



# **East Portland Action Plan (EPAP)**

**Update:**

## **Fiscal Year 2016 - 2017 Strategic Priorities and Involuntary Displacement Prevention Recommendations**

### **Operations Committee**

The East Portland Action Plan (EPAP) Operations Committee has held one-on-one meetings with staff and: City of Portland Mayor Hales and Commissioners Fish, Fritz, Novick, and Saltzman and presented an Annual Report Ordinance on May 5, 2017 to the Portland City Council. In each session, the following Strategic Priorities were explained and stressed:

- **A. Set a goal that East Portland attains parity with other parts of the city in public facilities and capital spending; encourage prioritization of projects in East Portland. (EQ.1.4 and EQ.3.2)**
- **B. Institutionalize geographic mapping of City spending. (EQ.1.1)**
- **C. Develop a Quadrant Plan for East Portland. (EQ.1.4)**
- **D. Fund EPAP advocacy until the Action Plan is implemented: Advocate position, projects, and operations. (EQ.1.5, EQ.3.1, CB.1.5, and CB.2.1)**

In addition:

- EPAP Operations met one-on-one with staff and: Multnomah County Chair Kafoury and Commissioners McKeel, Shiprack, Smith, Stegmann, and Vega Pederson; and METRO Councilors Chase, Craddick, and Stacey to advocate for:
  - **A. Set a goal that East Portland attains parity with other parts of the city in public facilities and capital spending; encourage prioritization of projects in East Portland Multnomah County.**



- EPAP representative to the Citywide Budget Committee has advocated for:
  - **B. Institutionalize geographic mapping of City spending.**
- EPAP representative to the Planning and Sustainability Commission has advocated for:
  - **C. Develop a Quadrant Plan for East Portland.**



## **Civic Engagement Subcommittee**

### **Strategic Priorities:**

**E. Engage ethnic communities in neighborhood activities; provide overhead funding for translation/language and childcare services to remove barriers and improve messaging and invitations. (CB.1.2)**

- Civic Engagement Subcommittee members Adriana Govea, Emily Larraga, and Natalia Sobolevskaya represented EPAP on the City of Portland Office of Neighborhood Involvement (ONI) Budget Advisory Committee.
  - With their active advocacy, ONI established \$100,000 in accommodations funding in the fiscal year 2017 – 18 Budget.
- Civic Engagement Subcommittee members met with staff from the City of Portland Office of Equity and Human Rights to advocate for and provide input into development of a program for overhead funding of translation/language and childcare services.
- Civic Engagement Subcommittee and Operations Committee members have met with the Mayor and City Council members to advocate for overhead funding for interpretation, translation, childcare, and transit assistance.

**F. Increase funding and technical assistance for organizations that desire to establish (two new ethnicity/languages every two years) or to strengthen existing ethnically-based Community Health Worker (CHW) programs. Establish racially and ethnically representative community oversight of Community Health Worker programming. (EC.4.4 and SN.6.2)**

- EPAP Civic Engagement Subcommittee members from the following racial/ethnic communities actively support the above Community Health Worker expansion priority: Latino/Hispanic/Mexican American, African American, African, Native American, Slavic, Iraqi, Zomi, Myanmar/Burmese, Chinese, Vietnamese and Tongan.
- EPAP Civic Engagement Subcommittee had a series of meetings with Multnomah County Health Department, Multnomah County Health Department Capacitation Program, Oregon Community Health Worker Association, Oregon Community Health Worker Research and Education Consortium, and Oregon Public Health Institute. All the above voiced their support for the above Strategic Priority.



- EPAP Operations Committee members stressed this Priority when meeting with Multnomah County Chair Kafoury and Commissioners Smith, Stegmann, and Vega Pederson. Commissioner Smith requested more information and a specific proposal. The following was provided:
  - EPAP responded to Commissioner Smith's question: What is the fiscal need to expand the Community Health Worker program to address the following EPAP 2017 Strategic Priority set by the EPAP Civic Engagement Subcommittee?
    - EPAP worked with the Multnomah County Health Department Capacitation Program to respond: \$100,000 will provide 1 FTE and operational costs for ethnic/language-specific curriculum development and two (2) culturally/language-specific 90-hour trainings for 25 people a year. This not only provides for more inclusive dissemination of health information and service, but the training has significant potential to lead to accreditation and living wage employment for those trained.
  - The above proposal was also shared with Chair Kafoury and Commissioners Stegmann and Vega Pederson.
- Though the Multnomah County Health Department Capacitation Program was not funded an additional \$100,000, staff made a commitment to the EPAP Civic Engagement Subcommittee to add one (1) new language and culturally-specific training and to work with Civic Engagement to identify the language/culture to be supported
- The EPAP Civic Engagement Subcommittee encouraged the Oregon Public Health Institute BUILD program to pursue the integration of Community Health Workers in the project, and to encourage the integration of CHWs in the practice of their health industry partners.
  - The BUILD project hired two Community Health Workers to support the Powellhurst-Gilbert neighborhood-based project: the CHWs are bilingual with capacity in English, Spanish, and Vietnamese.



## **Economic Development (EcDev) Subcommittee**

### **Strategic Priorities:**

#### **J. Connect East Portland residents to family-wage employment outside of the area by identifying and removing barriers, such as limited transportation options (EC.4.5 and T.1.2)**

- Worked with Corky Collier at Columbia Corridor (CC) to advocate for transit from East Portland to CC. Kem Marks is speaking with Corky to find collaboration for mutual targeted benefit for businesses along Columbia corridor and residents in E. Portland.
  - Advocated for and fostered development of new North-South line along 162nd Ave and got development moved up to March 2018.
  - Community meetings were held at The Rosewood Initiative to address frequency and headways for 162<sup>nd</sup>; EPAP sent advocates.
  - Kem met with Mayor Wheeler, Commissioner Vega Pederson, Commissioner Stegmann, and City of Gresham folks to discuss transportation-related issues such as additional sidewalks, crosswalks related to 162nd line to make it a feasible travel option and garner support in drafting route. Kem is working with community organizations (Rosewood and EPAP) to speak with TriMet about businesses along route, shift schedules, employee commute patterns.
- This year, EPAP Operations advocated at every meeting with elected officials to increase N/S Service to the Columbia Corridor.
- EPAP EcDev Committee members and Planning & Sustainability Commissioner Andre Baugh advocated for the Division Transit Project Memorandum of Understanding (MOU) to include the addition of North/South bus service on 148<sup>th</sup> and 162<sup>nd</sup>. City Council directed Portland Bureau of Transportation (PBOT), Portland Housing Bureau (PHB), Metro, and TriMet to include this in the MOU.
  - The MOU has not been finalized, in part because EPAP had other reasons that lead us not to sign and Division Midway Alliance withdrew their signature for the same reasons.



**K. Maximize East Portland's economic benefits from public projects.**  
(E.C.1.4, EC.2.3, EC.4.2, CM.1.2, CM.1.3, CM.2.3, and CM.2.7)

- EPAP members reviewed Metropolitan Alliance for Workforce Equity (MAWE's) Community Benefits Agreement (CBA) report and advocated to City Council to support MAWE's CBA model.
- EPAP Operations advocated with City Council members to adopt the CBA model. We met with pushback from some Council members, but have shared the success of the Water Bureau's CBA project.
- EPAP advocated on two East Portland Parks projects that resulted in a Community Benefits Plan that includes a local hiring.
- EPAP EcDev & Housing Subcommittees reviewed and provided extensive input via letter and track changes suggestions to the City of Portland Office of Equity's "Community Equity & Inclusion Plan" (CEIP) that deals with Community Benefits.
  - Necessary changes were not made to the document considered by City Council. Jo Ann Hardesty presented testimony and the EPAP recommendations at City Council.
  - City Council did NOT accept the CEIP document as presented by the Office of Equity and Human Rights. EPAP will continue active advocacy for inclusion of our recommendations.
- Kem Marks is on the Community Advisory Committee for the Division Transit Project. He advocated for local, women, and minority hiring and purchasing and Community Benefit Agreements.

**L. Promote catalyst workforce development projects in East Portland; partner with the Neighborhood Prosperity Initiatives (NPIs) and other urban renewal and economic development efforts to bring living wage jobs to East Portland.** (EC.4.2, EC.4.4, CM.1.2-3, and CM.2.7)

- Portland Development Commission (PDC) submitted a narrative of each NPI's annual updates.
- "Developing Prosperity In East Portland – Portland Development Commission with Neighborhood Prosperity Initiatives" presented an



EPAP Municipal Partnership Project Update at the February EPAP general meeting.

- EPAP has had representation on the Gateway Discovery Park adjacent project, which includes a Mixed Use/Income complex with retail on the ground floor and mixed income housing on the top floors. The contractor has requested additional Tax Increment Finance (TIF) funds for the project.
- NPIs and Main Streets have developed a unified advocacy strategy for elected officials. The strategy is designed to bring sustainability to NPIs through additional funding and an increased sphere of influence among City, County & Metro. For example, they are collectively looking for ways to trigger that System Development Charge (SDC) fees in developments in NPI areas stay in the area of the developments, such as recently occurred in Cully.
- EPAP advocated for the need to stop remonstrance, which exempts developers from putting in sidewalks on new developments because there are no sidewalks surrounding it and supposedly charging them later, which never happens. SDC funds tend to be used for infill sidewalks, but not extensive sidewalk projects. Getting this infill enhances walkability to local business districts.
- Oregon Solutions is involved with a Lents job creation project linked with the Lents Flood Plan. There is a large risk of displacement due to cost of flood insurance. The floodplain area has potential to bring employment by developing land to bring jobs to the area. It will take 1-2 years to develop a 10 - 20-year plan for the area.
- Jade and Division Midway Alliance developed a partnership with SE Works on a workforce development project.

