

APPENDIX A

Community Recommendations

Welcoming and Safe Spaces

Recommendation: Create Community Gathering Spaces

Use cross cultural spaces for families and community members to come together along the corridor to have community spaces, inside and outside, that include:

- Opportunities for youth and parents to connect
- Parents to learn how to be advocates
- Collaborative technical learning spaces that expand libraries' current programming
- Getting involved on voting and school board process
- Leadership Development opportunities, including Government 101 needed
- Community squares that are common in many other parts of the world.
- Identify ways to support participation in the voting process
- Support get out the vote efforts, with voter education opportunities
- Inter-/multi-generational financial education around wealth-building, value systems around money
- Education about economic prosperity: Home ownership, city grants, access to low interest loans, etc.
- Create opportunities for cross-cultural enrichment
- Recruit artists/ Incentive programs for artists

Recommendation: Ensure Transit and Development Plans continue to prioritize safe and accessible services

The following areas were highlighted as important components for transit and other planners:

- PRIORITIZE SAFE CROSSINGS**
 - Walkability and more frequent crosswalks so that people can more easily get to buses, businesses on the other side of the highway. (ESP 17th/Baseline stop)
 - between cars and pedestrians
- IMPROVED LIGHTING**
 - Improve lighting in all poorly lit transit areas. Ensure that lighting maintenance is done equitably.
- ENSURE WELCOMING AND SAFE SPACES**
 - Making stops of higher quality and places (shelter, seating, lighting, cell phone charging outlets, screens for bus status, etc.)

- Art/murals, that reflects cultures of diverse communities
- Warming/ Cooling stations for people.
- ❑ **PUBLIC BATHROOMS**
- Accessible public bathrooms for shoppers and transit riders, including diaper changing stations
- Bathrooms are cleaned every 24 hours.

Recommendation: Create a Healthy Communities Communications

Ensure communications and messaging integrates the following:

IMPROVE TRANSIT NAVIGATION FOR DIVERSE RESIDENTS

- Improve transit navigation for newer residents (especially with limited-English proficiency) to get to healthcare appointments, navigate the area, and access resources
- Establish trust in diverse communities through outreach: Ex.Disclaimer specific to refugees/immigrants, etc.
- Hire Community Transit Leaders

ACCESSIBLE, SAFE SPACES AND COMMUNITY SUPPORT

- Integrate Wifi access into planning and service along the corridor
- Advertise to recruit more BIPOC educators
- Improved outreach strategies, including flyers in multiple languages, that connect people to opportunities, address fears/concerns around immigration status, etc.
- Clear advertisement on discount opportunities, etc.
- Ensure communications for folks of all abilities
- Social media outreach to inform about services, opportunities and events

CLEAN ENVIRONMENT

- Promote walking and biking in service of decreasing greenhouse gas emissions.
- Ensure Clean Environment

HEALTH

- Partner with OHP, OHA, Office of Equity, Virginia Garcia Health Center, Asian Health Services, as well as community organizations for healthcare advocacy, improved communications around available resources
- Ensuring access to health services is clearly communicated through transit system
- Bike and scooter rentals/ ride shares

SCHOOLS

- Advertise to recruit more BIPOC educators and administrators
- Afterschool programming and community center activities
- Parent engagement outreach

BUSINESS DEVELOPMENT

- Outreach to new communities to diversify the business community
- Encourage visit to local businesses promoting local services, for businesses

Housing

Anti-displacement measures

1. Ensure funding and communications plan to connect with property owners that are willing to improve property/help prevent folks from being displaced.
2. Require landlords to adopt Washington County's "low barrier" screening criteria at all properties and set equitable rental rates according to property condition and upkeep. Create incentives for owners to screen in low barrier applicants.
3. Create a registry for local landlords and implement rules/ enforcement for bad actors.
4. Implement with buy-in/commitment from local jurisdictions/agencies to invest in affordable housing, including integrating stable and sustainable housing into public health solutions.
5. Approaching Intel (and other companies) as a partner to fund affordable housing development.
6. Increase density housing levels, ensure housing for large families
7. Pass stronger rent control protections and consider tax that is dedicated to affordable housing.
8. Expunge background check for rental applicants after 3 years
9. Incentivize landlords to maintain and repair their rental properties with condition to not increase rent over legal limits
10. Create registries at the county and/or city level for rental housing in order to monitor rent increases and housing conditions and conduct housing inspections

