



POWELL-DIVISION TRANSIT AND DEVELOPMENT PROJECT

DRAFT **EQUITABLE DEVELOPMENT RESOURCE**
KIT

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Equitable Development Resource Kit

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Spurred by early discussions as part of the Powell-Division Transit and Development Project, Metro initiated research into equitable development practices that would gather the great work already happening in communities and organizations throughout the metro region. Prompted also by community members, this research includes equitable development tools, case studies, lessons learned, and best practices from projects across the nation.

This document is a working draft, and Metro invites your contributions. The more information we share together and teach each other on this topic, the more robust our collective knowledge becomes. As a collaboratively developed and shared resource, it belongs to all of us. Please send ideas, comments, and other feedback related to this document to Heidi Beierle, Heidi.beierle@oregonmetro.gov, or Camille Freestone, Camille.freestone@oregonmetro.gov, for inclusion in future drafts.

OVERVIEW

The purpose of this document is to provide the people, organizations, and agencies working on equitable development with a common knowledgebase that we all can use to creatively approach community development opportunities, anticipate undesirable effects, and improve communities in the ways we all envision.

This document includes:

- **Resources** – an annotated list of plans, tools, and studies with key findings highlighted
- **Organizational websites and resources** – links to sites with information or resources beyond those included in the annotated list
- **News stories** – a collection of recent stories relating to equitable/ transit-oriented development
- **Case studies** – transit-oriented developments and planning processes outside the Portland metro area that exemplify one or many aspects of equitable transit-oriented development
- **Opportunities and challenges for equitable transit-oriented development** – a review of what works well and what hinders equitable transit-oriented development along with best-practices for overcoming challenges
- **Current equitable development conversations** – a list of Portland metro area agencies, organizations, and coalitions developing and applying equitable development strategies
- **Equitable development tools** – a review of tools used in the Portland metro area and other places

RESOURCES

A Guide to Community-Driven Transit Oriented Development Planning, T.R.U.S.T. South LA and Abode Communities

Materials are available online at www.TRUSTsouthla.org/TODguide

The Rolland Curtis Gardens redevelopment project serves as an extended case study and resource model for developments that include new affordable housing and community-serving commercial uses located near transit hubs. The guide reflects the planning procedure from outreach and organizing to developing a final site plan.

Building the Line to Equity: Six Steps for Achieving Equitable Transit Oriented Development in Massachusetts, S Pollack, K Rose, D Marsh, Policy Link. August 2006.

Available at http://beta.policylink.org/sites/default/files/BuildingTheLineToEquity_final.pdf

Creating Equitable, Healthy, and Sustainable Communities, EPA

<http://www.epa.gov/environmentaljustice/sustainability/index.html> under “Research” plus many other good resources on this site

This document provides an overview of equitable community development. It uses case studies to demonstrate past successes that offer low-income, minority, tribal, and overburdened communities development approaches that respond to their needs and that reflect their values. Seven common elements serve as the EPA’s best practices for places that provide clean air, water, and land; affordable and healthy homes; safe, reliable, and economical transportation options; and convenient access to jobs, schools, parks, shopping, and other daily necessities.

Seven Common Elements

- Facilitate meaningful community engagement in planning and land use decisions
- Promote public health and a clean and safe environment
- Strengthen existing communities
- Provide housing choices
- Provide transportation options
- Improve access to opportunities and daily necessities
- Preserve and build on the features that make a community distinctive

Equitable Development Toolkit: Transit Oriented Development, Policy Link, www.policylink.org

Available at

http://www.policylink.org/site/c.lkIXLbMNJrE/b.5137373/k.E65E/Transit_Oriented_Development.htm and the entire suite of tools in the Equitable Development Toolkit can be found on

Policy Link’s website:

http://www.policylink.org/site/c.lkIXLbMNJrE/b.5136725/k.EE25/All_Tools.htm

The toolkit provides tools that advocates, community builders, and organizers can use to achieve diverse, mixed-income neighborhoods that provide access to opportunities for employment, education, affordable housing, and health and well-being. The tools provide strategies to reduce economic and social disparities among individuals, social groups, neighborhoods, and local jurisdictions across metropolitan regions. These strategies include policy changes that promote mixed-income communities, benefit all community residents, and strengthen metropolitan regions.

Equitable Development Toolkit: Code Enforcement, Policy Link, www.policylink.org

Available at <http://www.policylink.org/sites/default/files/code-enforcement.pdf>

This report describes the use of housing code enforcement as a tool to transfer ownership of multi-family dwellings to tenants or community organizations in cases where codes have been violated. It discusses implementation, key players, and related policy, and includes a case study for Washington DC's Columbia Heights neighborhood.

Equitable Development Toolkit: Commercial Stabilization, Policy Link, www.policylink.org

Available at <http://www.policylink.org/sites/default/files/commercial-stabalizing.pdf>

This report describes the range of available commercial stabilization tools, which can include capital investment, design guidelines, business attraction, façade improvement, and commercial development. It discusses key players, financing, implementation, and related policies and offers case studies of commercial stabilization efforts in Oakland and Berkeley.

Equitable Development Toolkit: Cooperative ownership Models, Policy Link, www.policylink.org

Available at <http://www.policylink.org/sites/default/files/Cooperative-Ownership-Models.pdf>

This report describes models of cooperative business ownership, including worker cooperatives, employee stock ownership plans, consumer cooperatives, and producer cooperatives. It covers financing, related policies, and implementation challenges and includes case studies for a worker cooperative temp agency in Baltimore and a producer cooperative in Puerto Rico.

Equitable Development Toolkit: Rent Control, Policy Link, www.policylink.org

Available at <http://www.policylink.org/sites/default/files/rent-control.pdf>

This report describes elements of strong rent control laws to protect tenants from rising housing costs and provides counterarguments to the most common arguments against rent control policies. The authors provide brief case studies for Hoboken, NJ, Santa Monica, San Francisco, and Baltimore as well as links to rent control legislation and ordinances.

eTOD Score: A Proposed Rating System for Equitable Transit-Oriented Development, Northeastern University Dukakis Center for Urban and Regional Policy and Center for Transit-Oriented Development. December 2012.

Available at http://www.northeastern.edu/dukakiscenter/wp-content/uploads/eTOD_StationAreaRatingSystem_01092013.pdf

The purpose of this document is to propose an objective way of assessing which station areas and what types of transit-oriented development can best serve both regional and local needs, using Boston as the test case city. This rating system is designed to identify neighborhoods and districts with built, social, and transit attributes that reduce driving, encourage higher transit ridership, and promote transit equity and accessibility. “Good” equitable transit-oriented projects provide what is “missing” in a station area, which improves a neighborhood’s or station area’s suitability for equitable transit-oriented development.

