

Agenda



Metro

600 NE Grand Ave.
Portland, OR 97232-2736

Meeting: Housing Oversight Committee (Meeting 7)
Date: Wednesday, Aug. 7, 2019
Time: 9 a.m. to 12 p.m.
Place: Metro Council Chambers
Purpose: Review two Local Implementation Strategies (LIS), provide time for committee to continue discussions on ongoing oversight duties.
Outcome(s): Decisions on recommendation(s) to Council regarding two LIS.

- 9 a.m. Welcome and Updates
- 9:10 a.m. Public Comment
- 9:20 a.m. Follow-up from last meeting
- 9:35 a.m. LIS Review: Clackamas County
- Q/A with jurisdiction staff (10 min)
 - Committee discussion and decision (50 min)
- 10:35 a.m. Break
- 10:40 a.m. LIS Review: Metro Site Acquisition Program
- Q/A with jurisdiction staff (10 min)
 - Committee discussion and decision (50 min)
- 11:40 a.m. Committee Business
- 11:55 a.m. Next steps
- Next Meeting: September 4
 - Review of 1 Implementation Strategy in the next meeting
- 12:00 p.m. Adjourn

Meeting minutes

Meeting: Metro Housing Oversight
Committee Meeting 6

Date/time: Wednesday, July 24, 2019

Place: Metro, Council chamber, 600 NE Grand Ave, Portland, OR 97232

Purpose: Review two Local Implementation Strategies (LIS), provide time for committee to continue discussions on ongoing oversight duties.

Attendees

Manuel Castaneda, Serena Cruz, , Mitch Hornicker, Mesha Jones, Jenny Lee, Steve Rudman, Bandana Shrestha, Shannon Singleton, Tia Vonil, Melissa Earlbaum

Absent

Ed McNamara, Andrew Tull, Dr. Steven Holt

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Emily Lieb, Eryn Kehe, Jes Larson, , Ashley McCarron, Valeria Vidal, Megan Gibb, Jonathan Williams, Patrick McLaughlin

Facilitators

Allison Brown, Hannah Mills

Next meeting

Wednesday, August 7, 9:00 a.m. – 12:00 p.m.
Metro, 600 NE Grand Avenue, Portland, Council chamber

Welcome and Agenda

The co-chairs welcomed the Committee and explained the purpose and agenda of the meeting. The Committee unanimously approved the last meeting summary. Emily Lieb, Metro, gave updates on the following:

- Final Phase 1 projects submitted by Washington County and Home Forward
- Letter from Metro Council responding to the Committee's letter on workforce requirements
- LIS process timeline schedule for 2019

Jes Larson, Metro, briefly updated the Committee on the recent U.S. Department of Housing and Urban Development's (HUD) proposal which includes two rule changes that would impact mixed citizenship status households. She encouraged the Committee to share a video made by local leaders and Governor Kate Brown that speaks out against this proposal.

Public Comment

Allison Brown, facilitator with JLA Public Involvement, opened the floor for public comment. No members of the public submitted comment.



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Meeting minutes

LIS Review

Allison explained that the Committee has three decision making options on the LISs. The options include recommendation for approval, recommendation for approval with consideration, and returning the strategy to the jurisdiction for further review and refinement.

Strategy 1: City of Beaverton

Allison reviewed the questions submitted by the Committee that the City of Beaverton would be answering during their presentation, and asked if the members would like to include any additional questions. Cadence Petros and Javier Mena, staff with the City of Beaverton, briefly answered the questions put forth by the Committee. Questions and answers are summarized below:

