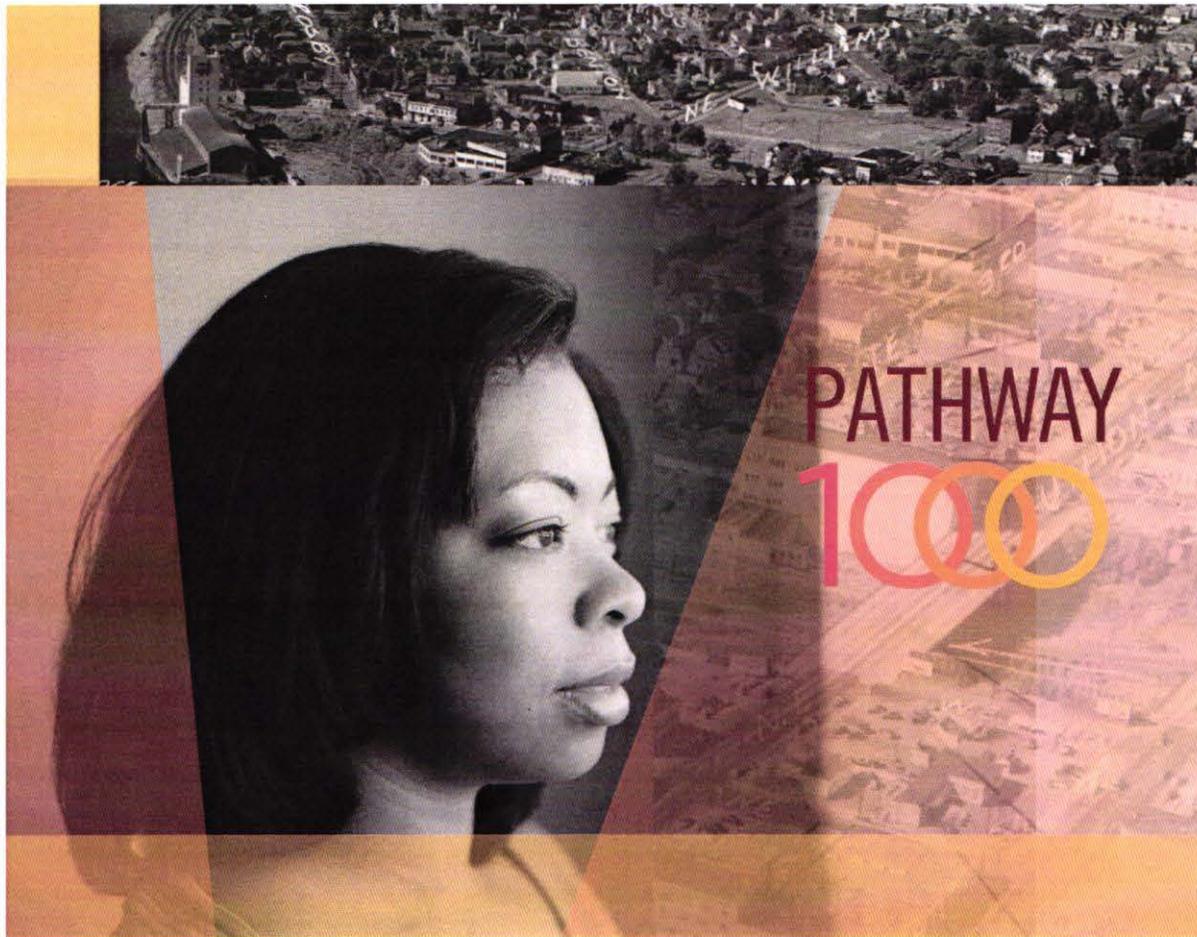


EXHIBIT A



**PORTLAND COMMUNITY
REINVESTMENT INITIATIVES
PATHWAY 1000 IMPLEMENTATION PLAN
EXECUTIVE SUMMARY**

October 17, 2017

PATHWAY 1000 IMPLEMENTATION PLAN

"We cannot undo the harms done, but rather must focus on restoring housing justice for those who were harmed. PCRI's goal is to support and encourage displaced Black residents from North and Northeast Portland to focus on the future."

*-Maxine Fitzpatrick
Executive Director, PCRI*

Executive Summary

While Portland has evolved into a thriving, livable and sustainable city with world class restaurants, locavore food carts, micro-roasted coffee perfection, bike lanes, public transportation and the hipster culture made famous by Portlandia, its transformation has once again disrupted the lives and livelihoods of its Black community. Progressive Portland, the whitest big city in the country (American Community Survey, 2013), has a long history of racialized displacement driven by redlining, urban renewal policies, gentrification and speculative real estate forces that have had devastating consequences for the Black community in Portland.

Formed twenty-five years ago due to a housing crisis created by redlining and predatory lending practices, Portland Community Reinvestment Initiatives, Inc. (PCRI) continues to be a solution to combat involuntary displacement in North and Northeast (N/NE) Portland, long the center of the Black community. Today, PCRI envisions Pathway 1000, a bold and ambitious ten-year displacement mitigation initiative to slow and reverse some of the involuntary displacement of long-term residents forced to move out of N/NE Portland and current residents at risk of displacement.

Pathway 1000 will build paths to stability and prosperity for Black and other low-income households. Over the next decade, it will create a minimum of 1,000 affordable homes primarily in N/NE Portland, 800 of which will be sold

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to new homeowners, as well as thousands of living wage jobs and business opportunities. Pathway 1000 will focus on homeownership, providing the nation's most reliable form of security, stability and wealth creation, outcomes that have been historically denied to Black families in Portland. Pathway 1000 also reflects a larger vision for the N/NE neighborhoods as an income inclusive, racially diverse and welcoming community that celebrates its history as the center of Black culture in Portland.