Families and Transit-Oriented Development: Creating Complete Communities for All, Federal Transit Administration and Center for Cities and Schools, University of California, Berkeley. June 2012.

Available at <http://reconnectingamerica.org/resource-center/browse-research/2012-2/tod-205-families-and-transit-oriented-development-creating-complete-communities-for-all/>

This planning manual illustrates why planning for transit-oriented development that serves families is important for creating complete communities and how such integrated planning can be achieved. The first half of the book lays out the why – families are an important market segment that can receive many benefits from locating in transit-rich locations with a mix of housing, retail, and other uses. Next, the manual describes the ten core connections between TOD and families, and then delves into seven action-oriented steps to support family-friendly complete communities and high-quality education.

Filling the Financing Gap for Equitable Transit-Oriented Development: Lessons from Atlanta, Denver, and the San Francisco Bay Area and the Twin Cities, Enterprise Community Partners, Low Income Investment Fund, Living Cities

Available at <http://www.liifund.org/wp-content/uploads/2013/04/TOD-Report-03-26-13-FINAL.pdf>

Equitable Transit-Oriented Development (TOD) requires cross-disciplinary integration among many actors, and regions across the county differ in at least four critical variables that affect equitable TOD: strong, moderate, or weak economies; political will; capacity among stakeholders; and nature of the transit system. The study:

- Defines the actors and behaviors that lead to successful equitable TOD outcomes
- Lays out a few key equitable TOD system-level findings
- Identifies key project level challenges and financing gaps and offers recommendations
- Offers three suggestions to advance equitable TOD
- Provides twelve case studies

Fostering Equitable and Sustainable Transit-Oriented Development, Living Cities, www.livingcities.org

Available at <http://www.livingcities.org/knowledge/media/?action=view&id=5>. There are additional resources on the Living Cities site. They contributed to the “Filling the Financing Gap...” document above.

The five papers collected in this document focus on the critical roles different stakeholder groups can play individually and collectively to catalyze opportunities for TOD implementation across the country, and to explore new models and tools that will respond to the needs of the 21st century. The briefing papers address barriers to and promoting growth of sustainable TOD. The papers explore:

- What is the ideal for TOD we want to see on the ground versus the reality of current land-use and development patterns? What has actually been achieved?
- Public sector roles
- Investment community roles
- Private developer roles
- Philanthropic sector roles

Together, these papers describe a series of common and distinct barriers, and they point to the potential for more coordinated action among stakeholder groups.

FTA Fact Sheet: Transit-Oriented Development Planning Pilot

Available at http://www.fta.dot.gov/documents/MAP-21_Fact_Sheet_-_Transit-Oriented_Development_Planning_Pilot.pdf

This fact sheet provides an overview of funding opportunities within MAP-21 for transit-oriented development. This may be a possible funding source for the project, but it will be important to revisit in 2015 following reauthorization of MAP-21 or changes with a new transportation bill.

Gentrification and Displacement Study Overview, Dr. Lisa Bates, City of Portland Bureau of Planning and Sustainability.

Available at <https://www.portlandoregon.gov/bps/article/452087>

This overview introduces a longer work with full detail and succinctly introduces gentrification as the negative consequences of revitalizing neighborhoods and defines it. The study assesses the vulnerability of different neighborhoods to early-, mid-, and late-stage gentrification. The full study explores the risk for residential displacement, a review of national best practices, and policy tools and program that Portland could use to mitigate gentrification. The overview concludes with a list of Portland policies that support equitable housing development and a list of best practices categorized for which stage of gentrification they are most useful to mitigate the negative effects.

Full report available at <https://www.portlandoregon.gov/bps/article/454027>

***Gentrification and Transportation Equity: A Look at Recent Trends in Four U.S. Cities*, Ross Peterson, 92nd Transportation Research Board Annual Meeting, Washington DC.**

Available at <http://www.crpeterconsulting.com/gentrification-and-equity/>

***In the Face of Gentrification: Case Studies of local Efforts to Mitigate Displacement*, D K Levy, J Comey, S Padilla, Washington DC: The Urban Institute. 2006.**

Available at http://www.urban.org/UploadedPDF/411294_gentrification.pdf

This report's case study of Seattle's Central Area describes how the local Chamber of Commerce created an Urban Enterprise Center focused on job training and business development for residents in that neighborhood.

***Infrastructure Financing Options for Transit-Oriented Development*, Environmental Protection Agency. January 2013**

Available at <https://www.planning.org/divisions/blackcommunity/pdf/garyindiana.pdf>

***Keeping the Neighborhood Affordable: A Handbook of Housing Strategies for Gentrifying Areas*, D K Levy, J Comey, S Padilla, Washington DC: The Urban Institute. 2006.**

Available at http://www.urban.org/UploadedPDF/411295_gentrifying_areas.pdf

This handbook provides an overview of strategies for addressing affordable housing. The strategies are divided into three categories: housing production, housing retention, and asset building; possible outcomes and implementation challenges are considered. This document considers the interplay of strategy implementation and housing-market context.

Housing production: housing trust funds, inclusionary zoning ordinances, low-income housing tax credits, split-rate tax structure, tax increment financing

Housing retention: code enforcement, rent control, preservation of federally subsidized housing (Section 236 and Project-based Section 8), tax relief assistance

Asset building: individual development accounts (IDAs), homeownership and education counseling, limited equity housing co-ops (LEHCs), community land trusts (CLTs), location efficient mortgages (LEM), Section 8 homeownership program

***Making the Connection: Transit-Oriented Development and Jobs* S Grady and G LeRoy, Good Jobs First. March 2006.**

Available at

<http://www.goodjobsfirst.org/sites/default/files/docs/pdf/makingtheconnection.pdf>

This study examines the ways TOD can serve the needs of working families – particularly those with low and moderate income – by providing affordable housing and/or better access to jobs. Three types of projects have a higher likelihood of addressing the needs of working families: projects in which a community coalition negotiated for a Community Benefits Agreement that

included elements such as local hiring, living wages, and affordable housing set-asides; projects in which a community development corporation initiated the project and made it integral to its neighborhood improvement mission; and cases in which an exceptional private developer intentionally designed a project for the benefit of low-income families and/or commuters. An important finding is that in most cases economic development subsidies help make the project happen; however, only in Portland is there any tie between economic development and transit. Authors recommend reforming job subsidies to make them location efficient as a way to codify equitable TOD intent (related to jobs and working families). Portland, Oregon's Transit-Oriented Development Property Tax Exemption is the one example where jobs and transit are connected.

