

Metro | Agenda

Meeting: Equitable Housing Work Group – Meeting #4
Date: Tuesday, September 29, 2015
Time: 12 p.m. (noon) to 2 p.m. (*lunch available starting at 11:45 a.m.*)
Place: Metro Room 370A/B
Purpose: Provide feedback on data to frame equitable housing challenges/opportunities
Provide feedback on revised opportunity matrix and proposed case study topics

- 12:00 p.m. Welcome, meeting purpose, and introductions**
Metro Councilors Craig Dirksen and Sam Chase
Working Group members
- 12:05 p.m. Meeting agenda, logistics, and updates**
Kirstin Greene, Cogan Owens Greene
- 12:10 p.m. Update on Metro’s Regional snapshot on housing and market/regulated housing analyses**
Emily Lieb, Metro
Jerry Johnson, Johnson Economics
 - Feedback on what’s most helpful in building a shared understanding of challenges and opportunities for equitable housing development
- 12:40 p.m. Lessons learned from Kim-Mai Cutler event**
Emily Lieb, Metro
Working Group members
- 12:50 p.m. Update on stakeholder engagement: Developer focus group**
Emily Lieb, Metro
Megan Gibb, Metro
 - Questions and clarifications
- 1:00 p.m. Updated opportunity matrix and proposed case study topics**
Emily Lieb, Metro
Ruth Adkins, Oregon ON
 - Feedback on the revised matrix
 - Feedback on best practices for case studies
- 1:50 p.m. Next Steps**
Emily Lieb, Metro
- 1:55 p.m. Public comments (as time allows)**
- 2:00 p.m. Adjourn**

Equitable Housing Working Group

Wednesday, August 26, 2015

10:00 a.m. - noon

Metro Regional Center, room 370A/B

Working Group Members Present:

Councilor Sam Chase	Metro
Councilor Craig Dirksen	Metro
Betty Dominguez	Home Forward, Multnomah County
Sheila Greenlaw-Fink	Community Partners for Affordable Housing (CPAH), Washington County
Rachel Loftin	Homebuilders Association of Metro Portland
Alisa Pyszka	Greater Portland Inc
Margaret Salazar	US Department of Housing and Urban Development (HUD)
Alma Flores	City of Milwaukie
Eli Spevak	Orange Splot LLC
Elisa Harrigan	Meyer Memorial Trust
Gordon Jones	Rose Holdings LLC
Bill Van Vliet	Network for Oregon Affordable Housing (NOAH)

Metro Staff and Guests:

Emily Lieb	Metro
Megan Gibb	Metro
Laura Dawson Bodner	Metro
Nikolai Ursin	Metro
Ramsey Weit	Community Housing Fund

Facilitator and Project Partners:

Kirstin Greene	Cogen Owens Greene
Ruth Adkins	Oregon Opportunity Network

WELCOME AND INTRODUCTIONS

Councilor Chase called the meeting to order at 10:06 a.m., welcoming committee members and guests and inviting attendees to introduce themselves. He noted that the construction excise tax is nearing an end and there is now a social equity criteria component. He said that Metro Council met in retreat and discussed equity. Councilor Dirksen added that the big challenges with affordable housing are coordination and finding resources.

MEETING AGENDA, LOGISTICS AND UPDATES

Ms Greene introduced the agenda and meeting logistics. She invited the committee to submit edits to the July meeting summary to Emily by the end of the week.

SUMMARY OF OREGON ON ENGAGEMENT FINDINGS

Ms Adkins reviewed Oregon Opportunity Network's (Oregon ON) recent work with focus groups and gave an update on the survey and the follow up survey. Findings will be available by the end of the month. Her slide presentation will be posted to the Equitable Housing web page and a link provided to the committee. She talked about respondents, representation within counties, that the need for affordable housing is sometimes questioned and the differences in perception of effectiveness of affordable housing efforts. Survey respondents were self-selected and were primarily from the non-profit sector. Seven developers participated in a focus group. Oregon ON will follow up with another event aimed at gathering additional developer input.

Ms Adkins summarized responses from the survey. For the action strategies question, locating a new long term revenue source was the most common response. Overturning the state ban on inclusionary zoning garnered the second largest response. Respondents thought that if Metro offered technical assistance grants, focus could be on one of four areas: advocate/educate, analysis/planning, support for development of different housing types and providing direct funding. Responses on the question of helpful Metro roles included identifying land for affordable housing development, advocating for state and federal policy changes, developing or evaluating tools to incentivize private development, helping establish a land bank system, convening a regional strategy or process to identify land availability and contributing to the ease of putting together funding.

Ms Adkins said that roundtable discussions in Hillsboro, Portland, Tigard, Gresham and Oregon City were well-attended, primarily by jurisdiction staff and non-profit representatives. Discussion at the roundtables centered on barriers, tools jurisdictions use and Metro's potential future role. Common themes that emerged were the urgent need for affordable housing, the lack of funding and land, a need for better coordination and alignment, the lack of political will, interest in eliminating state-wide preemptions, new and emerging housing types, and that Metro should play a role.

Committee comments included:

- The problem affects not only low income, but also middle-income residents.
- There is a need for a coordinated effort to identify and secure land for affordable housing.
- There is land available within the UGB but jurisdictions need to prioritize it for affordable housing.
- Land locked cities do not have the benefit of an edge on which to build so that they can increase their tax roles.
- There is a bias here towards the non-profit perspective. We need to build projects that will be on the tax roles to reduce the burden on everyone else. Create tools that focus upon better private sector incentives such as tax abatements and SDC waivers. Include a percentage of affordable housing in every project.
- Does inclusionary zoning refer to condos and home ownership but not rentals? Has this been explored?

Action: Research information on the latter issue, especially as it applies to condominium conversions.

Ms Adkins continued, describing the theme of regional coordination and alignment, including determining goals, sharing best practices, sharing data, partnering with the private sector and business communities, and making clear the connections between housing choice, jobs, climate and transportation options. Around the theme of political will, there is a desire for leadership locally and at the state level, an interest in alternative housing types, use of the co-op model of ownership and interest in exploring incentive-based inclusionary zoning. Participants see Metro as an advocate, yet expressed a desire for local control and a flexible approach. Ms Adkins concluded with differences in the three Counties' perspectives.

Committee comments included:

- There is a lack of understanding between non-profits and for-profits of the components that go into affordable housing. It would be helpful to have discussions to clarify needs and tools available.
- Work force housing is at the lower end of the spectrum. \$10 - \$15 an hour jobs can qualify for affordable housing. In 2013, 35% of our landlords that accepted Section 8 vouchers raised rents.

In 2014, 40% raised their rents, and already in 2015, 36% of landlords have raised their rents. 16% of renters are rent-burdened at over 50%. Of people using Section 8 vouchers, over 60% are elderly or disabled.

- There is a need to address stereotypes of affordable housing. If the general public knows that the private sector is interested in affordable housing, it could broaden the discussion.