Homeownership

11. Identify tangible opportunities/incentives for homeownership in Washington County, including landlord financing and declining balance for rent paid to go towards purchasing the property
12. Replicate, or build upon policy similar to Metro Housing Bond, to advocate for more affordable housing funding

Tenant education

13. Promote/Launch Voting Community education workshops on housing policies
14. Ensure local residents have access to resources for fair housing education - tenant rights, fair housing laws, and legal assistance.

Education

Access

1. Ensure low-income students and parents with school-age children have access to food and other discount programs/ Share information about local services through schools
2. Support free lunch programs to help support working parents who are not able to prepare snacks/ foods and extend year round.
3. Sufficient social workers in public schools to link families to support programs/resources for food insecurity, affordable housing, & neighborhood safety
4. Provide guidance and support for college financing
5. Ensure properly providing language access for non-English speakers parents and students
6. Create ESL classes. Create more Workforce training along with childcare to enable the parents to attend the training.

Addressing discrimination in schools and increase BIPOC teachers

7. Create statewide discrimination hotline for students and teachers
8. Advocate for more teachers and administrators of color pathways
9. Create incentives for bilingual teachers
10. Work with elected leaders from local jurisdictions to focus on hiring teachers and administrators of color, equity in schools, partnerships with Gabriel Higuera/PCC
11. Reduce police in schools

Local Partnerships

12. Connect with Pacific University, Gabriel, PCC, and other local schools to do outreach, provide testimony, etc.
13. Connect with food banks to support children in schools
14. Create scholarships for students in area with incentive to serve community
15. Encourage creation of a "Global Citizen Parents Volunteer" group to help K-12 kids and parents whose English is not their first language

Advocacy

16. Connect parent to education and advocacy spaces, including:
 - Resourcing parent advocates, to learn from past campaigns, such as student-led ethnic campaigns
 - Support existing campaigns, such as Washington County Preschool for All, develop advocacy strategies/ pressure that engage commissioners/ elected officials, etc. around higher standards and more diverse populations.
 - Support active in local elections/ esp school board
17. Advocate for specific funding (state, county, or local) to de-segregate or de-colonize schools and school districts

Healthcare and Health

Access to Resources

1. Build out a language accessibility resource page/doc that the community can access to be knowledgeable about which health services can be accessed

2. Ensure all new infrastructure connects to new and existing health care resources, including a variety of providers, which reflects the community racial, cultural, and demographic makeup
3. Ensure physical and mental health service providers with diverse cultural backgrounds, who are able to serve refugee and immigrant communities, and more accessible from corridors that seek to destigmatize mental health in BIPOC communities.
4. Ensure access to active and healthy living and eating opportunities (health food shows, culturally appropriate food, etc.)
5. Free soup stations at transit stops - collocating services with transit
6. Ensure community resident access to healthy foods through affordable ethnic markets, farmers markets which double SNAP dollars, food pantries, food bank, community produce gardens, and food resources to seniors, youth, and pregnant women

Partnerships

7. Keeping people closer to health care services - through accessible, save, efficient and reliable public transit - like micro transit shuttles at no cost
8. Connect healthcare partnerships to rent support services with focus on preventing displacement, keeping people closer to healthcare services
9. Create routine and emergency healthcare transportation system to medical facility for transit-dependent folks
10. Create healthcare partnerships to offer community support groups (substance abuse, suicide prevention, new parents, elder care)
11. Food access with affordable prices including ethnic markets, food banks, community produce gardens, farmers markets which double SNAP dollars
12. Create partnerships with local health care partnerships to assist with healthcare provider recruitment, which reflect community residents demographic background and with language access and public transit access

