcomes

	Change agent capacity	Levers - policies, practice, resources	Community conditions	Resident impacts
Partnerships (community partners + residents)	✓			
Primary outcomes (housing stability + social connectedness)		✓	✓	✓
Secondary outcomes (physical & mental health, economic opportunity, wealth, education, civic engagement)				✓

Partnership Indicators. Table 4 displays change agent capacity indicators recommended for tracking progress on community partners (i.e., organizations) and residents engaged in executing the Accelerator Plan goals.

Table 4: Partnership Indicators

	Change agent capacity
Community partners	<ul style="list-style-type: none"> • # and type of partners engaged • Quality of partners engagement • Amount and type of in-kind support given • \$ generated by partners to execute strategies
Residents	<ul style="list-style-type: none"> • # and racial/ethnic diversity of residents engaged in Accelerator strategies • # and type of advocacy/civic engagement activities in Accelerator strategies • # residents trained on leadership development in SW Corridor efforts • Quality of relationships with community partners (i.e., trust, authentic engagement)

Primary Outcome Indicators. Table 5 displays three categories of indicators (levers, community conditions, and resident impacts) recommended for measuring progress toward the primary outcomes of housing stability and social connectedness. Both existing and original data sources will be used. Existing data sources are noted with asterisk*. Refer to Appendix 3 - [Master Indicator Matrix](#) - for additional information about each of these indicators as well as hyperlinks to data sources and owners.

Table 5: Primary Outcome Indicators

	Levers: Policies, practices, resources	Community conditions	Resident impacts
Housing Stability	Anti-displacement		
	<ul style="list-style-type: none"> • \$ public + private investments to purchase community owned units • # and type of policies enacted to support community-owned units • # and type of rental resources distributed to tenants • # Section 8 vouchers distributed 	<ul style="list-style-type: none"> • % non-market rate multi-family units • # community-owned multi-family units 	<ul style="list-style-type: none"> • % cost-burdened renters: % gross household income spent on rent (US Census)* • % population by racial/ethnic group (US Census)* • Vulnerability Index: Residents vulnerable to displacement (BPS)* • # renter-occupied units (US Census)* • % renter occupied unit of all housing units • # owner-occupied units (US Census)* • % owner-occupied units of all housing units (US Census)*
	Indoor housing quality		
	<ul style="list-style-type: none"> • \$ grants or loans distributed • # and type policies & programs enacted • # TA requests addressed • % BIPOC residents receive grants/loans 	<ul style="list-style-type: none"> • # and type of improvements to rental units received energy or maintenance resources 	<ul style="list-style-type: none"> • Average household energy burden (US Census)* • % renters report rental improvements impact health/quality of life

	Levers: Policies, practices, resources	Community conditions	Resident impacts
Social Connectedness	<ul style="list-style-type: none"> Amount public + private capital secured 	<p>Pre-Permanent Hub</p> <ul style="list-style-type: none"> Pop-up markets: # events held, # service and retail service participating, # retail vendors # people attending by race-ethnicity + age Workforce: # people connected to employment opportunities; # people trained and hired <p>Permanent Hub Operations</p> <ul style="list-style-type: none"> Micro businesses: # established, # permits/licenses issued, lease longevity, \$ profit generated, % BIPOC Services + Programs: # and type services + programs offered, # and type community events held; % programs, services, events culturally specific Participants: # participants engage in programs, services events by race-ethnicity + age; breadth of cultures represented; % participants satisfied w/services & programs 	<p>Residents participating in Hub</p> <ul style="list-style-type: none"> Linked with resources and needs met (e.g., childcare, health care, employment, transportation) Bridged connections with others from different social backgrounds Bonded with others from common social backgrounds <p>All residents</p> <ul style="list-style-type: none"> Frequency of attending social events (GSS)* Perception of social trust (GSS)*

*=Existing data source will be used to measure indicator

Secondary Outcome Indicators. Table 6 displays multiple indicators recommended for measuring secondary outcomes (physical and mental health, economic opportunity, wealth, education, and civic engagement). All indicators assess impact on residents and rely on existing data to measure them as indicated with asterisk*. Refer to Appendix 3 - [Master Indicator Matrix](#) - for additional information about each of these indicators as well as hyperlinks to data sources and owners.