**M. Establish the “Gateway Education/Economic Development Center.”** (EC.2.3, EC.4.1-.4, L.3.2, L.6.3, CM.1.2-.4, CM.2.4, and CM.2.7)

- At the December 2<sup>nd</sup> EPAP general meeting, Mayor Ted Wheeler was speaking about the need for “upstream” types of programming that were identical to what the Gateway Education/Economic Development Center (GEEDC) will provide. Hongsa Chanthavong verbally advocated to the Mayor for the GEEDC and EPAP provided



copies of the GEEDC paper and feasibility study to Mayor Wheeler's staff during the meeting and emailed it following the meeting. This priority has also been a focus of advocacy issues when meeting with elected officials.

- Some of the members of the original advocacy group have re-grouped due to the potential for moving this project forward with the new Mayor (e.g. Parkrose School District, Mt. Hood Community College, IRCO, Hazelwood Neighborhood Association, EPAP EcDev, and Katie Larsell with the Planning & Sustainability Commission). David Douglas School District and Human Solutions remain supportive, but not active at this time. Impact Northwest has joined the active advocates. The local Work Source manager has been apprised of this advocacy and he sees a place for the Work Source program.
  - Bobby Lee with Prosper Portland attended the EcDev Subcommittee; the focus of discussion was the GEEDC.
  - EcDev members met with staff of the National Community Reinvestment Coalition (NCRC). EPAP members will be sent to the NCRC Portland Summit.
  - A GEEDC meeting was held with Mayor Wheeler:
    - Next steps: Mayor Wheeler will involve Prosper Portland.
    - The City's role will be to convene all the major players to develop the Gateway Education and Economic Development Center.
    - In the past, one major roadblock to developing the Gateway Education and Economic Development Center was lack of funding, both for building the project and for providing programs. With Measure 98 passed, schools will have funding to provide vocational training, and we can take advantage of New Market Tax Credits (information from Carl Talton and Arlene Kimura) and community reinvestment to build the Gateway Education and Economic Development Center (information from the NCRC).
- This year, EPAP Operations advocated at every meeting with elected officials to develop the Gateway Education/Economic Development Center.



## **Involuntary Displacement Prevention Recommendations:**

### **Living Wage Provisions**

- Gateway Education/Economic Development Center.
- The Jade District, through APANO, advocated for \$15/hr. livable wage and asked local business to do same. EPAP advocates for similar \$13/hr. wage.

### **Local hiring**

- See "K" above for Community Benefit Agreement (CBA) advocacy.

### **Minority contracting**

- See "K" above for Community Benefit Agreement (CBA) advocacy.

### **Commercial Stabilization and Commercial Rent Stabilization:**

- Rosewood is doing an appreciative inquiry and will survey electeds, businesses and community members to assess what is useful tools for stabilization.
- An EPAP grant submission was made for a Slavic business event aspiring to develop a business association, similar to work that EPAP funded for development of a Lao businesses association. The project was not chosen for EPAP funding, but the application was forwarded to Commissioner Nick Fish's office to encourage them to advocate for Venture Portland expansion of service to language and cultural-specific communities, much like what is done by the Office of Neighborhood Involvement with the Diversity Community Leadership program.

### **Community Reinvestment Act (Take advantage of hospital and banks requirements for community reinvestments)**

- See "M" above for work with National Community Reinvestment Coalition (NCRC).
- EPAP Civic Engagement Subcommittee is meeting with Oregon Public Health Institute staff to advocate for investment in training Community Health Workers in additional language and cultural-specific ways. OPHI is currently convening health industry representatives and addressing this with their BUILD project targeting Powellhurst Gilbert.



## **Transit Oriented Development (TOD)**

- Kem is working with Metro bringing more TOD dollars to East Portland.
- Jade District is working to coordinate people from East Portland to fill affordable housing units for the Jade APANO Multicultural Space redevelopment (JAMS).

## **Community Benefit Agreements**

- See "K" above for Community Benefit Agreement (CBA) advocacy.
- EPAP has advocates that all government funded developments in East Portland include local and minority and women hiring and procurement.
- Port of Portland came to an EcDev Subcommittee meeting to discuss potential of CBAs on Port projects.



## **Housing Subcommittee**

### **Strategic Priorities:**

#### **N. Establish policy and practice that balances regional affordable and American Disabilities Act (ADA) accessible housing supply and promotes fair share across Portland. (EQ.2.1)**

- Advocacy for Inclusionary Zoning (IZ) program in Portland – Testified at City Council and sent letters of support for IZ to the Mayor and Commissioners.
- Operation Committee members met with City of Portland Mayor and Commissioners and Metro Commissioners Stacey, Craddick and Chase to advocate for fair share of affordability housing dollars for East Portland and housing affordability across the region.
- Actively supported the City of Portland Housing Bond and advocates for East Portland to receive fair share (28%) and equity.
- Two (2) Housing Subcommittee members applied to serve on Housing Bond oversight committee. Frieda represented the Housing Subcommittee on the City of Portland Housing Bureau (PHB) Stakeholders Advisory Group (SAG) for the Housing Bond to develop a framework for funding decisions and to advocate for balanced affordable housing throughout the city. PHB's numbers for new production of affordable housing in East Portland increased in 2017, in part, due to EPAP advocacy: 23% of 2016 – 17 affordable units are in East Portland. Human Solution secured money from PHB for the Gateway Discovery Park location.
- City of Portland Geographic Budgeting Mapping was completed and Nick Sauvie developed an equity statement to be used to advocate for enhanced funding for affordable housing in East Portland.
- State legislators representing East Portland attended a Housing Subcommittee meeting and discussed housing legislation being introduced and how best for the Housing Subcommittee members to advocate for this Strategic Priority.



**O. Increase opportunities for sustainable moderate income and minority home ownership. (SN.2.1and SN.2.2)**

- Partners of Affordable Homeownership, which includes Habitat for Humanity, Proud Ground, African American Alliance for Homeownership, and Hacienda CDC joined the Housing Subcommittee to provide direction on homeownership advocacy.
  - The Housing Subcommittee approved by full consensus a proposal they presented.
  - The general EPAP approved the proposal by full consensus: to advocate homeownership opportunities for moderate, low-income, and people of color.
  - The Housing Subcommittee advocated for home ownership with testimony and initiated a letter sent by the full EPAP to the Mayor and City Council members.
  - Frieda testified in support of the proposal and letter on behalf of EPAP at City Council.
  - John testified in support of the proposal and letter on behalf of EPAP at a City of Portland Budget Hearing.
  - Frieda, as the EPAP Representative to the Citywide Budget Committee, advocated in support of the proposal and letter content.
  - EPAP Housing Subcommittee partners advocated during the State Legislative session in Salem for funding of home ownership.

**P. Fund a housing rehabilitation program for East Portland to improve the safety, appearance, and affordability of existing housing stock. Involve the East Portland Action Plan Housing Subcommittee in the development of the program. (HD.2.3)**

- Housing Rehabilitation program – the Housing Subcommittee worked on the rehabilitation program details with Portland Housing Bureau (PHB).
- 2/3rds of the \$1.50 million per year funds for East Portland Rehabilitation Housing Program were eliminated from the City of Portland Fiscal Year 2017/18 budget.



- The EPAP Housing Subcommittee sent an advocacy letter for approval of the program and reinstatement of the intended funds to City Council and the Director of the Housing Bureau.
- John testified to support full funding for the Rehabilitated Housing Program in East Portland to City Council.
- 2/3<sup>rds</sup> of the funding intended originally for the East Portland Rehabilitation Program funds were reallocated to work on a city-wide rental inventory.

## **East Portland Involuntary Displacement Prevention Recommendations:**

### **Rent Stabilization and Just Cause Eviction (JCE), Code Enforcement, and Renter Education**

- Frieda, John, and Teresa went to the State Legislature in Salem to promote both items with various legislators. John had delivered and EPAP advocacy letter to each State Senator office.
- Operations Committee members met with government electeds and staff to discuss Strategic Priorities and East Portland Involuntary Displacement Recommendations: City, County, and Metro.
- State Legislators attended an EPAP Housing Subcommittee meeting to discuss how we could help advocate for these legislative items.
- Frieda and Kem advocated for lifting the ban on Rent Control and for tools to implement Just Cause Eviction at a Town Hall sponsored by Representatives Reardon and Hernandez and Senator Monroe.
- Teresa advocated for lifting the ban on Rent Control and for tools to implement Just Cause Eviction at a Town Hall sponsored by Representative Keny-Guyer and Senator Dembrow'.
- Various EPAP Housing Subcommittee members send emails, met one-on-one with legislators, and made telephone calls to support rent stabilization and just cause eviction.



EPAP Operations actively advocated for the following at meetings with City, County and Metro elected officials, in addition to the additional referenced advocacy.

### **Community Benefits Agreement (CBA)**

- See the Economic Development Strategic Priority "K" and Community Benefit Agreement (CBA) statement of advocacy above.

### **Anti-Displacement Impact Analysis**

- Frieda advocated for this recommendation at the City of Portland Housing Bureau Stakeholder Advisory Group (SAG).

### **Housing Acquisition Rehabilitation to Insure Affordability**

- See Strategic Priority "P" above.
- The EPAP Housing Subcommittee worked jointly with the EPAP Economic Development Committee on advocacy for Community Benefits Agreements on the High Capacity Transit Project on Division.