- Are you aiming to meet or exceed the production goals?
 - *We are committed to producing 218 units, but we are likely to exceed that goal.*
- Are you using the same conservative assumptions that Metro used for projecting cost?
 - *We are using a similar model, but it is not identical. The model is built to be rational, but the goal is for expediency.*
- What is the general sense of the viability of building three to four-bedroom units? How many can you build? Do providers have any concerns about lease-up?
 - *Right now, the plan is to provide 13 three-bedroom units, and four four-bedroom units, but we are aware that that is not enough and we are planning to increase that number. The Portland Housing Bureau has some anecdotal evidence that suggests it takes longer to lease three- to four-bedroom units, but the demand for them is there.*
- Have you performed any studies to determine why minority-owned companies aren't getting certified?
 - *We have not done any studies, and we do need a process to make sure a percentage of the firms hired have MWESB certification. COBID is a way we ensure this. We currently have one agent for hiring firms, so we're stretched pretty thin. We are having a meeting with agents to better understand the problems.*
- What's the difference between "good faith" and "best faith" efforts?
 - *They are the same thing.*
- How many two-bedroom units are at 30% AMI?
 - *A total of 52 two-bedroom units are planned for 30% AMI.*
- What will trigger a formal review and adjustment of the LIS?
 - *We're considering a project-by-project review once each project is selected.*
- How are you preparing for cost? Can the cost be lower?
 - *Regulated affordable housing is more expensive, and cost containment is very important for us to be mindful of. We are trying to hit the appropriate balance between livable and sustainable.*
- Are there any benchmarks during operations around screening criteria, specifically regarding whether developments are successfully serving those who are "harder to house?"
 - *Different programming will have different needs, so we want to make sure we tailor the screening criteria to each. We want to be responsive to project sponsors.*
- What are your specific strategies for advancing racial equity? Do you use HTAG? How will the ad hoc subcommittee composition address racial equity?

Meeting minutes

- *We want to be helpful to communities of color. We do use HTAG and will use a subcommittee. The goal is for the committee to be a combination of individuals with different experience in promoting equity.*
- How will you be promoting universal design?
 - *The goal is for each RFP to articulate the need for universal design.*

Strategy 2: Washington County

Allison reviewed the questions submitted by the Committee that Washington County would be answering during their presentation, and asked if the members would like to include any additional questions. Ruth Osuna, Shannon Wilson, and Komi Kalevor with Washington County briefly answered the questions put forth by the Committee. Questions and answers are summarized below:

- Are you aiming to meet or exceed the production goals?
 - *The goal is to achieve the target production.*
- Are you using the same conservative assumptions that Metro used for projecting cost?
 - *We are using the portfolio approach laid out in Appendix B of the development plan for modeling project costs.*
- What is the general sense of the viability of building three to four-bedroom units? How many can you build? Do providers have any concerns about lease-up?
 - *We have a high occupancy standard, which means an expectation of two people per bedroom, but it takes more time and money to lease to larger families.*
- Do you have current estimates of the percentage of proposed breakdowns of investments in geographic regions?
 - *We don't have specific percentages, but we worked to address that in the priorities section. We used the HUD qualified census tracts and prioritized by high frequency transit, but we don't have specific targets for specific regions. We want to see distribution throughout the County.*
- Is Appendix B an illustrative portfolio or are they actual projects?
 - *The goal of the appendix was to show the high level of interest. It was not intended to say they are approved.*
- Do you have current estimates of the percentage of funds expected to be released via NOFA/RFP?
 - *We will use the NOFA/RFP process to select projects, and we are currently performing outreach to those areas to make sure what we're proposing is in line with their plan.*
- Do you have an estimate for when the County wishes to develop/own affordable housing?
 - *We may purchase if it's an existing low-cost rental in the County or if the development doesn't have wraparound services.*
- What are the Housing Choice Voucher screening criteria?
 - *We used the recommendations from the Meyer Memorial Fund report to develop the criteria. The criteria need to meet the HUD standards because some of the units will be provided using vouchers.*
- Will housing providers support applicants with information about how they can secure documentation?
 - *We're working with our jurisdictional partners to determine how we can fund supportive services. We haven't found the answer, but we have committed to producing 100 supportive housing units.*
- How often are criminal convictions clearly tied to a disability?
 - *The Homeless Management Information System (HMIS) tracks this information.*

Meeting minutes

- If you are using a definition of disability from federal law, will substance use related disabilities be covered, even if the individual was actively using illegal substances at the time of their conviction?
 - *We are entering into discussions with law enforcement to determine the best way to navigate people into housing and to keep them from re-incarceration.*

Considerations and Recommendations

Following each question-answer session, the Committee was given time to discuss and determine their recommendation.