Build Capacity

13. Build capacity within the healthcare sector in Washington County to attract and retain qualified service providers that employ health care professionals of color and build capacity within the healthcare industry to increase diversity.
14. Support and promote career pathways to healthcare
15. Making culturally responsive services available along the corridor
16. Hire community volunteers/navigators (CHW) at community center's / hubs to help people enroll in OHP, and find other resources with focus on immigrants and refugees

Climate Justice

Landscaping

1. Integrate plant native landscapes
2. Ensure noise reduction efforts are integrated into the design of highway walls

3. Create a streetscape that feels accessible and safe for people to walk to businesses
4. Incentivize programs for businesses for landscaping green spaces
5. Landscapes with plants that are native, low water, food for humans and wildlife
6. Ensure tree canopies are created along highways and transportation corridors to reduce noise and pollution which elevate asthma rates in nearby communities and stops pollution of land and groundwater and streams and creeks (water cycle)

Waste Reduction/ Recycling/ Renewable Resources

1. Mandate the use of recycled materials, including recycled asphalt, recycled tires, sand, etc. in construction whenever possible
2. Ensure all stops have sufficient trash and recycling options
3. Ensure more electric stations for cars/bikes, etc are readily available along the corridor
4. Regulate illegal disposals of industrial waste and enforce fines (DEQ as well as local jurisdictions)
5. QR code posted at Transit stops to be able to report litter or other suggestions to Trimet/ provide instructions on using QR Codes.
6. Integrate speed limits and energy efficient lights that align with pollution reduction measures
7. Program incentives for using public transportation and carpooling¹
8. Special lane for buses for faster transport
9. Battery operated buses

Transportation

Some elements of these recommendations are being studied as part of the transit project or already exist.

1. Hire Community Transit Leaders
2. Know Your Rights trainings for public transit
3. Maps that are accessible in multiple formats (including multilingual signage that uses symbols, pictures, and audible options)
4. Rapid and more frequent transit
5. Redesigning Trimet Transit Stations
6. Express routes on line 57 and other major routes.
7. Coordination with Max Trains
8. Ensure reliable service after hours access (outside of 9-5 pm)

¹ TriMet currently has an honored citizen program for seniors age 65+, people on Medicare, people with disabilities and people who qualify based on income. Individuals participating in this program can save up to 72% off their fare (<https://trimet.org/fares/honoredcitizen.htm>). TriMet also offers transit pass programs plus tips and resources to improve your employees' commute. (<https://trimet.org/employers/>)

9. Support TriMet's Forward Together Service Concept², which would increase routes on connecting streets
10. Improve transit access to libraries, especially in Bethany and Forest Grove
11. Local travel throughout the stamp rally program, providing rewards for travel
12. Transit fair discount opportunities for low income riders.
13. Incentives for bike users
14. Bus stops - covered area for shelter and time estimate displays

Economic Prosperity

Jobs

1. More childcare facilities and affordable housing
2. Shift job requirements to recognize training, certifications, and education achieved outside of US
3. Education on employment and wage discrimination and resources to fight cases
4. Shift job requirements to remove degree requirements if not needed

Wealth Creation and business entrepreneurship

Programming and Incentives

5. Offer incentives to businesses that offer multilingual services along TV highway
6. Increase access to homeownership opportunities, focused effort on moving more families into homeownership (programming, education, outreach) including language accessibility and culturally responsible
7. Explore community ownership of commercial spaces, like CITs
8. Programs that identify your skill set (to include those with certifications from other countries) to create prosperity in the communities they reside. This include recertification programs that recognize achievement outside of US.
9. Creative ownership structures that are alternative to the standard bank loan structure.
10. Develop more mixed-use developments with affordable commercial and residential
11. Expand existing SEWorks program to TVH area that supports immigrant recertification
12. Develop opportunities for small business owners to purchase their property and make the information accessible
13. Special utility rates for small business owners
14. Consider wrap around services that integrate transportation, child care, food, work clothes, books, meals, exams, school costs, etc) (Look at OSU's Future Ready Oregon for model)