Table 6: Secondary Outcome Indicators

	Resident Impact Indicator (Data Source)
Physical health	<ul style="list-style-type: none"> • % fair or poor self-rated health among adults > 18 years (CDC Places)* • # visits to doctor for routine checkup within the past year among adults ≥18* • Asthma prevalence among adults ≥18 years (CDC Places)* • Diagnosed diabetes among adults ≥18 years (CDC Places)* • % high blood pressure (CDC Places)* <ul style="list-style-type: none"> • % births low weight (OHA/birth certificates)* • % with 2+ ACEs score (OHA/BRFSS)*
Mental health	<ul style="list-style-type: none"> • Depression among adults ≥18 years (CDC Places)* • Adults with poor mental health in past month (OHA/BRFSS)*
Economic opportunity	<ul style="list-style-type: none"> • Unemployment rate (US Census)* • % population living in census tracts with a high level of concentrated disadvantage (OHA/Healthier Together)*
Wealth	<ul style="list-style-type: none"> • Household income distribution compared to City of Portland distribution and the change year-to-year (US Census)* • % households receiving Food Stamps/SNAP* (US Census)
Education	<ul style="list-style-type: none"> • Attendance rates for Markham K-5 and Jackson Middle School (PPS)* • Transfer rates out of Markham K-5 and Jackson Middle School (PPS)* • % adults > 25 years with less than HS education (US Census)* • % population with Bachelor's degree or higher by race group (US Census)* • Portland Community College - Sylvania Campus enrollment (PCC)*
Civic engagement	<ul style="list-style-type: none"> • Voter participation rate (US Census)*

MENU of DATA COLLECTION STRATEGIES

The indicators described in previous sections of this evaluation plan offer extensive opportunities to evaluate processes and outcomes associated with the Accelerator Plan. Future evaluation activities will be constrained by the human and financial resources available to collect, make meaning of, and act upon data. In this section, a menu of seven quantitative and qualitative data collection strategies are offered which may be employed to assess changes in change agent capacity, levers (policies, practice, resources), community conditions, and impacts on residents over time. This menu is not intended to be prescriptive. Rather, it offers an initial set of methods which can be built from and adapted based upon the interests and needs of those guiding implementation in partnership with the communities that will be most affected by the Accelerator Plan.

1 Collect Data from Existing Sources



Purpose	Efficiently gather data collected by other agencies to assess impacts on residents over time.
Administration	Contact data owners (as laid out in Master Indicator Matrix) to devise data sharing agreements. Download data and populate into a dashboard (see next section).
Frequency	Annually






2 Track Trends Across Geographic Reference Areas






Purpose	Monitor trends in indicators (as measured by existing data sources described in Table 5 [primary outcomes] and Table 6 [secondary outcomes]) across three geographic areas: 1) West Portland Park neighborhood - the primary target of Accelerator Plan strategies (census tracts 62, 65.02, 65.01, 64.03); 2) the three nearby neighborhoods that comprise the WPTC/SW Corridor Area (Crestwell, Markham, Multnomah), and 3) City of Portland. Monitoring trends across these three geographic areas brings a contribution lens to observe the extent to which West Portland Park indicators are converging or diverging from nearby neighborhoods and the City of Portland as a whole.
Administration	Download data and populate into a dashboard (see next section).
Frequency	Annually






3 Document Levers (policies, practices, and resources) that Support Accelerator Plan Implementation

	Purpose	Document changes in policies, practices, and resources that support implementation of Accelerator Plan strategies as described in indicator Tables 5 and 6.
	Administration	Create a spreadsheet like Google Sheets . Reach out to community partners and government agencies to populate the spreadsheet.
	Frequency	Populate spreadsheet monthly.




4 Assess Partnership Health

	Purpose	Assess change agent capacity indicators listed in Table 4 regarding community partners and residents engaged in executing Accelerator Plan strategies.
	Administration	Customize an existing partnership assessment tool such as the Collaboration Factors Inventory , Cross-sector Partnership Assessment , Network Health Scorecard , or Partnership Self-Assessment Tool , including addition of items to assess community engagement in the partnership and the development of community members' civic engagement/leadership capacity. Refer to Appendix 4 for details on these tools. Administer the assessment to partners via web or in-person meeting.
	Frequency	Annually




5 Monitor Multicultural Hub Operations

	Purpose	Assess how well the Multicultural Hub is progressing and operating. Use information to improve operations as laid out in Table 5 - Social Connectedness (Hub operations) community conditions indicators.
	Administration	Meet with managers and/or event planners running similar establishments such as the Portland Mercado , Lents Town Center , Arab Mahrajan Festival , Rockwood Market Hall , or My People's Market to inform selection/refinement of key indicators of high performing Hub operations. Microenterprise-focused staff from Prosper Portland can also share information and potential resources. Based on their feedback, design a quality improvement process for the Hub. Review any findings from HAKI's evaluation of 2023 pop-up events, which was funded as part of a Metro grant that is partially focused on building a business model for the Hub.
	Frequency	Continuously

