

Metro respects civil rights

Metro fully complies with Title VI of the Civil Rights Act of 1964 and related statutes that ban discrimination. If any person believes they have been discriminated against regarding the receipt of benefits or services because of race, color, national origin, sex, age or disability, they have the right to file a complaint with Metro. For information on Metro's civil rights program, or to obtain a discrimination complaint form, visit www.oregonmetro.gov/civilrights or call 503-797-1536. Metro provides services or accommodations upon request to persons with disabilities and people who need an interpreter at public meetings. If you need a sign language interpreter, communication aid or language assistance, call 503-797-1890 or TDD/TTY 503-797-1804 (8 a.m. to 5 p.m. weekdays) 5 business days before the meeting. All Metro meetings are wheelchair accessible. For up-to-date public transportation information, visit TriMet's website at www.trimet.org.

Thông báo về sự Metro không kỳ thị của

Metro tôn trọng dân quyền. Muốn biết thêm thông tin về chương trình dân quyền của Metro, hoặc muốn lấy đơn khiếu nại về sự kỳ thị, xin xem trong www.oregonmetro.gov/civilrights. Nếu quý vị cần thông dịch viên ra dấu bằng tay, trợ giúp về tiếp xúc hay ngôn ngữ, xin gọi số 503-797-1890 (từ 8 giờ sáng đến 5 giờ chiều vào những ngày thường) trước buổi họp 5 ngày làm việc.

Повідомлення Metro про заборону дискримінації

Metro з повагою ставиться до громадянських прав. Для отримання інформації про програму Metro із захисту громадянських прав або форми скарги про дискримінацію відвідайте сайт www.oregonmetro.gov/civilrights або Якщо вам потрібен перекладач на зборах, для задоволення вашого запити зателефонуйте за номером 503-797-1890 з 8.00 до 17.00 у робочі дні за п'ять робочих днів до зборів.

Metro 的不歧视公告

尊重民權。欲瞭解Metro民權計畫的詳情，或獲取歧視投訴表，請瀏覽網站 www.oregonmetro.gov/civilrights。如果您需要口譯方可參加公共會議，請在會議召開前5個營業日撥打503-797-1890（工作日上午8點至下午5點），以便我們滿足您的要求。

Ogeysiiska takooris la'aanta ee Metro

Metro waxay ixtiraamtaa xuquuqda madaniga. Si aad u heshid macluumaad ku saabsan barnaamijka xuquuqda madaniga ee Metro, ama aad u heshid warqadda ka cabashada takoorista, booqo www.oregonmetro.gov/civilrights. Haddii aad u baahan tahay turjubaan si aad uga qaybqaadatid kullaan dadweyne, wac 503-797-1890 (8 gallinka hore illaa 5 gallinka dambe maalmaha shaqada) shan maalmo shaqa ka hor kullanka si loo tixgaliyo codsashadaada.

Metro의 차별 금지 관련 통지서

Metro의 시민권 프로그램에 대한 정보 또는 차별 항의서 양식을 얻으려면, 또는 차별에 대한 불만을 신고 할 수 www.oregonmetro.gov/civilrights. 당신의 언어 지원이 필요한 경우, 회의에 앞서 5 영업일 (오후 5시 주중에 오전 8시) 503-797-1890를 호출합니다.

Metroの差別禁止通知

Metroでは公民権を尊重しています。Metroの公民権プログラムに関する情報について、または差別苦情フォームを入手するには、www.oregonmetro.gov/civilrights。までお電話ください公開会議で言語通訳を必要とされる方は、Metroがご要請に対応できるよう、公開会議の5営業日前までに503-797-1890（平日午前8時～午後5時）までお電話ください。

សេចក្តីជូនដំណឹងអំពីការមិនរើសអើងរបស់ Metro

ការគោរពសិទ្ធិពលរដ្ឋរបស់ ។ សំរាប់ព័ត៌មានអំពីកម្មវិធីសិទ្ធិពលរដ្ឋរបស់ Metro ឬដើម្បីទទួលបានក្បួនលក្ខណ៍រើសអើងសម្រាប់សេវាសេវាសេវា www.oregonmetro.gov/civilrights។
បើលោកអ្នកត្រូវការការបកប្រែភាសានៅពេលអង្គប្រជុំសាធារណៈ សូមទូរស័ព្ទមកលេខ 503-797-1890 (ម៉ោង 8 ព្រឹកដល់ម៉ោង 5 ល្ងាច ថ្ងៃធ្វើការ) ប្រាំពីរថ្ងៃ ថ្ងៃធ្វើការ មុនថ្ងៃប្រជុំដើម្បីអាចឲ្យគេសម្រួលតាមសំណើរបស់លោកអ្នក ។

إشعار بامتياز من Metro

تحتترم Metro حقوق ووللمدن في ظل توفيد من الامم وخدمات حول برنامج Metro لحقوق ووللمدن في أو لتي داغون كقوى طلبت لم يذ يبرجى في ارفاق ووللمدن في ظل توفيد www.oregonmetro.gov/civilrights. إن لتي تطلب احاجة إلى مهسا عذفي اللغوي جيعل لك التصال قدهم لرقم ال هاتف 503-797-1890 (من الساعة 8 صباحا حتى الساعة 5 مساءً) أي بالهثن ينال إلى لاجمعة قبل خمسة (5) أيام عمل من موعد الاجتماع.

Paunawa ng Metro sa kawalan ng diskriminasyon

Iginagalang ng Metro ang mga karapatang sibil. Para sa impormasyon tungkol sa programa ng Metro sa mga karapatang sibil, o upang makakuha ng porma ng reklamo sa diskriminasyon, bisitahin ang www.oregonmetro.gov/civilrights. Kung kailangan ninyo ng interpreter ng wika sa isang pampublikong pulong, tumawag sa 503-797-1890 (8 a.m. hanggang 5 p.m. Lunes hanggang Biyernes) lima araw ng trabaho bago ang pulong upang mapagbigyan ang inyong kahilingan. Notificación de no discriminación de Metro.