Voting Results

For the City of Beaverton's LIS, Manuel Castaneda moved to recommend Metro Council approval with considerations (listed below), which was seconded by Serena Cruz. The Committee unanimously voted to approve recommending the LIS to Metro Council with considerations (listed below).

For Washington County's LIS, Serena Cruz moved to recommend the LIS for Metro Council approval, subject to the County's revision of language related to screening criteria on Pg. 15, section B, item ii, as discussed by the committee. The Committee requested that the revised language be submitted to the Committee for review and approval at their Aug. 7th meeting. The motion was seconded by Mitch Hornecker. The Committee unanimously voted to approve recommending the LIS to Metro Council with considerations (listed below).

Considerations

The Committee identified the following considerations specific to the City of Beaverton's ongoing implementation and monitoring of outcomes:

- The City should further define strategies and outcomes that will be measured to demonstrate the advancement of racial equity, including low-barrier screening criteria, affirmative marketing, universal design, voucher prioritization, wraparound services, and contract and workforce diversity.
- The City should incorporate findings from the 2015 Meyer Memorial Trust study on cost efficiencies in affordable housing in evaluating project costs.

The Committee identified the following considerations specific to Washington County's ongoing implementation and monitoring of outcomes:

- The County should further define strategies and outcomes that will be measured to demonstrate the advancement of racial equity, including low-barrier screening criteria, affirmative marketing, universal design, voucher prioritization, wraparound services, and contract and workforce diversity.
- The County should provide further clarification regarding intentions for geographic distribution as part of project solicitations.
- The County should provide a plan and measurable outcomes that demonstrate progress toward reaching the 20% MWESB participation goal.

The Committee requested an early response from City of Beaverton and Washington County regarding the considerations above and ongoing updates as part of the jurisdictions' annual LIS progress reports.

Meeting minutes

In addition to the above considerations, Committee members offered the following considerations for all jurisdictions participating in implementation of the Housing Bond. These considerations may be further refined as the Committee discusses Local Implementation Strategies from other jurisdictions in coming months:

- Use language that acknowledges intersectionality of populations; avoid differentiating between homelessness, disabling conditions including physical and mental health, and addiction.
- Identify screening criteria not relevant to likelihood of successful tenancy that should not be considered.
- Additional resources need to be identified to successfully serve tenants who need permanent supportive housing.
- Measuring outcomes regarding workforce equity should include all workers, not solely apprentices.
- Many minority owned businesses need additional support to successfully participate in the COBID certification program.
- Consider sustainability/durability and life cycle costs, and incorporate findings from the 2015 Meyer Memorial Trust study on cost efficiencies in affordable housing in evaluating project costs.

Metro Council Updates

Co-chair Steve Rudman introduced Metro councilors Sam Chase and Christine Lewis. Councilor Chase provided an update on Metro Council budget discussions regarding possible technical assistance resources to support local jurisdictions in advancing racial equity through implementation of the Housing Bond..

Committee Business

Due to time constraints, the majority of time scheduled for Committee business was reallocated to conclude the Committee's above LIS recommendations.

Next Steps and Close

Emily briefly recapped the points to be discussed at the next meeting, including time for reviewing Washington County's language revisions. She explained that the Committee would be considering Metro's Site Acquisition Program Implementation Strategy and Clackamas County's Local Implementation Strategy at the next meeting, and noted that she would be presenting the Committee's recommendations regarding the City of Beaverton and Washington County's LISs at the August 1 Metro Council meeting.. A majority of committee members requested that hard copies of the materials be mailed to them for the next meeting.

The meeting was adjourned.

METRO HOUSING BOND OVERSIGHT COMMITTEE

July 24, 2019

COMMITTEE RECOMMENDATIONS AND CONSIDERATIONS RELATED TO THE CITY OF BEAVERTON AND WASHINGTON COUNTY LOCAL IMPLEMENTATION STRATEGIES

BEAVERTON

The Oversight Committee recommends that Metro Council take action to approve the City of Beaverton's Local Implementation Strategy (LIS). The Committee has identified the following considerations specific to the City of Beaverton's ongoing implementation and monitoring of outcomes:

- The City should further define strategies and outcomes that will be measured to demonstrate the advancement of racial equity, including low-barrier screening criteria, affirmative marketing, universal design, voucher prioritization, wraparound services, and contract and workforce diversity.
- The City should incorporate findings from the 2015 Meyer Memorial Trust study on cost efficiencies in affordable housing in evaluating project costs.