### **No Net Loss**

- Frieda said Mayor Wheeler and Director Creager plan to develop such a renter inventory, which is the precursor to a No Net Loss policy.

### **Broadening Homeownership and Cooperative Ownership**

- See Strategic Priority "O" above.

### **Owner-Occupied Homeownership Retention for People with Low-Income**

- EPAP Operations Committee advocated with Multnomah County Commissioners Smith and Stegmann to educate Multnomah County staff who work with seniors across all departments as to current programs available to assist them in keeping in their homes.

### **Inclusionary Zoning (IZ)**

- See Strategic Priority "N" first bullet above.



# **PARKS**

## **Strategic Priorities:**

### **Q. Implement existing Park master plans: Parklane and Clatsop Butte. (P.2.1, P.2.2, P.2.5, and P.2.7)**

- \$6 million of Systems Development Charge (SDC) funds have been allocated to begin implementing the Parklane Master Plan.
- Luuwit Park and Gateway Discovery Park master plan implementation has begun.
- Master plans for Mill Park, Midland Park, and SE 150th and Division Park are almost completed.

### **S. Complete planning/design work for Gateway Green park. (P4.4)**

- Portland Parks and Recreation (PP&R) committed \$2 million of Systems Development Charge (SDC) funds to Gateway Green, assuring the full match amount needed to get the Metro Nature In the Neighborhood (NIN) grant awarded.
  - PP&R and Friends of Gateway Green (FoGG) negotiated an agreement with Metro for the park to be constructed in phases over a period of four years (instead of three), starting with the construction by FoGG of several off-road bike features.
  - FoGG started construction in Oct 2016, using the funds raised in their crowdfunding campaign plus several foundation grants. They held their first event on June 21<sup>st</sup>. More than 1,000 people attended; including many youth.
  - PP&R and FoGG will engage the public in the final design process, which will lead to final engineering drawings. PP&R will take responsibility for the rest of the construction starting in July 2017.



## **TRAILS**

**R. Connect Lava Dome areas to begin "Forest Park East" trail. (NA.3.3; NA.4.1; and P.5.1)**

- The EPAP has advocated with Metro Councilors Chase, Craddick and Stacey.
- The EPAP Trails Representative attended the Metro quarterly trails meetings.
- Property availability research has been done with City of Portland Bureau of Transportation and Environmental Services.



# **TRANSPORTATION**

## **Strategic Priorities:**

**G. Fully fund the “East Portland In Motion” (EPIM) strategy, including the 130s and 4M greenway projects. Develop an EPIM 2 plan using Safe Routes to School as a priority criteria (NA.1.3, T.2.2, T.3.3, T.3.6, T.4.7, T.6.2, T.6.5, T.7.1, and T.7.2)**

- East Portland Land Use and Transportation worked on a detailed analysis of projects Portland Bureau of Transportation has completed to date and compared it to a document that PBOT shared, which also identifies plans for implementation. This analysis and check system positions us to identify advocacy priorities and potential EPIM II projects.
  - \$12,703,655 has been budgeted for Sidewalk Infill – Type 1 (existing curb & stormwater). There are 23 East Portland identified projects: 11 are completed; 3 are scheduled for 2017 build; 3 are scheduled for 2018 build; 1 is in the design phase.
  - \$7,503,000 has been budgeted for Sidewalk Infill – Type 2 (curb & stormwater not present). There are 13 East Portland identified projects: 4 are completed; 2 are scheduled for 2017; 7 are unfunded at this time.
  - \$425,000 has been budgeted for Crossing Improvements (associated with sidewalk projects). There are 7 East Portland identified projects: 6 are completed and 1 is not recommended for improvements at this time.
  - \$2,163,250 has been budgeted for Crossing Improvements (funded by ODOT, Metro, or others). There are 5 East Portland identified projects: 4 are in design and 1 is scheduled for build in 2018.
  - \$497,000 has been budgeted for Crossing Improvements (at multi-use trails): There are 3 East Portland identified projects: 2 are completed (one was included in an above sidewalk project) and 1 is to be built in 2018.
  - \$749,000 has been budgeted for other Crossing Improvements: There are 7 East Portland identified projects: 2 have been constructed and are included on other project lists; 1 is scheduled for construction in 2017; 2 are scheduled for build in 2018; 1 is scheduled for build in 2019; and 1 is unfunded.



- \$6,416,500 has been budgeted for Neighborhood Greenways. There are 10 East Portland identified projects: 1 is scheduled for construction in 2017; 4 are scheduled for construction in 2018; 1 has a Bureau of Environment Services partnership with Portland Bureau of Transportation; and 3 are unfunded.
- \$283,500 has been budgeted for Separated In-Road Bikeways. There are 5 East Portland identified projects: 3 are scheduled for construction in 2018; Bicycle safety Improvement at unidentified intersections will partially be addressed by the funding for intersections on Outer Division; and 1 is unfunded at this time.
- \$250,000 has been budgeted for Bicycle Parking. There are 3 East Portland identified projects: 1 East Portland Bike & Ride project was grant awarded and Tri-Met is the lead; 1 project was partially addressed by Jade District bike parking; and 2 projects remain unfunded.
- There are 5 Trails identified projects: 1 Sullivan's Gulch Trail project 82<sup>nd</sup> to I-205 has been submitted for \$3,377,000 through a grant submission. This project is not within the East Portland borders, but is seen as related because it connects to the I-205 Multi-Use Path; and 3 other East Portland identified projects are unfunded.
- \$28,655,597 has been budgeted for Roadway Improvements with support lead by agencies other than the City of Portland. There are 7 East Portland identified projects: 2 have been completed; 1 is owned and funded by ODOT; 1 for Powell Blvd. Improvements was partially funded by the State Legislature for \$17,000,000 with \$3,000,000 for additional East Portland roadway improvements and this segment is to be built in 2018; Multi-bureaus have contributed to Local Improvement Districts on 3 roadways; and 2 are unfunded.
- \$5,878,416 has been budgeted for Programs. There are 13 East Portland identified projects: 6 are funded with annual programmatic budgets starting in 2018; 1 was funded with a grant award and the necessary Intergovernmental Agreement has been signed; and 5 have not identified funding.



**H. Fund the “Outer Powell Conceptual Design Plan”; make improvements to Powell Boulevard (US 26) east of I-205 a regional priority. Add cycle-track or separated bike lanes to the project design. (T.4.1, T.4.2, and T.4.15)**

- Due to EPAP and Representative Fagan advocacy, Powell from 122nd to 136th is currently in design with improvements funded (\$17 million) and scheduled for the summer of 2018.
  - EPAP had full consensus and submitted a letter co-signed by all but one of the East Portland State Representatives and Senators to advocate for a change to the design that would elevate the south-side bike lane for enhanced safety and economic development street-scape appearance.
- EPAP advocated to seek federal TIGER funding again.
- The State of Oregon Transportation 2017 – 18 Budget includes \$110 million to improve Outer SE Powell (this will fund the remaining unimproved segments).

**I. Prioritize East Portland pedestrian projects that: increase crossing safety on major arterial roadways; connect to transit, neighborhood schools, and/or are concurrent with new developments. Annually add 15 additional rapid-flashing beacon pedestrian crossings and 15 intersection signal changes with red-light cameras. (T.1.7, T.2.2, T.2.3, T.2.4, T.2.5, T.5.3, and T.6.2)**

- Due to the unfortunate designation as a high crash corridor, East Portland continues to have more pedestrian fatalities. Speed camera are scheduled for installation on 122nd, Division, Halsey and Foster in 2017. Further, additional red-light cameras are also being installed, along with more frequent rapid flashing beacon (RFB) crossings, and crossing enforcement action by the Portland Police Bureau. Coupled with work on additional bikeways, there will be continued emphasis on pedestrian crossings.

**J. Connect East Portland residents to family-wage employment outside of the area by identifying and removing barriers, such as limited transportation options (EC.4.5 and T.1.2)**

- See the Economic Development Strategic Priority “J” statement of advocacy above.

**EAST PORTLAND ACTION PLAN**

**[www.eastportlandactionplan.org](http://www.eastportlandactionplan.org)**

503.823.4035 or [lore.wintergreen@portlandoregon.gov](mailto:lore.wintergreen@portlandoregon.gov)



## East Portland Action Plan + Multnomah County Commissioner Stegmann Talking Points

Reminder: The meeting is to advocate for the EPAP 2016 - 2017 Strategic Priorities and the Involuntary Displacement Prevention Recommendations. We are scheduled:

**Tuesday, February 14, 2017**

**4:00 PM** pre-meeting

at Multnomah Building, 501 S.E. Hawthorne Blvd. 1<sup>st</sup> floor waiting area

4:30 appointment for 1 hour meeting in Room 624, 6<sup>th</sup> floor

**I will bring packets and copies of the Talking Points.**

If you want to car pool, contact me at 503.823.4035 or [lore.wintergreen@portlandoregon.gov](mailto:lore.wintergreen@portlandoregon.gov) . You can get travel issues information: <http://www.portlandonline.com/keepportlandmoving/> . Otherwise, I can provide bus tickets or give you parking \$.

This Is What Democracy Looks Like!

- Remember:**
1. **Do not** read the Action item numbers, they are there should you need to reference them.
  2. Talking Points, means you are expected to make the point, but in your own voice/words.
  3. We are to move quickly through the background, EPAP strengths, and partnership appreciations.
  4. We want their support for the EPAP identified Strategic Priorities and Involuntary Displacement Prevention Recommendations that they have the direct influence to make happen.