Notificación de no discriminación de Metro

Metro respeta los derechos civiles. Para obtener información sobre el programa de derechos civiles de Metro o para obtener un formulario de reclamo por discriminación, ingrese a www.oregonmetro.gov/civilrights. Si necesita asistencia con el idioma, llame al 503-797-1890 (de 8:00 a. m. a 5:00 p. m. los días de semana) 5 días laborales antes de la asamblea.

Уведомление о недопущении дискриминации от Metro

Metro уважает гражданские права. Узнать о программе Metro по соблюдению гражданских прав и получить форму жалобы о дискриминации можно на веб-сайте www.oregonmetro.gov/civilrights. Если вам нужен переводчик на общественном собрании, оставьте свой запрос, позвонив по номеру 503-797-1890 в рабочие дни с 8:00 до 17:00 и за пять рабочих дней до даты собрания.

Avizul Metro privind nediscriminarea

Metro respectă drepturile civile. Pentru informații cu privire la programul Metro pentru drepturi civile sau pentru a obține un formular de reclamație împotriva discriminării, vizitați www.oregonmetro.gov/civilrights. Dacă aveți nevoie de un interpret de limbă la o ședință publică, sunați la 503-797-1890 (între orele 8 și 5, în timpul zilelor lucrătoare) cu cinci zile lucrătoare înainte de ședință, pentru a putea să vă răspunde în mod favorabil la cerere.

Metro txoj kev ntxub ntxaug daim ntawv ceeb toom

Metro tributes cai. Rau cov lus qhia txog Metro txoj cai kev pab, los yog kom sau ib daim ntawv tsis txaus siab, mus saib www.oregonmetro.gov/civilrights. Yog hais tias koj xav tau lus kev pab, hu rau 503-797-1890 (8 teev sawv ntxov txog 5 teev tsaus ntuj weekdays) 5 hnub ua hauj lw m ua ntej ntawm lub rooj sib tham.



Agenda Item No. 2.0

EQUITY IN CONTRACTING

Metro Council Work Session
Tuesday, June 28, 2016
Metro Regional Center, Council Chamber

METRO COUNCIL

Work Session Worksheet

PRESENTATION DATE: June 28, 2016

LENGTH: 30 minutes

PRESENTATION TITLE: Equity in Contracting

DEPARTMENT: Procurement Services

PRESENTER(S): Procurement Manager, Gabriele Schuster, gabriele.schuster@oregonmetro.gov, (503) 797-1577

WORK SESSION PURPOSE & DESIRED OUTCOMES

- Purpose: Update the Council on developments of increasing diversity and inclusion in Metro Contracting. Procurement Services and the Office of Metro attorney are currently working on updating the contracting administrative rules which will contain new equity contracting rules and activities.
- Outcome: Inform the Council of new equity contracting program recommendations.

TOPIC BACKGROUND & FRAMING THE WORK SESSION DISCUSSION

The current Metro Code section 2.04.100 directs Procurement Services to comply with the Minority-, Woman- and Emerging Small Business (MWESB) Program to support historically underutilized firms in competing for Metro contracting opportunities. The program is in need to be updated in order to increase diversity in contracting and reflect current business community needs. In addition, the State of Oregon has changed the term MWESB to COBID (Certification Office for Business Inclusion and Diversity) in order to reflect a more inclusive program, such as the additional certification of Service Disabled Veterans. Staff is responding to this change by making improved equity contracting program recommendations.

Procurement Services in collaboration with the Office of Metro attorney are in the process of developing improved equity contracting rules that are based on extensive research of other government programs and the feedback of regional community based organizations and small business owners.

The new program will increase contracting opportunities for State certified COBID firms and increase flexibility and responsiveness for Metro departments.

Highlights of the new program include an updated Sheltered Market Program to add personal services to the already existing construction preference program, a pre-solicitation equity strategy to explore options of increasing COBID firm participation and a 1% for Workforce Diversity policy to increase apprenticeship opportunities for women and minorities on large Metro public improvement construction projects.

QUESTIONS FOR COUNCIL CONSIDERATION

- Does the Council have any questions about the staff recommendation?
- Does the Council have any specific direction about the concept of 1% for Workforce Diversity Program as staff develops options for Council consideration?

PACKET MATERIALS

- Would legislation be required for Council action Yes No
- If yes, is draft legislation attached? Yes No
- What other materials are you presenting today? Equity Contracting Program Outline

Equity in Contracting New Program Activity Highlights

New program activities

- Elective Sheltered Market for Personal Services under \$50,000
- Elective Sheltered Market for Public Contracts under \$150,000 other than Public Improvement
- Equity Strategy Meeting
- 1% for Diversity

Elective Sheltered Market for Personal Services Contracts under \$50,000

Program Description

With the prior approval of the Procurement Officer, Metro may directly award a personal services contract without following otherwise required competitive selection procedures if (a) the contractor is COBID Certified Business and (b) the contract is for an amount equal to or less than \$50,000.

Elective Sheltered Market for Public Contracts under \$150,000 other than Public Improvement

Program Description

Elective Sheltered Market for Public Contracts other than Public Improvements under \$150,000. Metro may elect to solicit bids or proposals directly from COBID certified firms only, with a minimum requirement of soliciting bids or proposals from at least 1 MBE, 1 WBE, 1 SDV, and 1 ESB.

Equity Strategy Meeting

Program Description

For all projects over \$150,000, the Project Manager shall meet with the Procurement Officer, or designee, prior to releasing any solicitation to discuss opportunities for increasing diversity on the project. The Project Manager and Procurement Officer shall develop activities and associated strategies for the solicitation process that are determined appropriate for a specific project in order to create opportunities for small businesses.