The Oversight Committee has requested an early response from the City of Beaverton regarding the considerations above and ongoing updates as part of the City's annual LIS progress report. The Oversight Committee expects to address these considerations in its annual LIS review.

WASHINGTON COUNTY

The Oversight Committee recommends that Metro Council take action to approve Washington County's Local Implementation Strategy (LIS), subject to the County's revision of language related to screening criteria on Pg. 15, section B, item ii, as discussed during the July 24th meeting. The Oversight Committee will be reviewing and approving the revised language at their August 7th meeting. The Committee has identified the following considerations specific to Washington County's ongoing implementation and monitoring of outcomes:

- The County should further define strategies and outcomes that will be measured to demonstrate the advancement of racial equity, including low-barrier screening criteria, affirmative marketing, universal design, voucher prioritization, wraparound services, and contract and workforce diversity.
- The County should provide further clarification regarding intentions for geographic distribution as part of project solicitations.
- The County should provide a plan and measurable outcomes that demonstrate progress toward reaching the 20% MWESB participation goal.

The Oversight Committee has requested an early response from Washington County regarding the considerations above and ongoing updates as part of the County's annual LIS progress report. The Oversight Committee expects to address these considerations in its annual LIS review.

ADDITIONAL GUIDANCE FOR ALL JURISDICTIONS

In addition to the above listed considerations, Committee members offered the following considerations for all jurisdictions participating in implementation of the Housing Bond. These considerations may be further refined as the Committee discusses Local Implementation Strategies from other jurisdictions in coming months:

- Use language that acknowledges intersectionality of populations; avoid differentiating between homelessness, disabling conditions including physical and mental health, and addiction.
- Identify screening criteria not relevant to likelihood of successful tenancy that should not be considered.
- Additional resources need to be identified to successfully serve tenants who need permanent supportive housing.
- Measuring outcomes regarding workforce equity should include all workers, not solely apprentices.
- Many minority owned businesses need additional support to successfully participate in the COBID certification program.
- Consider sustainability/durability and life cycle costs, and incorporate findings from the 2015 Meyer Memorial Trust study on cost efficiencies in affordable housing in evaluating project costs.

firms that have been certified by the State of Oregon as a Minority-Owned Business Enterprise, a Women-Owned Business Enterprise, a Disadvantaged Business Enterprise, or an Emerging Small Business (M/W/DBE/ESB) with an aspirational goal of 20%. The percentage target includes contracts related to project construction and development costs. Project sponsors will be required to provide documentation of contracting efforts and results. Currently, Washington County is studying its procurement process as a part of its equity, diversity and inclusion initiative. The 20% aspirational goal may be adjusted as Washington County completes the development of a corporate plan for purchasing, contracting, and monitoring through its internal equity, diversity and inclusion work. This goal will be reviewed while the LIS is being reviewed as mentioned in the Implementation Phase section of this document.

B. Affirmative Marketing, Tenant Selection and Lease-Up. Consistent with Metro policy, ~~housing developed in Washington County~~ **will work to ensure that** ~~using the Metro Affordable Housing Bond Program funding will~~ **financed housing serves** communities of color, families with children and/or multiple generations, people living with disabilities, seniors, veterans, households experiencing or at risk of homelessness, and households at risk of displacement. Washington County will require that project developers ~~and/or~~ owners make **best faith efforts to make** units available to minorities and disadvantaged populations using best practice marketing strategies. In general, this will require:

- i. Affirmative outreach and marketing to target populations. Developers ~~and/or~~ owners, and their property management companies (if applicable) will be expected to engage in ~~pro-~~active efforts to make disadvantaged populations aware of the availability of units, and the process and timeline for application. Washington County will work with project sponsors to identify specific target populations for each project and will review the proposed outreach and marketing strategy for each project.
- ii. Washington County will require that project sponsors use low-barrier screening criteria that balances access to target populations, project operations, and community stability. ~~This will be guided by the County's Housing Choice Voucher Administrative Plan screening criteria guidelines.~~ Typical requirements may include less than standard market apartment income-to-rent ratios, reduced credit history requirements, and criminal history requirements that **only** consider recent convictions ~~with evidence that are most directly tied to tenant success.~~ ~~prior misconduct resulted from applicant's documented disability and that applicant has improved case management or other strategies to prevent similar future misconduct, evidence of successful completion of a drug treatment program or evidence of successful rehabilitation, including statements from applicant, parole or probation officer, employer, counselor, faith leader, or community member regarding the rehabilitation.~~ Project sponsors will be required to review appeals to denials of standard screening criteria that take into consideration efforts of applicants that demonstrate stability and potential for resident success. Project sponsors are also required to review appeals if the disqualifying aspects of a denial are related to a disability and make reasonable accommodations as appropriate.
- iii. HAWC will use the project-based voucher (PBV) RFP process to leverage units increasing the score for projects that commit to low-barrier screening.
- iv. Washington County will, **in part, be guided by the County's Housing Choice Voucher Administrative Plan screening criteria guidelines.** **As stated in the Washington County**

Department of Housing Services - Housing Choice Voucher Program Administrative plan (pages 81-82), as examples of some guidelines, HAWC will consider the following facts and circumstances:

- The seriousness of the case, especially with respect to how it would affect other residents' safety or property
- The effects that denial of assistance may have on other members of the family who were not involved in the action or failure to act
- The extent of participation or culpability of individual family members, including whether the culpable family member is a minor or a person with disabilities, (as discussed further in section 3-III.G of the Administrative Plan) or a victim of domestic violence, dating violence, sexual assault, or stalking
- The length of time since the violation occurred, including the age of the individual at the time of the conduct, as well as the family's recent history and the likelihood of favorable conduct in the future.
- In the case of drug or alcohol abuse, whether the culpable household member is participating in or has successfully completed a supervised drug or alcohol rehabilitation program or has otherwise been rehabilitated successfully. HAWC will require the applicant to submit evidence of the household member's current participation in or successful completion of a supervised drug or alcohol rehabilitation program, or evidence of otherwise having been rehabilitated successfully.

Competitive Selection Criteria for Projects

A. **Workforce Participation.** Washington County promotes workforce hiring of minorities, women and disabled veterans. Washington County recognizes the need to maintain and continue support for programs designed to develop adequate numbers of competent workers within the community for the construction industry. The county will work with partners such as WorkSystems and Metro to develop apprenticeship programs within Washington County that will benefit development teams for Metro bond-funded projects. Washington County will also participate in Metro's Construction Careers Pathways Project.

B. **Permanent Supportive Housing.** Washington County is committed to providing permanent supportive housing to the most vulnerable individuals and families in the community. To address the need for permanent housing in Washington County, the county will work with various agencies, local governments, non-profits and others to develop housing units in conjunction with the provision of services to allow an individual and/or family to be successful and thrive.

C. **Commitment to serving communities of color – demonstrated by culturally specific services to facilitate lease-up process as well as ongoing services.** Washington County will use culturally specific techniques such as marketing in appropriate languages, gathering places and use of social services providers. The county will require housing developers and sponsors to use marketing and outreach methods reach communities of color and difficult to house populations.

From: [Ruth Osuna](#)
To: [Emily Lieb](#)
Cc: [Komi Kalevor](#)
Subject: FW: changes made to LIS doc
Date: Wednesday, July 31, 2019 12:21:14 PM
Attachments: [LIS FINAL.6.25.19.pdf](#)

Hello Emily. Attached is the red-lined version of the LIS which reflects comments from the Oversight Committee. To provide some guidance on changes, all changes have been limited to Subsection B. Affirmative Marketing, Tenant Selection and Lease-Up on page 15-16.

Also, I am sending you the final document with the red-lines. The LIS version that was inadvertently sent to you was Draft Three. You will see the difference in the footnote. I did not realize that an earlier version of the LIS was mistakenly attached to all of the appendices and attachments and sent to you. Although at the Oversight Committee meeting I noted that the footnote was not correct.

