



PATHWAY 1000



Implementation Plan Overview

Portland Housing Advisory Commission

June 6, 2017



Overview

- Pathway 1000 Context and Purpose
- Housing Site Plan
- Pathway to Homeownership
- Contractor and Workforce Plan
- Communications and Outreach
- Implementation Plan Completion

Pathway 1000 Context: Income, Poverty, Wealth and Homeownership

- 16,000 Black residents are displaced from N/NE Portland since 2000
- Black Portland household earned \$27,207, only 42.3 percent of the \$64,260 earned by the median White household, in 2015
- Blacks in Portland have experienced poverty close to triple the rate of Whites (38.8% to 13.1% in 2015) over the last decade
- 40.9 percent of Black households across the U.S. owned their homes in 2015, but only 27.1% of Black Portlanders do, less than half the rate of White households
- In Black households, where a home is often the only net worth asset and home prices languished, median wealth fell 33.7% from the depths of the foreclosure crisis in 2010 up to 2013. Median wealth in White households increased nationwide over the same time

Pathway 1000 Purpose: Build Assets, Raise Income, Connect Community

- Create 800 new homes for sale, 200 affordable rentals, and commercial space in N/NE Portland for displaced households and businesses, over ten years
- Leverage Pathway 1000 investments and a sustained pipeline of development activity to create business and workforce opportunities
- Reconnect the African American community in Portland to our roots in N/NE Portland and share this model of community lead displacement mitigation

Housing Site Plan: Site Analysis & Prioritization of Sites

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Site Analysis Process

» **January-June 2016:** MURP Workshop Project – Pathway 1000 Community Housing Plan

- **Housing Types**
 - Preference for single family homes and characteristics of single family home living (i.e. - outdoor space and no shared ceilings/floors)
 - Portland’s new zoning updates are more amendable to “missing middle” housing models

Site Analysis Process

» **January-June 2016:** MURP Workshop Project – Pathway 1000 Community Housing Plan

- Finding 1000 Units
 - N/NE ideal for affordable housing: proximity to transit corridors, neighborhood amenities, and historically Black community ties
 - 329 units can be developed as infill on PCRI properties
 - To reach 1000 units PCRI will need to: acquire public land, partner with other organizations, and participate in the private market

Site Analysis Process

- » **Fall/Winter 2016:** Additional Site Analysis by PCRI
 - Feasibility (funding stipulations, site committed for other uses, etc)
 - Zoning overlay considerations
 - Ease of development processes
 - Applying MURP criteria across wider pool of properties

Site Analysis Process

» **January-February 2017:** Density adjustments based on:

- Target unit sizes
 - 2- and 3-bedrooms; 1000 – 1500 SF
 - Mix of rowhomes and stacked units
- Neighborhood scale/character compatibility
 - Limiting building height/mass
- Permitting & Construction Cost Efficiencies
- Parking requirements
- Zoning allowances & overlay opportunities

Site Prioritization Process

» **February 2017:** Sites prioritized for development in first 1-2 years, 3-5 years, and to be re-evaluated at midpoint based on:

- Vacancy Status
- Limiting Impact of Relocation of Residents
- Ease of Permitting
 - Doesn't necessitate lengthy/costly permitting processes
- Partner/Public Sites with Near-term Opportunity
- Impending and Recent Zone/Code Changes

Outcomes & Plan Overview

- » 550 units (net) on PCRI properties
- » 71 sites total - 55 owned by PCRI; 16 public/partner sites

	Years 1-2	Years 3-5	Re-Evaluate at Year 5	TOTAL
Homeownership Units	24	207	429	660
Homeownership Sites ¹	11	22	29	62
Rental Units	196	44	100	340 ²
Rental Sites ²	5	1	4	10
Total Units	220	251	529	1000
Total Sites	16	22	33	71

Unit counts are net gain (new units – existing units)

¹Site count for homeownership sites and rental sites include some duplication for sites that are a mix of rental and homeownership sites. However, the total shown at bottom of the table is the *unduplicated* total.

²Rental units may include lease-to-own or co-op developments



Ongoing & Further Exploration

- » Accessory Dwelling Units (ADUs)
- » Acquisition of existing homes
- » Availability of public/partner sites for acquisition
- » Zoning, code, and policy updates/changes
- » Cost/Funding studies

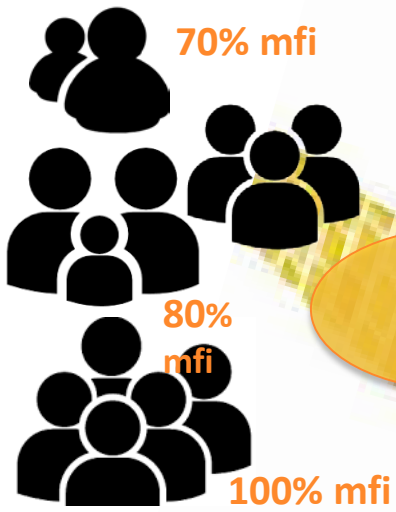
Pathway to Homeownership

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PCRI PATHWAY TO HOMEOWNERSHIP PROCESS



Are You Ready to Buy?