1% for Diversity

Program Description

One percent of the construction cost of public improvement projects that exceed \$100,000 shall be set aside to pay for equity programs and activities that promote diversity in contracting. Notwithstanding the forgoing, the Metro Local Contract Review Board may, following a public hearing, exempt a project from the One Percent for Equity Program. Eligible projects are defined as projects for construction, reconstruction, or major renovation that are estimated to cost \$100,000 or more. Construction cost excludes design, engineering, administration, fees and permits, land acquisition, street and utilities, advertising and legal fees.

The activities to be undertaken using 1% for Diversity funds shall be approved by a committee consisting of, at a minimum, a representative from the department responsible for the project, Procurement Services, the Diversity, Equity and Inclusion team, and a community member representing the small business community. The committee may vote to add additional members relevant to the project in the case that they deem that the project would benefit from additional transparency and inclusion. The review committee must approve the activities prior to the release of any solicitation for construction on the project, and program activities shall be included/described in the solicitation for construction, as applicable.

Agenda Item No. 3.0

EQUITABLE HOUSING INITIATIVE UPDATE

Metro Council Work Session
Tuesday, June 28, 2016
Metro Regional Center, Council Chamber

METRO COUNCIL

Work Session Worksheet

PRESENTATION DATE: June 28, 2016

LENGTH: 45 minutes

PRESENTATION TITLE: Equitable Housing Initiative Update

DEPARTMENT: Planning & Development

PRESENTER(S): Emily Lieb, Emily.Lieb@oregonmetro.gov, 503-797-1921
Elissa Gertler, Elissa.Gertler@oregonmetro.gov, 503-797-1752

WORK SESSION PURPOSE & DESIRED OUTCOMES

- **Purpose:** To provide an update and get feedback on Equitable Housing Initiative activities for 2016-17
- **Outcome:** Council provides feedback on 2016-17 activities

BACKGROUND

Background on the Equitable Housing Initiative

The Equitable Housing Initiative is being led by the Development Center as part of Metro's efforts to support Oregon's statewide Planning Goal 10 and Title 7 of Metro's Urban Growth Management Functional Plan, which requires local jurisdictions to actively plan for a mix of housing types to meet the needs of households of all income levels. For the purpose of the initiative, the project team is defining "equitable housing" as *diverse, quality, physically accessible, affordable housing choices with access to services, opportunities, and amenities*.

The Equitable Housing Initiative was launched in 2015 as the result of a Council budget amendment of \$200,000 to support the identification and pursuit of opportunities for Metro and local government partners to build stronger partnerships with affordable housing developers, funders, and community-based organizations to support policies and programs that promote equitable housing. In March, the Council approved the dedication of \$500,000 in Construction Excise Tax (CET) revenue in FY17-18 to support the launch of an Equitable Housing Grants program as a subset of Metro's Community Planning and Development Grant (CPDG) Program, which provides grants to cities and counties to eliminate barriers to development.

Equitable Housing Work Complete, April 2015-February 2016

Between April 2015 and February 2016, the Initiative completed the following activities:

- Engaged more than 160 people in roundtables and focus groups convened in partnership with Oregon Opportunity Network (Oregon ON)
- Conducted an analysis of regional market trends and affordable housing supply
- Convened a work group to evaluate short- and long-term strategies for equitable housing
- Published a report and collaborative framework highlighting successful strategies and tools
- Convened a leadership summit with over 240 attendees

The Initiative continues to follow the milestones laid out in the initial work plan shared with Council on April 14, 2015, as well as the next steps shared with Council during the January 5, 2016 and February 16, 2016 work sessions.

FRAMING THE WORK SESSION DISCUSSION

Equitable Housing Next Steps for 2016-17

Equitable Housing Grants: Following the Metro Council's decision to allocate \$500,000 in Construction Excise Tax revenue from the Community Planning and Development Grant (CPDG) program to support a special round of grants to eliminate barriers to equitable housing development, staff have developed application and evaluation procedures and conducted outreach to local jurisdictions to encourage cities and counties to submit applications. On June 8, Metro received eight letters of interest (LOIs) for the program. Staff will provide feedback on LOIs on July 1; full applications are due August 12.

Practitioner Lunch and Learn Series: In 2016-17, the Equitable Housing Initiative will partner with Oregon ON in coordinating a discussion series that will highlight successful tools and approaches from across our region. The first event on "missing middle" housing is scheduled for July 22 and will feature developer Eli Spevak sharing findings from a new report commissioned by the State. Future topics may include: manufactured home parks, inclusionary zoning, local construction excise tax implementation, streamlined permitting, land-banking for affordable housing, fair housing assessments, tenant protections, and spotlights on Equitable Housing Grant projects.

Regional Funding Solutions: In 2016-17, staff will lead a research and engagement process to identify and develop collaborative, cross-sector regional funding solutions to support affordable housing development in high-opportunity locations across the region. The approach and next steps for of this work are further described in the following sections.

Policy Development: Planning and policy staff are coordinating to support state and federal policy development and advocacy related to equitable housing. This includes participation in the Oregon Housing Alliance's Development and Land Use policy development work group. As part of the analysis of regional funding solutions, staff anticipate delivering preliminary recommendations in Fall 2016 that could help to inform Metro's 2017 state policy agenda.

Need for Regional Funding Solutions

Metro's Framework Plan states that it is the policy of the Metro Council to "work in cooperation with local governments, state government, business groups, non-profit groups and citizens to create an affordable housing fund available region wide in order to leverage other affordable housing resources." Metro's 2006 Regional Housing Choice Implementation Strategy also included a recommendation to "direct efforts toward development of resources, and especially a new permanent regional resource for affordable housing, and join and lead advocacy for increased funding at the federal, state, and regional levels."