To summarize, Subsection B that has been revised in the attached document includes the same language as in the Beaverton and Hillsboro LISs'. Because comments received from the Oversight Committee members were mainly around language regarding the Administrative Plan, that section is now its own subsection, B vi.

For clarity, the project-based vouchers in any of the developments will be guided by the Washington County Administrative Plan. While we would encourage the developers/owners to be as flexible as possible, the Administrative Plan guidance may not be applied to all units within a development that includes the project-based vouchers.

We will work with developer/owner's property management company to apply low-barrier screening according to the target population of the development. For example, a housing development that serves all single adults may have a more lenient screening criteria than a housing development that serves families, particularly with children.

Please call me if you have questions.

Ruth

From: Catherine Jacoby
Sent: Wednesday, July 31, 2019 12:03 PM
To: Ruth Osuna <Ruth_Osuna@co.washington.or.us>
Subject: changes made to LIS doc

See attachment.

Cathy Jacoby | Administrative Assistant
Washington County Administrative Office

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Housing Authority of Clackamas County Local Implementation Strategy Evaluation Worksheet

July 31, 2019

LOCAL IMPLEMENTATION STRATEGY REQUIREMENTS CHECKLIST

Meets requirements?		1. Development Plan to achieve the Unit Production Targets that includes the following elements:	Metro Staff Notes	Oversight Committee Notes
Committee member review	Staff review			
<input type="checkbox"/>	√	<p>1a. Anticipated number, size, and range of project types (estimates are acceptable) and cost containment strategies to achieve local share of unit production targets (including 30% AMI and family-size unit goals and the cap on units at 61-80% AMI) using local share of eligible funding;</p>	<p>Anticipated Project Types: The Housing Authority of Clackamas County (HACC) is eligible to receive up to \$116,188,094 in Housing Bond funds to support at least 812 units of affordable housing, including 333 units of housing affordable for households with incomes at/below 30% of area median income (AMI) and at least 406 units sized for families, with two or more bedrooms. HACC expects that the Bond funds may provide support for a total of approximately 8-12 projects. HACC intends to directly develop/own approximately 450 units of bond financed housing (55% of their total unit target) and to work in partnership with skilled developers owners to provide the remaining units. Approximately \$63.9 million of the County’s eligible share of bond funding (55% of total bond funding available in the county) will support projects sponsored by HACC, while the remaining \$52.5 million will be available for projects sponsored by non-profit or for-profit developers inside Metro’s jurisdictional boundary. HACC recognizes that in order to accomplish the overall unit target, it will need to have an average Housing Bond expenditure per unit of approximately \$143,000. Some projects may receive significantly fewer Bond funds than this amount, while others may receive significantly more.</p> <p>HACC will focus its Bond financed affordable housing on new construction multi-family rental projects and may also consider multi-family acquisition/rehabilitation projects. Additionally, HACC is considering investing Bond resources in homeownership strategies should the right location and opportunity arise. In the community engagement, participants from communities of color strongly emphasized a desire to see Bond resources promoting access to home ownership among communities of color in Clackamas County.</p> <p>HACC is working on master plans to re-position its existing public housing portfolio. There are currently three primary public housing sites—Hillside Park, Clackamas Heights, and Oregon City View Manor. Long-term plans for these sites may include possible sales of current land holdings associated with these sites, possible purchases of adjacent sites and ultimately the re-development of the bulk of the existing 300 units into new communities. These projects are some of the oldest public housing in Oregon. They have a number of problems including poor physical condition, poor use of land, poor locations and over concentration of lower income households. HACC’s goal is to embark on community-based input and planning exercises that result in well-built mixed-income communities with modern levels of density.</p> <p>The Housing Authority expects that the new master plans will result in substantially more units of affordable housing. Use of Bond funds to support this re-positioning effort is consistent with Metro requirements that Bond financing only be used for existing affordable housing sites that are part of the redevelopment of a residential property with existing public affordability restrictions, as long as the redevelopment results in a substantial net increase in the total number of affordable homes. In such cases, Bond funds may only be used for the portion of new homes that are not replacing regulated affordable homes currently on the site. HACC expects that it will use some portion of the Bond funds in these re-development projects. While the specific sites, the number of units and characteristics of those units are not set at this time, it is expected that the projects selected for Bond funding will emphasize large family and deeply affordable units.</p> <p>Should the Housing Authority identify public housing redevelopment sites under this Implementation Strategy, it will determine whether to develop/own the project themselves or to select a developer/owner; HACC anticipates acting as a developer on at least 300 of our public housing units. Should HACC decide to select a developer/owner it may use an RFQ, RFP, or sole source selection process.</p> <p>(See pp. 9-14)</p>	