GROUP EXERCISE: INITIAL FILTERING OF OPPORTUNITY MATRIX

Ms Lieb introduced the opportunity matrices. Committee feedback will be translated into a set of recommendations listed by target outcome. She asked the committee to consider three categories: short term (1-2 year opportunities, including strategies that could be supported through a \$25,000 – \$50,000 grant to a local jurisdiction), medium term (up to 3 years and needing more partnership development) and long term (more than 3 years and/or requiring a state legislative change). The committee reviewed each of the four spreadsheets and provided comments.

Committee comments included:

- Compliments to the staff on the tremendous amount of work done and the organization of the content.

Local policies and programs

- Land banking.
- Consider a state housing fund similar to Massachusetts; the state gives authority to buy locally; decisions are made locally.
- Just cause eviction, rent control.
- Zoning type tools –can they target resources to vulnerable areas using tax Increment financing (TIF); this would be a policy (a similar idea is currently listed under local programs on the worksheet).
- Change or development rights is on the spreadsheet but is not under tools.
- ADUs, cottage clusters, corner duplexes, small lot sizes could fall under up zones or rezones if the definition is expanded.
- Family friendly housing – Sitaline – Vancouver is on the list.
- REACH has adopting passive housing design (new and rehabilitated housing) to reduce utility costs.
- High efficiency central boilers to reduce utility costs.
- Jurisdictions sometimes think a one-off project constitutes a policy.
- The top two points are confusing – private development typically pays 60-80% of MFI. Less than 60% is typical for non-profits. On second one, is this talking about property tax exemptions? Waivers and exemptions are not well-explained. Multi-family should refer to property tax. Should say “Qualified projects should include a certain no of...”
- What does equitable TOD mean compared to what Metro’s TOD program does now? This item needs to be moved to another of the matrix charts.
- What would it look like to revise land use policies so they reflect an equity lens?
- Consider a sustainability lens: When updating local building code for new development, require or recommend that solar water heaters and solar panels be included.
- Add requirements for affordable housing to apartment-to-condo conversions. Alternatively, create a funding mechanism for low income tenants.

- The multi-family property tax exemption should be 15 years (private); for non-profits it is forever, but only in the City of Portland. This is difficult to summarize at a regional level. Think about future messaging.
- We could offer grants to jurisdictions to research the feasibility of using one of these tools. However, depending on market conditions and timing, this may not work – “not right now, but maybe in 3 years.”
- Develop property maintenance codes for privately owned substandard housing. Not a high cost, but could go a long way, considering 90% of affordable housing is privately owned and is under-regulated.
- Create landlord licensing, a registration program that is used to provide updates to state law; it can be free or not. The City of Gresham provides this service. Messaging is important.

Mr. Van Vliet gave an introduction to Network for Oregon Affordable Housing’s (NOAH) programs. NOAH’s acquisition loan fund has been going for six to eight years and is structured similarly to the Denver fund. It includes an equity tranche, a semi-equity tranche and a tranche of private capital. Risk tolerance is built into the fund, which was first used to preserve existing federally subsidized housing projects. It also supports land in transit corridors and market to affordable conversion projects. It has been a successful tool in this region. The fund totals \$30 million. \$20 million is private, \$8 million comes from foundations and \$2 million is public capital. The fund includes gap resources to bridge funding, some pre-development loan funds and an energy efficiency financing program for retrofitting existing projects. NOAH has done a lot of work around land banking, including research on how to acquire and hold land and how to dispose of land when it is time to develop. It can be a challenging process to administer. NOAH’s programs do not finance ADUs.

Collaborative financing and land:

- Land trust description should include condos and multi-family developments.
- Meyer Memorial Trust is exploring a Real Estate Investment Trust (REIT) option. It will be \$.5 billion to \$1 billion for multi-family housing. It will be different than the Mercy Corps model.
- On limited equity ownership, NOAH has state approval to form co-ops for manufactured home parks and resident-owned communities.
- Add: Public/private partnerships with banks for low interest loans.
- Add: The redevelopment agency serving as the developer.

Revenue:

- Adds: The following tools used in economic development could be linked to housing in some way. Community Development Block (CDB) lottery funds, community service fees related to the Enterprise Zone, strategic investment zone program at the County level (especially if related to work force), independent development accounts (IDAs) and leveraging how companies benefit from tax abatements.
- Research how a funding source might address multiple objectives.
- Community service fees occur in the 4th and 5th years of receiving tax abatement in an enterprise zone.
- Demolition fee for affordable housing.
- In Portland, there is a 30% TIF money set aside in URAs. This may increase to 50% of TIF funds set aside for affordable housing.
- Air BnB tax.

Data and Technology:

- Could opportunity mapping and vulnerability mapping be shown on the same map?
- Provide a map of underutilized or vacant public land.
- Does vulnerability and displacement data include affordability and price levels? We have a lot of rent assistance on the ground, and it is hard to figure out where to use that. Some neighborhoods may have higher opportunity, yet the rent assistance does not match with that area.

Emily shared that Metro is taking a regional look at market housing across subareas.

- Nonprofits are trying to build relationships with private market landlords using business license data. Is there a way to map landlords using business license data? Tap into rental landlord associations, foster relationships.
- There is an app called noappfee.com that pulls together private and rental market information.
- Marketing needs to be considered.
- Track how many times people are filling out rental applications. Centralize fee collection to decrease the amount renters are paying for application fees.

The committee members participated in a dot exercise aimed at prioritizing options within each of the four category areas. Ms Adkins concluded by summarizing the ideas receiving the most responses.

UPCOMING MEETING TOPICS AND CLOSING COMMENTS

Ms Lieb said her team will synthesize information and comments into recommendations and will also initiate a conversation with Metro's equity strategy team. She reviewed upcoming event information, including a presentation and panel discussion with Kim-Mai Cutler scheduled for September 18.

The agenda for the September Equitable Housing Initiative working group meeting will include the technical framework, market data from Jerry Johnson, and an update on feedback from the equity team and private developers. The October 20th meeting agenda will include an opportunity to review draft recommendations and a look at draft case studies. At the December meeting, recommendations will be finalized.

ADJOURN

Councilor Dirksen made concluding comments and thanked the committee for their good work. The meeting was adjourned at noon.