Stakeholders who participated in the Equitable Housing Initiative's roundtables and summit reaffirmed the need for funding solutions to coordinate public, private, and philanthropic investments. **Themes from stakeholder input included:**

- **There's no one-size-fits-all approach.** We need flexible policy and investment tools that work in a range of contexts and can be adapted to market conditions as they change over time.
- **New investments in affordable housing should be focused in places that provide access to transit, opportunities and amenities.** Areas with higher concentrations of poverty should not be targeted for new investments in affordable housing. Instead, much more needs to be done to invest in areas that are on the receiving end of displacement to improve infrastructure, services, amenities, and opportunities.
- **Rising land costs pose a challenge for locating equitable housing in the most central, transit-accessible locations.** To overcome this barrier, multiple resources need to be layered together to make affordable housing projects feasible. Land banking is one strategy that could be considered in locations where it is anticipated that land costs will rise in the future.
- **The region needs a mix of short- and long-term strategies.** We need to address immediate displacement issues and find ways to capture value from the current construction boom in the

short term. In the medium and long term, we need to connect housing efforts to our long-range vision to ensure that we are providing the right mix of housing choices in the right places.

Proposed Research and Engagement to Explore Regional Funding Solutions

As part of last year's research, we looked at collaborative funding models in other regions. A key conclusion of that work is that given the complexity of affordable housing funding, an important first step is to assess the specific challenges, gaps, resources, and opportunities within our region before considering which solutions and tools are most appropriate. In addition to feedback on this topic from the Summit, we have followed up with a range of stakeholders and partners in order to lay a strong foundation for collaboration.

Work program next steps include:

- Convene partners
- Develop market typology
- Inventory and analyze existing resources, including funding/financing tools and land/assets
- Conduct gap and opportunity analysis
- Develop implementation strategies and business plans to launch the most promising solutions



- Convene partners
- Develop market Typology
- Inventory and analyze existing resources and gaps (i.e., funding/finance and land/assets)
- Synthesize lessons learned from other regions
- Analyze and prioritize opportunities
- Identify potential partners
- Develop preliminary policy agenda

- Convene solution-specific implementation teams
- Develop policy agenda and funding strategy
- Develop solution-specific business plans, including governance structure and funding commitments

Staff plan to issue a Request for Proposals (RFP) in July to select a consulting team to support the first phase of this work. Key stakeholders and partners for Phase I include: Network of Oregon Affordable Housing, Community Housing Fund, Meyer Memorial Trust, Enterprise Community Partners, the Office of Housing and Urban Development (HUD), Oregon Housing and Community Services (OHCS), Portland Housing Bureau, Metro's TOD program, Oregon Opportunity Network, the Federal Reserve, and TriMet. Developers, land trusts, commercial banks, community-based organizations and other funders and key stakeholders will be engaged around specific topic areas, and policy partners will be engaged following the completion of the initial research to identify the most promising opportunities.

QUESTIONS FOR COUNCIL CONSIDERATION

- Does the Council have feedback on proposed next steps for the program?
- How would the Council like to be engaged in the next steps?

PACKET MATERIALS

- Would legislation be required for Council action Yes No
- If yes, is draft legislation attached? Yes No
- What other materials are you presenting today?

Materials following this page were distributed at the meeting.



EXPANDING OPPORTUNITY
THROUGH CONTRACTING

Metro Equity in Contracting

Metro Equity in Contracting



We've been active!



26% MWESB contract utilization in FY15

The public likes what we do



Great feedback from small businesses

Questions for Council

- Is the proposed direction clear?
- Any additions/ suggestions for the Equity in Contracting program you would like to see as we move forward?
- Would you like us to further review and develop a plan around the 1% for workforce diversity concept?

Procurement Rules Re-Write

- Updating Code and Admin Rules
 - Three Pronged Process
 - Develop admin rules including Enhancement of Equity Contracting Program
 - Develop enhanced sheltered market program
 - Rule making for Subcontractor program
 - Early engagement for COBID vendors on large contracts strategy
- New idea for 1% for Workforce Diversity Program

New Equity Contracting Program Goals

- Increase contracting opportunities for State certified firms (COBID – Certification Office of Business Inclusion and Diversity)
- Increase flexibility and responsiveness for departments

New Metro Equity Contracting Program

General Activities

Retain Activities that have proven to be effective

- Oregon Procurement Information Network (ORPIN)
- Outreach/Open Houses
- Technical Assistance/Workshops
- Package Contracting Opportunities
- Staff Education

Sheltered Market

- *Retain* Public Improvement - Mandatory competitive process up to \$50,000 for State Certified businesses only
- *New* Personal Services - Elective Direct Award for up to \$50,000
- *New* Personal Services - Elective competitive process for State Certified businesses only up to \$150,000

New Subcontractor Equity Program

Prime contractor requirement:

- COBID subcontractor plan in bid submission
- Failure to comply may result into bid rejection
- Contact and follow up with COBID firms
- Provide technical assistance to COBID firms
- Reporting requirement by certification type

New Procurement Equity Strategy

- Pre-solicitation Equity Strategy Meeting – explore options to increase diversity in contracting
- For certain contracts over \$150,000
- Research availability of COBID firms for the type of Metro project

New 1% For Workforce Diversity

- Program Concepts:
 - Cost of the construction cost of public improvement
 - Projects over \$100,000
 - 1% for workforce diversity in any **new** voter approved bond
 - Fund activities that will get minorities and women into the construction trade

Questions for Council

- Is the proposed direction clear?
- Any additions/ suggestions for the Equity in Contracting program you would like to see as we move forward?
- Would you like us to further review and develop a plan around the 1% for workforce diversity concept?

Discussion?