Housing Authority of Clackamas County Local Implementation Strategy Evaluation Worksheet

July 31, 2019

			<p>Cost Containment: HACC recognizes that in order to accomplish the overall unit target, it will need to have an average Housing Bond expenditure per unit of approximately \$143,000. Some projects may receive significantly less than this amount, while others may receive significantly more. (See p. 14).</p> <p>Because the need for affordable housing crosses many income levels, and because serving moderate-income households can effectively provide a source of cross-subsidization for lower-income households, HACC may also explore options to include units that have rents appropriate for households with incomes from 61% to 80% of area median income. No more than 81 Bond financed units will have rents at this level. The need for affordable housing crosses income levels, and serving higher-income households can create cross-subsidization for very low-income households. (See p. 4)</p> <p>Distribution of Family-Sized Units: HACC does expect that most projects will include some units that are two bedrooms or larger. The ratio of small and large units will reflect the characteristics of the target population of specific projects, and that in turn, should reflect characteristics of a site in terms of whether it is best suited to families with children or smaller families. (See p. 11)</p> <p>Distribution of 30% AMI Units: HACC does expect that most projects will include some units with rents at 30% AMI. In some cases, projects will be targeted to low wage earners, while others may be targeted to people with disabilities or other special needs, or people who have experienced homelessness. Some projects may be designed exclusively to have 30% units or have high concentrations of 30% units with corresponding supportive services. HACC hopes to include 61%-80% AMI units when that helps to cross-subsidize lower income units or reduces the amount of Bond financing needed for the project. (See p. 12). Additionally, at least 200 of the County's targeted 333 units affordable at/below 30% AMI will be supported by rental assistance provided by HACC, allowing them to be targeted to the most fragile households. This rental assistance will be made available via competitive applications at several points throughout the life of the bond. It is currently anticipated that at a minimum, 2/3 of the vouchers will be offered for use on sites that are not public housing redevelopment sites. (see p. 4).</p> <p>Distribution of Units affordable to households making 61-80% AMI: Because the need for affordable housing crosses many income levels, and because serving moderate-income households can effectively provide a source of cross-subsidization for lower-income households, HACC may also explore options to include units that have rents appropriate for households with incomes from 61% to 80% of area median income. No more than 81 Bond financed units will have rents at this level. The need for affordable housing crosses income levels, and serving higher-income households can create cross-subsidization for very low-income households. (See p. 4)</p>	
<input type="checkbox"/>	<p style="text-align: center;">√</p>	<p>1b. Consideration for how new bond program investments will complement existing regulated affordable housing supply and pipeline;</p>	<p>Summary of existing need/supply: Currently, HACC has 2,806 existing regulated affordable housing units within the Metro boundary, including 543 public housing units. In 2018, Clackamas County contracted ECONorthwest to develop an in-depth understanding of housing needs in the county including estimated (new) affordable rental housing needs. This forecast estimated additional need for 4,007 units within the Metro boundary over the next twenty years, including 1,177 homes affordable to households with extremely low incomes (30% MFI or below). (See pp. 2-3)</p> <p>Pipeline: While much of HACC's efforts during the implementation of the Affordable Housing Bond will be focused on moving the pipeline of Bond funded projects forward, the ongoing availability of other Federal, State, and local affordable housing resources means that there is a likelihood other projects may move forward during the same timeframe. HACC will monitor the pipeline of projects proposed and funded</p>	

Housing Authority of Clackamas County Local Implementation Strategy Evaluation Worksheet