Neighborhood Change, 1970 to 2010: Transition and Growth in Urban High Poverty Neighborhoods, Joseph Cortright, Impresa Inc., Dillon Mahmoudi, Portland State University. May 2014.
Report available online at <http://www.impresaconsulting.com/page/neighborhood-change>

This paper analyzes changes in high poverty urban neighborhoods in the nation's large metropolitan areas between 1970 and 2010. The study uses census tract data to track neighborhood performance and defines high poverty as neighborhoods with a poverty rate of greater than 30 percent. Five key findings:

- High poverty neighborhoods experience a high persistence of poverty over time
- High poverty neighborhoods are not stable
- The incidence of neighborhood rebounding is surprisingly small
- The number of high poverty neighborhoods in the core of metropolitan areas has tripled and their population has doubled in the past four decades
- High poverty areas experience an "up or out" dynamic

Gentrification gets noticed because it happens fast although it occurs relatively infrequently. The slow decline of neighborhoods appears in far greater proportion than gentrification; however, it happens imperceptibly. Consequently, people do not tend to notice neighborhood decline. Racial and ethnic desegregation in neighborhoods has led to increased income segregation among neighborhoods, which damages neighborhood vitality more than racial and ethnic segregation.

Mixing incomes, education, and home ownership within neighborhoods can help stabilize them and work against and/or slow the forces of neighborhood decline.

Not in Cully: Anti-Displacement Strategies for the Cully Neighborhood, Living Cully. June 2013.

Available at

http://www.pdx.edu/usp/sites/www.pdx.edu.usp/files/A_LivingCully_PrinterFriendly_0.pdf

Redefining Redevelopment: Participatory Research for Equity in the Los Angeles Figueroa Corrido, A Gibbons and G Haas, Figueroa Corridor Coalition for Economic Justice. 2002.

Available at <http://www.saje.net/atf/cf/%7B493B2790-DD4E-4ED0-8F4E-C78E8F3A7561%7D/redefineredevelopment.pdf>

This report summarizes research undertaken by the coalition to identify best practices for designing a community jobs program. Now operational, the program trains low-income residents for jobs generated by investment in the corridor.

Strategies to Prevent Displacement of Residents and Businesses in Pittsburgh’s Hill District, R Damewood and B Young-Laing. 2011.

Available at www.hdcg.org/Content/Documents/Document.ashx?DocId=120570

This paper provides an overview of the Hill District’s history of disinvestment and recent development pressures. It reviews anti-displacement strategies that have been used throughout the country and discusses the efforts of a neighborhood advocacy group and community development law firm to have these strategies implemented in the Hill District. The paper includes Hamtramck, Michigan’s “right to return” policy, the result of African American former residents’ class action lawsuit against the city for discriminatory urban renewal efforts, that requires the city to develop affordable replacement housing and give children and grandchildren of displaced residents first priority for returning. The authors recommend adopting a right to return policy for the Hill District under which all new housing development plans must give admissions preference for displaced persons, including residents who were displaced by urban renewal and their descendants.

***The Tracking Toolbox: A Resource for Understanding Your City’s Development Process and Making It Work Better for Workers, Neighborhoods and Communities.* Jennifer Steffel Johnson, The Partnership for Working Families.**

Available at

http://www.forworkingfamilies.org/sites/pwf/files/publications/2010.05_tracking_toolbox.pdf

***TOD 205 Families and Transit-Oriented Development: Creating Complete Communities for All,* Center for Transit-Oriented Development in partnership with the Center for Cities and Schools**

Available at <http://www.ctod.org/pdfs/tod205.pdf>

Center for Transit-Oriented Development www.ctod.org

***Vision for Broadway – Planning and the Black Community Division Technical Assistance Workshop: Applying Equitable Development and Smart Growth Strategies for Corridor Enhancement.* Planning and the Black Community Division, American Planning Association. June 2009.**

Available at <https://www.planning.org/divisions/blackcommunity/pdf/garyindiana.pdf>

***Equitable Development Toolkit: Community Reinvestment Act,* Policy Link, www.policylink.org**

Available at <http://www.policylink.org/sites/default/files/community-reinvestment-act.pdf>

***Equitable Development Toolkit: Corner Stores,* Policy Link, www.policylink.org**

Available at <http://www.policylink.org/sites/default/files/corner-stores.pdf>

Equitable Development Toolkit: Developer Exactions, Policy Link, www.policylink.org

Available at <http://www.policylink.org/sites/default/files/developer-exactions.pdf>

Equitable Development Toolkit: Farmers market, Policy Link, www.policylink.org

Available at <http://www.policylink.org/sites/default/files/developer-exactions.pdf>

Equitable Development Toolkit: Grocery Stores, Policy Link, www.policylink.org

Available at <http://www.policylink.org/sites/default/files/grocery-stores.pdf>

Equitable Development Toolkit: Living Wage Provisions, Policy Link, www.policylink.org

Available at <http://www.policylink.org/sites/default/files/living-wage-provisions.pdf>

Equitable Development Toolkit: Local Hiring, Policy Link, www.policylink.org

Available at <http://www.policylink.org/sites/default/files/local-hiring.pdf>

Equitable Development Toolkit: Minority Contracting, Policy Link, www.policylink.org

Available at <http://www.policylink.org/sites/default/files/minority-contracting.pdf>

ORGANIZATIONAL WEBSITES AND RESOURCES

Coalition for a Livable Future www.clfuture.org

Resource portal: <https://clfuture.org/resources/other-resources>

Includes: demographics, economic opportunity, education, equity, food, health, healthy environment, housing, opportunity mapping, transportation

Center for Transit-Oriented Development www.ctod.org

The Labor/Community Strategy Center <http://www.thestrategycenter.org/>

[Bus Riders Union](#)

[Transit Riders for Public Participation](#)

Transportation for America <http://t4america.org/>

[Access to Jobs](#)

Transportation Equity <http://www.transportationequity.org/>

[PolicyLink Transportation Prescription](#): Bold New Ideas for a Healthy, Equitable Transportation System 2009

NEWS ARTICLES

Study shows gap between public health and transportation policy, June 12, 2014

<http://www.ucdenver.edu/about/newsroom/newsreleases/Pages/Study-shows-gap-between-public-health-and-transportation-policy.aspx>

Does new mass transit always have to mean rapidly rising rents?, May 13, 2014

<http://www.citylab.com/housing/2014/05/does-new-mass-transit-always-have-mean-rapidly-rising-rents/9077/>

Learning in: A coalition organizes for equitable redevelopment, June 23, 2014

http://www.rooflines.org/3752/learning_in_a_coalition_organizes_for_equitable_redevelopmen_t

Light rail significantly reduces traffic study shows. Does it apply to Portland-Tigard Southwest Corridor?, July 3, 2014

http://www.oregonlive.com/commuting/index.ssf/2014/07/study_shows_how_light_rail_red.ht ml

About select bus service in NYC. Choosing the routes.