Regional Equitable Housing Solutions



Council Work Session Update | June 28, 2016

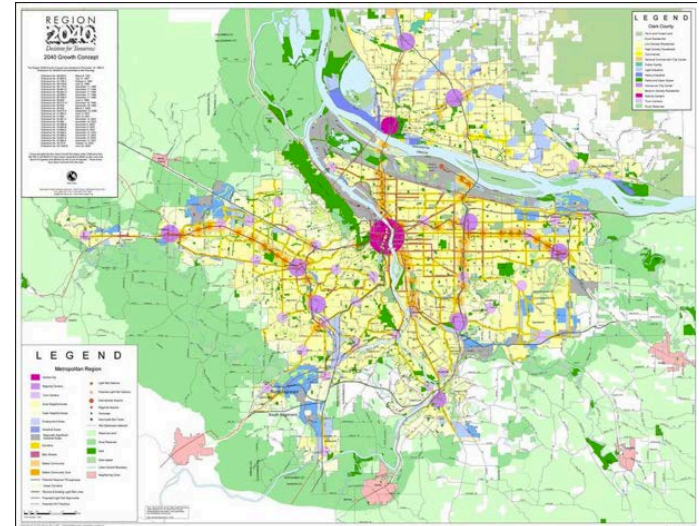
Our tradition of collaboration and innovation

When our livability has been threatened by growth, we have preserved it..

- We **preserved our farms and forests** with statewide land use planning.
- We **adapted our transportation system** with federal funds.

When we collaborate on solutions, they are effective and equitable.

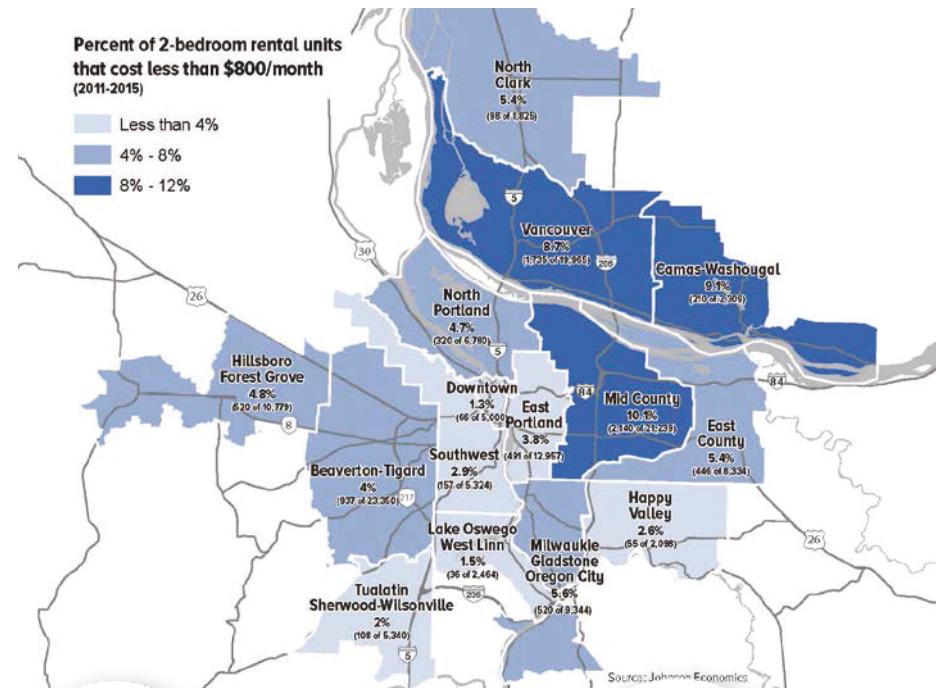
- **SB 100**
- **2040 Growth Concept**



A new challenge for a new era

- **Rents are rising faster than incomes**, limiting options for low income households.
- Even households with moderate incomes are finding themselves **priced out of neighborhoods** where they work or go to school.
- Lack of equitable housing **threatens our economic competitiveness and livability.**

Where can a household making less than half of median income afford to rent?



Average salary of a pre-school teacher: \$32,090



Combined income of two full-time minimum wage workers: \$38,000

\$\$\$

Regional Livability Trust

Equitable Development Portfolio

Land and Infrastructure

- UGB
- TOD
- HCT

Funding and Financing

- RFFA
- CPDG
- Ent. Places

Policies and Regulations

- UGMFP
- RTP/ATP

Community and Cultural Capital

- Engagement
- Anti-Displacement

2040 Growth Concept

Collaborative Framework

1) Increase and diversify market-rate housing

Eliminate regulatory barriers and create incentives for diverse market-rate housing

Target: 80-120% AMI

2) Leverage growth for affordability

Encourage private developers to contribute to the supply of affordable housing

Target: 60-80% AMI

3) Maximize and optimize resources

Increase flexible funding and pursue coordinated investment strategies to expand the supply of regulated affordable housing

Target: 0-60% AMI

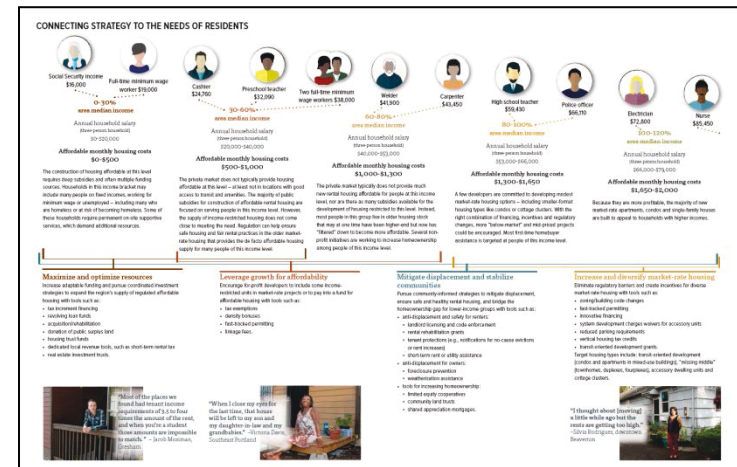
4) Mitigate displacement & stabilize communities