Meeting summary respectfully submitted by:

Laura Dawson Bodner

Approach	Problem, Strategy/Outcome, and Who Benefits	Tool	Who would implement? Lead partner(s)	Metro Role	Opportunity timeframe <i>Short (1-2 yrs), Medium, (2-3 yrs) Long (3+ yrs)</i>	Impacts Beyond Affordability <i>(positive/negative impacts related to health, environment, economy, equity)</i>	Feasibility <i>(state law and funding barriers; stakeholder interest and political will)</i>
INCREASE OVERALL SUPPLY	<p>PROBLEM: Supply is not keeping pace with demand, and the housing being produced by the market doesn't match housing needs.</p> <p>STRATEGY/OUTCOME: Eliminate barriers and create incentives to stimulate market-rate housing development -- from multi-family to small-format single-family to other target housing types -- to ensure that overall supply constraints don't limit housing choices.</p> <p>WHO WOULD BENEFIT: Renters and first-time homebuyers</p>	Increase multi-family zoning capacity near transit.	Jurisdiction planning departments	Provide TA and peer learning opportunities	Short	Supports Climate Smart	
		Identify sites close to transit and analyze development feasibility for affordable housing and other target housing types.	Jurisdiction planning departments	Provide TA and peer learning opportunities	Short	Supports Climate Smart	
		Encourage accessory dwelling units (ADUs) through more flexible design standards, changes to zoning standards, SDC waivers.	Jurisdiction planning departments	Provide TA and peer learning opportunities	Short	Supports inter-generational communities	Broad interest/support
		Create a revolving loan fund for accessory dwelling units (ADUs)	Jurisdiction planning departments	Provide TA and peer learning opportunities	Short	Supports inter-generational communities	Need to engage lenders to understand barriers
		Allow small house " cottage cluster " development by allowing higher densities in subdivisions or planned developments in exchange for house size and bulk limits.	Jurisdiction planning departments	Provide TA and peer learning opportunities	Short	Supports inter-generational communities	Broad interest/support
		Eliminate zoning and code barriers to the development of lower-cost single-family options (i.e. townhomes, duplexes, triplexes, fourplexes).	Jurisdiction planning departments	Provide TA and peer learning opportunities	Short	Supports family-friendly housing	
		Analyze and modify system development charges (SDCs) to support goals for affordability and target housing types in different locations.	Jurisdiction planning departments	Provide TA and peer learning opportunities	Short		
		Reduce parking requirements in TOD areas.	Jurisdiction planning departments	Provide TA and peer learning opportunities	Short	Supports Climate Smart	Politically controversial; requires support of lenders
	Identify land/strategic sites that could be acquired by local governments and held for affordable housing development.	Jurisdiction planning departments	Provide TA and peer learning opportunities	Short	Could connect to brownfield redevelopment strategy.	Broad support; limited funding	
LEVERAGE GROWTH FOR AFFORDABILITY	<p>PROBLEM: The region is undergoing a building boom, but new investments are uneven and aren't benefitting everyone.</p> <p>STRATEGY/OUTCOME: Use regulatory and incentive tools to leverage growth for affordable housing.</p> <p>WHO WOULD BENEFIT: Primarily renters; target household income levels can vary from 0-60% MFI to 60-100% MFI depending on how the program is structured.</p>	Overtake the state ban on inclusionary zoning to allow local governments to require that a certain percentage of units in new market-rate apartments be affordable (typically at the 80% MFI level) and/or that the developer pay into a fund for affordable housing (which would typically be dedicated to 0-60% MFI)	Oregon Housing Alliance	Engage, participate, and support partners	Long		Politically controversial; organized opposition from real estate industry
		Provide a tax abatement if 20% of units are affordable.	Jurisdiction planning departments or housing bureaus	Provide TA and peer learning opportunities	Short		
		Create streamlined density bonuses for including affordable housing in market-rate development (typically at the 60-100% MFI level) and/or paying into a fund for affordable housing (typically dedicated to 0-60% MFI).	Jurisdiction planning departments or housing bureaus	Provide TA and peer learning opportunities	Short		More feasible politically than inclusionary zoning

Approach	Problem, Strategy/Outcome, and Who Benefits	Tool	Who would implement? Lead partner(s)	Metro Role	Opportunity timeframe Short (1-2 yrs), Medium, (2-3 yrs) Long (3+ yrs)	Impacts Beyond Affordability (positive/negative impacts related to health, environment, economy, equity)	Feasibility (state law and funding barriers; stakeholder interest and political will)
CREATE RESOURCES AND FUNDING FOR AFFORDABLE HOUSING	<p>PROBLEM: Federal resources to support affordable housing are on the decline, and available resources to support development of new regulated affordable housing are not flexible enough.</p> <p>STRATEGY/OUTCOME: Create new funding, financing, and land acquisition tools to support the development of affordable housing.</p> <p>WHO WOULD BENEFIT: Low to moderate income renters; typically limited to households making less than 60% of median income</p>	Identify publicly owned surplus land (cities, counties, schools, DOTs, utilities, etc.) and make it available for affordable housing.	Jurisdiction planning departments and housing staff	Provide TA grants to interested local jurisdictions	Short	Cost-effective strategy; resource already exists.	Requires development feasibility analysis
		Create/expand equitable TOD revolving loan fund to support equitable transit oriented development (TOD) and layer public, private, and philanthropic resources for greater impact.	Potential partners include NOAH Fund, Community Housing Fund, Enterprise, Metro TOD program	Catalytic partnerships and investments	Medium	Supports Climate Smart	NOAH has a revolving loan fund, but it's under-utilized. Need to understand how to better target funding to gaps/needs.
		Create a regional land bank to acquire and preserve land for affordable housing development. Could work in conjunction with a community land trust model to ensure long-term affordability.	Unclear; Regional Brownfields Coalition is exploring next steps.	Catalytic partnerships and investments	Medium	Helps to reduce concentrations of poverty and prevent displacement.	State enabling legislation passed; need to develop partnerships/business strategy. Getting properties on the tax roll is part of the justification.
		Create dedicated funding streams (i.e., bonds, taxes, impact fee, etc.) to support affordable housing development. Potential tools identified include: tax increment financing, general obligation bonds, linkage/impact fee, dining tax, property tax levy, real estate transfer tax, permit fee for affordable housing, construction excise tax, lottery-backed bonds, Strategic Investment Program, and Enterprise Zones Community Service Fee, short-term rental tax, marijuana tax, payroll tax, demolition fee.	Welcome Home Coalition; Oregon Housing Alliance	Engage, participate, and support partners	Medium		Strong support from advocacy groups; Politically controversial; ability to demonstrate a clear nexus is key.
		Create a revolving loan fund for accessory dwelling units (ADUs)		Catalytic partnerships and investments	Medium		
MITIGATE DISPLACEMENT AND STABILIZE COMMUNITIES	<p>PROBLEM: Rapidly rising prices are pushing rents out of reach in the most in-demand neighborhoods. As a result, the region is seeing growing concentrations of poverty in areas with lower access to opportunity and higher transportation costs.</p> <p>STRATEGY/OUTCOME: Create regulatory/incentive tools and investments strategies to mitigate market-based displacement of rental tenants and support rental and ownership options in high-opportunity communities.</p> <p>WHO WOULD BENEFIT: Renters and homebuyers (varies based on tool)</p>	Create shared investments strategies along transit corridors to ensure that affordable housing investments are coordinated with transit expansion.	Jurisdictions, Trimet, Metro, funding partners	Catalytic partnerships and investments	Medium	Supports Climate Smart	Metro's Investment Areas program is working on this.
		Create strategies to support the acquisition/rehab of market-rate apartment buildings and conversion to regulated affordable housing.	Proud Ground; NOAH; MMT; HUD	Catalytic partnerships and investments	Medium	More cost-effective to renovate existing buildings than to build new.	Flexible funding sources.
		Eliminate barriers to the creation of limited equity cooperative housing, which empowers residents to own a share of their housing.		Engage, participate, and support partners	Medium	Supports income mobility by providing opportunities for acquiring wealth	May require state law changes; requires coordination with nonprofit housing orgs and/or community land trusts
		Establish apartment-to-condo conversion regulations. These could include a requirement that a certain percentage of units be affordable and/or that the developer pay into a fund for affordable housing	Jurisdictions	Engage, participate, and support partners	Short		May be more politically feasible now since few condo conversions happening yet (but will); unclear whether state ban on inclusionary zoning or condo laws apply.