<http://www.nyc.gov/html/bmt/html/about/choosing-routes.shtml>

Making the Fairmount line gentrification-proof, July 15, 2014

<http://www.bostonglobe.com/opinion/2014/07/15/making-fairmount-line-gentrification-proof/KB568Ymham1MCS6iY7bPgM/story.html>

The value of fast transit, July 21, 2014

<http://www.thetransportpolitic.com/2014/07/21/the-value-of-fast-transit/>

Metro renews focus on creating affordable housing, August 13, 2014

<http://news.streetroots.org/2014/08/13/metro-renews-focus-creating-affordable-housing>

CASE STUDIES

Minneapolis-St. Paul, Midtown Global Exchange (open since May 2006)

New transit facility and 2 transfer stations

1929 Midtown Exchange building vacant for many years

350 housing units (88 historic lofts, 219 market rate and affordable rental units, 52 town homes); 411,000 sq ft of office space to health HQs; 10,000 sq ft to County offices; 71,000 sq ft to Global Market; 1900-space parking garage

Created or retained more than 2000 jobs, including 200 local entrepreneurs at Global Market Houses 65 local businesses, provides stable neighborhood anchor, successfully mixes uses

Minneapolis-St. Paul, Frogtown Square (completed Feb 2011)

50 units affordable senior housing, ground floor retail, underground parking

Help revitalize area and reduce crime

Fully leased retail space builds on success of the Neighborhood Development Center (also tenant) and entrepreneurship program – did take some time; well-designed functional retail bays;

+ local- and minority-owned small businesses, neighbors: new library, affordable housing for 98 families; builds an economy from within a neighborhood, serves as an example to aspiring small businesses along central corridor

Aims to attain 18% minority and 6% female workforce participation in the Central Corridor light rail transit project

Berkley, Ed Roberts Campus (opened November 2011)

Partnership among seven nonprofits with a history in Independent Living Movement of People with Disabilities

Universal design with residential and non-residential community uses

TOD with community facility as centerpiece, silo busting, extra financing sources by including diverse uses

Location along transit lines provided access to transportation funding

Lower income neighborhood has experienced most crime of all BART stations. Now safety improvements of various types reduce crime.

Uses draw attention to issues faced by people with disabilities, and it's a very successful project in this regard by providing accessible services for transit-dependent people.

East Oakland, Fruitvale Public Market (first phase opened in 2003)

Neighborhood about half Hispanic with sizeable African American and Asian populations; median household income (\$36,849) well below city-wide average

40,000 sq ft retail space, 115,000 sq ft commercial space; 47 one- and two-bedroom residential units, 10 units designated affordable; offices provided for health provider, senior center, library, charter school, and child care center

Two-block pedestrian walkway and plaza connect to commercial and BART station

Second phase includes 257 mixed-income residential units and additional parking

Business improvement district taxed themselves to pay for regular sidewalk sweeping and street patrol within the village

Seattle, Othello Neighborhood Inclusive Planning (opened in July 2009)

Culturally diverse community engaged in planning around a new light rail station

Historically underrepresented communities

Today, vibrant and diverse neighborhood with shopping, a library, community college, and affordable homes

Nearly 50% of residents are foreign born, variety of income levels with affluent neighborhoods and two large public housing projects

City used online surveys and traditional neighborhood meetings

+ special outreach liaisons to work with members of historically underrepresented communities (ethnic, youth, people with disabilities), liaisons translated materials and held smaller meetings with constituents before City meetings, attendance at City meetings grew over time (participation increased from 10 to between 300 and 400 residents per meeting)

New Holly neighborhood includes 1450 homes for people with a range of incomes, new walking and biking path

3 additional housing complexes planned primarily for low-income buyers

Gary, IN, Vision for Broadway (document completed June 2009)

<http://www.planning.org/divisions/blackcommunity/pdf/garyindiana.pdf>

Preliminary planning project for a highway corridor between Downtown and Midtown, the historic heart of Gary's African American community (not specifically TOD, but improvements for bicycles and pedestrians are a priority, and possibility to add a trolley bus)

Gary was a steel boom town and has experienced population decline for 40 years, signs of revitalization are becoming increasingly apparent, but one of the primary challenges is dealing with smaller population, vacant, poorly maintained, and derelict buildings and vacant lots

Partnership with APA's Planning and the Black Community Division

Vision document establishes 6-month, 12-month, and 5-year actions to improve the Broadway corridor while other planning and development activities occur

Main planning tools used for this project include: historic preservation, equitable development, context sensitive design, vacant properties strategies, green collar jobs, trails and greenways, and youth programs

Chicago, Chicago-Bethel Center www.bethelnewlife.org (opened in May 2005)

Community organized around potential loss of its transit center, which catalyzed redevelopment 23,000 sq ft transit center, provides employment services, child care, and banking in a "green" building (LEED Gold) on a former brownfield site

Direct connection to Green Line Lake-Pulaski "L" stop

Community was struggling economically before the redevelopment

Plan addressed residents' needs for a walkable neighborhood and better community services

Provides employment counseling, job training, and placement services, commercial services, technology center, child care, and retail space

Catalyzed development of 50 affordable homes within walking distance of the Center and train station; retail tenants at the Center hire from the employment training program; increased access to community services and reduced environmental impacts

Montgomery County, Maryland – inclusionary zoning adopted in 1974

<http://montgomerycountymd.gov/DHCA/resources/files/rr-ahtf.pdf>

Urban centers, suburban neighborhoods, and productive agriculture

One million individuals, 18% of Maryland's entire population with the largest concentration of residents holding a Bachelors degree of any community with a population over 50,000; nearly 500 square miles of land

Excellent school system, public services, job availability, well-maintained neighborhoods, and commercial centers

Progressive and effective affordable housing programs, such as the award winning Moderately Priced Dwelling Unit (MPDU) program, and the Montgomery Housing Initiative Fund (HIF), a model trust fund

Current efforts do not sufficiently address the affordable housing crisis, encompassing homeless and special needs populations, and into the range of the middle income workforce.

