

Broadway Corridor Racial Impact Equity Analysis

Introduction

The 24-acre Broadway Corridor comprises numerous parcels, including Portland's Union Station, largely east of Broadway, the majority of which are owned by the Portland Development Commission (Prosper Portland), together with the 14-acre U.S. Postal Service (USPS) site west of Broadway. The Corridor is identified in the City of Portland's Central City 2035 Plan as a key opportunity site for high density employment and signature city attractions.

Acquisition and redevelopment of the USPS site, as called for in the Central City 2035 Plan, offers a once-in-a-generation opportunity for Prosper Portland and the City to meet its goals for inclusive prosperity. This site will meet ambitious growth requirements—including private development together with affordable housing, economic development, transportation, and open space goals—on a large, contiguous property in the middle of downtown and adjacent to Portland's regional transit hub. Development of the USPS site can absorb a substantial share of the approximately 21,500 new households and 42,500 new jobs projected to be added to the Central City by 2035. This plan anticipates approximately 2,400 new households and 4,000 jobs on the 14-acre USPS site, supported by approximately \$40 million invested for infrastructure.

Approximately 3.8 million square feet of development on the USPS will yield a private investment opportunity close to one billion dollars. In addition to the business opportunities to design, build and develop the site there are firms who will manage the property, provide security and landscaping services, operate retail stores or childcare facilities.

Prosper Portland and the City have a chance to turn this development into a substantial growth opportunity for Portland minority owned firms, whether they be developers, designers, property managers or small business owners.

What is a Racial Equity Impact Assessment?

A Racial Equity Impact Analysis (REIA) is an assessment of how institutional racism historically impacts decision making on a project and an analysis of how the project can be done differently to address historical inequities. According to Race Forward, a REIA is "used to reduce, eliminate and prevent racial discrimination and inequities."

A REIA process examines who the affected stakeholders are in the project, identifies the racial inequities through data and analysis of past projects, and examines ways to interrupt the status quo through the decision making process to lead to more equitable outcomes.

Project Approach

Two members of the Prosper Portland Equity Council facilitated the Broadway Corridor Redevelopment Team over the course of five meetings to achieve the following:

1. **Conduct an equity audit on past projects with similar goals by articulating what Prosper Portland could have done differently and how we could have defined success differently. Findings are described in attached document.**

Once completed, Prosper Portland will engage with members of the Steering Committee to:

2. **Undertake a process based on the audit to identify revised project goals and success measures:**

Project goals and measures were primarily identified by Prosper Portland staff, and will be refined and confirmed by the Broadway Corridor Steering Committee. They will be used to track progress towards equitable outcomes.

3. **Identify a comprehensive list of stakeholders who need to be involved early in the master planning process and who will be key partners in implementing the project's equity outcomes:**

Prosper Portland will engage with the Steering Committee member to identify a comprehensive list of stakeholders to be engaged during the course of the planning, scoping and development of this project.

1. **Community experts.** Community experts are neighborhood associations, organizations serving communities of color and other advocacy and community organizations.
2. **Partners.** Partners include city bureaus and other public agencies, affordable housing and social service organizations, organizations providing technical support to minority owned small businesses and other organizations critical to the execution of the Broadway Corridor Framework Plan
3. **Technical experts.** Technical experts include specialists in their field, bureau partners and other specialists.
4. **End users.** End users may include (but not limited to) developers who may bid on the project, future residents, future contractors and service providers involved with this site.

REIA Equity Audit Findings

As part of the equity audit, the team discussed the following ideas by which Prosper Portland seeks to approach this project differently.

- 1. Engage regionally diverse stakeholders.** The Broadway Corridor site will be a regional attractor. Those who live, work, build and manage the site will come from all over the Portland Metropolitan Region for the next ten years. As our population becomes more ethnically diverse, it is essential we engage stakeholders from outside the Central City.
- 2. Hold a conversation about equity before the project starts.** In the past, Prosper Portland recognizes that equity goals and solutions happened after the plan is developed. Our past practice has been treating equity as an afterthought and not as a key measure of success we want to achieve going into the project. For this project, we recognize that an honest discussion about equity with Prosper Portland staff and stakeholders needs to happen at the very beginning of the project.
- 3. Structure deals with equity goals in mind.** A discussion about meeting equity goals often happens too late in the negotiation with our business partners. How a development or service delivery partner plans to incorporate equity into the project should be one of the first conversations we have with them.
- 4. Find development partners who will achieve equity objectives.** When seeking a development partner, we've realized it is a struggle to complete a mission driven deal when the business partner does not value equity as part of their practice. For the future, we plan to vet potential partners based on their commitment to values of equity and inclusion.
- 5. Leverage equity goals from institutional partners and industry.** Traditionally, Prosper Portland has looked at equity goals in a project from a construction workforce perspective but we realize there are many other relationships we can leverage in a transaction particularly from the businesses and the institutions that may tenant the project.
- 6. Engage stakeholders in a meaningful and effective way.** Stakeholder needs and desires should be taken into consideration prior to writing a draft plan. Prosper Portland needs constructive stakeholder input earlier in the process, and not only for approval of a completed draft plan.
- 7. Check our own assumptions; question every process.** Prosper Portland should not assume it knows all of the players in the market, and we should work to adapt our outreach methods to extend our reach. Each stage of the project should be questioned in order to improve outcomes.
- 8. Be more creative in finding ways to support minority owned and community owned assets.**

Prosper Portland should explore various ownership models and leverage existing networks to build community capacity. Our current model is based on land ownership, and Prosper Portland needs to invest and explore other options, i.e. community land trusts, cooperatives, etc.

- 9. Make competitive process more welcoming, designed in the eyes of those we want to include.** Introduce prospective groups/bidders to competitive process early. Provide application guidance to first time bidders in order to promote transparency. Get feedback on competitive process from prospective applicants we seek to serve.

- 10. Have a long term perspective.** Phase the project in a manner that both private and public goals can be achieved. Market cycles can affect the pace of the project, and so the project should be phased in a way that all goals can be achieved. For example, there are lessons to be learned from South Waterfront, where affordable housing units were built following the private units which made the cost burden of affordable housing greater.