Pursue community-informed strategies to prevent displacement in high-opportunity areas; promote safe, healthy housing choices; and create and maintain economic, racial, and age diversity in our neighborhoods

Target: 0-60% AMI

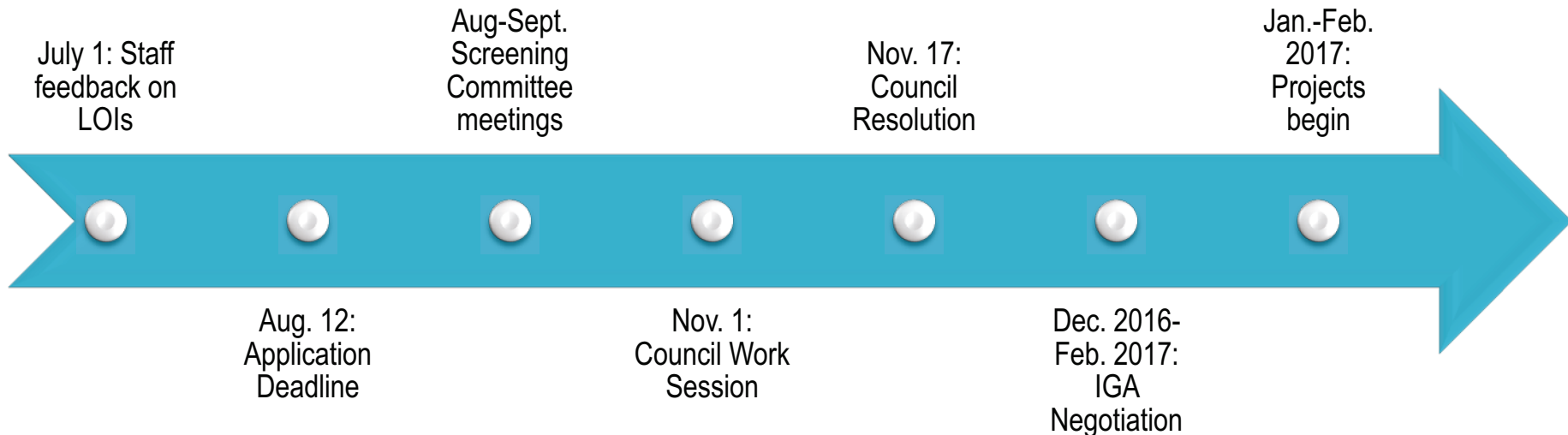
Equitable Housing Work Complete

- Oregon ON roundtables and focus groups
- Analysis of market trends and affordable housing
- Expert work group
- Opportunities/challenges report and framework
- Leadership summit
- TOD strategic plan “Housing Choice” update



Equitable Housing Grants

- \$500,000 to be allocated in grants of \$50,000-\$100,000
- Eight letters of interest submitted by cities and counties, representing \$605,000 in total requests
- Strong emphasis on partnerships



Practitioner Lunch & Learn Series

- Partnership with Oregon ON
- July 22: *Finding the Missing Middle: Nuts and Bolts of Alternative Housing Types*
- Potential future topics:
 - Manufactured home parks
 - Inclusionary Housing and CET implementation
 - Streamlined permitting
 - Land-banking for affordable housing
 - Fair housing assessments
 - Tenant protections
 - Spotlight on Equitable Housing Grant projects



Collaborative Funding Solutions

WHY: Support strategic, scalable, sustainable investments in equitable development

WHAT: Form and structure needs to be shaped around an understanding of market dynamics and existing resources, gaps, and opportunities

METRO'S ROLE: Convene partners and lead research and analysis to determine the best opportunities and partnership structure.

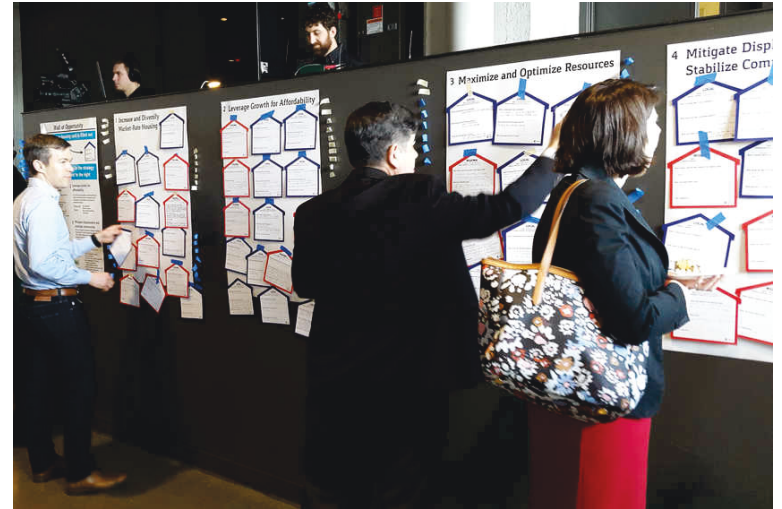


Examples:

- *Land bank authority or land banking program*
- *Scaling up a community land trust model*
- *Revolving loan fund for equitable development*

What we've heard from local stakeholders

- No one-size-fits-all approach
- Public sector can't fill the funding gap alone
- Investments should be focused in places that provide access to transit, opportunities, and amenities
- Rising land costs pose a challenge for locating affordable housing in opportunity-rich locations
- The region needs a mix of short- and long-term strategies



*“Coordinate transportation planning with affordable housing planning.”
—Summit participant*

*“The City of Portland, Portland Development Commission and Metro should develop a housing land bank strategy to put money away during strong economic times for use in purchasing properties during downturns.”
—Portland City Club Housing Affordability Report*

What does collaborative funding look like in the Bay Area?