<http://nlihc.org/article/40-years-ago-montgomery-county-maryland-pioneers-inclusionary-zoning>

In 1974, Montgomery County, Maryland pioneered inclusionary zoning practices

Currently requires that between 12.5% and 15% of homes in new developments of 20 units or more be Moderately Priced Dwelling Units (MPDUs)

The program requires that 40% of newly developed MPDUs first be offered for sale to the Housing Opportunities Commission, Montgomery County's public housing agency, and to non-profit housing providers

Produced approximately 12,500 units of housing affordable to moderate and low income families since its inception

View additional MPDU program information from the Montgomery County Department of Housing and Community Affairs at: <http://bit.ly/1F9tr0>

OPPORTUNITIES AND CHALLENGES FOR EQUITABLE TOD

Challenges to Equitable TOD

- Lack of policy and resources (incentives and requirements) to preserve affordable, non-rent restricted housing in high-opportunity areas (can lead to loss of affordable housing stock)
- Low-income communities are 1) often overlooked for development; 2) deeply impacted by withdrawal of jobs near transit; 3) not adequately engaged in developing plans for their future
- Particularly surrounding weaker market stations:
 - Difficulty overcoming issues of scale, complexity, and land assembly that are typical of large TOD projects
 - Competition for limited sources of permanent financing
 - Shortage of competitive (9%) Low Income Housing Tax Credits and other subsidy sources
 - Few TOD incentives are available within highly competitive pools of funding
- Extensive new infrastructure is often required that affordable housing developers cannot pay for alone
- Local land use regulations and controls are usually cumbersome and unsupportive of mixed-income TOD
- Subsidies for affordable housing at the federal and for most states have decreased in recent years
- Land prices around transit stations increase once a new transit line is announced, and affordable housing developers lack the funds to acquire and assemble this land
- Transit agencies must be involved but TOD is new function for them
- Rising land prices
- “Highest and best transit use” required by FTA (may be better following 2013 Appropriations Act for MAP-21 which includes \$10 million in 2013 and 2014 for TOD)
- Developer and lender assumptions
- Commuters
- Market forces
- Existing zoning
- Design and form

Opportunities for Equitable TOD

- Transit agency is active and engaged partner
- Creative use of MPO or transit agency resources
- Refined uses of TIF to support equitable development (Portland dedicates 30% of TIF funds collected in URAs to housing that is affordable to households with incomes below 80% of the area median)
- 4% Low Income Housing Tax Credit (non-competitive) successful in submarkets of all strengths
- Strong opportunities to model use of 4% Low Income Housing Tax Credit near transit, potentially with mezzanine debt

- Experienced affordable housing developer engaged partner
- Prepare a strong business plan
- Be or find the right developer
- Secure tenants early (before construction)
- Build in phases
- Give TOD a good name
- Highlight double bottom line benefits of TOD – social and community outcomes of TOD still contribute to economic success

Keys to Success

- Create the right mix of uses and build ridership demand
- Organize residents for meaningful community involvement
- Develop clear ambitions – but set realistic goals
- Be there at every stage
- Introduce anti-displacement early
 - An essential element is timing. Displacement prevention has failed pretty much consistently in Portland. EPAP contends that a significant element is not addressing this in the early disinvestment stage of gentrification and even in the reinvestment planning stage. Portland has consistently waited until displacement is entrenched.
- Focus on people and function, not formulas
 - Location efficiency
 - Value recapture
 - Livability
 - Financial return
 - Expanded choice
 - Efficient regional land use patterns
- Get the density right

Common Elements for Equitable Development

- Facilitate meaningful community engagement in planning and land use decisions
- Promote public health and a clean and safe environment
- Strengthen existing communities
- Provide housing choices
- Provide transportation options
- Improve access to opportunities and daily necessities
- Preserve and build on the features that make a community distinctive

Principles of Equitable Development (from APA Planning and the Black Community Division)

- Housing choice.
- Transportation choice.

- Personal responsibility.
- Capacity building.
- Healthy communities.
- Heritage preservation.
- Stewardship (environmental).
- Entrepreneurship.
- Sustainable wealth creation.
- Civic engagement.
- From good to great through planning/ design, standard of excellence.

Other financing tools

- New Market Tax Credit
- Historic Tax Credit
- Enterprise Zone Tax Credit
- National Historic Preservation Main Street program
- [Transportation Growth Management](#) (TGM) Grants

CURRENT EQUITABLE DEVELOPMENT CONVERSATIONS

Contact Name	Contact email	Host/Organization	Meetings and Events	Location	Time
Lori Boisen	divisionmidwayalliance@gmail.com	EPAP (East Portland Action Plan) Economic Development Subcommittee	4 th Mon of the month	David Douglas School Board Room	6:30-8:30 pm
Donita Sue Fry	donitasf@nayapdx.org	EPAP Civic Engagement Subcommittee	3 rd Tuesday of the month		6:30-8:30 pm
Lore Wintergreen, East Portland Action Plan	lore.wintergreen@portlandoregon.gov	City of Portland, Health Equity Tools and EPAP Civic Engagement Subcom			
Ben Duncan	Benjamin.e.duncan@multco.us	Multnomah County – Office of Diversity and Equity			
Kathryn Sofich, Policy and Communications	kathryn.sofich@multco.us	Multnomah County – Department of Community Justice			
Betsy Clapp	Elizabeth.clapp@multco.us Olivia Quiroz: cwpp@multco.us olivia.quiroz@co.multnomah.or.us	Multnomah County – Health Department			
Jake Warr	warrj@trimet.org	TriMet – Equity & Access Advisory Committee	3 rd Thursday of the month	TriMet	
Pietro Ferrari	Pietro.ferrari@oregonmetro.gov	Metro – Equity Strategy Advisory Committee	Monthly June 23		3-5 pm
Jon Williams	Jonathan.williams@oregonmetro.gov	Metro – Equity Development Program			
Judith Mowry Dante James	Judith.mowry@portlandoregon.gov Dante.james@portlandoregon.gov	City of Portland – Office of Equity and	1 st and 3 rd Thus of the month (not open to	Office of Equity and Human Rights,	9-11 am