Money Management & Budgeting

Understanding Credit

Obtaining a Mortgage Loan

Working With a Realtor

You're a Homeowner! Now what?

Building Wealth & Historically Denied Assets

Cooperative Ownership



Lease to Own

800 Renter Households to Homeowners
=
800 Available Rentals

Conventional Mortgage



Contractor and Workforce Development Plan

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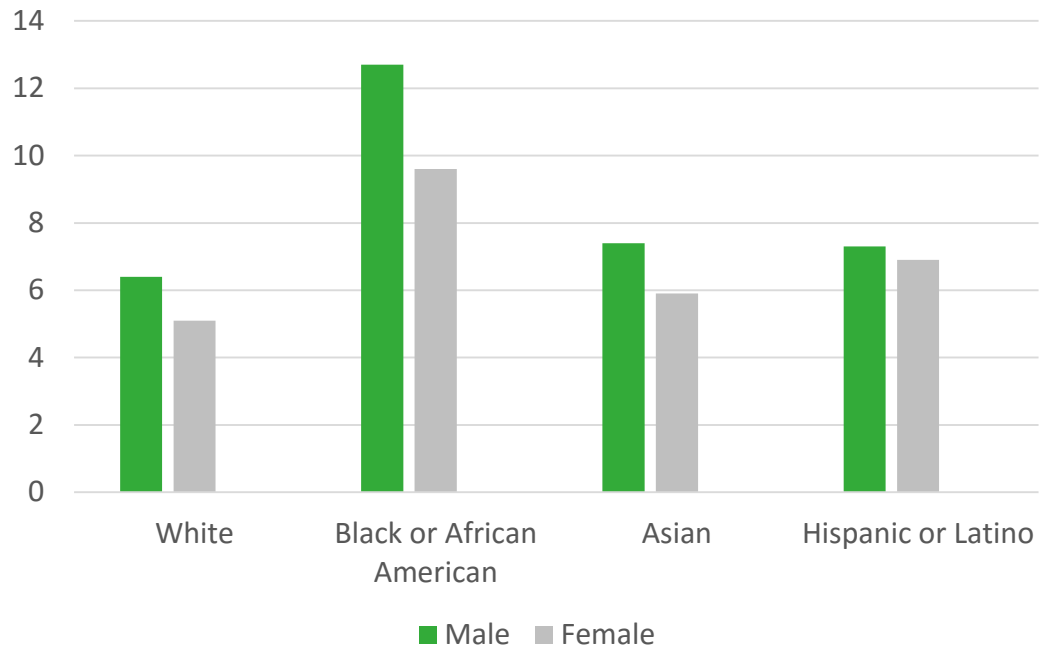




Primary Purpose(s) of the Plan:

- Use the Pathway 1000 collaboration to create a pipeline of projects for a minimum of ten years.
- Increase recruitment and retention of minority and women workers and contractors.
- Reduce employment disparities in communities of color.
- Provide equitable contracting and training opportunities for underrepresented minorities.
- Provide mentors who are successful in a wide-range of vocations, for minority youth.
- Expand available career options and equip minority communities with insights to make connections in the construction industry.

Unemployment by Ethnicity 2017
(ages 18-34)
Bureau of Labor Statistics



Plan Actions: Industry Analysis

- Project contractor and workforce availability and needs.
- Project economic impact of Pathway 1000 investments to minority contractors and the available workforce.
- Survey PCRI residents and community members to inform about contracting and job opportunities.
- Prepare, report, and present survey results to PCRI leadership, industry professionals, and the community.



Plan Actions: Contractor and Workforce Planning

- Create forecasting model in which MBE/WBE contractors and workers can be matched on upcoming opportunities.
- Create a Resource Guide of pre-apprenticeship and apprenticeship programs.
- Collaborate with PCC and other minority workforce development organizations such as Constructing Hope and P.O.I.C.
- Work with PCRI residents and select partner schools to train a pool of interested workforce candidates.
- Work with PCRI to select general contractors that demonstrate commitment to implement an inclusive diversity strategy.
- Provide pre bid meetings, business workshops, and one-on-one coaching to increase MBE/DBE chances for success.
- Provide monthly outreach sessions to cultivate relationships with minority and women workers, PCRI, general contractors, and other industry partners.