**STAY ON TRACK... FOCUS...Don't get sidetracked...**  
**ARLENE:**



**ARLENE:**

- Facilitate introductions (*quickly*). (*Explain that if we quickly move through the packet introduction, we will be able to focus on dialogue and next steps.*)
- Read East Portland Action Plan (EPAP) 'CHARGE': To provide leadership and guidance to public agencies and other entities on how to strategically address community-identified issues and allocate resources to improve livability and prevent displacement in East Portland. (*Draw attention to the first document on the left-hand side of the packet behind the brochure*)
- (*Give them a moment to look at these with you*) Introduce Action Plan documents on the left-hand side of the folder. We have broken out documents with lists specific to Multnomah County:
  1. Abbreviated **Multnomah County** designated items (*Yellow colored paper*);
  2. Full abbreviated Action item list (*White colored paper*).
- We are here to acknowledge accomplishments of the past year and to plan with you for the coming year.



**JEREMY:**

- **East Portland is an area that presents a great opportunity to institutionalize Multnomah County's commitment to EQUITY:**
  1. East Portland has over 28% Portland's population, 40% of the students, Portland's highest % of immigrant/refugee/new Portlanders, and geographically comprises 20% of Portland.
  2. 'Analysis of the City of Portland Revenue and Expenses for Fiscal Year 15' shows that (*Draw attention to the White Paper with Colored Print document in the right-hand side of the folder*):
    - A. The Housing Bureau has not yet demonstrated address of disparities in East Portland. Commitment to affordable housing in East Portland has plummeted since 2013, with a -12% equity decrease for 2015. Portland Housing Bureau's budget is less equitable toward East Portland than any bureau, with only 13% of City housing resources directed to our neighborhoods. The Housing Bureau now recognizes this disparity and is now working with EPAP on targeted spending in East Portland, but unfortunately this year's City Budget has delayed the spending on housing rehabilitation. Director Kruger recently supported the Division Transit and Development Project "Portland Action Plan" by redirecting East Portland-wide housing resources to the Division corridor, which means the City is targeting dollars to prevent displacement in the corridor, but at the cost of not preventing displacement East Portland-wide.



B. Transportation doubled its investment in East Portland from 2011's 9% investment to 18% in 2014. Unfortunately, the investment dropped to 13% in 2015 and the 5-year equity rating is still -6%. For East Portland to achieve geographic equity, the City would have needed to spend an additional \$10.4 million in EP in 2015.

C. It is critical that funding decisions on infrastructure and spending be indexed to population, demographics, and growth indexing. Strategic investment can create a positive economic climate without displacing existing residents in East Portland WHEN municipalities partner and dedicate themselves to creative, inclusive, and active address of the possibilities.



TOM:

EPAP has been a worthwhile partner and good stewards. Examples of EPAP's Strengths and Partnerships include:

- EPAP has provided significant guidance on the investment of \$70 Million in transportation spending over the past 6 years.
- The Action Plan is a mechanism to build civic involvement including East Portland's diverse communities. *(Draw attention to the Lunar Blue 'Committees & Representatives' document on the right-hand side of the folder)*
- EPAP Civic Engagement and Education Subcommittees' worked with Multnomah County Health Department and East Portland School Districts to further School-based Health Clinic brochures language-appropriate distribution to East Portland student families twice in the last 4 years, adding 3 languages a year. We count on you to see that this process is institutionalized and that new languages are added every two years when distribution happens.
- Supporting organizations in their efforts to get funding for EPAP action items and partners (e.g. Leach Botanical, David Douglas School District/Children's Institute Early Works Center, IRCO Workforce, Groundwork Portland, The Rosewood Initiative, and Gateway Green).
- **Over 500** Webpage Action Item Updates tracking implementation. The Updates webpage encourages everyone to identify progress on the Action Plan and can provide overall or item specific reports.
- The East Portland Action Plan has correlated the Action Plan items to the Draft Climate Action Plan 2015. *(Draw attention to the Pastel Green colored paper 'Climate Action Plan 2015' document in the right-hand side of the folder)*
- Using the Action Plan as a mechanism to build community capacity for pro-active civic involvement, with a dedication to engaging East Portland's diverse representation in guiding our process and outcomes.



## MUSTAFA:

- EPAP “Civic Engagement Grant” awards have allocated monies for language and racially/ethnically specific projects to engage people who are under-resourced/served and too often not included in decision making. Utilization of this tool has proven to be a best practice for the East Portland Action Plan’s work in this richly multicultural area. *(Draw attention to the Lime Green colored paper ‘2016 Civic Engagement Grant Awards’ document on the right-hand side of your folder)*
- EPAP’s 2016 “General Grant” awards’ are often multi-culturally, youth, or food equity targeted. *(Draw attention to the Dark Green colored ‘2016 General Grant Awards’ document on the right-hand side of your folder)*

EPAP has taken seriously our charge provide leadership and guidance to strategically address community-identified issues and allocate resources for East Portland livability and displacement prevention.

*We need about 30 minutes to share information and our recommendations, but before we do, we would appreciate hearing from you.*

Please share with us what you currently have planned for East Portland.



## LORE:

- We have included a full list of East Portland Action Plan Fiscal Year 2016 – 17 Strategic Priorities' for your information, (*Draw attention to the Dark Blue colored paper document in the center of the folder - behind the Multnomah County-specific list*).
- To assist you in supporting East Portland, and the Adopted Action Plan, the EPAP annually establishes a list of Strategic Priorities that are particular to Multnomah County. (*Draw attention to the White Paper - Color Printed list in the center of the folder*)
- The list is NOT in prioritized order
- When stating "low-income", we are referencing households living on 60% or lower median income.

**All**: as you share the items below, be aware of the time and the need to address all 6 Priorities AND the relevant Involuntary Displacement Recommendations, but make space to share your perspective and for dialogue as reasonable.



**KEM:**

- A. Set a goal that East Portland attains parity with other parts of the city in public facilities and capital spending; encourage prioritization of projects in East Portland. (EQ.1.4 and EQ.3.2)  
*(Draw attention to the Cream colored paper "Division Transit & Development Project EPAP Guidance" document on the right-hand side of your folder)*
- B. Fund EPAP advocacy until the Action Plan is implemented: Advocate position, projects, and operations. (EQ.1.5, EQ.3.1, CB.1.5, and CB.2.1)

**TERESA:**

- C. Increase funding and technical assistance for organizations that desire to establish (two new ethnicity/languages every two years) or to strengthen existing ethnically-based Community Health Worker programs. Establish racially and ethnically representative community oversight of Community Health Worker programming.  
*(Draw attention to the White with Colored Print letter on the right-hand side of your folder. Ask how best to work with them to make this happen.)*

**TOM:**

- D. Maximize East Portland's economic benefits from public projects. (EC.1.4, EC.2.3, EC.4.2, CM.1.2, CM.1.3, CM.2.3, and CM.2.7)
- E. Implement existing Park master plans: Parklane and Clatsop Butte. (P.2.1, P.2.2, P.2.5, and P.2.7)



**ARLENE:**

- F.** Connect Lava Dome areas to begin "Forest Park East" trail.  
(NA.3.3; NA.4.1; and P.5.1)

**JOHN:**

EPAP was convened to provide leadership and guidance on how to strategically address community-identified issues and allocate resources to improve livability and prevent displacement in East Portland. It is time to take our advice.

EPAP committees worked for a year to develop the 'Involuntary Displacement Prevention Recommendations for East Portland'. Significant time and attention was given to research and review of displacement prevention options and to select those tools that can specifically impact the current needs of the East Portland community. Over 200 additional diverse community members (90% people of color and New Portlanders) reviewed the recommendations, additions were made, and the final Recommendation was approved by full consensus at the September 2015 general EPAP meeting.

*(Draw attention to the Lunar Blue colored paper 'East Portland Action Plan Involuntary Displacement Prevention Recommendation for East Portland' document in the back of the center of your folder)*

Involuntary Displacement is caused when you must move because the cost of housing and rent increased, you cannot find affordable housing or a business location in the area or you cannot find work within a reasonable distance to your home that will support your family.

Our vision is for an area that sustains our diversity in an environment that provides the basic services and amenities afforded the rest of the city.



## **MUSTAFAH:**

EPAP members and many other East Portlanders and supporters have worked over these 6 years to bring investment in transportation, parks, commercial development, housing, and education to East Portland. EPAP calls this "livability improvements"; some call it gentrification. EPAP thinks everyone deserves the quality of life these and other improvements generated from EPAP advocacy bring. AND we think that the people currently living here deserve to be able to stay and benefit from these improvements.

There is NO EXCUSE to allow Portland's most vulnerable community members, families, and businesses to be removed from Portland. East Portland has been the place Portlanders were displaced to. NOW people are being driven out of East Portland. This is unacceptable; it is shameful.

We MUST do what has never been done before: bring both livability improvements (gentrification) and involuntary displacement prevention to East Portland at the same time (kind of like walking and talking really). East Portland is too big to fail.

Please help us to actively advocate for the following recommendations, and to make sure that our diverse community is institutionally empowered to oversee their implementation, as defined in the opening Civic Engagement Process.

You can have significant influence on the following recommendations through the legislative agenda advocacy and your commitment to justice:



## **KEM:**

### **▪ Living Wage Provisions**

Additional income will position people to afford rent and housing increases. This will raise income for people who are working; it has not held true in the past that employers have then hired fewer people.

### **▪ Local Hiring**

This requires developers and contractors to prioritize hiring locally (defined as from East Portland), as well as hiring women and minorities. Given the projected development in East Portland, this could have a significant impact on family-wage jobs in the area.