Paulo Catalani	Ronault.Catalani@portlandoregon.gov jeri.williams@portlandoregon.gov	Human Rights, Citywide Equity Committee	the public-internal City staff)	421 SW 6 th Ave, Ste 500	
		CoP, OEHR, Commission on Disability	Fri, June 13	OEHR, Steel/Bridge Rooms, 421 SW 6 th Ave 5 th Flr	10 am - 1 pm
Danielle Brooks, Civil Rights Title IV & ADA Title II	danielle.brooks@portlandoregon.gov	CoP, OEHR			
		CoP, Human Rights Commission	Wed, June 4	421 SW 6 th Ave, Ste 500	4-6:30 pm
Kim McCarty	Kim.mccarty@portlandoregon.gov	CoP, CoG, Multco: Fair Housing Advocacy Committee	June 2	421 SW 6th Avenue, Ste 500	3-5 pm
		CoP, OEHR, HRC, Housing Rights Task Force			
Laurie Wells	Laurie.wells@greshamoregon.gov	City of Gresham – CDBG			
Demi Espinoza	demi@coalitioncommunitiescolor.org	Coalition for Communities of Color; Community and Economic Development -- others		501 SE Hawthorne, Multnomah County Building	10-11 am
Scotty Ellis, Equity Program	scotty@clfuture.org	Coalition for a Livable Future		1410 SW Morrison St	5:30 pm
Jonathan Ostar	Jon@opalpdx.org	Transportation and Health Equity Network OPAL/CLF			
Vivian Satterfield	Vivian@opalpdx.org	OPAL – Bus Riders Unite	3 rd Tue of the Month	2407 SE 49th Ave	6pm
Diem Huynh, Membership Coordinator	diem@apano.org	Asian Pacific American Network of Oregon	2 nd Thursday of the month	Harrison Park School (2225 SE 87 th Ave)	5:30- 8:30 pm

Duncan Hwang, Director of Development & Communications	duncan@apano.org	APANO Economic Justice, Health Equity, Education Equity			
Yelena Hansen, Program Manager		Ecumenical Ministries of Oregon, Russian Oregon Social Services			
Tina Do	TinaD@irco.org ; Sophorn Cheang, sophornc@irco.org , Oleg Kubrakov, olegk@irco.org , Abdiasis Mohamed, abdiasism@irco.org , Patricia Lim- Pardo, patricial@irco.org	IRCO – Economic Development Program; Diversity and Civic Leadership Program			
Midge Purcell, Director of Advocacy and Public Policy	mpurcell@ulpdx.org	Urban League; Partnership for Racial Equity			
Carmen Rubio, Executive Director	carmen@latnet.org	Latino Network			
Reyna Lopez, Civic Engagement Director	reyna@causaoregon.org	Causa Oregon			
Zoe Piliafas, Director of Programming Lale Santelices, Program Coordinator	Zoe@CommunityCyclingCenter.org Lale@CommunityCyclingCenter.org	Community Cycling Center/Andando en Bicicletas en Cully			
Oscar Guerra- Vera, Equity and Inclusion Program	Oscar@interculturalorganizing.org	Center for Intercultural Organizing -- Civic Engagement and			

Coordinator		Policy Advocacy			
Tony DeFalco, Living Cully Coordinator Pedro Moreno, Outreach Worker	tonydefalco@verdenw.org pedromoreno@verdenw.org	Verde			
Donita Sue Fry, Civic Engagement Ryan Parker, Community Economic Dev.	donitasf@nayapdx.org ryanp@nayapdx.org	NAYA Family Center, Youth and Elders Council	2 nd Tuesday	5135 NE Columbia BLVD	6-8 pm
Trell Anderson, Director of Housing and Community Development	tanderson@catholiccharitiesoregon.org Patricia Rojas, Division Manager projas@catholiccharitiesoregon.org Toc Soneoulay-Gillespie tsoneoulay@catholiccharitiesoregon.org	Catholic Charities – El Programa Hispano, Caritas Housing, Refugee Resettlement			
Claudia Arana Colen, Health Equity Coordinator	claudia@upstreampublichealth.org Heidi Guenin, Policy Manager, Land Use and Transportation heidi@upstreampublichealth.org	Upstream Public Health			
Queta Gonzales, National Director of Programs	qgonzalez@cdeinspires.org	Center for Diversity and the Environment			
Mark Noonan, Community Engagement Manager	Mark@eldersinaction.org JoAnn Herrigel, Civic Involvement Coordinator Joann@eldersinaction.org	Elders in Action			
Patty Katz, Portland Organizer	patty.katz@oregonaction.org	Oregon Action	3 rd Thursday	126 NE Alberta Street, Suite 202	6:30 pm

John Miller, Executive Director	john@oregonon.org	Oregon Opportunity Network			
John Jackly, Director of Business and Social Equity	jackleyj@pdc.us	Portland Development Commission	2 nd Wednesday	222 NW 5 th Ave	3-5:30 pm
Reyna Lopez	reyna@causaoregon.org	Oregon Health Equity Alliance	Wed, June 4 (Oregon Equity Project)	DoubleTree Hotel	
Rev. Joseph Santos-Lyons	jsantoslyons@apano.org	Healthy Oregon Partnerships for Equity	Quarterly		
Alberto Moreno, Executive Director	alberto@orlhc.org	Oregon Latino Health Coalition			
Tricia Tillman, Director	tricia.tillman@state.or.us	Oregon Health Authority			
Kristin Lensen		Kristin Lensen Consulting			
Jonathan Ostar, OPAL Environmental Justice	Jon@opalpdx.org	Regional Transportation Justice Coalition	1 st and 3 rd Wed		
Cassie Cohen, Executive Director	cassie@groundworkportland.org	Groundwork Portland			
Orion Lumiere, Executive Director	orion@oregoncat.org Justin Buri: justin@oregoncat.org Jensi Albright: jensi@oregoncat.org	Community Alliance of Tenants			
Nick Sauvie, Executive Director	Nick@rosecdc.org	ROSE Community Development Corporation			
Jean DeMaster, Executive	jdemaster@humansolutions.org	Human Solutions, Inc.			

