A COMMUNITY OF OPPORTUNITY

STEPHENS CREEK CROSSING: REPORT ON DEVELOPMENT GOALS

home forward
hope, access, potential.
FOR DECADES, the close-in neighborhoods of Southwest Portland have been a welcoming launching pad for families. The area’s good schools, leafy parks, and walkable streets are a draw for households eager to give their children every opportunity. That dream is shared across all income levels and is now in reach for the 122 low-income families who live in Stephens Creek Crossing.

The vision for the community is a focus on the whole family to help adults achieve in the workplace, kids achieve in school, and the community to be well-connected to each other and to the surrounding neighborhood. This intriguing two-generation approach tackles the needs of parents and kids together to make the family unit stronger and more resilient. All this in brand new housing that is safe, comfortable, and promotes a healthy lifestyle.

Developed by Home Forward, Stephens Creek Crossing relies on relationships with key community partners to deliver programs and services to fulfill both redevelopment goals and resident goals.

REDEVELOPMENT GOALS INCLUDED:

- Increased affordable housing opportunities
- Comprehensive relocation and return services for residents
- Increased visibility and positive connections to the neighborhood
- Enhanced community partnerships
- Economic opportunities for individuals and small businesses
- Sustainable building practices and features
- Leveraged resources in development financing

ONGOING RESIDENT SUCCESS IS SUPPORTED THROUGH SERVICES AND PROGRAMS THAT DELIVER:

- Economic stability
- Enhanced family self-sufficiency
- Education and opportunity for children and youth
- A healthy, supportive and well-connected community

This report describes the redevelopment’s achievements in these goal areas as the former Hillsdale Terrace was transformed into Stephens Creek Crossing.
HISTORY

The former Hillsdale Terrace public housing development was hidden away down a steep side street in southwest Portland’s Multnomah neighborhood. Located just steps from one of the city’s most popular and charming areas, Hillsdale Terrace was nearly invisible to surrounding neighbors and businesses.

Built in 1968, the original apartment community had 60 three-bedroom homes. The cinderblock building materials selected for construction were common for the period but proved to be a poor choice at this property. The bowl-shaped site trapped water and retained moisture, contributing to lingering dampness and mold problems that plagued building maintenance and diminished quality of life in the apartments. Despite repeated attempts to remedy the problems, it was clear that Hillsdale Terrace was beyond repair. As Home Forward’s most expensive community to maintain, it was an unwelcoming location that did little to instill pride among the very low-income residents living there.

The name Stephens Creek Crossing is a nod to Thomas Fulton Stephens, an early settler in Portland who farmed and was employed as a barrel maker. He obtained a Donation Land Claim in 1845 along the lower reaches of what is now Stephens Creek, which flows underneath the redevelopment site. A naming workgroup comprised of residents, neighbors, community partners, and staff selected the word “crossing” to round out the name to reflect the many types of crossings represented by the residents and neighbors from many cultures.

After the successful completion of its New Columbia and Humboldt Gardens communities, Home Forward turned its focus to revitalizing Hillsdale Terrace. In May 2011, Home Forward was awarded an $18.5 million HOPE VI federal grant to launch a comprehensive redevelopment of the Hillsdale Terrace public housing property. Funding from other sources supplemented the grant, providing a total of approximately $53 million for the new community.

Stephens Creek Crossing was completed in 2014 with the following features:

- 122 new affordable and public housing apartments of various bedroom sizes, including replacements for the 60 original three-bedroom apartments, contained in 20 two- and three-story residential buildings situated on the six-acre site.
- Seven off-site home ownership opportunities in partnership with Habitat for Humanity.
- The Lee E. Moore, Sr. Opportunity Center for resident and neighborhood activities.
- A Children’s Center, developed in partnership with Neighborhood House, to focus on early childhood education and programs to strengthen families.
- Sustainable solutions to manage stormwater, energy-efficient lighting and appliances, and environmentally friendly finishes to ensure clean indoor air quality.
- Landscaped open spaces and play areas for children.
- Increased connections to surrounding streets through pedestrian, bike and trail improvements.
RELOCATION AND RETURN

- When it came time for relocation, 49 families were still living at Hillsdale Terrace. Home Forward began the process of helping them find new homes in June 2011 and all families were relocated by December.