Approach	Problem, Strategy/Outcome, and Who Benefits	Tool	Who would implement? Lead partner(s)	Metro Role	Opportunity timeframe Short (1-2 yrs), Medium, (2-3 yrs) Long (3+ yrs)	Impacts Beyond Affordability (positive/negative impacts related to health, environment, economy, equity)	Feasibility (state law and funding barriers; stakeholder interest and political will)
STABILIZE COMMUNITIES	<p>PROBLEM: In areas with low market demand and "unintentional affordable housing," some older rental stock suffers from lack of maintenance.</p> <p>STRATEGY/OUTCOME: Stimulate investment to improve the quality of "unintentional" affordable housing.</p> <p>WHO WOULD BENEFIT: Primarily renters making <60% or <80% of median income.</p>	Implement property maintenance codes and landlord licensing.	Jurisdiction planning departments and/or counties	Provide TA and peer learning opportunities	Short	Supports public health outcomes; could be linked to retrofit incentive programs	Start-up funding and economies of scale for inspection programs
	<p>PROBLEM: There's a lot of data out there about housing, but it isn't organized in a way that is useful to policymakers and individual households.</p> <p>STRATEGY/OUTCOME: Create new data/technology tools to inform policy, advocacy, and individual households' decisions about where to live.</p> <p>WHO WOULD BENEFIT: Policymakers and households seeking housing.</p>	<p>Create a housing + transportation cost calculator with a user-friendly interface.</p> <p>Develop opportunity/vulnerability maps to inform local planning, policy, and fair housing efforts.</p>	<p>Metro, Technology Association of Oregon, TriMet</p> <p>Metro with input from partner agencies</p>	<p>Develop and manage tool</p> <p>Develop and manage tool</p>	<p>Short</p> <p>Short</p>	<p>Supports Climate Smart; could lay foundation for location-efficient mortgages</p> <p>Helps to reduce concentrations of poverty and prevent displacement.</p>	<p>Requires ongoing data regarding market rents/prices</p>

The following tools were discussed but not included on this prioritized list because they rated low on the "opportunity" (i.e. feasibility/impact) scale:

Local Policies and Programs:

- Restrictive covenants for permanent affordability
- Transfer of development rights
- Rent control / rent stabilization
- Just cause evictions
- Targeting tax increment financing to vulnerable areas
- Strategies to lower utility costs

Collaborative financing and land:

- Credit enhancement
- Community savings program

Data/Technology:

- Map of underutilized/vacant land
- Map of private landlords/noappfee.com

Handouts distributed at the meeting

EQUITABLE HOUSING INITIATIVE STAKEHOLDER OUTREACH REPORT



Summer 2015

Metro Equitable Housing Initiative

Executive Summary

Roundtable Discussion Results

Attendees

The roundtable discussions were held in Hillsboro, Portland, Tigard, Gresham and Oregon City. The Hillsboro roundtable included 15 participants, the Portland roundtable included 11 participants, the Tigard roundtable included 5 participants, the Gresham roundtable included 20 participants, and the Oregon City roundtable included 28 participants.

Overall Themes

We've identified nine overall themes that were consistent across all jurisdictions and roundtable discussions. They are: an urgent need for housing, NIMBYism as a barrier, lack of funding, lack of land, need for regional coordination and alignment, need for political will and leadership, alternative housing types, lifting the statewide preemptions, and the need for local control and flexibility combined with a strong presence from Metro.

The dire need for housing is evident, but not just for affordable housing. Current housing needs varies along a broad spectrum, from low-income and middle-income to workforce and recovery. While various needs are critical, there is simply not enough overall supply to meet demand. Captured themes from this conversation include:

- *"There just aren't enough apartments...if a place does open up, it's gone in two hours"*
- *"At Home Forward we have a waitlist of over 20,000 people needing a Section 8 voucher"*
- *"I don't see how we will meet the housing needs for our forecasted growth in jobs and population"*

NIMBYism, whether more centered on anti-densification or anti-affordability, is among the most prominent barriers to equitable housing. Captured themes from this conversation include:

- *"Affordability is becoming a middle class problem: it is no longer the very low-income who are concerned about their own housing stability...this growing acceptance should be...treated as a window of opportunity"*
- *"People working in our community cannot afford to live there – that's a huge problem for traffic congestion, climate change, you name it"*

Lack of funding is a common theme in that there is simply not enough funding available, and most jurisdictions cannot spare the revenue necessary to implement affordable housing tools such as SDC waivers. Portland is looking at new sources of revenue, but other jurisdictions are more severely limited. Captured themes from this conversation include:

- *"Don't give us a toolkit with no money to go with it"*
- *"Whatever flows from HUD is meager"*
- *"We don't have any way of making up the cost of incentives like SDC waivers"*

Lack of land was widely discussed in terms of rising land cost and scarcity. Some claimed that Urban Growth Boundary expansion was necessary while others countered that surplus land is indeed available, however survey efforts are necessary in order to identify it. Captured themes from this conversation include:

- *“We know how to build great projects and we can find the money—we just need the land to build on”*
- *“If Metro would expand the UGB there would be more land available to build affordable housing”*
- *“There is land available within the UGB – but cities need to prioritize it for affordable housing”*

There is a need for better regional coordination and alignment between stakeholders, but also more generally in regards to data and interconnectedness to other institutions. Stakeholders discussed how fragmentation makes it difficult to address this regional problem, and that access to data and partnerships for decision makers is limited and complex. Captured themes from this conversation include:

- Develop regional focus and alignment, overarching goals and strategies
- Share/analyze data and best practices
- Partner with private sector/business community – build alliances around shared concerns and needs
- Make connections between equitable housing choice and prosperity, jobs/workforce, education, climate, transit, traffic

There is a clear need for political will and leadership around affordable and equitable housing to move forward. Equitable housing needs “heroes” that are willing to be bold. Captured themes from this conversation include:

- *“We need leadership on policy higher than the local level. . .with better statewide policies and tools”*
- *“[Our city] will not be the flag-bearer. . . not because council members do not believe in it, but it is a complex issue”*
- *“We need more than political will, we need true heroes”*

Alternative housing types were widely discussed as ways to address the shortage and increase the number of units. There was significant interest in exploring new and alternative types of housing. Captured themes from this conversation include:

- ADUs – bringing to scale, ensuring affordability
- Micro/cottage clusters – potentially as part of rehabbed/co-op mobile home parks
- Incentive-based inclusionary models

Among the more challenging barriers to work with, there were prolific discussions regarding statewide preemptions and lifting those preemptions. Such preemptions stall progress and in some ways make it impossible to pursue equitable housing. Captured themes from this conversation include:

- Nonprofits in particular are interested in lifting statewide bans on tools such as inclusionary zoning and rent control
- Seen as significant barrier to housing opportunity
- Interest in Metro advocating for changes

Finally, stakeholders agreed that Metro plays a critical role in planning and implementation of equitable housing, but that there is the need for flexibility and local control. Captured themes from this conversation include:

- Coordinate among jurisdictions, partners
- Provide data analysis, planning expertise

- Convene interested parties to share info/best practices, build momentum
- Advocate for state policy changes
- *“Metro’s skills could be most helpful in assisting jurisdictions with planning and data expertise”*
- *“Data is motivating...demonstrate what has been done and what has worked”*
- *“We do not want prescriptive assistance that tells us how to spend money”*
- *“Provide steps, with methodology and feasibility in mind, instead of a toolkit that will collect dust”*

Themes By County

Washington County

The importance of coordinated partnerships, data and strategy were the most dominant theme of this discussion. Effective coordination requires groups with overarching goals to mitigate the complications that arise from conflicting goals and priorities and to build the momentum necessary for progress. Other themes from this discussion include:

- Historic and affordability preservation
- Balancing priorities
- Linking housing and access
- Meeting the needs of the middle-class
- Density pushback
- Lack of data
- Lack of capacity to meet objectives

Portland/Multnomah County

Like Washington County, coordination was the most discussed theme of this roundtable. It was suggested that more centralized authority, overall, would enhance coordination and reduce fragmentation. Other themes from this discussion include:

- Density bonuses
- Lack of capacity
- Density pushback
- SDC waivers
- Issues with Inadequate structure of governance
- Capitalizing on the growing acceptance of affordable housing
- Public land for affordable housing

Gresham/East Multnomah County

Local needs and deficiencies, primarily meeting the needs of the current population but also the future population (which is expected to grow substantially) were the primary focuses of this conversation. Other themes from this discussion include:

- Affordability preservation
- Lack of building due to high property taxes
- Need for market regulation
- Efficient use of Metro’s expertise

Clackamas County

NIMBYism was the most discussed theme in Clackamas, as stakeholders expressed that it is among the greatest barriers to implementing affordable housing tools and regulation. Other themes from this discussion include:

- UGB expansion
- Housing diversity
- Lack of access
- More interconnected transit

Survey Results

Equitable Housing Survey

The first survey distributed was the Equitable Housing Survey and covered the following topics: where there is need and whether or not there is political support for that need, significant barriers to affordable housing, funding issues, action strategies to be prioritized, the most effective roles for Metro, and what one would do if they had a magic wand or technical assistance grant. Respondents included: local jurisdiction and staff, “other” nonprofit staff, nonprofit housing developers, for-profit housing developers, public agency staff, and, funders/lenders. The majority of respondents were from Multnomah County, followed by Washington County, Clackamas County and finally Clark County. Findings include:

- Perceived need outweighs political support. Needs mentioned by over half of the respondents include mixed income housing, family sized apartments, affordable apartments, affordable single-family homes, and senior housing.
- Most prolific barriers are land availability, lack of household purchasing power, and lack of political will.
- The most prevalent funding gaps are permanent funding, land purchase, and “other” gaps. The “others” are: gap funding, homeownership subsidies, rehabilitation funding, and more.
 - *“Funding isn't necessarily the issue. There's not enough affordable land for this type of product! We need more space to grow. The land deals available work for more expensive building models.”*
 - *“ [I] challenge the notion of funding gaps, [the issue is] a lack of political and market will for prioritization of stable homes for everyone free of discrimination, habitability issues, and affordability for varied incomes.”*
- Respondents considered the following to be among the highest priority action strategies: creating new revenue, overturning the ban on inclusionary zoning, and directing impact fees towards affordable housing funding.
- The magic wand inquiry yielded responses that are categorized as follows: Inclusionary zoning (20 mentions), reducing regulatory barriers (7 mentions), waiving SDCs (6 mentions), creating a dedicated affordable housing funding source (6 mentions), rent control (4 mentions), implementing a first time homebuyer program (3 mentions) and expansion of the Urban Growth Boundary (2 mentions).
 - *“Better finance tools for low-income buyers, i.e. co-op models, land trusts, etc. . . . zoning around green space to accommodate more multifamily housing”*
 - *“Let's create and convert manufactured housing parks to micro home villages with services.”*
 - *“Metro incentivizing suburban affordable rentals by tying transportation and planning funding w affordable housing production”*
 - *“Lift pre-emption on inclusionary zoning and require that it be used in every community to integrate affordable housing into every neighborhood”*
 - *“Remove barriers to ADUs, either freestanding or integrated into primary dwellings”*
 - *“Lower fees/SDCs and shorten approval timelines”*

- Most respondents reported that they would use a technical assistance grant towards: advocacy and education (of both the public and elected officials), assistance in providing funding, assistance in analysis and planning of/for equitable housing tools, and support and developments of various types.
 - *“Educating the neighborhoods that density will be coming to their area and that density is a direct result of the UGB and other laws that people have voted for”*
- The following were the top responses for the question regarding helpful roles for Metro: identifying land, advocating for state/federal policy changes, developing tools to incentivize private development, and help establishing a regional land bank.
 - *“We need long term gap funding, ways to reduce operating and development costs and access to land – [developer] capacity is NOT the issue”*
 - *“Require jurisdictions to promote affordable housing if they are to receive transportation and other funding through Metro.”*
 - *“Set a regional fair share target for all jurisdictions”*
 - *“Figure out a way to lower the development and building costs, from acquiring the land, zoning the land, permits, fees, etc. so that an affordable property pencils at being affordable. [It] starts with the land.”*

Affordable Housing Tools

The second survey to be distributed consisted of 25 questions, 20 of which examined use of, or interest in specific affordable housing tools. Each question asked whether the respondent’s jurisdiction is already using, might consider using, or is not using/not interested in the corresponding tool. Respondents included jurisdictional partners from Tualatin, Cornelius, Sherwood, Beaverton, Happy Valley, Clackamas, Forest Grove, Wilsonville, Milwaukie, Multnomah County, Fairview, Wood Village, and Portland.