Business entrepreneurship

15. Situate commercial small business storefronts along the road instead of parking
16. Create small business pods that integrate culturally specific services (retail, personal care, mental, child care, food
17. Connecting with organizations/businesses, and others working alongside this corridor

² <https://trimet.org/forward/#nextsteps>

18. Identify networking and training opportunities for small business owners and entrepreneurs (especially bookkeeping/accounting, business coaching)
19. Succession planning services for businesses and employees to try to maintain businesses in the community
20. Identify ways to support migrant farmworkers

Advocacy

21. Include BIPOC community members in decision making spaces (See this model)
22. Rent Protection specifically focused on time period following completion of project
23. Support for immigrants/ refugees who face discrimination/legal barriers in housing and/or employment
24. Focus on fighting discriminatory tax codes, credit exclusion, and loan denial
25. Support professional certification from other countries

Welcoming Spaces

26. Integrate Wifi access into planning and service along the corridor
27. Ensure shopping centers include BIPOC-owned businesses from different backgrounds.
28. Place shopping centers near green spaces and transit centers focused on small business
29. Community newsletter in multiple languages

APPENDIX B

Priority Area Strengths, Weakness, Opportunities, and Threats

Housing	
Strengths	
<p>There are great opportunities to ensure affordable housing for underserved communities through the TV Highway project. Strategies implemented through the TV Highway project should consider the following strengths: political opportunity, available funding, and strong networks with community based organizations.</p>	
<p>Political Opportunity and Funding</p> <ul style="list-style-type: none"> → New state legislation around expanded housing zoning and "middle housing" building → Existing funding, including remaining affordable housing bond money, 1500 new units in 2024, state funding to support co-locating early childhood ed/daycare and affordable housing. 	<p>Strong Racial Justice commitment and community based work</p> <ul style="list-style-type: none"> → Strong relationships and collaborations between mission-driven CBOs, service providers, and nonprofit housing developers, such as Bienestar, CPAH, REACH, and others → County commitment to racial justice, anti-racist policies and eviction prevention → Strong community participation: Housing Advisory, Resident Advisory, and Homeless program (committees)
Weaknesses	
<p>Equitable policy remains a challenge in this geography. Strategies should be sure to mitigate against discrimination, the growing gap between need and affordable housing availability, and economic hardship disproportionately impacting BIPOC communities.</p>	
<p>Discrimination</p> <ul style="list-style-type: none"> → Affordable housing private property owners discriminate against BIPOC communities <p>Economic Hardship</p> <ul style="list-style-type: none"> → moving cost is a huge need → Income requirements exclude many families still facing economic hardship 	<p>Growing gap between need and available affordable housing and other services</p> <ul style="list-style-type: none"> → Increased housing prices that makes multiple families live together → More funding for affordable housing after the Metro funds are spent → If Aloha is incorporated as a city, this could cause a decline in services

- Lack of rent control policies to help control inflation (likely to increase rent 14.6% next year)

- Insufficient funding for rehab of existing affordable housing, or affordable housing development in Washington County
- Insufficient support for domestic violence resources, free early childhood education.

Opportunities

TV Highway project can support improved affordable housing opportunities through implementation of and/or alignment with strong contracting practices, public policy that controls housing costs, utilizing available affordable housing opportunities that currently exist, and advocating for future policies.