- As with Home Forward’s two previous HOPE VI projects, existing residents received full relocation services and had the option to use a Section 8 voucher to rent an apartment.

- Relocated residents received help with moving, transportation, social services, and making connections in their new communities. Specialists stayed in touch with families throughout the relocation period to help keep the families stable.

- Of the 49 households, 22 percent moved within the Southwest neighborhood, 29 percent moved to Southeast Portland, 18 percent moved to Northeast Portland and 12 percent moved out of state. The remaining 18 percent moved to locations in North Portland, Gresham and Washington County.

- Relocated residents had first choice to return. Sixteen of the original Hillsdale Terrace families returned to live at Stephens Creek Crossing.

SUPPORT FOR ADULTS

Former residents of Hillsdale Terrace received ongoing support services before, during and after they were relocated to make way for the redevelopment. In partnership with families, Home Forward developed specific programs for the new community to deepen the impact of the redevelopment well into the future.

CHANGE STARTS WITH THE WHOLE FAMILY

Everything at Stephens Creek Crossing — from the vision to housing design to individual programs and services — is designed to improve the health and vitality of the whole family. Based on experiences at other HOPE VI communities, Home Forward understands that services and programs that work with the entire family produce more effective collaboration, improve family results, and help an entire neighborhood move forward.
Knowing that affordable housing is not enough to help families thrive, Home Forward partnered with a variety of organizations to provide an array of services and programs before, during and after redevelopment. Home Forward brought community partners together early in the process to increase their engagement and improve coordination.

COMMUNITY AND SUPPORTIVE SERVICES

- Through community suppers, focus groups, and multiple surveys, residents helped to identify programs and services needed to fulfill the redevelopment vision, which included:
  - Provide job training and career advancement to promote economic stability
  - Provide activities and education to help youth excel as they grow and develop
  - Focus on health and wellness to promote a healthy, sustainable and well-connected community
- On-site staff met with every new and returning household to introduce a Community Compact. Crafted by residents and Home Forward staff, the compact sets a positive tone for the property by asking all members to treat each other with respect, and to be accountable for their behavior and how it affects others.
- The Community and Supportive Services staff speaks many languages, including Spanish and several African dialects, to support outreach to all residents in the community.
- Through a partnership with Habitat for Humanity, seven homeownership opportunities were made available to low-income homebuyers. Trillium Court, Habitat’s first home-building project in the Hillsdale neighborhood, is located just blocks from Stephens Creek Crossing.

LEE E. MOORE, SR. OPPORTUNITY CENTER

- The center, named in honor of a Home Forward board chair who promoted opportunity for all, is an important gathering spot to build community spirit and is the site of social events, workshops, and classes that increase social connections among residents.
- A spacious, well-stocked and family-friendly kitchen is used for community suppers and for cooking classes, in coordination with programming for the community garden. Families learn from professionals and each other how to adopt healthy eating habits. The kitchen is shared with the Children’s Center to increase collaboration and minimize costs.

A key focus of the new community is to help families achieve economic stability. Work-focused adults—individuals who are not seniors or don’t have a disability—are required to participate in Home Forward’s GOALS program (Greater Opportunities to Advance, Learn and Succeed).

The program helps households become more economically independent by providing participants with extensive coaching and services, and the opportunity to use a portion of their rent payment towards an asset-building savings account. The family may use funds saved in the account later for a purpose of their choosing, such as to further their education or make a down payment on the purchase of a home. During the first year on-site, 80 families participated in the Stephen’s Creek Crossing GOALS program.
Support for Children

Home Forward’s goal of helping children achieve in school begins with a major emphasis on quality early childhood education. The agency forged a strong partnership with Neighborhood House, a well-respected nonprofit in the Southwest Portland community and a leader in early childhood education programs. Together, they developed the Children’s Center to showcase the important role that education has on the success of children and families.