6 Assess Renters' Perspectives and Experiences

 <p>Purpose</p>	<p>Assess whether renters who live in rental properties that received resources to improve energy efficiency or maintenance report improvements were made and how improvements impacted their physical and mental health and secondary SDoH outcomes as laid out in Table 5 - Housing Stability (anti-displacement) community conditions and resident impact indicators.</p>
 <p>Administration Options</p>	<p>Partner with community partners (e.g., CAT, Unite Oregon, HAKI) to design and execute culturally-appropriate strategies such as hiring and training racially diverse and language-speaking residents to interface with renters, offering incentives for residents' participation.</p> <ul style="list-style-type: none"> ○ <u>Door knocking survey</u>: Identify a list of rental properties that received improvement resources. Select a sample of properties. Design a short survey (under 10 questions) and create a web-based version. Go door-to-door to survey residents. If no one answers, leave postcards with a URL requesting renters to complete the survey. Offer an incentive for completion. ○ <u>Round table conversations</u>: Partner with community partners to identify venues where renters are gathering in West Portland Park to integrate focus group-like discussions to gather feedback on renters' experiences. Apply best practices of scheduling conversations during convenient hours for renters, serving culturally-appropriate food, offering child care, reimbursing for transportation, and providing language interpretation services. ○ <u>Narrative, Visual, and Arts-Informed Inquiry</u>: Qualitative inquiry has evolved to include methods that afford participants greater agency and flexibility to contribute to research in a manner congruent with their lived experiences and cultural heritage. Some are particularly well-suited to groups learning English as a second language or who are living with low literacy. Examples include projects in which participants create photographs, drawings, paintings, collage, poetry/spoken word, video diaries, or performances to investigate research questions of interest to them. The results can then be shared out to build community engagement with key issues as a form of advocacy. In the case of a renter assessment, renters who live in rental properties that received resources to improve energy efficiency or maintenance could create representations of their experiences before, during, and/or after improvements.⁸
 <p>Frequency</p>	<p>Annually or Bi-Annually</p>

7 Assess Residents' Perspectives and Experiences

	<p>Purpose</p>	<p>Assess how and extent to which the Multicultural Hub is linking, bridging, and bonding people in the West Portland Town Center area and West Portland Park neighborhood as laid out in Table 5 - Social Connectedness resident impact indicators.</p>
	<p>Administration Options</p>	<p>Partner with community partners (e.g. CAT, Unite Oregon, HAKI) to design and execute culturally-appropriate strategies such as hiring and training racially diverse and language-speaking residents to interface with other residents, and offering incentives for residents' participation.</p> <ul style="list-style-type: none"> ○ <u>Shoulder Tap Survey</u>: Devise a sampling strategy for selecting people who participate in Hub services and events. Design a short survey (under 10 questions). Administer in-person survey at the Hub. ○ <u>Dot Survey</u>: Devise timeline on when to post posters in Hub with questions for people to respond with dots to close-ended questions and arts supplies for people to draw/write experiences to open-ended questions about social connectedness. ○ <u>Round table conversations</u>: Similar to description under item 5 above, collaborate with community partners (e.g., HAKI or Unite Oregon) to identify existing venues where residents gather to facilitate culturally appropriate conversations about social connectedness. ○ <u>Narrative, Visual, and Arts-Informed Inquiry</u>: Similar to the description under item 5 above, in the case of the Multicultural Hub, community members could create representations of their experiences with the hub. In this case, representations could be shared out to the community as part of Hub programming and/or presented as a scheduled or permanent exhibit, in addition to contributing to knowledge about the hub and identifying opportunities for improvement.⁸ ○ <u>Social media</u>: Collaborate with community partners to identify which social media platforms are most popular with which racial/ethnic groups. Design and post questions to gather feedback on social connectedness.
	<p>Frequency</p>	<p>Data collection may be ongoing. Reporting could be semi-annually or annually.</p>

MONITORING and INTEGRATION

Four actions are recommended to track indicator progress, interpret data, and adapt strategies for greater impact.



Monitor Indicators by Designing and Regularly Populating an Easy-to-use, On-line Dashboard.

Design a user-friendly, web-based dashboard that tracks indicators for partnerships and primary and secondary outcomes gathered from existing data sources or original methods that reports both quantitative (e.g., percentages, rates, demographics) and qualitative (e.g., quotes, images, video links) data. Include indicators measured by existing data sources for the chosen geographic catchment areas. Consider using free or low cost applications such as [Google Data Studio](#), [Microsoft Power BI](#), or Tableau's [Public](#), [Cloud](#), or [Server](#) options. See Appendix 5 for details on these applications. As data becomes available from existing and original data collection sources, populate the dashboard with information in real time. Consider training community partners on how to enter data they collect directly into the Dashboard.