Contracting and developer incentives

- Give preference to minority and immigrants owned businesses
- Incentivize non-regulated affordable housing owners to support cost-burdened families that do not qualify for affordable housing

Political and Funding Opportunity

- Create policies that combat increases in cost of housing
- Oregon's Rent stabilization law is unique but it is not enough. Wash. Co. has new resources to preserve affordable housing, like mobile homes.
- Advocate for tax breaks, assistance for improvements, and protecting families at risk of eviction
- New reapportionment changes would concentrate political power for that commissioner district
- Advocacy on the importance of community engagement: attending county mtg and testifying

Move families into long-term affordable housing (through homeownership and renting)

- Washington County's release of 60 single family homes it currently owns.
- Bienestar- adding over 200 new units in the next few years (Hillsboro & Cornelius)
- Great service providers funded by the Metro PSH measure promoting housing stability

Additional Important consideration for strategies

- Focus affordable housing close to transit
- Monitor and evaluate anti-racist policies and practices by contractors, partners and providers county-wide, following SHS example.
- Increase Community Engagement in creating sustainable solutions in addressing housing disparity issues

Threats

As the TV Highway Project develops strategies that support increased access to affordable housing, it's important to consider limitations that could impact success, including housing material costs, inflation, rising interest rates, a rise in gentrification, and overall funding limitations, including a lack of mortgage or down payment assistance for low income families.

Education

Strengths

Community activism: There is a rich history of active community members, including students of color, with a lot of opportunities to mobilize community members.

Student advocacy:

- There are a lot of opportunities to outreach and mobilize youth

Public School infrastructure

- Several libraries are situated along TVH - opportunity to partner, conduct outreach, and mobilize community members who benefit from public library resources
- Forest Grove and Cornelius Grove Link programs - free shuttle that connects to 57 bus line and larger transit centers

Cultural Programming in Schools

- Beaverton Black Parent Union and other culturally specific parent organizations
- TV Highway has a history of Students of color who are organizers
- PCC has lots of resources and programs for adult education, workforce training

Housing and Transit

- Most regulated affordable housing in Washington County is located near (within 1/4 mile) transit lines or large transit centers, and some are co-located with transit centers.

Weakness

Cultural Responsive Programming

- Teachers do not represent communities they serve
- Teachers are not culturally sensitive
- There is not early education for all
- Education system remains a hostile place for teachers of color

Parent Advocacy

- Parent navigation is not accessible. Parents do not always know how to support their children
- Additional supports for children are costly
- Family care centers lack in professional training on education issues and concepts
- Parents do not have the social supports they need to meet employment and financial needs

Early Childcare

- Need free early childcare

Lack of funding opportunities

- Colleges and universities don't have specific programs/funding to incentivize underrepresented youth to join higher education programs

Opportunities

Create gathering spaces

- Community to learn about education
- Opportunity to learn from different cultures living
- Guided workshops to collective community input on education centers

Support Advocacy Opportunities

- Support Washington County Preschool for All
- Learn from student-led ethnic studies campaign in Portland Public Schools (sp. Expanded ethnic studies curriculum)

<ul style="list-style-type: none"> ● Research child safety protocols/provide a community-based safety network for our children and youth <p>Cooperative childcare centers</p> <ul style="list-style-type: none"> ● Gather input on places a few childcare centers along TVHC ● Ensure recreational opportunities, parks, etc are available near child centers ● After school programs along TV Highway 	<ul style="list-style-type: none"> ● Work with elected leaders from local jurisdictions to focus on hiring teachers of color, equity in schools ● Advocate for specific funding (state, county, or local) to de-segregate or de-colonize schools and school districts ● Become more active in local elections/ esp school boards <p>Hiring and Retention of more teachers and administrators of color</p> <ul style="list-style-type: none"> ● More BIPOC educators and administrations ● Statewide discrimination hotline for students and teachers <p>Local Partnerships</p> <ul style="list-style-type: none"> ● Connect with Pacific U to do outreach, provide testimony, etc
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Threats