Children’s Center

- The Children’s Center is visible from SW Capitol Highway and considered the centerpiece of the redevelopment. Home Forward purchased a privately-owned lot at the corner of SW 26th and Capitol Highway to serve as the location of the Children’s Center, which stands as the gateway to the community.
- Development of the center was budgeted at $5 million, with Neighborhood House responsible for raising $1 million. For the first time in Home Forward’s history, the agency and Neighborhood House collaborated on a capital campaign to raise funds together. The two-generation approach at Stephens Creek Crossing impressed funders from both local and national foundations, as well as individual contributors who were eager to invest in the success of the community and the concept of the Children’s Center.
- Three Head Start classrooms enroll upwards of 90 students in half-day programs.
- To complement the focus on early childhood education, the Children’s Center offers parenting, exercise, and healthy cooking and lifestyle classes to support and strengthen families.

Resident Services

- A resident services team addresses the needs of the community and includes one youth-oriented position made possible through a partnership with Neighborhood House. Together, the team:
  - Ensures that children are enrolled in school and provides assistance to keep youth focused and on track for educational success.
  - Devises enriching activities for kids such as basketball and soccer teams, dance classes, and pocket park events.
- Home Forward worked closely with Portland Public Schools to track students during relocation and to watch enrollment numbers at Hayhurst Elementary, Robert Gray Middle and Wilson High schools as families moved back to Stephens Creek Crossing. Through communication and collaboration, teachers in local schools were ready with the resources they needed to welcome new and returning students.
COMMUNITY CONNECTIONS AND LIVABILITY

Home Forward’s plan to reinvent the former Hillsdale Terrace sought to reduce the community’s isolation from the surrounding neighborhood; deliver safe, healthy and comfortable places for residents to live; and add economic value and benefits through redevelopment activity.

ECONOMIC DEVELOPMENT AND OPPORTUNITY

- Home Forward selected the partnership of R&H/Colas Construction to serve as general contractor. Both companies are locally-owned, well-established general contractors that joined forces to provide economic opportunities for minority contractors and apprentices.

- The Stephens Creek Crossing redevelopment procured approximately $39.9 million in construction-related activities and professional services. A total of 250,000 person-hours were invested in the redevelopment, and 119 full-time equivalent jobs were created.

- Home Forward set a goal that at least 40 percent of construction and services contracts go to qualified Minority-Owned, Women-Owned and Emerging Small Businesses (MWESB). The total awarded to MWESB firms was $15.2 million or 42 percent of all contracted dollars.

- As part of the federal Section 3 program, Home Forward provides job training, employment and contracting opportunities to low or very low-income residents in connection with its neighborhood redevelopment projects. Forty-four job opportunities, or 37 percent of total new hires, were created for individuals, and more than $7.6 million in subcontracting opportunities were provided to eligible businesses.

- Through a partnership with Portland YouthBuilders, eight new jobs were created for participants in the non-profit’s pre-apprenticeship program and five individuals were hired by subcontractors.

BUILDING COMMUNITY

- To gather input on community design from residents and neighbors, Home Forward held two open houses, two design workshops and a bus tour of other HOPE VI sites.

- Home Forward launched an active community engagement process that included a Community Advisory Committee comprised of residents, adjacent neighbors, neighborhood and business associations, educators, faith communities, social service providers, and staff from city and county bureaus. The group advised the Home Forward Board of Commissioners on issues such as resident relocation, design, economic participation during construction, and community services.
• A new traffic light was installed at the intersection of SW Capitol Highway and SW 26th Avenue with support from Mittleman Jewish Community Center and assistance from the City of Portland. The traffic light improves safety for children participating in programs at the community center as well as for area neighbors.

• The City of Portland’s funding supported improvements to sidewalks in the area as well as a new walking trail from SW 26th Avenue to SW California Street. Home Forward improved bike and pedestrian-friendly pathways from the property to nearby streets and completed major improvements to SW California Street to make access easier for homeowners on the south side of the property.

ATTRACTION, HEALTHY AND COMFORTABLE COMMUNITY DESIGN

• The design team, led by MWA Architects, created a campus-style development that features flats and townhomes with an eye toward good, responsible, long-lasting design. Design of the apartment units blends with the mix of other housing types in the area.

• Home Forward doubled the number of affordable apartments from 60 to 122. Thirteen units are reserved for households earning less than 60 percent of the median family income (MFI), and 109 units provide subsidized rent for households earning below 50 percent MFI.

• A broad mix of apartment units is available to serve households of all types. The majority of units are larger to accommodate families, while smaller size units are available for individuals. Fifteen units are fully accessible for seniors and people with disabilities.