Great Communities Collaborative

- Mission: Advance equitable TOD
- Catalyzed by Metropolitan Transportation Commission's (MTC's) \$12B planned transit expansion; TOD policy and planning grant program
- Driven by local advocacy groups and local/national foundations
- Coordinate cross-sector implementation and fund community-based work
- Led creation of Bay Area Transit Oriented Affordable Housing (TOAH) Fund

Bay Area TOAH Fund

\$10 million: Metropolitan Transportation Commission (MTC)

\$8.5 million: Local/national CDFIs

National: Corp. for Supportive Housing, Enterprise, LISC, LIIF
Local: Northern CA Community Loan Fund, Opportunity Fund

\$6.5 million: Foundations

National: Ford Foundation, Living Cities Catalyst Fund
Local: The San Francisco Foundation

\$25 million: Commercial Banks

National: Morgan Stanley, CitiBank

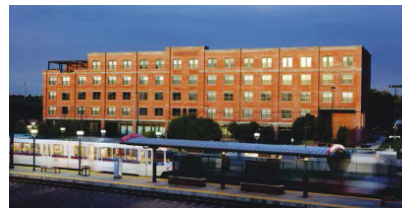
What does collaborative funding look like in Denver?

Urban Land Conservancy

- Acquires, develops, and preserves community real estate assets
- Has invested \$58M in 25 properties, leveraging \$360M in public, private, and nonprofit investments
- Manages region's TOD revolving loan fund, which has provided \$20M for the creation/preservation of more than 1,100 affordable homes and 100,000 SF of community space at 13 TOD locations across the region



Dahlia Apartments
(acquisition & rehab)



Evans Stations Lofts
(new construction)

Denver TOD Fund

\$5 million: Public Investors

City of Denver, Colorado Housing Finance Authority, State Division of Housing

\$7.75 million: Foundations

Enterprise, Ford Foundation, MacArthur Foundation, Denver Foundation, Rose Community Foundation, Gates Family Foundation

\$11.25 million: Commercial Banks & CDFIs

Enterprise Community Loan Fund, Mile High Community Loan Fund, Mercy Loan Fund, multiple commercial banks

Characteristics of successful collaborative solutions

- Incorporate partnerships with **foundations and private sector**
- Harness the energy of grassroots and **community-based efforts**
- Leverage **public investments**
- Bring advocacy groups, funders, developers and government together around a **shared policy and implementation agenda**
- Use a “**collective impact**” approach to implementation.

CENTRAL CORRIDOR
FUNDERS COLLABORATIVE
INVESTING BEYOND THE RAIL



Next steps for exploring collaborative solutions

- Evaluate feasibility and prioritize opportunities for collaborative investment strategies to support equitable development in high-opportunity locations
- Develop a collaborative action framework and business plans for specific solutions

What

Phase 1: Feasibility & Prioritization
Summer 2016-Winter 2017

- Convene potential partners
- Develop market typology
- Regional gap/opportunity analysis (including land and funding inventory)
- Case studies and lessons learned
- Prioritize opportunities and next steps

How + When

Phase 2: Implementation Strategy & Business Plan
Spring 2017-Fall 2017

- Convene solution-specific implementation teams
- Develop policy agenda and funding strategy
- Develop business plans, including governance and funding

Key stakeholders and potential partners

Project Team:

- Project Management: Metro Development Center
- Analysis: Consulting team to be selected July 2017; Metro Research Center

Key Stakeholders to Review Phase I Research:

- Community Development Finance Institutions (CDFIs)
- Social Enterprise
- Foundations
- Commercial banks
- Government
- Developers
- Land Trusts
- Land Owners
- Advocacy
- Elected Officials/policy staff
- Community-based organizations

