



**Commissioner Chloe Eudaly**  
City of Portland

Thursday, February 14, 2019

To: Joe Zehnder, Director, Bureau of Planning and Sustainability

Cc: Jessica Kinard, Interim Director, City Budget Office

From: Commissioner Chloe Eudaly

Re: BPS Directive to Develop FY 2019-2020

**Issue Title: Anti-Displacement Implementation Plan**

**Commissioner(s) Issuing Direction:** Commissioner Eudaly

**Bureau(s) Directed:** Bureau of Planning and Sustainability

**Issue Overview and Desired Goal/Outcome(s):**

The 2035 Comprehensive Plan includes over 40 anti-displacement strategies designed to address the unintended displacement of vulnerable tenants and property owners due to city actions around planning and development. Since the plan was created, there has been no one identified to own the work moving forward and therefore much of it has gone unnoticed and unaddressed by the several different bureaus responsible for implementing the strategies.

As part of the work of the All-In Cities Anti-Displacement Network through PolicyLink that the city is a part of, we have been digging in to how to address this problem. One of the actions we took was to request a SPOT Review of the plan to evaluate a multi-bureau effort to track implementation of the 2035 Comprehensive Plan anti-displacement policies with an eye to questions about who should be responsible for tracking these goals, and how bureaus can be held accountable. The team has reviewed the SPOT and agrees with the suggestions. It is our request that the following recommendations be funded in the Bureau of Planning and Sustainability.

**SUMMARY OF RECOMMENDATIONS**

- Create and approve an implementation action plan (versus a report card) to more clearly communicate intention and direction, with clear roles and responsibilities.
- Create and approve a formal agreement among City bureaus and with community partners at the Council level.
- Keep BPS in the lead.
- Allocate funding to support the staff time needed to facilitate this process at BPS and at implementing bureaus, and fund highest priority programs.
- Create an internal process and action plan to ensure OMF actions and services (procurement, hiring, facilities, technology), forward anti-displacement.

## DETAILS

### 1. **RECOMMENDATION: Create and approve an implementation action plan (versus a report card) to more clearly communicate intention and direction, with clear roles and responsibilities.**

- BPS is starting with a good base – they are creating a report card and including community partners in the process. This provides a structure for evaluating work, and increases accountability by working directly and openly sharing with community partners. However, the report card starts from the Comp Plan and asks how we are implementing policies. The Comprehensive Plan is a policy guidance document that sets the rules for how we act. It is not a directive document. Since the Comp Plan does not have an implementation or action plan, it could result in a random assortment of programs and tasks that support anti-displacement that align with the policies, but that might not be aligned with each other.
- An implementation action plan for anti-displacement to create clearer direction about what we are trying to achieve should be developed. This may start with the same questions they are asking, such as what are we doing to forward these policies, but it would also ask: What do we need to do next? What do we want these programs to do in 1, 3 or 5 years? What support is needed to move this work? An action plan would create focus, and would support budget decisions.
- With respect to intention and direction, the comp plan goals address mitigating and minimizing displacement—this makes sense, as complete elimination of displacement is beyond City control. With that in mind, we ought to be realistic about what we are trying to achieve. Metrics should focus on achievable milestones and/or program delivery instead of outcomes that are beyond City control.
- The action plan should include the following:
  - Discrete prioritized tasks with timelines
  - Metrics to measure progress
  - Other current activities such as affordable arts/commercial space programs

### 2. **RECOMMENDATION: Create and approve a formal agreement among City bureaus and with community partners at the Council level.**

- A signed agreement will establish roles, responsibilities, and reporting requirements.
- Council approval will support coordination, and show community members that bureaus need to work together.
- Creating an agreement/contract with community partners would bolster accountability.
- This could also lay the groundwork for public-private partnerships that will be needed to achieve anti-displacement goals.

### 3. **RECOMMENDATION: Keep BPS in the lead.**

- BPS has the skills and expertise to lead this process, but they would benefit from a formal agreement that compels other bureaus to deliver (Rec #2), and need funding (Rec #4).
- BPS can set the stage and facilitate the process. Implementing bureaus (Prosper, PBOT, PHB, etc...) need to track their own work and report out.

### 4. **RECOMMENDATION: Allocate funding to support the staff time needed to facilitate this process at BPS and at implementing bureaus, and fund highest priority programs.**

- Coordination, tracking, pushing, analyzing and tracking indicators, and producing reports is not cost-free. Both BPS, and the bureaus that participate in this work (and also community partners) need to have their time supported.
- It would also be useful to compare and contrast the anti-displacement actions with the budget indicators and then align them to ease the reporting burden.



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- 5. RECOMMENDATION: Create an internal process and action plan to ensure OMF actions and services (procurement, hiring, facilities, technology), forward anti-displacement.** These internal operations may not emerge in the current process, but contracting and hiring, and things like using CBAs on City and City-funded projects could have a huge impact on anti-displacement goals. This could be a separate, but paired action plan, or integrated into the main plan.

**Funding Options:** General fund or internal bureau resources

**Additional Information Requests/Notes:**