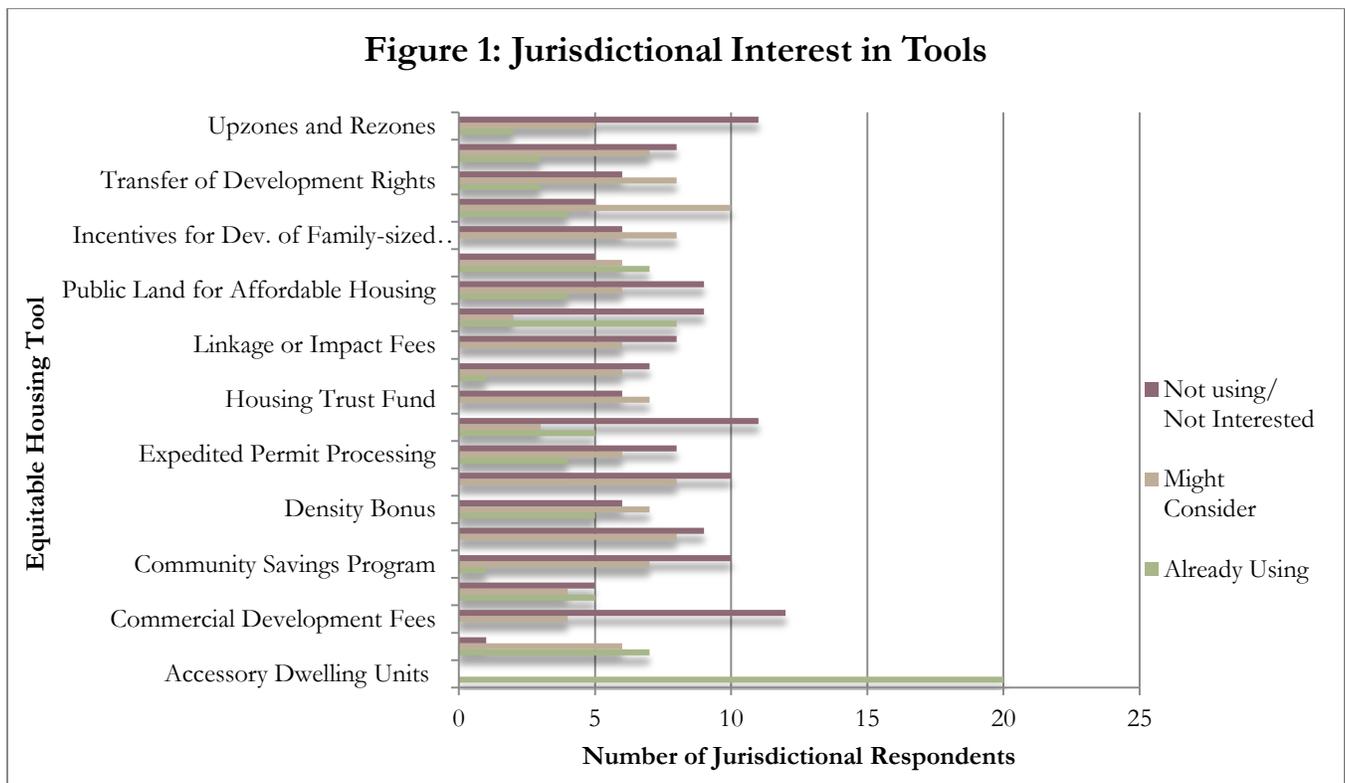


Table 1: Jurisdictional Interest in and Usage of Tools

Tool	Jurisdictions Interested	Jurisdictions Already Using
Cottage Custer Ordinance	Beaverton, Forest Grove, Portland, Sherwood, Wilsonville, Clackamas County	Cornelius, Fairview, Happy Valley, Hillsboro, Milwaukie, Tigard, Wood Village
Commercial Development Fees	Milwaukie, Portland, Sherwood, West Linn	No data
Community Land Trust	Cornelius, Fairview, Forest Grove, Happy Valley	Beaverton, Hillsboro, Portland, Wilsonville, Clackamas County
Community Savings Program	Cornelius, Fairview, forest grove, happy valley, Hillsboro, West Linn, Clackamas	Portland
Credit Enhancement	Cornelius, Fairview, Forest Grove, Hillsboro, Milwaukie, West Linn, Wilsonville, Clackamas	No data
Density Bonus	Beaverton, Cornelius, Forest Grove, Portland, Sherwood, Tigard, West Linn	Damascus, Happy Valley, Hillsboro, Lake Oswego, Clackamas County
Employer Assisted Housing	Beaverton, Cornelius, Happy Valley, Hillsboro, Portland, Tigard, West Linn, Clackamas	No data
Expedited Permit Processing	Beaverton, Lake Oswego, Portland, Sherwood, West Linn, Clackamas	Forest Grove, Hillsboro, Tigard, Wood Village
Fee Waivers or Reductions	Damascus, Lake Oswego, West Linn	Beaverton, Portland, Tigard, Wilsonville, Washington County
Housing Trust Fund	Beaverton, Cornelius, Happy Valley, Portland, Tigard, Wilsonville, Clackamas County	No data
Land Banking	Beaverton, Cornelius, Milwaukie, Portland, Tigard, Clackamas	Hillsboro
Linkage or Impact Fees	Beaverton, Forest Grove, Hillsboro, Portland, Sherwood, Tigard	No data
Property Tax Exemption	Forest Grove, West Linn	Beaverton, Cornelius, Milwaukie, Portland, Tigard, Wilsonville, Washington County, Clackamas County
Public Land for Affordable Housing	Cornelius, Forest Grove, Hillsboro, Lake Oswego, Tigard, West Linn	Beaverton, Portland, Washington County, Clackamas County
Reduced Parking Permits	Beaverton, Happy Valley, Portland, Tigard, West Linn, Wood Village	Cornelius, Forest Grove, Hillsboro, Milwaukie, Wilsonville, Washington County, Clackamas County
Incentives for Dev. of Family-sized Homes	Beaverton, Cornelius, Forest Grove, Hillsboro, Portland, Sherwood, Tigard, Clackamas	No data
Tax Increment Financing	Beaverton, Cornelius, Forest Grove, Hillsboro, Milwaukie, Sherwood, Tigard, West Linn, Wilsonville, Wood Village	Portland, Troutdale, Washington County, Clackamas County
Transfer of Development Rights	Beaverton, Cornelius, Forest	Damascus, Milwaukie, Portland

	Grove, Happy Valley, Hillsboro, Tigard, West Linn, Clackamas	
Transportation and Energy Bonuses	Beaverton, Fairview, Forest Grove, Hillsboro, Tigard, West Linn, Clackamas	Cornelius, Portland, Washington County
Upzones and Rezones	Happy Valley, Portland, Tigard, West Linn, Clackamas	Hillsboro, Washington County

Private Developer Perspectives

An additional focus group was held on 9/17 to get additional perspectives from private-sector developers. Participants consisted of five staff/owners of for-profit, multi-family development firms who had previously engaged with Metro's Transit Oriented Development (TOD) program.