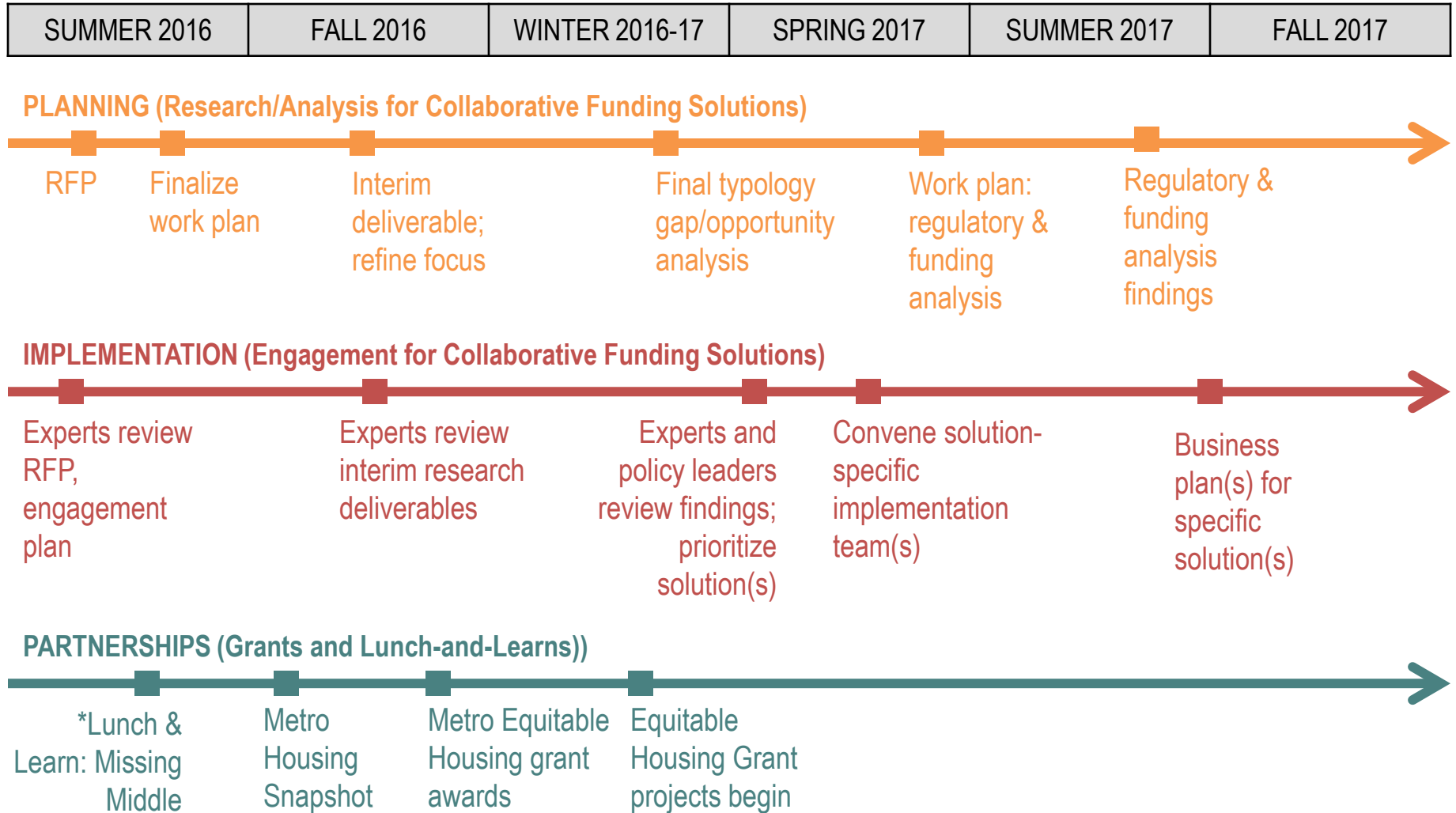


Metro Role:

- *Convene partners.*
- *Fund research and analysis to explore opportunities.*
- *Depending on results of initial analysis and stakeholder discussion, Metro could play a leadership or supportive role in implementation.*

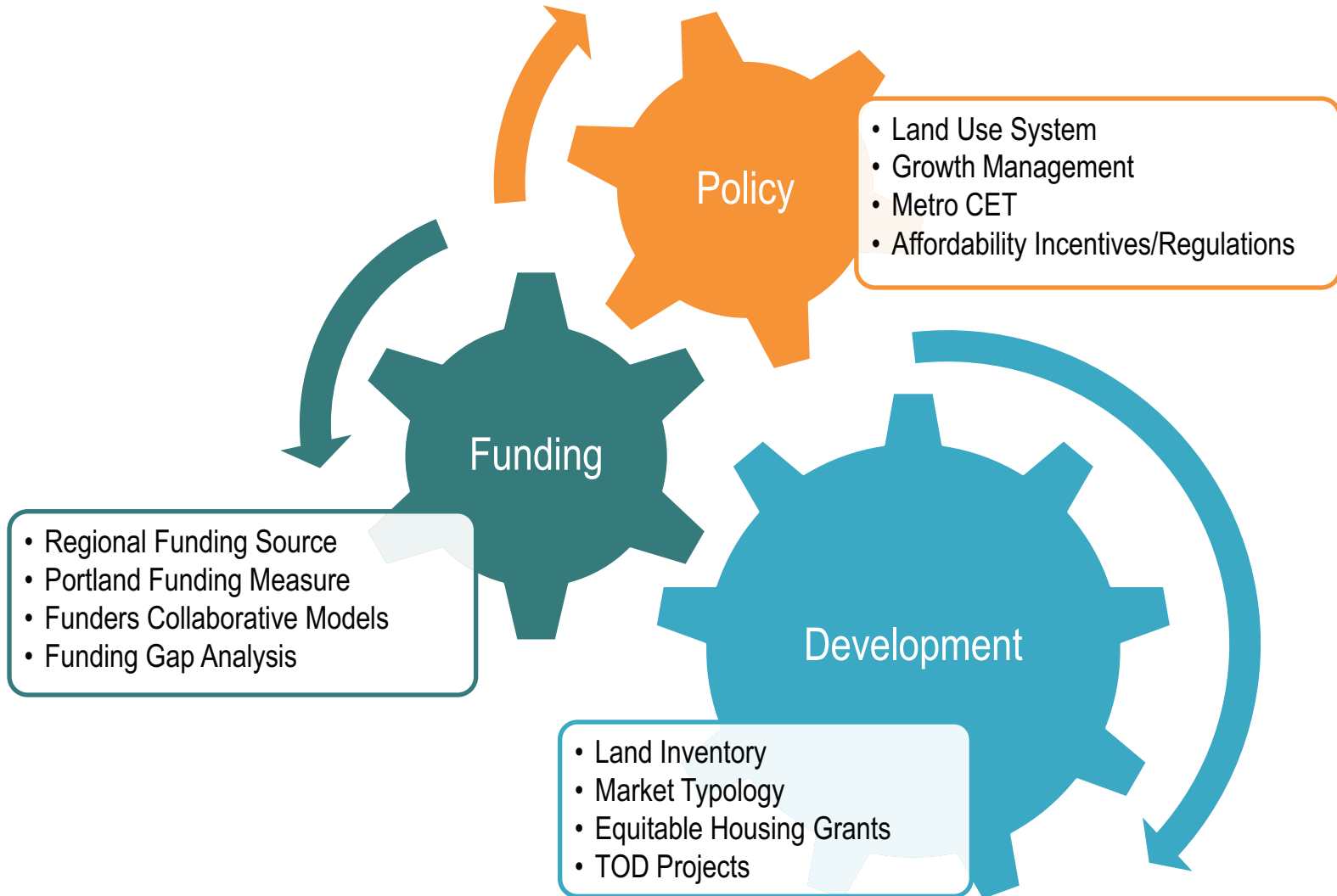
Partnerships, Planning, and Implementation

Anticipated Milestones



*Additional lunch-and-learn events to be scheduled throughout 2016-17.

Meeting the Region's Housing Needs



Questions and Discussion

- Council feedback on proposed next steps?
- How would the Council like to be engaged?