Director					
Connie Ashbrook, Executive Director	connie@tradeswomen.net	Oregon Tradeswomen, Inc.	Sept 26-27, 2014 Tradeswomen Leadership Institute	PCC Cascade	5 pm
Chris Rall, OR and WA field outreach	Chris.rall@t4america.org	Transportation for America			
Keely Glassley, Executive Assistant	keelyd@seiu49.org	SEIU Local 49			
Betty Dominguez, Director of Policy and Equity	betty.dominguez@homeforward.org Mike Andrews, Director of Development and Community Revitalization: mike.andrews@homeforward.org	Home Forward			
Kimberlee Sheng, Executive Director	ksheng@bufor.org	Black United Fund of Oregon			
Nichole June Maher, President and CEO	nichole@northwesthealth.org	Northwest Health Foundation			
Tom Clancey Burns, Executive Director	Email Tom	Community Action Partnership of Oregon		Salem	
Joan Smith, Executive Director	joan.smith@mealsonwheelspeople.org	Meals on Wheels			
Chana Andler, Liaison to Villages NW	chana@VillagesNW.org	East Village PDX			

City of Portland Fair Housing Advocacy Committee**Neisha Saxena** – recommendation by Multnomah County

Neisha is an attorney with Disability Rights Oregon, an Oregon non-profit that promotes Opportunity, Access and Choice for individuals with disabilities by assisting them with legal problems directly related to their disabilities, including fair housing issues. Neisha was on the Analysis of Impediments Committee.

Jason Trombley – recommendation by Coalition of Communities of Color

Jason is a public relations professional who represents Coalition of Communities of Color on FHAC. In his capacity with the CCC, he helped develop the strategic plans for two of the organization's committees - the Community & Economic Development committee and the Education Justice Committee. Further, he serves as one of the primary representatives for the CCC to support Portland Public Schools as the district implements their Racial Educational Equity Policy. Currently he represents the CCC on two PPS committees with a focus on equity: The Achievement Compact Advisory Committee and is current co-chair of the Superintendent's Advisory Committee on Enrollment and Transfer (SACET).

Members**Abby Ahern** (At Large) – recommendation by ad hoc FHAC nominations committee

While working toward her MSW, Abby had the opportunity to work on a new tenant education curriculum called Rent Well, and run the pilot class to ensure its success. Abby sits on the Diversity Advisory Council with Clackamas County and sees her work with the FHAC as an exciting opportunity to make Multnomah County a more equitable and welcoming place to live.

Liora Berry – recommendation by Multnomah County

Liora is the Clinical Director of the Homeless Services Division at Cascadia Behavioral Healthcare. She oversees Cascadia's Homeless Services Division: Street outreach, Transitional housing, Drop-in center, and over 200 units Permanent Supportive Housing. She brings valuable insight into community advocacy; direct services; education and outreach to housing and service providers.

Marc-Daniel Domond – recommendation by Gresham

Marc is an Executive Project Manager with COLAS Construction, a minority-owned construction company. Marc is a resident of Gresham, and on his neighborhood's Home Owners Association.

Jerad Goughnour – recommendation by Portland.

Jerad is a small rental landlord and partner in a property management company Gateway Property Management. He represents the Rental Housing Association of Greater Portland. He brings a smaller landlord perspective, and professional management of smaller properties.

Elisa Harrigan – recommendation by Portland

Elisa is the Affordable Housing Initiative Program Office for Meyer Memorial Trust, recently served as Executive Director of the Community Alliance of Tenants, and was a member of the Analysis of Impediments Committee. She brings the tenant perspective to fair housing.

Deborah Imse – recommendation by Portland

Deborah is the Executive Director of the Metro Multifamily Housing Association. She is a member of the Portland Housing Advisory Commission, and was a member of the Analysis of Impediments Committee.

Kayse Jama – recommendation by the Center for Intercultural Organizing (CIO)

Kayse is the Executive Director of the Center for Intercultural Organizing. He is leading CIO to develop an inclusive, diverse, grassroots organization working to build a multi-racial, multicultural movement for immigrant and refugee rights.

John Miller – recommendation by Portland

John Miller is the Executive Director of Oregon ON. He has an extensive housing background, and brings the perspective of Oregon ON's many partners to the table.

Rachel Payton – recommendation by Multnomah County

Rachel is an Advocacy Coordinator for Volunteers of America's Home Free program which rather than provide a facility or temporary apartments for individuals and families fleeing domestic violence, Home Free helps survivors to access their own housing and then assists them in staying there – safely and independently.

Joe VanderVeer – recommendation by Portland Disability Commission

Joe is a member of the Portland Commission on Disability and is the chair of the Accessibility in the Built Environment subcommittee for the commission. Part of the work plan for the ABE subcommittee seeks to address the critical shortage of accessible, affordable housing for people with disabilities in Portland and Multnomah County. Joe also serves on the board of directors for Disability Rights Oregon and chairs the Multnomah County Disability Services Advisory Council. In his professional life, Joe works with nonprofits that serve people experiencing poverty, homelessness, and disability.

Lynne Walker – recommendation by Gresham

Lynne Walker is a resident of the City of Gresham and serves on the Community Development & Housing Subcommittee, which helps develop Gresham's goals, policies, and programs for housing & community development.

Raina Smith-Roller – recommendation by Gresham

As Rent Assistance Coordinator at Human Solutions, Raina oversees many Eviction Prevention programs. She brings knowledge of landlord issues and the impact of housing stability on household success.

Betty Dominguez – recommendation by Home Forward

Betty is the Director of Policy and Equity at Home Forward. Home Forward has the unique perspective of being both landlord and fair housing services funder.

Michael Alexander - recommendation by the Coalition of Communities of Color

Mr. Alexander assumed the role of President & CEO of the Urban League of Portland in August 2013 where he acts as the organization's lead executive. Prior to joining the Urban League of Portland's leadership team, Mr. Alexander served as Vice President for Account Management at Regence Blue Cross Blue Shield where he was responsible for the design and management of Regence-wide account management, retention and purchaser satisfaction strategies.

Metro's Equity Advisory Committee

Carl Talton, chair

Executive chair of the Portland Family of Funds, United Fund Advisers and Northwest Community Capital Fund

Talton is a former vice president of government affairs, community and economic development at Portland General Electric, and has served as a board member for the Northwest Health Foundation, Concordia University Foundation, Albina Head Start, N/NE Economic Development Alliance, the Institute for Portland Metropolitan Studies at Portland State University, the Oregon Association of Minority Entrepreneurs and the Neighborhood Partnership Fund, and served on the Oregon Economic and Community Development Department Commission. Talton is a past member of the Portland Development Commission. He was born and raised in the Portland area and resides with his family in Northeast Portland where he has lived since early childhood.