Key themes included:

- Participants felt the relationship between overall supply and affordability is often overlooked in conversations about affordable housing. Cities should take proactive steps to increase the supply of market-rate housing. The new housing being built today will be tomorrow's supply of de facto affordable housing. Along these lines, we also need to be thinking about the quality and durability of housing being built today.
- Participants pointed out that tools to incentivize or mandate inclusion of affordable housing in market rate development have a cost. It's important to understand how big the funding gap is and provide funding (e.g., tax abatements, SDC waivers, tax-increment financing, etc.) to fill the gap so it doesn't increase costs for everyone not living in the affordable units. Participants also felt a "fee in lieu" program could work well to get larger developers to utilize incentive tools.
- Participants pointed out that the increase in construction costs and living wage policies makes it difficult to make a pro forma work for 60% MFI units.
- Participants felt that a mandatory tool (such as inclusionary zoning) would impact land values dramatically. If such a tool were to be introduced, it should be phased in over many years so as not to cause a shock to property values. One participant thought inclusionary zoning paired with a fast-tracked tax abatement program could work.
- Most participants felt current incentive tools (in Portland) aren't attractive or easy enough to leverage affordable units in the market-rate development currently taking place across the region.
- Seattle's Multifamily Tax Exemption (MFTE) -- which provides a tax exemption on residential improvements on multifamily projects in residential targeted areas in enhance for setting aside 20% of homes as income- and rent-restricted -- is a simple, predictable, streamlined program. (Approximately 40% of eligible projects utilized the program.) The firm of one participant had utilized the MFTE program on several projects in Seattle, but had not utilized Portland's program.
- We need to layer different tools together to find ways to do mixed-income development to ensure income diversity. There are a lot of private developers who would like to do this if the tools and resources could align to make it possible. We should look at tax exempt bond financing or 4% LIHTC to support middle income/workforce housing for 80-100% AMI.
- Participants noted a barrier in that it's difficult to get political support for anything above 60% AMI, given the huge need for housing at the 0-30% AMI level. However, for tools aimed at incentivizing developers to include affordable units in market-rate projects, cities should consider tools with affordability requirements defined by % below market rather than % AMI.

- Participants didn't think linkage fees seemed like a promising tool given the already high rate of system development charges (SDCs). However, one participant pointed out, the time could be ripe for a conversation about how SDCs are allocated. The SDC allocation process is long and controversial, and the linkage fee would require a nexus study, so this strategy would take some time to implement.
- Participants felt a more sustainable funding source was needed, given that TIF resources are declining (in Portland). One participant suggested consideration of a parks-type bond measure. The idea of a real estate transfer tax (currently prohibited under Oregon state law) for transaction above a certain threshold (such as \$1,000,000) was also raised.
- Participants pointed out that the dramatic increases in land values in some part of central Portland have created a situation in which some property owners are sitting on properties and will have a windfall when they sell, without having made an investments or improvements. Participants suggested exploring some way of taxing that windfall.
- To address rapidly rising prices, participants suggested that the public sector develop strategies to acquire land in areas with rapidly rising prices, including transit corridors.

KEY THEMES TO ADVANCE EQUITY IN THE REGION

Key stakeholders

Between April 15 and July 15, Metro Council and Metro staff engaged 50 key stakeholders in conversations to help shape the development of the equity strategy and action plan.

Stakeholder conversation goals:

- **Ensure that key stakeholders understand** Metro’s equity strategy and action plan purpose, the recommendations and direction received from the COO/ESAC/framework report, and address concerns
- **Elicit questions** that must be answered in order to have a regional discussion on advancing equity later this year and next year
- **Cultivate champions** who will actively support the equity strategy and action plan

Here is what we heard (see **housing-related notes highlighted in yellow**)

Audiences	Equity long term strategies	Action items
Elected officials and staff	<ul style="list-style-type: none"> • Serve as a regional convener on affordable housing polices and share best practices with local cities and counties • Convene conversations around the proposal of asset tax • Convene conversations on incentivizing fee structures (e.g. flexible SDC changes based on size of house) 	<ul style="list-style-type: none"> • Implement innovative and culturally appropriate engagement with underserved communities and share best practices with local cities and counties • Strengthen education and leadership programs for communities of color to serve on advisory boards • Establish economic development targets • Develop and share best practices of equitable and inclusive policies • Support safe routes to schools • Strengthen decision making processes to increase community involvement • Increase community understanding of Metro’s roles and responsibilities
Business leaders	<ul style="list-style-type: none"> • Regional convener to improve workforce pipeline to cultivate new MWESBs 	<ul style="list-style-type: none"> • Establish fair contracting practices and guidelines for MWESBs • Implement innovative and culturally appropriate engagement practices to reach minority businesses • Provide customized training for MWESB firms • Develop community benefit agreements for new construction projects • Change criteria for awarding contracts to ensure small firms have similar opportunities to be awarded contracts (e.g. years of experience) • Apply an equity lens to all Metro budget decisions • Create appropriate governance structures once strategy is implemented (e.g. oversight committee) • Work with youth serving organizations to prepare and develop innovative workforce for 21st century jobs (e.g. STEM)
Leaders in philanthropy	<ul style="list-style-type: none"> • Align equity policies with philanthropy community funding goals – e.g. equitable and flourishing communities 	<ul style="list-style-type: none"> • Share knowledge and best practices about equity • Continue to develop and strengthen relationships with other funders in the region

Discussion groups

The Diversity, Equity and Inclusion program and Communications partnered with MultiCultural Collaborative to help organize, recruit, facilitate, capture and summarize comments at nine discussion groups held in June 2015. More than 130 people participated in the first round of discussions.

Discussion group goal:

- Gauge participants’ priorities and preferences on key Metro programs, policies and initiatives including the equity strategy and action plan
- Help determine the most effective and preferred communications methods
- Help determine the barriers and opportunities to long-term and meaningful engagement with Metro

Here is what we heard:

Audiences	Equity long term strategies	Action items
Community leaders from culturally specific groups	<ul style="list-style-type: none"> • Continue to build and strengthen long term partnerships with community based organizations (CBOs) that serve communities of color and youth • Develop innovative and inclusive funding strategies for affordable multi-generational housing (e.g. Bridge Meadows/NAYA) 	<ul style="list-style-type: none"> • Diversify Metro staff to reflect changing demographics in the region • Provide opportunities to help increase community understanding of Metro’s role and responsibilities • Host advisory committee meetings (e.g. ESAC) in the community • Provide low to no cost options for recreational activities and use of Metro’s facilities • Transportation planning should consider working families schedule and location of jobs (e.g. getting to jobs during the weekend, after 5 p.m., night or swing shift, jobs located industrial areas). • Provide opportunities for youth from communities of color to intern with Metro
Youth	<ul style="list-style-type: none"> • Build and develop long term partnerships with youth leaders • Develop innovative and inclusive funding strategies for affordable and quality queer-friendly housing • Regional convener to address transit affordability and accessibility (e.g. night/weekend schedule) • Ensure transit access connect to Metro parks 	<ul style="list-style-type: none"> • Provide paid opportunities for youth to weigh in and share input during the decision making process (e.g. Multnomah Youth Commission) • Provide gender neutral bathrooms at Metro facilities including parks • Ensure clean and safe parks and natural areas (clean restrooms, functioning water fountains, safe playgrounds, lighting) • Ensure transportation connects to livable wage jobs and also is accessible for people who travel with children (i.e. not enough room for strollers) • Ensure cities provide safety lights at transit stops • Provide opportunities for youth to provide input to improve parks (e.g. provide suggestion box) • Improve approach of informing youth about involvement opportunities (e.g. partner with local schools) • Provide way finding signs at parks for amenities (e.g. locations of bathrooms and water fountains) • Provide low to no cost options to access parks • Ensure park amenity access during winter (e.g. keep bathrooms open all season long) • Create an equity lens around park maintenance prioritization • Provide more opportunities to expose children and youth to parks (e.g. partner with local school districts) • Build and develop a more diverse staff