Communicate Progress by Harvesting Success Stories. Capture salient community improvements and/or impacts on residents by creating visually compelling deliverables, such as with user-friendly graphic design applications like [Canva](#) and [Venngage](#). Videos can be posted on [Vimeo](#) or [YouTube](#). For health-related success stories, consider the [CDC's success story tool](#). Distribute success stories through community partners' communication channels (e.g., websites, newsletters, Facebook, Instagram).



Facilitate Learning and Sharpen Strategies by Engaging in Adaptive Action Sessions.

Regularly gather community partners and residents actively engaged in executing the Accelerator Plan's strategies to do the following. Consider meeting semi-annually or quarterly.

- Gain a collective understanding of the extent to which Accelerator Plan strategies are gaining traction (or not) by reviewing indicator data displayed in the on-line dashboard.
- Reflect upon factors driving or restraining the partner's abilities to execute the Accelerator Plan strategies and ways to adapt the strategies for greater impact.
- Agree upon critical actions, responsibilities, and timeline for executing them.

To achieve these objectives, consider applying [adaptive action](#) - a surprisingly simple and iterative process that focuses on three lines of inquiry.

- WHAT are the results of indicators?
- SO WHAT are the implications of these results for Accelerator Plan strategies?
- NOW WHAT adjustments are needed to make Accelerator Plan strategies more impactful?



Host Community Forums with the Larger Community to Reflect and Celebrate Progress While Generating Greater Momentum for the Accelerator Plan Strategies.

Facilitate community events where community partners and residents who are not actively involved in the Accelerator Plan implementation are invited. Share progress and challenges with implementation through artistic displays and interactive, dialogue-rich sessions so they can share reactions and brainstorm ideas for enhancing Accelerator Plan implementation.

APPENDIX

Appendix 1: References Cited in Evaluation Plan

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Appendix 2: Scan of Literature Sources

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Appendix 3: Master Indicator Matrix

Over 100 potential indicators across all outcome areas were identified through a scan of indicators with existing data sources. All potential indicators were compiled into a Master Indicator Matrix in [Google Sheets](#). The matrix includes 23 columns describing various aspects of each indicator. Filters are enabled to sort through the matrix as needed. Columns include information on:

- **Indicator:** Name of indicator
- **Priority Indicator (Y/N):** Indicator was selected for the evaluation plan
- **Outcomes (Y/N):** Indicator is a measure of primary and/or secondary outcomes
- **Data Information:** Name of data source, name of data owner, URL link to data, and a brief description of data available
- **SWC Housing Strategy or WPTC Health Equity Assessment Indicator:** Indicator was identified through the SW Corridor Equitable Housing Strategy or the West Portland Town Center Equity Assessment
- **Decision Criteria (Y/N):** Indicator meets or does not meet the seven decision criteria
- **Notes:** Other relevant notes about indicator and data source

Appendix 4: Partnership Assessment Tools

Four potential partnership assessment tools were identified for the purpose of assessing the structure and functioning of partners committed to implementing the Accelerator Plan. The following table provides details on the four tools.

Assessment	Organization	Description	Measures	Administration
Collaboration Factors Inventory	Amherst H. Wilder Foundation	40 item close-end questionnaire queries members (on 5-point scale) about several areas and calculates and interprets a collaborative score.	<ul style="list-style-type: none"> • History • Political and social climate • Mutual respect/understanding • Membership • Flexibility • Adaptability • Clear Roles/policies • Communication • Attainable goals • Sufficient funds • Effective leadership 	Online
Cross-sector Partnership Assessment	Living Cities	A 10-minute survey helps those engaged in cross-sector partnerships think through the development and progress of their partnership and provides immediate, tailored feedback, tools and resources to help partners get better results, faster. Living Cities developed the free Cross-Sector Partnership Assessment to help those engaged in cross-sector partnerships, particularly collective impact partnerships, understand how to best work with stakeholders to achieve dramatically results for low-income people in cities.	<ul style="list-style-type: none"> • Geographic Scope • Primary Focus Area • Operations (methods, length) • Collaboration with other partnerships with same focus • Structure • Results • Support/resources • Approach to achieving shared result • Stage of current operation • Problem-solving • Planning for work together • Progress towards shared results 	Online

Network Health Scorecard	Network Impact	Provides a basic network diagnosis of strengths and areas of growth.	<ul style="list-style-type: none"> • Network Purpose (3 questions) • Network Performance (9 questions) • Network Operations (7 questions) • Network Capacity (3 questions) 	Paper
Partnership Self-Assessment Tool	Center for the Advancement of Collaborative Strategies in Health	The Partnership Self-Assessment Tool is a questionnaire that various partners can complete to examine the strengths and weakness of the partnership. Answers can help guide organizations and individuals to make the partnership increasingly successful. The tool measures a key indicator of a successful collaborative process: synergy (partnership synergy). More information here .	<ul style="list-style-type: none"> • Synergy • Leadership • Efficiency • Administration and management • Non-financial resources • Financial and other capital resources • Decision-making • Benefits of participation • Drawbacks of participation • Satisfaction with participation 	Paper

Appendix 5: Dashboard Software Applications

Three potential dashboard software applications were identified for the purpose of documenting quantitative (as listed in Tables 1 and 2) and qualitative indicators. The following table provides details on these three applications.