### **▪ Commercial Stabilization and Commercial Rent Stabilization**

This includes many of the tools the Neighborhood Prosperity Initiatives (NPIs) and Main Street projects are using for economic development, including storefront improvements, targeted business assistance, capital improvements, business attraction, and community-controlled commercial development. The use of Commercial Stabilization and Rent Stabilization can prevent displacement of existing businesses in East Portland, as new companies are drawn to the gentrifying area.

## **Commercial Transit Oriented Development (TOD)**

Projects eligible for financial and development incentive support are funded to increase local access to public transport, and often include design and land use features to encourage transit ridership and limit single-vehicle usage. TOD incentives for business retention and growth near current and planned transit centers can promote development and employment. However, TOD was not recommended for housing purposes that receive tax abatement and have a time limited affordability commitment, unless funding not-for-profit development that will sustain affordability.

### **▪ Minority Contracting**

East Portland has the city's highest percentage of the population identified as "minority", so minority contracting should help employ the East Portland minority population in family-wage jobs and thus prevent displacement.



## **TERESA:**

- **Owner-Occupied Homeownership Retention for People with Low –Income**

As house values rise taxes rise, and people living on limited and fixed incomes are not able to afford the taxes. While benefiting at the point of sale, people cannot afford to stay in their often long-term residences and cannot find another home in the area that does not present the same conditions.

- **Rent Stabilization**

Just as Oregon has property tax increase protection, Rent Stabilization protects tenants in residential multi-family properties from excessive rent increases by mandating reasonable gradual rent increases, while at the same time ensuring the landlords receive a fair return on their investment.

- **Just Cause Eviction (JCE), Code Enforcement, and Renter Education**

Just cause eviction controls are laws that protect renters by ensuring that landlords can only evict with proper cause, such as a tenant's failure to pay rent or destruction of property. While JCE provides such protections for renters, landlords retain full right to evict a tenant for breach of rental contract. Code Enforcement compels landlords to improve unsafe building conditions. Code Enforcement can ensure that multi-family dwellings are owned and managed responsibly. When housing code violations are found and not corrected, the government can impose significant penalties upon landlords. Rights and responsibilities education for renters must be included as an active component of JCE and Code Enforcement, to ensure the systems are reasonably monitored and enacted.



**JOHN:**

- **Broadening Homeownership and Cooperative Ownership**

This establishes programs to increase opportunities for low-income households to have the opportunity to purchase a home. It means that some of the barriers to homeowners are removed so that homeownership becomes easier for groups of people who are often unable to purchase homes for themselves. Cooperative Ownership of multi-family developments occurs when a group of people form a collective business corporation to share ownership of a building. Co-op members work together to reach mutual goals based on democratic control and decision-making. Co-op members may or may not be residents of the shared ownership building.

- **Inclusionary Zoning**

This requires developers to make a percentage of housing units in a new residential development available to low and moderate income households. In return developers receive non-monetary compensation in the form of density bonuses, zoning variances, expedited permits, or similar provisions that reduce construction costs or promote the developers' goals. This can be done in developments with many single-family units or in multi-family developments.

- **Housing Acquisition Rehabilitation to Insure Affordability**

This applies public housing dollars to purchase existing multi-family developments in poor condition and to rehabilitate the facility for use as affordable housing to be managed by a public entity or non-profit that serves low-income populations.



## **LORE:**

- **Community Benefits Agreements**

This is a contract with a governmental agency, real estate developer, or other jurisdiction to provide specific benefits to the local community or neighborhood in exchange certain provisions from that community or neighborhood. On public projects, CBAs can be negotiated with the initiating government agency and can be included in a Request For Proposals (RFP) with contractors. With private developers' benefits can be negotiated in a contract established with community groups who then accept (or don't oppose) project adjustments. CBAs have funded workforce training, local hiring, childcare access, affordable housing units, re-location stipends, reinforced access to family-wage jobs, and other public benefits.

- **Anti-Displacement Impact Analysis**

Impact Analysis is a tool that requires multi-family and commercial developments to provide a pre-build assessment of the effect such development will have on displacement in the area.

**MUSTAFAH:**

## **JEREMY:**

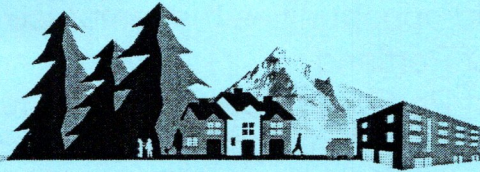
Displacement can be prevented; it is not the effect of one particular initiative, but of a coordinated plan with the best intentions and thinking that Portland has been known to apply to solving other problems.

EPAP is a respected and activated community voice that Multnomah County established and supports. This Is What Democracy Looks Like!

How can we partner with you this year to bring livability improvements and involuntary displacement prevention to East Portland?

- **THANK YOU**





# East Portland Action Plan

## East Portland Quadrant Plan Advocacy

January 5, 2018

### East Portland Action Plan (EPAP) Strategic Priorities *Fiscal Year 2017 - 18*

#### C. Develop a Quadrant Plan for East Portland. (EQ.1.4)

**Attendees:** André Baugh, Karen Fisher Gray, Arlene Kimura, Katie Larsell, Leslie Lum, and lore wintergreen

**Introduction:** Leslie Lum shared a copy of the “West Quadrant Plan, March 2015”. She explained that the Quadrant Plans served as execution devises, as road maps for planning and investment in the quadrants of the inner city.

**Background:** East Portland can use the Planning & Sustainability “East Portland in Review” document, but it needs to be brought up-to-date to interface with the City of Portland Comprehensive.

**Developing the West Quadrant Plan:** East Portland needs a process to document existing conditions that takes us from the Background statement to the development of the equivalent of a quadrant Plan.

Concept Maps provide detail and more specific articulation. One question is whether the detail is predicated upon traditional neighborhood boundaries.

#### **District Goals, Policies and Implementation Actions:**

Raising visibility and investment is the value to be taken from this planning.

We want to serve and extol the existing East Portland diverse community, not to sanitize the cultural reality of East Portland:

- This planning is needed as a City of Portland economic commitment to East Portland comparable to that made in the quadrant plans
- Adaptation of big ideas that embrace ethnicity and culture



- Build opportunities that embrace ethnicity and cultural identities in East Portland
- East Portland needs this next stage planning with a focus on Economic Development and Housing, though we recognize that both issues have intersectional relationships to community involvement, transportation and health.
- The approach to this planning in East Portland will be significantly different to that of the Central City Quadrant Plans. East Portland planning must be community based through an open process.
- We know what we don't want.

#### **Suggested Approach Options:**

- Refresh process that Joe Zehnder may be proposing
- Identify key people to seed the process
- Use the East Portland Action Plan committee
- ??????

#### **Proposed Process Title:**

Kate suggests the East Portland Community Jobs and Housing Plan

#### **Next Steps:**

Lore will send notes from the meeting. She will also start a pros/cons list of the above approach options for folks to add to and to assist us to identify an approach prior to our next meeting with Joe Zehnder:

**January 16, 2018**

**2:30 – 3:30 PM**

**at the East Portland Action Plan Office, 1017 NE 117<sup>th</sup> Ave.**

**EAST PORTLAND ACTION PLAN**

**[www.eastportlandactionplan.org](http://www.eastportlandactionplan.org)**

1017 NE 117<sup>th</sup> Ave. Portland, OR 97220

503.823.4035 or [lore.wintergreen@portlandoregon.gov](mailto:lore.wintergreen@portlandoregon.gov)



**East Portland Action Plan (EPAP)**  
**Technical Advisory Committee (TAC)**

**January 9, 2018**

*Next meeting: April 10, 2018*

**INTRODUCTIONS**

William Their, Portland Development Commission; Michelle DePass, Portland Housing Bureau; Andre Ashley, Portland Parks & Recreation; Mike Saling, Portland Water Bureau; Kate Carone, Bureau of Environmental Services; Janet Hawkins, Multnomah County Office of Youth and Family Services; Roy Lawson, Portland Fire Bureau; Rebecca Stavenjord, Multnomah County Office of Lori Stegmann; Daniel Robles, Portland Fire Bureau; April Bertelsen, Portland Bureau of Transportation; Asena Lawrence, Portland Commissioner Fish staff; Lore Wintergreen, East Portland Action Plan; and Leslie Lum, Bureau of Planning and Sustainability.

**UPDATES**

**William Their/Portland Prosper:**

- Working with Portland Housing Bureau (PHB) at Gateway Park development, Lents Commons (open February) and Oliver Station (146-unit opens in May).
- Community Livability Grants awarded to four community groups. Example Outdoor playground and Leach Botanical Gardens (LBG) elevated forest walk (for which LBG raised considerable match funds).
- Fred Meyer at Foster/SE 82<sup>nd</sup> is being sold. They said that they did not make a profit. They are taking their time with the sale, in hopes the new use can support the community.

**Kate Carone/Bureau of Environmental Services (BES):**

- Community Watershed Stewardship Partnership grant preapplication proposal deadline is February 2, 2018.



- Johnson Creek flooding season is here. The bureau is working closely with Portland Bureau of Emergency Management (PBEM) on the Johnson Creek. Of all the water bodies, this floods the most frequently.
- BES hired an Equity Manager.

**Daniel Robles/Portland Bureau of Fire & Rescue:**

- They are establishing back-up systems, in the event of an emergency. It was expressed that due to the lava from the buttes, East Portland is seen as a stable area within the city.