<p>Racism in the region</p> <ul style="list-style-type: none"> ● Long history of extreme racism in Oregon and in Washington County ● Current extremism of political conservatives ● Shift in school board make up, more conservative school board, that does not represent the student body ● Disproportionate discipline ● School to prison pipeline ● Poor responses to racism incidents <p>Lack of internal supports</p> <ul style="list-style-type: none"> ● Internal support for teachers in the education system to endure the systemic racism built into the education system. 	<p>Impacts of pandemic</p> <ul style="list-style-type: none"> ● Students are behind in schooling ● youth mental health ● Lack of culturally sensitive mental health providers and counselors in schools <p>Poor BIPOC teacher representation</p> <p>Safety</p> <ul style="list-style-type: none"> ● Lack of safe and continuous transit options ● Police in schools
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Healthcare

Strengths

<p>Access</p> <ul style="list-style-type: none"> ● Good access to public transit ● Beginning to provide language translation services that are contributing to a larger trust in the healthcare system ● Improved trust in healthcare system through increase in services

- Culturally responsive healthcare hiring
- Culturally inclusive Community health workers along TV Highway
- Language interpretation is available

Weaknesses

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| <ul style="list-style-type: none"> ● Poor access to quality, culturally appropriate, and affordable food and groceries. ● Lack of disaggregated data to show impacts within diverse ethnic groups (e.g., Micronesians as part of AAPI) ● Access to health care facilities (along TV Highway) ● Pollution is a problem along TV Highway for low-income BIPOC community residents | <ul style="list-style-type: none"> ● Poor signage and unsafe conditions at crosswalks ● There are not enough qualified healthcare interpreters for Spanish dialects, indigenous languages, and all community members who need language access to use health care services ● Need better transit directly to healthcare facilities ● Insufficient mental health facilities in area ● Need access to financial institutions (banks, etc) around TV Highways |
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Opportunities

Culturally Responsive Care

1. Place culturally inclusive healthcare services along the corridor
2. Growth and outreach for more gender inclusive and affirming healthcare services
3. Recruit/train more medical interpreters and community health workers and connect to sustainable employment that work along corridor
4. Ensuring access to health services is clearly communicated through transit system to help get folks to appointments
5. Resource page for community members about health (and other) resources along TV Highway

Access

6. Create emergency transportation system to medical facility for transit-dependent folks
7. Improve service and response time to offer hours that are more accessible for people
8. Safe Pedestrian/ Cyclists

Advocacy

9. Support advocacy efforts: Mental Health Coalition (PCUN, Family Forward, APANO) - community centered campaign/movement around mental health access in OR
10. Improving School Meals for youth & Increasing Access to Healthy Food

Threats

Access

- Inaccessible lines for disabled community members, especially access to health facilities
- Displacement continues to move people farther from health care facilities.

Climate Justice and Transportation

Strengths

- Housing and commercial development in corridor create an all-day transit demand
- There is a lot of economic growth and opportunity
- Redesign means Climate Justice and an improved transportation system can be prioritized
- Diverse corridor

Weaknesses

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| <ul style="list-style-type: none">● There is very limited lighting along corridor● No walkable sidewalks● Currently the nicest bus/transit areas are in areas that have been well developed/ invested in | <ul style="list-style-type: none">● There is poor visibility and safety for transit users● A diverse set of users means there are many varying needs● Lack of connectivity between neighborhoods and transit station |
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Opportunities

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| <ol style="list-style-type: none">11. Upgrades to transportation infrastructure will increase access to education, training, and job opportunities.12. If transit is same time with public transportation as with cars, community members can be more multimodal13. Farming / agricultural access near existing development14. Better connect neighborhood buses that connects with TV hwy15. Create safe crossings, adding crossing lights, for pedestrians, esp near bus stops16. Add more electric stations17. Incorporating transportation equity into climate resilience planning (climate emergencies, natural disasters, extreme weather events disproportionately impact lower incomes) | <ol style="list-style-type: none">18. Need to increase bus frequency19. If the quality of the stops is addressed, there needs to be greater promotion of the benefits of public transportation to both the climate and the individual user.20. Improved transit, rapid transit, frequent transit21. Replicate FX line22. Talk with businesses to address business community's needs23. Making stops higher quality and places (shelter, seating, lighting, etc.)24. Creating space for community to gather together outside on TV Highway |
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Threats