Software	Organization	Cost	Description	Key Features
Google Data Studio	Google	Free* <i>*May need to pay extra to connect data to platforms outside of Google (i.e. integrating data from Supermetrics for Facebook Ads = \$49/month)</i>	Data Studio is a free tool that turns your data into informative, easy to read, easy to share, and fully customizable dashboards and reports.	<ul style="list-style-type: none"> • User-friendly interface • Shareable link (i.e. similar to sharing on other Google platforms like Sheets) • Connect data from over 660 other connectors, including Google Analytics, Google Sheets and Survey Monkey • Many options to visualize data • Many templates to build your dashboard from • Examples of community visualizations for inspiration • Embed report on any webpage • Collaborate with others on dashboard in real-time
Microsoft Power BI	Microsoft	Free Demo/Trial & Several Different Paid Plans Two plans recommended for real-time updates and collaboration: Power BI Pro = \$9.99/user/month (included with MS Office 365 Enterprise) Power BI Premium = \$20 per user per month	Microsoft Power BI is a web and cloud-based analytics and data visualization platform. It is available as a desktop or mobile application, with interactive reports, real-time dashboards and datasets that can connect to dozens of data sources. Power BI also features embedded visuals, trend identification, custom reports	<ul style="list-style-type: none"> • User-friendly interface • Wide range of visualizations (i.e. KPIs, maps, charts, graphs, R script visuals) that are attractive, intuitive and interactive visualizations • Drag and drop feature that makes it easy to add different visualizations to a report • Microsoft Excel integration (allows users to look at raw data behind a Power BI visualization) • Connect data from over 500 free connectors, including Google Analytics, Excel, cloud-based sources, SQL server databases • Receives upgrades from Microsoft every month

		<i>*Offer discounts to non profit organization through our Microsoft Partners</i>	and SQL Server Analysis Services.	<ul style="list-style-type: none"> • Embed report on websites or other apps • Data accessibility: All the data that you import from data sources and work with is stored in a centralized location. • Work together easily on the same data, collaborate on reports, and share insights across popular Microsoft Office applications such as Microsoft Teams and Excel
Tableau (Product options include: Public , Cloud , Server)	Tableau	<p>Free Trial and Several Plan Options for Teams/Orgs</p> <p>Tableau Viewer: \$15/user/month Tableau Explorer: \$42/user/month Tableau Creator*: \$70/user/month</p>	<p>Tableau Public is a free platform to explore, create and publicly share data visualizations online. With the largest repository of data visualizations in the world to learn from, Tableau Public makes developing data skills easy</p> <p>Note: Healthier Together Oregon (Oregon SHIP) used Tableau to design data dashboards</p>	<ul style="list-style-type: none"> • A platform for public (not private) data. Published visualizations are available for anyone to see online. • Tableau Public visualizations can handle millions of viewers. All infrastructure is managed by Tableau at no cost. • Resources and examples of how to apply the software across many industries, including Education and Nonprofits, Healthcare and Government • Real-time analytics • Intuitive Dashboard Creation and UX • Connect to a variety of data sources (and easily integrate with existing technology) • Role-based permissions • Simple sharing and collaboration • Mobile accessibility • Querying in natural language with ask data • Community support

Appendix E. Overview of Multicultural Hub Processes and Collaboration

Overview

This appendix synthesizes approaches taken and information gathered to inform the development of a potential multicultural hub in the West Portland Town Center (WPTC), as outlined in the WPTC Social Determinants of Health Accelerator Plan (WPTC SDoH Plan). Funding from the Centers for Disease Control and Prevention (CDC) supported convening a leadership team (LT) focused on housing stability and multicultural hub actions throughout the project and a subgroup of the LT advanced early actions related to the multicultural hub.

A major constraint related to a future multicultural hub is funding. In November 2020, regional voters rejected a bond measure that would have supported a new light rail line as part of a Southwest Corridor Light Rail Project. That project would have allowed for additional planning opportunities related to multicultural hub.