Plan Outcomes:



- To increase overall interest and participation of minorities and women in the apprentice programs.
- To increase the entrance and graduation rates for minority workers in apprenticeship programs.
- To increase and improve the available minority workforce.
- To increase wealth for minority contractors and workers.

Opportunities:

- To improve the awareness, capacity, and skills of certified minority-owned businesses.
- To achieve economic independence and entrepreneurial success for minority-owned businesses.
- Develop a community foundation for contractor development and workforce.
- Leverage local and regional partners to provide community stability.



Challenges:



- The ebb and flow of real estate and financing resources
- Start up investment for enhancement of contractor and workforce development systems.

Communication and Outreach Plan

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Meet The Team



- Our team specializes media production, marketing and outreach to multicultural communities with a niche in Black communities.
- Our clients : Us Bank, US Army, NNEBA, Coalition of Black Men, Ascent Funding, Port of Portland and many more

Our Role With Pathway 1000

- **To Connect the Disconnected**
 - Connect with potential Pathway 1000 homebuyers to get them engaged in PCRI Homeownership counseling and preparation over the next 10 years
 - Connect minority contractors and workforce to Pathway 1000 construction opportunities over the next 10 years
 - Assist PCRI in Pathway 1000 client development around three significant values and self perceptions related to:
 - **Capability**
 - **Significance**
 - **Influence**



Plan Overview and Outcomes

If you control the narrative you can control the outcomes

- **Phase I (1st 18 months) The Ideology of Capability**
 - **Design & Distinguish the Pathway 1000 Brand**
 - With PCRI, build key messages that reinforce the perception of capability designed to ignite the Pathway 1000 brand and reach target audience (homebuyers, workforce)
 - **Corral Current Data on our Targeted Audience**
 - Build a communication data base of displaced households
- **Initiate the Outreach**
 - **Using Traditional Methods**-press events, media advertising social network sharing and door to door outreach
 - **and Nontraditional Methods**- House Party, visual effects demonstrations, interactive crowd activities

Capable



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Plan Overview Cont....

- **Phase II : The Agitation (2nd 18 months)**
 - **Analysis & Course Correction**
 - Document the Progress of Pathway 1000
 - Analyze data created and collected over the 1st 18 months
 - Make any course corrective adjustments for best practices
 - **Establishment of Gold Standards**
 - Dig deeper into the culture of the process; the values, beliefs of our displaced individuals who are completing, starting or thinking about the home buying process
 - Establish a guideline of best practices moving forward

Plan Overview Cont....

- **Phase III : The Arrival (Years 4-5) - The Ideology of Significance**
 - **Building a strong foundation**
 - **Review of benchmark achievement/shortcomings with pathway 1000 clients**
 - Educational training for long-term strategies of wealth creation
 - Getting the “buy-in” from immediate and extended family
 - Continue to “tell the stories of success”

The logo for 'SIGNIFICANCE' features a large, stylized letter 'S' in a golden, cursive font. To the right of the 'S', the word 'SIGNIFICANCE' is written in a smaller, golden, serif font. The background is dark with a bright, golden glow at the bottom right corner.The logo for 'PATHWAY 1000' consists of the word 'PATHWAY' in a dark red, sans-serif font above the number '1000'. The '1000' is rendered in a golden, sans-serif font, with the zeros being slightly larger and overlapping.

Plan Overview Cont....

- **Phase IV : Sustainment & Succession (Years 6-10)**
The Ideology of Influence
 - **Establishing a New Normal**
 - Culture of accountability
 - Overall improvement of economic conditions for Pathway 1000 Clients by changing ways of thinking about economics
 - Entrepreneurship and business development opportunities for the displaced
 - Succession plan for heirs



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Plan Outcomes

- 100 households per year are moving into the home buying pipelines
- Positive educational media coverage increases
- \$\$ secured for plan
- Community awareness and pride
- Improved sense of capability, significance and influence



Displacement Mitigation and Community Benefit Policy Recommendations

- **HOMEOWNERSHIP EQUITY** – For Pathway 1000 homebuyers, or other displacement mitigation homeownership programs, waive permanent affordability and repayment requirements for Down Payment Assistance. Utilize Oregon Housing and Community Services DPA program as model
- **RIGHT TO RETURN POLICY** – For Pathway 1000 homebuyers and renters, all displacement mitigation outreach, intake and eligibility assessment to be administered by PCRI, through its established program
- **COMMUNITY ECONOMIC BENEFITS** – Allocate resources to support Contractor and Workforce development programs

Implementation Plan Completion

- Final Review of Draft Plan Sections Underway
- Plan Production/Graphics Mid-June
- City Council/METRO Presentations July
- Final Implementation Plan Release July
- **PLAN IMPLEMENTATION!!** Underway and Ongoing



PATHWAY 1000