Native American	<ul style="list-style-type: none"> • Develop innovative and inclusive funding strategies for affordable multi-generational housing for Native American community (e.g. Bridge Meadows/NAYA) • Increase racial representation of Council • Develop innovative approaches to increase professional development opportunities for Native American community • Convener of a regional approach to address transit affordability for elders • Improved transit access to regional parks 	<ul style="list-style-type: none"> • Ensure Native American history accurately reflected and showcased at public spaces (e.g. naming of new parks or natural areas that pay respect to the Native American community) • Ensure culturally appropriate community engagement continues (e.g. honoring elders, gifting, providing food) • Ensure better community engagement coordination on projects and programs by cities and counties to limit fatigue in participation by CBOs • Increase the amount of meetings held in the community • Increased cultural activities at the parks • Ensure park entrances are welcoming to all cultures
Asian Pacific Islanders	<ul style="list-style-type: none"> • Develop affordable and high quality housing strategies for API community (e.g. rent control, multi-generational) around public transit • Ensure transportation strategies include funds for sidewalks and safe bicycle routes for people of all ages • Convener of a regional approach to address transit affordability (e.g. low-income transit fare or free youth fare) • Consider engaging in Land Banking • Support and promote the reinstatement of inclusionary zoning • Convener of a regional approach to address gentrification and displacement • Increase racial representation of Council • Increase transit access to regional parks • Actively support Vision Zero policies 	<ul style="list-style-type: none"> • Provide culturally relevant recreational opportunities at existing parks (e.g. soccer fields and basketball courts) • Ensure better community engagement coordination on projects and programs by cities and counties to limit fatigue in participation by CBOs • Support organizations who develop new leaders and organizers to hold Metro accountable (e.g. OPAL and APANO) • Increase community events at parks • Increase park safety (e.g. address drug and gang activity) • Increase outreach translation • Ensure parks' utilization of indigenous plants • Provide way finding signs at parks for amenities (e.g. locations of bathrooms and water fountains)
African American	<ul style="list-style-type: none"> • Develop low-income housing strategies to address historical displacement and shortage of affordable housing • Build and strengthen relationships with African American community through partnerships with CBOs • Improve pathways for new MWESB contractors and workers • Develop affordable housing that is accessible to public transit • Support and promote the reinstatement of inclusionary zoning • Consider engaging in Land Banking • Increase racial representation of Council 	<ul style="list-style-type: none"> • Develop diverse African American Advisory oversight committee • Ensure oversight committee members are identified by community and reimbursed for their time • Develop transit-oriented developments that connect African American neighborhoods to opportunities • Continue to involve leaders in public decision-making • Ensure the hiring of youth of color in parks • Assist in the procurement of an African American community/cultural space (e.g. JAMS and Portland Mercado) • Create an Equity Strategy centered on race • Ensure cultural community programming at the parks • Build and develop a more diverse staff and boards • Increase truth telling in order to build trust – Be explicit about broken promises and harms • Removal of Masaai exhibit at the Oregon Zoo
Latino	<ul style="list-style-type: none"> • Develop anti-displacement strategies to reduce gentrification • Develop low-income housing strategies to address shortage of affordable housing • Convener of a regional approach to address transit affordability (e.g. low-income transit fare) • Convener to address housing discrimination for those without documentation • Increase racial representation of Council 	<ul style="list-style-type: none"> • Build and strengthen relationships with Latino community through partnerships with CBO • Translate material about programs and projects into Spanish and ensure bi-lingual staff available to answer questions • Increase racial representation of boards and staff • Improve on educating the public about Metro • Create mentorship opportunities for youth • Increase youth engagement programs to expose youth to nature • Increase the number of meetings held in the community • Provide cultural competency training for Metro staff • Diversify hiring committees

Slavic and Russian	<ul style="list-style-type: none"> • Develop quality and low income housing policies to address lack of rental properties (e.g. rent control) • Develop housing policies to address shortage of affordable housing for families • Engage in creating improved road safety between cars and bicycles (e.g. “enforce traffic laws for bicyclists”) 	<ul style="list-style-type: none"> • Continue to build and strengthen relationships with Russian community • Provide low to no cost options to access parks • Ensure clean and safe parks and natural areas (clean pathways free of animal waste, bench locations under trees, more lighting and playgrounds for children, functional water fountains and clean bathrooms) • Consider requiring natural vegetation or trees to be planted along freeway entrances • Translate material about programs and projects into Russian and hire bi-lingual staff to communicate in Russian at Metro parks • Actively engage Russian youth in internship opportunities • Establish more family and kid centric activities at the parks • Consider providing community support grants to help culturally specific groups address needs of their neighborhoods.
African immigrant	<ul style="list-style-type: none"> • Provide access to multigenerational affordable housing and transportation choices • Assist with addressing issues surrounding low-quality housing (e.g. lead paint) • Increase TOD around MAX lines • Establish a transit system to better connect people to regional parks 	<ul style="list-style-type: none"> • Provide culturally relevant recreational opportunities at existing parks (e.g. soccer fields and basketball courts) • Provide low to no cost options for recreational activities and use of Metro’s facilities • Actively engage African youth in educational and training opportunities • Build and develop a more diverse staff • Increase outreach translation • Increase youth engagement programs to expose youth to nature • Increase park safety (e.g. address drug and gang activity) • Improve on educating the public about Metro
Transportation experts	<ul style="list-style-type: none"> • Assist in creating a strategic planning process for Ride Connection • Create an “equity index” to guide transportation program and investment decision (e.g. similar to TriMet) • Establish regional network of transportation, park and housing providers 	<ul style="list-style-type: none"> • Allocate resources to support development of opportunity maps for local city and counties • Develop transportation equity performance measures for RFFA • Share research on equity best practices with TriMet and local cities and counties • Share culturally appropriate engagement best practices with local cities and counties • Continue to engage individuals from all communities • Improve connections with CBO’s (not specific to cultural) to increase community engagement • Use Metro video to start conversations around transportation issues and solutions • Break down departmental silos between housing and transportation • Investment in Equity Atlas
Housing experts	<ul style="list-style-type: none"> • Regional convener of fair and affordable housing guidelines and best practices • Develop incentives for local cities and counties to design fair and affordable housing • Regional convener to improve regional commitment to fair housing enforcement • Regional convener of anti-displacement and anti-gentrification best practices • Regional convener to promote mixed income housing 	<ul style="list-style-type: none"> • Provide regional data about housing • Allocate percentage of Airbnb tax to support the development of affordable housing developments • Break down departmental silos between housing and transportation • Investment in Equity Atlas
Parks and nature experts	<ul style="list-style-type: none"> • Establish regional network of park providers and community partners • Improve and coordinate transit to parks travel time • Establish baseline goals for development of new parks and natural areas (e.g. people living ½ mile from a park or accessible nature area) 	<ul style="list-style-type: none"> • Provide tools and establish guidelines to consistently communicate with park visitors in other languages and or using icons/symbols • Provide culturally relevant recreational opportunities at existing parks (e.g. soccer fields and basketball courts) • Clarify roles between Metro and Intertwine facilities • Provide low to no cost options for recreational activities and use of Metro’s facilities • Provide programs that loan recreational equipment