Outreach to Multnomah County Racial and Ethnic Approaches to Community Health Program (April 19, 2022):

BPS staff met with the program manager for Multnomah County's [Racial and Ethnic Approaches to Community Health \(REACH\) program](#). The REACH program, also funded by the CDC, focuses on advancing three primary strategies (Nutrition, Community Clinical Linkage, Physical Activity/Built Environment) and two cross-cutting strategies (Communications, Economic Development) to redress chronic disease burden and disparities among Black/African immigrant and refugees, infants, youth, adults, and elders. REACH's focus on health among the Black/African immigrant and refugee community provided an opportunity for BPS staff to gather ideas and best practices for a future multicultural hub that supports healthy outcomes for the existing population in WPTC and the West Portland Park neighborhood. The following themes emerged during the conversation between BPS and Multnomah County REACH staff:

Alignment between Potential Multicultural Hub Actions and REACH Program Strategies:

- Take a place-based approach that focuses on the WPTC's and West Portland Park's unique populations and existing conditions.
- Support and value teaching and preserving native culture/language of immigrants and refugees.
- Consider insulating for "immigrant effects" (i.e., within 5 years, immigrants' health declines to be more like African America counterparts).

- Nutritional considerations are needed to promote healthy food options, food pantry connections, and Muslim-specific food approaches.
- Health approaches must go *upstream* to address systemic health inequities.

Partnerships and Alignment with Existing Programs and Services:

- Support the provision of clinical services that align with the needs of the community.
- Partner with faith-based organizations and leaders.
- Connect with the existing Schools Uniting Neighborhood programs – Markham Elementary School, Jackson Middle School – to understand what collaboration opportunities existing, what needs have been identified, and which services are offered to the community.
- Offer chronic disease management classes.
- Leverage library infrastructure and services.
- Connect local food pantries with community needs.
- Provide referrals and information assistance related to the following housing issues: energy assistance, improving housing quality, rental supports/assistance (anti-displacement), multifamily options for communities of color, and homeownership opportunities.
- Support community connections that reduce isolation and enhance social connections.
- Stem anti-displacement by offering information about affordable housing options, climate-friendly approaches, and aging in place considerations.

Suggestions for Elements of a Future Multicultural Hub in WPTC

- Provide adequate and culturally-appropriate prayer space.
- Create an alcohol-, cannabis-, and tobacco-free environment.
- Offer violence prevention education.
- Utilize trauma-informed approaches that aim to cultivate healing.
- Increase opportunities and support for breastfeeding.
- Ensure signage is culturally appropriate and accessible.
- Focus economic development efforts on improving the lives of those living in the community (e.g., contracting with residents).

Advance Physical Activity through Physical Design of a Multicultural Hub

- Consider improving *safe routes* to everyday places (e.g., mosques).
- Encourage safe walking/biking.
- Address traffic fatalities.

Leadership Team Subgroup

In April 2022, a subgroup of the CDC SDoH LT – representatives from HAKI Community Organization, Community Alliance of Tenants, Neighborhood House, and BPS – met to discuss short-term and long-term approaches for accelerating a potential multicultural hub. All the organizations involved in the subgroup were previously involved in advocacy related to WPTC planning, and most were involved in advocating for a multicultural hub.

The group was formed during the CDC SDoH project timeline, after the entire LT determined the multicultural hub as a primary goal of the project, but before the final work plans for housing stability and social connectedness were finalized. At the initial sub-group meeting, participants expressed concern that waiting to plan and develop elements of the multicultural hub could harm progress toward the eventual hub so the group focused on planning an early pop-up event(s) that would inform and support the development of a permanent hub. The following approaches were agreed on during the LT subgroup meeting:

Siting and Concurrent Planning for a Temporary and Permanent Site

- Start by planning an event like a weekend fair (e.g., one-day pop-up event).
- Next step could include repeating the event as a seasonal or as a timed, episodic event.
- There is a need to concurrently plan for a permanent site for the hub while engaging in the early steps listed above.

Temporary Site Programming

- Provide space for diverse cultures and small businesses to sell items (e.g., spices, clothing, cultural goods, food).
- Gain attention with City Council and other elected leaders so they can see a multicultural hub.
- Focus on programming that can advance the site from temporary to permanent.
- Provide housing information and resources that support stabilizing households (e.g., energy and financial resources).
- Combine commerce activities with clinical care opportunities and social support services (e.g., TriMet Hop Pass sign-up).

Build a Case for Future Support

- A pilot project at a temporary site would allow for demonstrating successes and scaling the program in the future.
- Collect data from the community to help establish programmatic directions and build a case for future funding.