Rey España, vice chair

Community Development department director, Native American Youth & Family Center

España has over 38 years of experience in community development projects including affordable housing, neighborhood initiatives, acquisitions, direct service development, home repair and weatherization of low income housing, and education. At NAYA Family Center, España began work on an educational program to address the rate of dropouts within the greater Portland metropolitan area. España is a primary driver in growing the capacity of the organization and developing long-term assets, programming, and opportunities for the community.

Joseph Berezhinskiy

Program director, Slavic Community Center

Joseph Berezhinskiy strives to make a difference in the Slavic community and his goal is to make Portland a better place for people from all ethnic backgrounds. Berezhinskiy moved to Portland as a teenager and considers Portland home.

Betty Dominguez

East County program director, Home Forward

Dominguez moved to Oregon in 1996 from San Diego where she had been a bank vice president in real estate and construction lending, and joined the Oregon Department of Housing and Community Services in 1997 where she worked for 10 years. In her capacity as regional adviser to the director of the department, Dominguez worked with a number of jurisdictions within the Metro region on issues of housing and community development, and served on the Regional Community Solutions Team and Economic Revitalization Team under Governors Kitzhaber and Kulongoski respectively. She also served on Metro's Transit Oriented Development steering committee. She joined Home Forward, the housing authority for Multnomah County, in 2006 where she works in project development, and leads the organization's Moving To Work program under HUD.

Ben Duncan

Chief Diversity and Equity Officer, Multnomah County Office of Diversity and Equity

Duncan is board chair of OPAL Environmental Justice Oregon. Duncan focuses on the relationships between health and social, economic, and environmental conditions through both public policy and community-based empowerment work. Duncan also works with the Diversity and Quality Team, is an appointee to the Region X Health Equity Council through U.S. Department of Health and Human Services Office of Minority Health, and serves as chair of the Oregon Governor's Environmental Justice Task Force.

Kirsten Kilchenstein

Donor relations officer, Oregon Community Foundation

Kilchenstein joined the staff at the Oregon Community Foundation in 2011 where she supports individuals, families and businesses with their charitable giving. From 2001–11, she served as education director for Caldera. Kilchenstein holds a master's degree in conflict resolution with a focus in arts-based conflict resolution from Portland State University. She has extensive experience using the arts for violence prevention, is a certified mediator and has a B.A. in psychology. She currently serves on the board of the Portland Children's Museum and on the advisory board of the Nest Foundation, which is working to end the commercial sexual exploitation of children in North America.

Judi Martin

Hispanic services coordinator, Clackamas County Health, Housing and Human Services

Martin began as a family advocate for Latino families in an Oregon Head Start program and later served as a family services manager of an Early Head Start program in Portland. She serves as the staff liaison to the County's Diversity Leadership Council, an advisory committee appointed by the Board of County Commissioners. She is on the steering committee for the Hispanic Interagency Networking Team, a collaboration of agencies that serve in the Latino community.

Julia Meier

Director, Coalition of Communities of Color

Meier has been director of the CCC since 2009, coming from practicing law at Alaska Legal Services, providing free legal representation to low-income Alaskans. Prior, Meier worked at the Alaska Native Justice Center overseeing and facilitating projects engaged in the establishment and implementation of restorative justice models. She provided training and technical assistance to tribal courts and traditional justice personnel in rural Alaska. She also worked closely with the Alaska Rural Justice and Law Enforcement Commission. Meier graduated Summa Cum Laude from the University of Oregon and earned a Juris Doctorate from Harvard Law Schools in 2005.

Virginia Nguyen

Director of Diversity and Inclusion, Nike

Pam Treece

Executive director, Westside Economic Alliance

Before beginning at the Westside Economic Alliance, Treece served as a consultant to Greater Portland Inc., director of the Association of Regional Partners, and vice president of Oregon External Affairs for PacifiCorp. Treece is a native Oregonian. She received her undergraduate degree from Portland State University and her master's degree from Lewis & Clark College.

Daniel Vazquez

Ethnic minority outreach coordinator, mayor's office, City of Beaverton

Vázquez serves on the TriMet Transit Equity Advisory Committee and the Washington County Fairgrounds Advisory Committee. Previously, Vázquez was a teacher and tutor in Hood River County; an advocate for unfranchised communities in Multnomah County; a community inclusion and outreach organizer in Washington County; a program coordinator for the City of Beaverton; and a community advocate for the New Portlander Program, part of the Office of Equity and Human Rights in the City of Portland. Vázquez is a native of the state of Jalisco in Mexico. He earned a B.A. in political science and business administration from University of Oregon, and speaks Spanish, English, Thai, Mandarin Chinese, Japanese and Korean. In his spare time, Vázquez enjoys promoting voter registration and civic participation.

Sydney Webb

Former City Councilor, City of Tigard

Webb is recently retired after serving eight years on the Tigard City Council and 11 years on the Washington County Housing Advisory Board. Webb's career included owning her own business, Graphic Expressions, for 13 years and working in public relations for a financial planning firm before becoming the executive director of the Good Neighbor Center for 11 years.

Phillip Wu

Community Health Initiative, Kaiser Permanente

Wu is a pediatrician in Community Benefit with Kaiser Permanente, promoting healthy, equitable communities through policy advocacy and changes to the built environment. Wu serves on the boards of the Northwest Health Foundation, the Intertwine Alliance and the

Westside Transportation Alliance and is a member of the transportation committee of the Westside Economic Alliance. Wu previously served on Metro's Blue Ribbon Committee for Trails and Flexible Funds Committee. Wu believes in the "social determinants of health" and that policy initiatives that seek to affect the "social determinants" must be evaluated through an equity lens.

TriMet's Transit Equity Advisory Committee

Andre Baugh, Portland Planning Commission

Jan Campbell, TriMet Committee on Accessible Transportation

Catherine Ciarlo (Chair), CH2MHill

Terrence Coleman, OPAL/Bus Riders Unite

Bridget Dazey, Workforce Investment Council of Clackamas County

Heidi Guenin, Upstream Public Health

Roberta Hunte, OPAL Board

Judi Martin, Clackamas County Hispanic Services

Shannon Mayorga, Kaiser Permanente

Shelli Romero, ODOT

Consuelo Saragoza, TriMet Board of Directors

Daniel Vazquez, City of Beaverton (formerly)

Cameron Whitten, Portland African American Leadership Forum