Pathway 1000 Goals

The overarching goal of Pathway 1000 is to address generational poverty of Blacks and others displaced from N/NE Portland by providing homeownership and rental housing opportunities that create wealth and stabilize families as well as provide living wage jobs for current and future residents of the community. In late 2014, PCRI prepared a Pathway 1000 Framework Plan that sets forth the benchmarks against which the success of Pathway 1000 will be measured (PCRI, 2014).

Pathway 1000 Housing Goal: Create a minimum of 1,000 new affordable units primarily in N/NE Portland over the next ten years, of which 800 are planned to be ownership homes and 200 will be constructed as affordable rental homes. Pathway 1000 will target housing opportunities for Blacks and other low-income households who were forced to move against their wishes by gentrification, redlining and other causes of displacement or are in danger of displacement from N/NE Portland.

Pathway 1000 Neighborhood Empowerment Goal: Create living wage jobs and business opportunities to mitigate the loss of African-

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American businesses spurred in part by disinvestment and subsequent gentrification of N/NE Portland.

What is in the Plan

The Framework for Pathway 1000 was initially articulated in November 2014. From November 2016 through fall 2017, this plan was developed by PCRI in collaboration with its partner organizations and technical experts. It includes the following sections:

Section 1 - Overview and Context describes the historical context of N/NE Portland that led to involuntary displacement and economic instability; the demographic and community impacts of displacement; the disparities between the City's Black and White populations on measures of income, poverty, homeownership and wealth; and most importantly, the public policy context in Portland to address historical displacement and now, gentrification.

Section 2 -Community Economic Benefits quantifies the key findings of the economic impact analysis of the Pathway 1000 Initiative using the IMPLAN model, an economic analysis standard widely utilized since 1979 in a broad range of applications. The IMPLAN study found that the \$300 million capital infusion to construct 1,000 dwelling units will have an \$850 million overall impact on the local economy. Also summarized in this section are collaborators National Association of Minority Contractors–Oregon's (NAMC-OR) and Minority Contractors Improvement Project's (MCIP) construction industry analysis, the plan to utilize a forecasting model to support contractors and the construction workforce needed for the sustained construction of Pathway 1000 homes, and the workforce training and

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utilization plan. This section includes the Pathway 1000 Equity and Inclusion strategies, a discussion of Access to Capital and concludes with Workforce, Business Support and Contracting Policy Actions.

Section 3 - Homeownership and Resident Services focuses on the benefits of asset building through homeownership for PCRI residents and Pathway 1000 homebuyers. This section includes a discussion of the linkage between PCRI residents and Pathway 1000 homeownership opportunities, a discussion of the Black home buying gap, and an economic comparison of subsidized renting and homeownership. The conventional mortgage purchase, lease purchase and housing cooperative homeownership options and the homeownership education and counseling programs available to Pathway 1000 homeowners are described.

Section 4 - Housing Site Plan summarizes the salient findings and recommendations of PCRI staff and Portland State University graduate students and faculty related to redevelopment of PCRI-owned sites and other potential Pathway 1000 sites. This section also describes small scale, higher density affordable ownership housing options for Pathway 1000 homeownership and recommends strategies to help PCRI secure additional land to achieve Pathway 1000 housing goals.

Section 5 - Finance Strategy delineates the financing plan for Pathway 1000 homeownership units, affordable rental housing and community benefits including contracting and workforce opportunities, resident opportunities and plan implementation. The funding approach, resources needed and the financial feasibility for each component are described.

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Section 6 – Communication and Outreach Plan summarizes the communication and outreach plan for Pathway 1000 to build awareness and understanding of the Pathway 1000 Initiative and to reach current residents of N/NE Portland, and previously displaced residents who may wish to return and benefit from Pathway 1000 homes, commercial spaces, jobs and workforce training or other opportunities. Implementation goals, strategies, and tasks for each phase of the plan are described.

Section 7 – Action Items is a comprehensive action plan that delineates specific actions, success measures, timelines, and responsible parties to achieve the Pathway 1000 goals detailed in each of the sections listed above. The action plan also describes needed policy changes, the structure and process to be used to ensure success for each goal, and an evaluation process that will be used to monitor plan implementation.

Appendices include acknowledgements of assistance from partners that helped prepare the plan, letters of support from partners including potential funders, references for sources cited in the plan and the Interstate Corridor Urban Renewal Area Plan Housing Goals.

A Community Created Plan

Informed by a thorough and comprehensive planning process that included participatory community engagement processes, the Pathway 1000 Implementation Plan provides a framework for community accountability by describing the collaborative, inclusive and integrated goals, strategies and action steps that PCRI and its partners and collaborators will follow to build a minimum of 1,000 units of affordable homeownership and rental housing in N/NE Portland over a ten-year period.

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Pathway 1000 differs from community development initiatives planned by local public agencies because it focuses on housing stability, wealth creation through homeownership, and subsequently a reduction in poverty, specifically the generational poverty that exist in Portland's Black community. PW 1000 is community driven, community informed, community advocated and community built. Moreover, Pathway 1000 has intentionally developed strategies that are **not** reliant on public funding to catalyze and sustain the momentum – We believe our approach can be a model for other communities in Portland and elsewhere in the country impacted by gentrification and displacement.