- High Traffic and higher speed zones

- Lack of understanding regarding the needs of the corridor especially of those who aren't connected to mainstream communication modes.
- Competition from other modes of transportation such as ride-hailing
- Car culture/ transit travel time taking double the time as car travel
- Railroad right-of-way will limit our options to implement a community vision

Economic Prosperity

Strengths

Thriving small business community

- Small business network is providing a forum for sharing information
- There are specific programs supporting business along TV Highway
- Immigrant and refugee communities are statistically more likely to start small businesses than the general population. The entrepreneurial spirit exists and needs to be tapped.

Strong Community connections

- Culturally-specific organizations working alongside community
- We have people from many cultures, languages, etc. in WA county
- High presence of immigrants and refugees in the area.
- We have a broad range of organizations that can help reach community members and businesses.

Weaknesses

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| <ul style="list-style-type: none"> ● There is an overload of information. Information not simplified for everyone ● Some resources are only available to get people into a place but not to support them once they are there (second year education, business, housing, etc). ● Too many people are paid minimum wage ● Many community members speak languages and come from cultures that are not well represented by the existing support organizations ● Understanding of regulations and licensure are incomplete and insufficient ● Lack of afterhours businesses for people who need to shop later in the day | <ul style="list-style-type: none"> ● Barriers to being able to purchase property homes/businesses getting information on financial education is very important to provide along TV HWY ● Speeds and unsafe road conditions that people fear accessing ● Lack of support for micro-businesses (solo business people, fewer than 100 employees, etc.) ● There is a lack of community understanding when it comes to government projects ● Not that many BIPOC people own homes or businesses |
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Opportunities

Small Business Development

25. Develop opportunities for small business owners to purchase their property and make the information accessible
26. Heard City of Beaverton (Council) is prioritizing opening a multicultural/ community center
27. Create a streetscape that feels accessible and safe for people to walk to businesses
28. Slower speeds can allow space/comfort for roadside vending, e.g., affordable food carts
29. Outreach to new communities to diversify the business community
30. Focus on establishing trust in new communities through outreach: Example: Disclaimer specific to refugees, immigrants, etc. (no legal ramifications will occur when participating).
31. Connecting with organizations/businesses, and others working alongside this corridor
32. Succession planning services for businesses and employees to try to maintain businesses in the community

Community Voice

33. Need to hear directly the voices of the community members who live on and work on and own businesses on TV Hwy
34. Success really relies on community voice, and building trust with com through engagement

Community Education

35. Inter-/multi-generational financial education around wealth-building, value systems around money could be very powerful
36. Educate in welcoming spaces to create more opportunities
37. Leadership Development opportunities, including Government 101 needed
38. Education about economic prosperity: Home ownership, city grants, etc.
39. Opportunity to share and access diverse cultures (cross-cultural enrichment)

Wealth Building

40. Upward mobility by creating programs that identify your skill set (to include those with certifications from other countries) to create prosperity in the communities they reside.
41. Explore community ownership of commercial spaces, like CITs
42. Creative ownership structures that are alternative to the standard bank loan structure.
43. Increase access to homeownership opportunities
44. How might we put pressure on commercial developers around space leases? Are there commercial rent assistance programs available?
45. Develop more mixed-used developments with affordable commercial and residential

Threats

- Government incentives have increased displacement risks (i.e. Property owner receiving a storefront improvement grant and raising rent)
- Overtapped community members who have not seen sufficient change.
- Language barriers create challenges for inclusive community engagement
- Lack of trust in local government
- Safety, particularly for pedestrians, but also bikers and especially for persons with disabilities and mobility challenges
- Existe muy poca o nula comprensión de la importancia de los pequeños negocios para las diferentes culturas

- Decision makers and leadership are not prioritizing community engagement are not centering BIPOC voices, addressing barriers to diverse community engagement, or seeing community engagement as critical to improved outcomes