**Janet Hawkins/ Multnomah County Human Services:**

- Contract manager for Rosewood Initiative (RI) and Asian Pacific American Network of Oregon (APANO). The county funded the work outlined below.
  - APANO: 20 renter households receiving support with CAT. Technical assistance for 30 businesses, with support from Portland Prosper. SE Works will support 30 individuals. Civic engagement opportunities for youth.
  - Rosewood Initiative: 150 referrals were made for households for employment or housing supports from July to September 2017. 78 youth participated in on-site youth development programs. 800 residents attended Rosewood's National Night Out event in August

**Rebecca Stavenjord/ Multnomah County Office of Commissioner Stegmann:**

- Our 2018 New Year message just went out if folks are interested.
- Commissioner Stegmann introduced a resolution to use the proceeds from the County's sale of the Wapato Facility for long term housing strategies. A workgroup has met and will be sharing recommendations with the board to inform the Fiscal Year 2019 (FY19) budget planning. Strategies may include a County-wide housing rental inspection program.
- Just Monday Commissioner Stegmann celebrated the opening of an East County voting center express which will provide resources and voting assistance for East Portland and East County residents. The physical location is in the City of Gresham, but services will be easier to access for many residents who had barriers getting to the Elections building at SE 10th and Morrison in Portland.
- Last month, our office hosted a policy round table addressing the intersections of domestic violence, community violence, and trafficking. Additional work will follow and we are excited to partner with the



office of Commissioner Vega Pederson to encompass the geography of all East Portland and East County in these discussions.

**Asena Lawrence/Office of City Commissioner Fish Office:**

- ASL interpretation in Arabic is available now.
- Regional Arts and Culture Council is working to increase public art in East Portland that reflects the diversity of the community.
- There is recognition that there of need to increase diversity on Venture Portland board. Venture Portland has received funding for an East Portland pilot program.
- Commissioner Fish had a good time at the City Council meeting at David Douglas High School. He would like to see more of this.
- Water Bureau has a Financial Assistance Program. It is to begin in the summer and is to support the neediest households (e.g. people surviving domestic violence situations). It is recognized that water is a human right.

**Michelle DePass/Portland Housing Bureau (PHB):**

- There is the equivalent of two Community Liaisons from PHB assigned to East Portland.
- PHB is working to operationalize the Affordable Housing Bond. A five-member board was chosen by City Council members each picking one representative. Four groups are being prioritized: communities of color, immigrant/refugee families, families facing or in danger of being displaced, with investments to be spent in complete communities. When units come up, they will target these communities. Lore asked if East Portland negatively impacted by the group targeting complete communities, because the lack of infrastructure?
- 50<sup>th</sup> anniversary of Fair Housing Act this year. PHB is scheduling events for anniversary.
- Focus of homeownership efforts is in condos.
- Rental Rehabilitation project has failed to identify interested property owners. Property owners may not be interested in PHB requirements attached with funds. The \$500,000 will be redirected to homeownership program. There are 600,000 homeowners of color in East Portland. Generally, there is \$40,000 available for each home.

**André Ashley/Portland Parks & Recreation:**

- In 2014 a bond was passed; they are in the process of implementing projects. October opened playground at Lents Park. Ventura Park fence will



be taken down soon. Clatsop Butte and Parklane Master Plans will get in line behind other plans. Upcoming East Portland Projects: Lynchview playground, Parklane Loo, Raymond Loo, and replacement of the 140 bridge - SE Circle Avenue. Kate said that building this bridge is important for BES to know more about. She and André will talk after the meeting.

**Leslie Lum/Bureau of Planning and Sustainability (BPS):**

- The Better Housing by Design project is releasing a draft that will include new affordable housing opportunities in multi-dwelling zones on 01/19/18.
- The Residential Infill Project will look more closely at where additional density may trigger more affordable housing in East Portland.

**Lore Wintergreen/East Portland Action Plan (EPAP) Highlights from 2018 Strategic Priorities:**

- Geographic mapping has NOT been institutionalized, but is being practiced by the Portland Budget Office. EPAP has been advocating to have the Citywide Budget Committee look carefully at this before they review bureau budgets.
- EPAP wants the equivalent of a 'Quadrant' Plan for East Portland or at least resources that a quadrant plan entails. EPAP is advocating for a community-based planning approach, rather than top down, traditional approach.
- EPAP Civic Engagement Subcommittee advocates for overhead funding for translation, interpretation, childcare, accessibility. Andrea Valderrama, with Mayor Wheeler's office, was assigned to work with the City of Portland Office of Equity to implement this overhead funding citywide. Overhead funding will ensure that funds will be used for that specific purpose.
- Portland Bureau of Transportation (PBOT) is steadily implementing East Portland in Motion (EPIM) 3/4s build or funded. EPAP is now working the East Portland Land Use and Transportation (EPLUTC) to begin an EPIM 2. They will be initiating the project at the EPLUTC 01/10/18 meeting.
- Transit in East Portland needs more frequent and reliable North to South connections. EPAP has targeted 162<sup>nd</sup> and 148<sup>th</sup> Streets for this improved transit (assuming there is already commitment to address 122<sup>nd</sup>). The goal is to get people to living wage jobs on Columbia Corridor.
- Big EPAP and community push for implementation of the Gateway Education/Economic Development Center (GEEDC) for living wage job training. East Portland residents graduate high school at a higher rate than the rest of the city; are equally likely to attend and graduate from



community college; but are significantly less likely to graduate with a four-year degree. It is obvious that this is economically based. Therefore, East Portland residents need earlier opportunity to train for family wage jobs that do not require a 4-year degree. The GEEDC will start training in 9 – 12 East Portland public schools and utilize the training space for adults at night. The focus now is for health industry and manufacturing preparation.

**April Bertelsen/Portland Bureau of Transportation (PBOT):**

- An EPIM project specific Implementation Status Update is underway.
  - Over \$200 Million invested in EPIM projects (including \$127 M for Powell Blvd.) and supportive projects.
  - More status info coming soon.
  - [www.portlandoregon.gov/transportation/epim](http://www.portlandoregon.gov/transportation/epim).
  - PBOT contact: April Bertelsen at [april.bertelsen@portlandoregon.gov](mailto:april.bertelsen@portlandoregon.gov)
- Oregon Department of Transportation (ODOT)-led 82<sup>nd</sup> Ave. Plan is underway.
  - Last ODOT 82<sup>nd</sup> Ave. Steering Committee meeting is planned for January 22 at 1 PM. at ODOT Region 1 Headquarters (123 NW Flanders). See attached agenda. Chabre and Elliot will be presenting the outcomes of the Community Advisory Committee (CAC) discussions with the Steering Committee Members, and Brian Wong and Terry Parker have indicated they are planning on providing testimony during the public comment period. The Steering Committee will review the outcomes of the Implementation Plan and agree on next steps and actions. We are also scheduling the final CAC meeting. This will be an opportunity for us to share the final plan with you and to celebrate the excellent work and many hours of CAC meeting time provided over the past 2 years and 3 months. The meeting location is our usual room at the PCC East Campus at 82<sup>nd</sup> and Division. This will happen in early February.
  - BPS and PBOT continue to develop recommendations for the 82<sup>nd</sup> Ave. Understanding Barriers to Development Study led by BPS. The timeline has been extended. Completion anticipated in late Spring - early Summer 2018. <https://www.portlandoregon.gov/bps/72125>
  - PBOT contact: April Bertelsen at [april.bertelsen@portlandoregon.gov](mailto:april.bertelsen@portlandoregon.gov)
  - BPS contact: Radcliffe Dacanay at [Radcliffe.dacanay@portlandoregon.gov](mailto:Radcliffe.dacanay@portlandoregon.gov)
- Neighborhood Streets Program and Local Transportation Infrastructure Charge (LTIC) update.



- This returns to City Council on February 2, 2018
- Division-Midway Neighborhood Street Plan includes local street projects that can be candidates for being built with LTIC funding.
- [www.portlandoregon.gov/transportation/72452](http://www.portlandoregon.gov/transportation/72452)
- 

### Neighborhood Streets Framework & LTIC

Consider support for the: LTIC maximum, the allocation methodology and the ongoing maintenance of gravel streets.

#### Background

- Within the City of Portland there are 250 miles of unimproved local service streets, including 50 miles of unpaved dirt or gravel roads, and another 200 miles of paved roads without curbs.
- Unimproved streets negatively affect the quality of life in the City of Portland in multiple ways, including: localized flooding and environmental impacts from improper stormwater management, lack of safe pedestrian routes, and reduced connectivity for all modes of transportation.
- On April 13, 2016, by Ordinance No. 187681, City Council established a Local Transportation Infrastructure Charge (LTIC) to fund improvements to unimproved streets.
- Council directed PBOT to keep funds collected by this charge in a separate fund and not spent until the allocation methodology was approved by Council.
- Determination of the allocation methodology for LTIC funds, has been guided by a multi-tiered public engagement including a phone survey, a multilingual online survey focus groups—resulting in direct feedback from 4,000 residents of the City of Portland, in five languages.

#### I. LTIC Maximum

Analysis in 2016 estimated the average cost for the City to improve local residential streets to the traditional street standard is \$600 per linear foot of frontage, or \$6.3 million per mile. The estimated cost to improve all 250 miles of unimproved local residential streets citywide is \$1.5 billion. Annual LTIC revenue is estimated to be approximately \$2 million. Thus, LTIC revenue by itself will only be sufficient to address a very small fraction of the City's unimproved local service streets.