Additional Resources and Services to Consider

- SUN Schools: Markham Elementary School, Jackson Middle School, Portland Parks and Recreation facilities (e.g., Holly Farm Park).
- Farmer's Market in Hillsdale Neighborhood.
- Clinics: Only private clinics known.
- Recreational centers: Multnomah Arts Center, Southwest Community Center, Gabriel Park, Mittleman Jewish Community Center, Multnomah County Library – Capitol Hill
- Neighborhood House programs (education, anti-poverty, and senior support services).

Exploring Potential Government Service Vendors

- Multnomah County: Aging, Disability, Veterans Services Division, REACH program, and weatherization and home modification programs.
- State of Oregon: Oregon Health Authority's Older Adult Behavioral Health program.
- City of Portland: Parks and Recreation, Portland Clean Energy Benefits Fund.
- Mobility and transportation: TriMet, Ride Connection.

Leadership Team Subgroup Proposed Actions:

Build out the scope and details for multicultural hub elements and building program:

- Review plans and directions for the other multicultural centers and hubs with BPS and Prosper Portland staff.
- Detail local and nonlocal examples of similar markets.
- Explore business models, especially for culturally-specific markets (e.g., Portland Mercado, Rockwood Market Hall, Asian Health & Service Center, NAYA).
- Explore the Community Investment Trust model being considered in Southwest Equity Coalition meetings.
- Continue to define programmatic directions that can assist with partnerships and funding (e.g., create a vision statement, collect information from existing plans, develop a one-page information sheet with plan vision/details
- Begin to develop business model/building program (e.g., ownership options, sources and uses of funding).
- Determine additional engagement needs with the community, architects, etc.

Explore temporary site options:

- Determine pop-up financial supports, site(s), and date(s).
- Partnership cultivation with the County, City, Portland Community College, local schools and faith-based institutions, and health clinics.
- Determine vendor types and compile contact list.
- Develop evaluation plan.

- Plan programmatic elements of a pop-up events, including microenterprise and economic development approaches, educational provisions, and options.
- Tour temporary site locations (e.g., near HAKI offices, Neighborhood House, Holly Park Farm).
- Support community engagement activities with Unite and consider findings when available.
- Begin engaging with sites to explore options.
- Explore opportunities for clinical integration.

Advance permanent site location:

- Site analyses of potential permanent sites.
- Exploration of alternatives and duplication from other projects (e.g., REACH CDC Tigard Triangle international market proposal).
- Barbur Transit Center was an initial option when light rail was a possibility; now, group needs to consider the universe of possible sites, including Library, Metro site at the Inn, etc.
- Early building elements under consideration: Microenterprise opportunities, meeting rooms, incubator space, nonprofit offices, farmer’s market, educational spaces, faith-based opportunities, culturally-specific programming.

Pop-up Site Tour Notes (July 29, 2022)

Members of the LT subgroup went on an afternoon site tour in the West Portland Town Center and West Portland Park neighborhoods to explore options for a pop-up event(s) that could serve as a precursor to a permanent multicultural hub. The following notes captured the tour activities:

Itinerary

- Meet at HAKI Community Organization office
- Drive to sites (heat conditions required driving for safety)
 - Holly Farm Park
 - Multnomah County Library – Capitol Hill
 - Markham Elementary School
 - Jackson Middle School (school in session)
 - Masjid As-Saber Mosque
 - Barbur Transit Center site

Tour highlights

- HAKI’s office is in a commercial development that includes parking spaces (surface lot and underground parking) that could serve as a location for a pop-up event. The underground parking could be used during inclement weather.
- Holly Farm Park and Multnomah County Library are adjacent to one another and offer a possible site for a pop-up event. These sites could be used during warmer, drier weather. Portland Parks

and Recreation should be contacted to see if fee waivers/reductions are possible based on the equity outcomes assumed by the project.

- Markham Elementary and Jackson Middle School are both [Schools Uniting Neighborhoods \(SUN\) Community Schools](#), which service as “full-service neighborhood hubs where the school and partners from across the community collaborate to ensure kids and families receive vital SUN Service System initiatives and services to help them be successful in school and in life”.
- The Barbur Transit Center remains a potential location for a permanent multicultural hub. If the site is selected it will be important to work with partners locally and at the state to ensure the more equitable outcomes, including considerations for co-locating housing with a future hub.
- Masjid As-Saber Mosque is the largest mosque in Portland and is an important institution in the neighborhood and the region. The community has noted its important and has, in the past, called for housing stability near the mosque. A second mosque associated with the Ahmadiyya Muslim Community was not open and was not identified as an immediate partner opportunity.