• Landscaped open spaces and play areas offer healthy outdoor activities for kids and adults.

• The first of two planned community gardens was underway in 2014 with garden boxes built, soil amended, and supplies procured. In partnership with Growing Gardens, the community garden will complement the community’s emphasis on wholesome foods and green space.

• A $30,000 budget was set aside for public art on the property. With assistance from the Regional Arts & Cultural Council, Hilary Pfeifer was selected to design and fabricate an artistic screen for the Children’s Center covered play area. Artist Junko Ijima was commissioned to create a public art bench located inside the lobby of the Children’s Center.

Junko Ijima, a native of Japan now working as a Portland artist, spent a two-week residency at Stephens Creek Crossing to explore transitions and the memories brought through travel from one place to another. Adorned with mementos contributed by families, her art piece stands as a visual time capsule to honor the experiences of the community’s residents.
SUSTAINABILITY

Sustainable, green building practices are an essential part of the new community. They ensure the property is energy efficient, uses water wisely, and is affordable to maintain.

- The signature bowl shape was re-graded into a flatter, higher, more terraced landscape to address a history of moisture problems.
- Construction crews removed 40,000 cubic yards of dirt and replaced it with a similar amount of rock fill – equal to the amount of snow needed to cover the playing surface of a football field nearly 20 feet high from one end to the other.
- The rock fill gives the creek running through the site a pathway to migrate down the hill and collect in a new series of French drains to keep water away from the buildings.
- Construction crews tore down all 12 of the former structures generating 8,600 tons of building debris. More than 95 percent of the construction waste was diverted from the landfill by crushing and recycling it for other uses on-site.
- All residential buildings were designed to meet Earth Advantage Home certification at the Platinum level. The Children’s Center and Lee E. Moore, Sr. Opportunity Center each earned LEED certification at the Gold level.
- Other sustainable green building features include energy-efficient appliances and lighting, and non-toxic finishes to ensure clean indoor air quality. The Lee E. Moore, Sr. Opportunity Center and Children’s Center are topped with eco-roofs to reduce energy use, manage stormwater, and improve water quality.
- Bioswales manage and treat 100 percent of stormwater onsite. Investments in erosion improvements reduce the impact of water on the site.
FINANCING & PROJECT COSTS

The transformation of Hillsdale Terrace into Stephens Creek Crossing was budgeted at $53 million and required many financial partners to make it work. Home Forward relied on strong relationships with community partners to leverage federal funds with public, private and philanthropic sources. In addition to the HOPE VI grant from the U.S. Department of Housing and Urban Development, financing came from funds pledged by the City of Portland, the sale of Low-Income Housing Tax Credits, and proceeds from the sale of Home Forward’s scattered site portfolio.

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<th>Stephens Creek Crossing Redevelopment Budget</th>
<th>Housing, Community Building &amp; Infrastructure (in millions)</th>
<th>Children’s Center (in millions)</th>
<th>Total Budget (in millions)</th>
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| USES OF FUNDS                                 |                                                          |                                |                            |                 |
| Land Acquisition                              | 0.3 *                                                    | 0.8                            | 1.1                        | 2%              |
| Demolition and Sitework                       | 8.2 **                                                   | 8.2                            | 16%                        |                 |
| Construction                                  | 24.9                                                     | 3.6                            | 28.5                       | 54%             |
| Design, Engineering, Permits                  | 8.1                                                      | 0.4                            | 8.5                        | 16%             |
| Financing                                     | 1.4                                                      | 1.4                            | 3%                         |                 |
| Reserves/Contingency/Lease-up                 | 1.2                                                      | 1.2                            | 2%                         |                 |
| Admin and Community Relations                 | 1.1                                                      | 1.1                            | 2%                         |                 |
| Relocation/Community and Supportive Services  | 2.5                                                      | 2.5                            | 5%                         |                 |
| Total Project Uses                            | 47.7                                                     | 4.8                            | 52.5                       | 100%            |

* includes lot purchase for seven nearby Habitat for Humanity first-time homeowners
** includes Children’s Center demo/sitework

The budget figures above do not include $1.5 million for Habitat for Humanity’s fundraising revenue and construction expenses.

FINANCIAL PARTNERSHIPS:

[Logos of various financial partners]

September 2015

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