#### LTIC assessments and revenue since 7/1/2016:

Coalition	# Collected	\$ Collected	% Collected
CNN	4	\$172,092	9%
EPNO	3	\$71,346	4%
NECN	1	\$60,000	3%
NPNS	2	\$37,200	2%
NWNW	2	\$60,000	3%
SEUL	18	\$658,212	36%
SWNI	19	\$793,110	43%
	49	\$1,851,960	100%

#### LTIC Maximum

Based upon a comprehensive review of building permits subject to the LTIC, PBOT found the LTIC to pose a financial impediment to residential development for a small subset of properties with abnormally large frontages on unimproved streets, especially corner lots. PBOT proposes establishing zone-specific, per-lot maximum numbers of linear feet of unimproved street frontage subject to the LTIC. The calculation of the length of frontage subject to the LTIC for a given lot shall not exceed the following lengths, based upon the zone the lot is in:

R2.5 – No maximum	R10 = 100 feet
R5 = 50 feet	R20 = 120 feet
R7 = 70 feet	RF = 120 feet



## II. Allocation Methodology

The allocation methodology is consistent with the City's equity goals, ADA requirements, builds off adopted neighborhood transportation plans, responds to public input, seeks to leverage other available funding sources, and uses the best available data and methods for identifying high-priority transportation and stormwater improvements. The criteria are:

1. Equity—Areas with high concentrations of under-served populations to ensure everyone has access to opportunities necessary to satisfy their essential needs, advance their well-being, and achieve their full potential.
2. Effectiveness—Projects that support connectivity and fill critical gaps in the City's transportation and stormwater infrastructure.
3. Project Readiness—Projects that are consistent with adopted plans, informed by the results of previous community involvement efforts, cognizant of other related improvements occurring in the City.

BES has agreed to partner with PBOT on LTIC-funded projects, to provide a proportionate share of funding. This proposed partnership would focus on the City's highest priority projects, including the issuance of debt to accelerate project timing and provide long-term program certainty and would not require property owner contributions.

Using the allocation methodology, the first round of projects of LTIC street improvements will be guided by the Cully, Midway-Division and Tryon-Stevens neighborhood plans.

### Additional Options

Based on input from residents living on unimproved local residential streets the Neighborhood Streets framework identified 4 additional components: (1) maintenance of 50 miles of dirt and gravel roads; (2)

Residential Local Improvement District (LID) enhancements; (3) pedestrian improvements for under-improved residential collectors; and (4) Do-It-Yourself Pothole Repair for city maintained under-improved local residential streets.

### III. Maintenance of Gravel Roads

Dirt and gravel streets at the neighborhood level, are the weak links the City's local street transportation and stormwater management networks. For transportation networks, this includes all modes of travel. While maintaining dirt and gravel streets is not a long-term solution, ongoing maintenance requiring grade and gravel on an ongoing basis will improve local access, safety and mobility.

Develop a maintenance program for ongoing grade and gravel of gravel streets and include as a proposal in the development of the FY 2018-19 budget.

Please contact Anne Hill [anne.hill@portlandoregon.gov](mailto:anne.hill@portlandoregon.gov) with questions.

- PBOT contact: Anne Hill at [anne.hill@portlandoregon.gov](mailto:anne.hill@portlandoregon.gov)
- Enhanced Transit Corridors Plan update.
  - Draft Plan coming in February 2018.
  - Last Open House tentatively on Monday February 19, 2018.
  - Then to City Council in Spring 2018.
  - Then focus on participation in the Regional Enhanced Transit Corridors (ETC) Plan pilot program



- [www.portlandoregon.gov/transportation/ETCplan](http://www.portlandoregon.gov/transportation/ETCplan)
- PBOT contact: April Bertelsen at [april.bertelsen@portlandoregon.gov](mailto:april.bertelsen@portlandoregon.gov).
- 122<sup>nd</sup> Ave Plan: Safety Access and Transit update.
  - Public involvement kick-off planned in February 2018.
  - 1<sup>st</sup> Open House proposed in March 2018 (date TBD)
  - Recently completed Phase 1 improvements for Line 73 TriMet partnership on 122<sup>nd</sup> Ave.
  - This will help identify improvements for the next phase of improvements and help achieve Vision Zero.
  - PBOT contact: April Bertelsen at [april.bertelsen@portlandoregon.gov](mailto:april.bertelsen@portlandoregon.gov).
  - 122<sup>nd</sup> Plan Boundary: 122<sup>nd</sup> Ave, SE Foster Rd to NE Marine Dr (near the Columbia River). Overarching Goal: Increase safety for all, improve pedestrian & bicycle access and support better transit while balancing needs of freight & other modes. Identify improvements to help remove 122<sup>nd</sup> Ave from the High Crash Corridor network.
  - Objectives/Outcomes of this planning process:
    - Develop a multi-modal conceptual investment plan.
    - Identify any street cross-section changes.
    - Apply the Enhanced Transit Toolbox where feasible to improve transit capacity, reliability and speed.
    - Identify a subset of priority project improvements to build with the roughly \$2M of Fixing Our Streets program funds for 122<sup>nd</sup> Ave in 2020, and any additional funding as secured.
    - Identify other recommended improvements for future projects to seek funding.
    - Timeframe: Fall 2017 through Fall 2018.
- Outer Glisan Update
  - Public involvement kick-off in March 2018.
  - 1<sup>st</sup> Open house proposed in May 2018.
  - PBOT Project Manager: Timur Ender at [timur.ender@portlandoregon.gov](mailto:timur.ender@portlandoregon.gov).
- 162<sup>nd</sup> Ave Safety, Access and Transit update
  - Kick off planning process later in 2018.
  - PBOT contact: April Bertelsen at [april.bertelsen@portlandoregon.gov](mailto:april.bertelsen@portlandoregon.gov).



- Outer Stark Safety, Access and Transit update
  - I anticipate a planning process on Outer Stark to kick off in the coming year, led by our Vision Zero team.
  - PBOT contact: Clay Veka at [clay.veka@portlandoregon.gov](mailto:clay.veka@portlandoregon.gov) .

**Mike Saling/Water Bureau:**

- I.1.3 Re-pipe Powell Valley Road Water district wells for improved capacity and emergency service.
  - Design of improvements to Powell Valley Road Water district wells postponed until completion of Supply System Master Plan. (FY 19-20)
- Design of improvements to Columbia Groundwater well fields postponed until completion of Supply System Master Plan. (FY 19-20)

**NEXT Meeting:**

**April 10, 2018**  
(2nd Tuesday every quarter)

2:30 – 4:00 PM

Multnomah County Building

501 SE Hawthorne, 5<sup>th</sup> floor Cooper Room



# 2018 EPAP Grant Review Committee

## Applicant Scores and Recommendations

#	Organization Name	Award Offer	Reviewer 1	Reviewer 2	Reviewer 3	Reviewer 4	Reviewer 5	Averaged Score
19	Know Your City	\$11,000.00	93	97	80	86	91	89.4
27	OPAL Environmental Justice Oregon	\$10,000.00	75	99	90	85	92	88.2
30	Parkrose Middle School / Resolutions Northwest	\$650.00	87	80	80	89	93	85.8
34	Reading Results	\$5,000.00	87	91	75	81	89	84.6
39	Zomi Association of Oregon	\$3,500.00	97	83	75	83	83	84.2
32	Portland Meet Portland	\$7,560.26	82	98	60	92	84	83.2
11	Green Lents	\$8,500.00	90	83	70	90	81	82.8
12	Grow Portland	\$5,000.00	91	80	65	91	86	82.6
10	Friends of Gates Park / EPN	\$2,569.65	81	68	85	91	85	82
2	African Youth Community Organization	\$5,000.00	77	85	75	90	82	81.8
37	Tongan American Resource Committee	\$5,560.25	93	79	57	84	95	81.6
17	Iraqi Society of Oregon	\$4,000.00	80	85	65	91	87	81.6
13	Growing Gardens	\$2,000.00	83	72	72	90	82	79.8
21	Metropolitan Family Services	\$4,000.00	77	80	62	90	89	79.6
15	I Have a Dream Oregon	\$5,000.00	81	76	55	88	93	78.6
35	REAP Inc.	\$5,000.00	92	80	60	75	84	78.2
18	Jim Pepper Festival	\$5,000.00	91	73	40	89	91	76.8
23	Mt. Hood Community College	\$0.00	53	93	57	90	90	76.6



# 2018 EPAP Grant Review Committee

## Applicant Scores and Recommendations

#	Organization Name	Award Offer	Reviewer 1	Reviewer 2	Reviewer 3	Reviewer 4	Reviewer 5	Averaged Score
9	Ecumenical Ministries of Oregon SOAR	\$0.00	73	80	56	88	74	74.2
4	Boys and Girls Club	\$5,560.25	85	75	55	84	66	73
14	Human Solutions	\$2,530.00	58	74	n/a	83	75	72.5
22	Morpheus Youth Project	\$4,000.00	76	74	52	85	71	71.6
3	Association of Russian Speaking Compatriots / EPN	\$10,560.25	63	71	75	70	75	70.8
29	Outgrowing Hunger	\$0.00	90	93	75	94	0	70.4
38	World Space Theatre	\$5,000.00	93	59	35	79	81	69.4
16	Instituto de Cultura y Arte	\$0.00	93	81	80	89	0	68.6
7	Community Energy Project	\$4,000.00	43	75	75	70	70	66.6
33	Proud Ground	\$0.00	73	100	70	83	0	65.2
31	PLAT (Parent Led Art Time)	\$0.00	77	100	75	73	0	65
6	College Possible	\$2,500.00	55	71	40	87	67	64
25	NW Outward Bound	\$0.00	81	85	59	80	0	61
5	Bus Project	\$0.00	46	29	45	83	54	51.4
20	Latino Network	\$0.00	52	75	45	80	0	50.4
1	1 Portland	\$0.00	42	65	75	62	0	48.8
8	East Portland Neighbors (Division Street Bridge Reclamation Project)	\$0.00	57	75	30	78	0	48
28	Oregon Youth Outreach	\$0.00	71	77		84	0	46.4