Unite Oregon’s Community Engagement Results

Unite Oregon supported the CDC-funded WPTC SDoH Plan through additional community outreach and engagement. This work built on previous community outreach completed by HAKI and Neighborhood House. Focus groups, a survey, and community conversations were conducted to better understand elements and directions of the future center. Survey results highlighted the following priorities for a temporary multicultural hub:

Highest Rated #1 Priorities for an Immediate Temporary Multicultural Hub:



32%

**Fresh
Foods**



23%

**Medical
Clinic**



16%

**Education and
Information
Sharing**



15%

**Child
Care**

Unite Oregon also asked questions in the survey related to the most important services and aspects of a permanent multicultural hub. The top-10 responses from the community included: (1) Medical clinic services (54 percent); (2) safe walking/rolling environment (50 percent); (3) alcohol and cannabis-free spaces (43 percent); (4) programming that supports the preservation of immigrant and refugee culture (39 percent); (5) spaces for breastfeeding parents (37 percent); (6) safe biking environments (36 percent); (7) prayer space and faith-based services (35 percent); (8) tobacco-free spaces (33 percent); (9) small business supports and education (28 percent), and (10) information about energy assistance and ways to reduce utility costs (27 percent).

Arab American Cultural Center of Oregon Arab Mahrajan Festival Notes (September 4, 2022)

HAKI Community Organization suggested that the multicultural hub subgroup attend the 11th Annual Arab Mahrajan Festival in September 2022, to gather information about operating a one-day intercultural event with cultural activities, food, and a variety of vendors (textiles, educational, government and nonprofit services).

The event was coordinated by the Arab American Cultural Center of Oregon (AACCO), a nonprofit cultural center dedicated to the preservation and promotion of the heritage of Oregon's diverse Arab-American community. Bureau of Planning and Sustainability staff attended with HAKI leadership and volunteers to learn about event coordination and set-up. BPS staff visited all of the tables (vendors selling goods and offering information on services) and collected contact information for all the tables visited. Additionally, AACCO leadership provided information for follow-up advice and almost all non-food vendors expressed interest in attending a multicultural hub pop-up event in 2023. Conversations with vendors that were selling goods also led to helpful input for future pop-up events, including:

- New vendors were interested in advice on marketing, including marketing before an event as well as setting up booths to facilitate the sale of goods and increase customer viewing of sellable items
- Although one vendor has years of experience in selling hand-woven Berber carpets, his business was not yet profitable; however, he felt that he was helping to preserve culture by selling goods made by merchants in Northern Africa and intended to continue strengthening his business, including attending a future multicultural hub pop-up.
- The following service-focused vendors expressed interested in joining a future multicultural hub pop-up:
 - Multnomah County Aging, Disability and Veterans Services Division
 - Oregon Department of Justice Civil Rights Unit
 - Portland Community College's Community Legal & Educational Access & Referral program

Metro's Southwest Corridor Equitable Development Pilot Project Grant

Metro, the regional government of which Portland is a part of, released a [request for applications](#) for community-driven projects that prepare residents and business for the changes and opportunities a new light rail line or other investments would bring to the Southwest Corridor.

HAKI Community Organization was awarded \$127,000 by Metro to coordinate a pop-up event in 2023 that will support multicultural community gatherings, social connectedness, small business and entrepreneurial supports, and community health resources. The pop-up event will support the future

planning and development of a permanent multicultural hub in the WPTC. The following summary of work was provided by HAKI as part of the final grant proposal (edited for brevity and clarity):

After many years' worth of community input and engagement as part of the WPTC Plan and a partnership with the BPS through a CDC grant, HAKI has learned that it is critical for the future health and resilience of the community that we create spaces to build authentic connections amongst individuals and organizations, actively work to establish anti-displacement efforts to preserve housing stability, and create or offer workforce development to strengthen the employment opportunities community for members. One of the objectives of the draft plan resulting from the CDC grant is to plan and program a pop-up event(s) to refine a business model for a permanent multicultural hub.

HAKI has engaged with the funder (Metro) and City of Portland partners (BPS, Prosper Portland) to explore directions and finalize the grant scope and amount. As part of this dialogue, [My People's Market](#) has become a suggested model to review and learn from, including how the Market will conduct a feasibility analysis that HAKI can learn from, so that it can apply those lessons-learned in building a business model and, potentially in the long run, securing a location and funding for a permanent multicultural hub. Additionally, ECONorthwest will work with HAKI Community Organization under a contract with Metro to highlight best practices related to a potential multicultural hub, and to assist in developing a business model for future use.

In late 2022, BPS staff will work with HAKI to develop a list of vendors who can be approached to participate in a pop-up event. In 2023, BPS staff will support HAKI and other community partners in advancing multicultural planning as part of WPTC implementation and through Southwest Equity Coalition collaboration. Prosper Portland and other partners should be part of wider multicultural hub planning effort that focuses on planning, development, implementation, financing, and garnering support for a future multicultural hub.