# 2018 EPAP Grant Review Committee

## Applicant Scores and Recommendations

#	Organization Name	Award Offer	Reviewer 1	Reviewer 2	Reviewer 3	Reviewer 4	Reviewer 5	Averaged Score
36	Slavic Media Center	\$0.00	52	47	45	80	0	44.8
26	One Box LLC	\$0.00	58	45	34	60	0	39.4
24	Next Level Promotions	\$0.00	no pass	no pass				0

## Rubric / Color Explanation

Accepted EPAP Award Offer

Did Not Meet Required Criteria

Met Criteria, But Not Funded

Rejected EPAP Award Offer

## Statistics / Observations

Total Applicants	39
Total Requested	\$446,644.95
Total Applicants Funded	23
Total Funded	\$119,490.66
Top Scoring Grants Funded	17
Total Disqualified	12
Avg Grant Size	\$5,195.25
Highest Grant	\$11,000
Lowest Grant:	\$650.00
Fully Funded Applicants	9
Highest Score Funded	89.4 out of 100
Lowest Score Funded	64 out of 100
Average Score	79.2217





# East Portland Action Plan (EPAP)

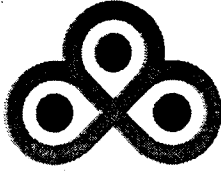
**Project Title:** Affordable Housing Mitigation Bank

**Criteria Used in Project Selection:** East Portland Action Plan Values and '2017 – 18 Strategic Priorities' are to be given special consideration in this scoring and funding process. The 'Strategic Priorities' list is the lunar blue handout used as the document following the agenda in today's introduction.

**Values:** Project's ability to affect the East Portland Action Plan values of improved livability and involuntary displacement prevention.

Scoring Criteria	Points Available	Points Given	Notes
Budget is realistic	25		
Project effectively addresses any EPAP Fiscal Year 2015 -16 Strategic Priorities	20		
Project influences the municipal government partner beyond this specific project	20		
Project ability to affect the East Portland Action Plan value of improved livability	15		
Project has the ability to affect the East Portland Action Plan value of involuntary displacement prevention	15		
Has additional partnerships and/or matching contributions	05		
<b><u>TOTAL POINTS</u></b>	<b>100</b>		





Bureau of Planning and Sustainability  
Innovation. Collaboration. Practical Solutions.

### **Cover Page**

Complete this provided template, or create a new form with ALL elements listed in order.

**Project Title:** Affordable Housing Mitigation Bank

**Participating Agreement Member proposer:** Nick Sauvie

**Phone:** (503)788-8052, ext. 16 **Email:** nick@rosecdc.org

**Mailing Address:** 5215 SE Duke

**City, State, Zip:** Portland, OR 97206

**Municipal partner organization:** Bureau of Planning & Sustainability

**Municipal partner individual contact name:** Leslie Lum

**Phone:** (503)823-7896 **Email:** leslie.lum@portlandoregon.gov

**Mailing Address:** 1900 SW 4<sup>th</sup>, #7100

**City, State, Zip:** Portland, OR 97201

**List additional partner organizations:**

**Action Plan strategy or item to be addressed:** Rent stabilization, housing acquisition and rehabilitation to insure affordability, No Net Loss

**Requested Amount:** \$19,975



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January 16, 2018

Re: East Portland Action Plan Municipal Grant

To Whom it May Concern;

The Bureau of Planning & Sustainability (BPS) submits the Affordable Housing Mitigation Fund proposal for the East Portland Action Plan Municipal Grant. If this Grant proposal is funded, BPS will work with appropriate City bureaus and Rose Community Development to explore the viable approaches for the fund.

BPS appreciates EPAP's continued commitment to improving the lives of East Portland residents. We look forward to partnering with Rose Community Development and EPAP. Thank you for the opportunity to further serve the community's most 'vulnerable' communities.

Sincerely,

Joe Zehnder  
Chief Planner



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## East Portland Action Plan Municipal Grant Narrative Affordable Housing Mitigation Bank

1. This proposal seeks to create a new City tool to help stabilize housing for low-income East Portland residents. The City of Portland Bureau of Planning & Sustainability (BPS), in conjunction with other City bureaus, Rose Community Development (Rose CDC), and area youth, will collaborate to help prevent displacement of renters.

The EPAP includes several Involuntary Displacement Prevention Recommendations that this project will address:

- Rent Stabilization
- Housing Acquisition and Rehabilitation to Insure Affordability
- No Net Loss elements of East Portland Action Plan's (EPAP) Involuntary Displacement Prevention.

There are two basic elements to implementing the proposal:

a. *Connect two City projects:* PHB's Rental Inventory project and BPS's proposed Affordable Housing Mitigation Bank (a component of the Better Housing by Design, multi-family zoning project, outlined below). The Rental Inventory project would initially engage youth to investigate existing rents in East Portland in the City's Rental Inventory. As many youth live in these apartments, they may have access to the actual rents in the complexes. Additionally, they will connect with other youth and their families to obtain information about other properties. This information will be obtained ethically and discreetly, and handled anonymously. Many youth in East Portland are youth of color, and often ethnic minorities, the EPAP Strategic Priority E (CB.1.2) of EPAP will also be addressed (tell what it says).

b. *Research implementation approaches for the Affordable Housing Mitigation Bank.* As part of the Better Housing by Design project (BHD, which is updating zoning code standards for multi-dwelling zones), BPS is inserting a section into the zoning code allowing for the transfer of development rights (TDR's). This TDR system would allow Community Development Corporations (CDC's) with existing buildings that have not fully maximized their development entitlements to sell their remaining entitlements to prospective developers.

The bank funds would be used by the CDC's to purchase and/or rehabilitate existing market-rate affordable housing buildings. The information obtained from the Rental Inventory and the youth inventory of rent amounts will help CDC's to determine which apartment complexes might be most appropriate to purchase, rehabilitate, and hold at affordable rents.





**This EPAP Municipal Grant**

proposal would research mechanisms for the sale, transfer, and capture of these entitlements. If this project is selected, BPS, other city bureau to be determined, and Rose CDC will ensure that the entitlement Bank component of the BHD project is enacted. This project will identify how a market might be implemented and what kind of administration and tracking of bank activity would be necessary. It could then become permanently embedded into the City's work plan. This section of the proposal addresses Strategic Priority P (HD.2.3) by creating a fund to rehabilitate existing housing by making the apartments safer, permanently affordable, and more attractive.

2. BPS, other City bureaus, and Rose CDC will work together to conduct research and create options for how this Bank might operate. BPS will embed the rules governing the handling of transfer of development rights into the Zoning Code, through the current BHD code project. This work will include options for a way to facilitate the sale and transfer of unused development capacity to private market developers. In theory, the bank funds will be available to purchase and rehabilitate existing family sized, market rate apartments to hold at affordable rates indefinitely. Rose CDC will support the youth to succeed in their effort to inventory rents of apartments in East Portland. BPS will additionally support both Rose CDC and the youth, as necessary and appropriate.

3. Rose CDC will lead the youth effort, alongside youth. EPAP Civic Engagement, Housing, and/or former members of the Youth Subcommittee will additionally support youth efforts as necessary and monitor City activity to ensure that the project objectives are met.

4. Budget requested for this proposal is \$19,975 (which may be adjusted, per Rose CDC). Of this,

- \$5,975 is for Rose CDC staffing.
- \$6,000 is for consultant fees, such as economic and legal professionals. All City bureaus will provide additional in-kind staff time.
- \$8,000 is for youth stipends, food, and materials for the youth component of this proposal.

5. If funded, BPS, other City bureaus, and Rose CDC as appropriate will issue press releases and will periodically present progress of the work to EPAP, the Planning & Sustainability Commission, City Council, and other audiences, as requested. EPAP's involvement as funder and supporter will be prominently displayed and discussed at all events.

6. N/A





# Project Budget

Submit this form on fiscal sponsor/municipal partner letter head. All express all responses as \$; only respond to spending items needed.

Item	Requested EPAP Funds	Leveraged (other committed funds) *	Donated Services & Time defined as \$**
<b>Personnel</b> (Direct project management, contracting for special services, volunteer time**, etc.)	Real Estate Developer, 50 hours @ \$40= \$2,000/ Community Development Staff, 80 hours @ \$30= \$2,400/ Private consultant fees: 60 hours @ \$100= \$6,000		In Kind: BPS staffing 50 hours @ \$41= \$2,050
<b>Materials/Printing</b> (Flyers, brochures, advertisements, etc.)			In Kind: BPS
<b>Event Related Expenses</b> (Renting table/chairs, reserving space, food, paper cups, transportation for presenters, etc.)			
<b>Permitting &amp; Fees</b> (Reserving park space, noise variances, capping meters, street closures, etc.)			In Kind: BPS Van reservation for transporting youth
<b>Participant Support</b> (Travel costs, stipends, etc.)	Youth stipend \$8,000		
<b>Project Materials</b> (Wood, paints, flowers, bags, etc. —the materials needed to complete the project.)			
<b>Capital Project Expense</b>			
<b>Additional Expenses</b>			
<b>SUBTOTAL</b>	\$19,400		
<b>Administration***</b> (project management, accounting)	Project Management, 45 hours @ \$35= \$1,575		
<b>TOTAL</b>	\$19,975		







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