July 31, 2019

			<p>throughout Clackamas County and will collaborate with developers and jurisdictions throughout the county to identify the most appropriate funding packages and other support that can be allocated to those projects. (See p. 10)</p>	
<input type="checkbox"/>	<p style="text-align: center;">√</p>	<p>1c. Goals and/or initial commitments for leveraging additional capital and ongoing operating and/or service funding necessary to achieve the local share of Unit Production Targets;</p>	<p>Leveraged funding: The LIS describes leveraging “principles” including maximizing the use of non-competitive and private resources, maximizing local resources, and seeking federal/state/county resources. HACC will prioritize projects developed on County/HACC-owned or other publicly owned sites. The ability of HACC or other jurisdictions to donate the full value of the sites may vary, but discounted values would likely be available. The Clackamas County Board and HACC will work with bond-eligible jurisdictions to identify local resources that support bond financed projects in an effort to encourage bond developments in jurisdictions committed to affordable housing. Additionally, where bonds may be used for homeownership opportunities, the owners’ mortgages are an example of leveraging private sources.</p> <p>The Housing Bond funds allow HACC to leverage its resources to continue its work on other affordable housing strategies and in other parts of the county that aren’t eligible for Bond proceeds These include working with property owners to identify ways to improve the housing stock while avoiding forced displacement of tenants, collaborating with market-rate developers and nonprofits to also consider development in non-Metro boundary communities, prioritizing Community Development resources to support non-Metro boundary developments, working with homebuilders to increase affordable homeownership stock.</p> <p>(See pp. 10-12)</p> <p>Leveraged services: Funding for resident and supportive services. HACC will work with regional and state partners to identify a consistent funding source to serve vulnerable homeless or at risk populations. It is through consistent funding of resident and supportive services that vulnerable populations can remain housed and help the project succeed financially. (See p. 10)</p>	
<input type="checkbox"/>	<p style="text-align: center;">√</p>	<p>1d. Strategy for aligning resident or supportive services with housing investments, including [optional] any local goals or commitments related to permanent supportive housing; and</p>	<p>Supportive Services: At least 200 units will be supported with rental assistance provided by HACC. In order to ensure that residents are stable and secure, HACC will work with social service agencies and other community partners to link supportive services to these affordable housing units. (See p. 4)</p> <p>Resident Services: HACC expects that Resident Service Coordination will be provided at all projects, appropriate to the level of need of the target population. Resident Services will focus on eviction prevention, helping residents access to mainstream services for which they may be eligible, empowerment services and community building activities. (See p. 13)</p>	
<input type="checkbox"/>	<p style="text-align: center;">√</p>	<p>1e. Description of project selection process(es) and prioritization criteria, including anticipated timing of competitive project solicitations and how existing or new governing or advisory bodies will be involved in decisions regarding project selection.</p>	<p>Project selection process: HACC describes selection consideration within the following categories:</p> <ul style="list-style-type: none"> • Furthering the County’s affordable housing goals: geographic distribution, priority focus on new construction of multi-family rental housing while exploring/considering homeownership and acquisition/rehabilitation projects to prevent displacement, investing in high-opportunity neighborhoods to create inclusive mixed income neighborhoods, focusing on target population goals, and complementing other affordable housing activities • Racial equity: Increasing affordable housing in areas with existing underserved diverse populations, providing new housing in high opportunity neighborhoods, and supporting project teams with a track record of participation of minority and women owned contractors, engagement of historically marginalized communities, and inclusive tenant screening processes • Connection to services: HACC will evaluate ta project’s target population and service plan to ensure that it is appropriate and durable. HACC will approve resident service fees in project operating expense budgets. • Project Cost/Leverage: HACC will evaluate all projects to ensure that costs are reasonable and appropriate to the specific project. 	

Housing Authority of Clackamas County Local Implementation Strategy Evaluation Worksheet

July 31, 2019

			<ul style="list-style-type: none"> Capacity/Readiness to Proceed: HACC will prioritize projects that have appropriate zoning, have secured other financing sources, or have secured needed service partnerships and have a clear and achievable racial equity plan. <p>HACC will establish a set of expectations for developers/owners to ensure that both the framework goals and racial equity outcomes are achieved. These are requirements that will apply to all developer/owners; they will not be competitive selection criteria. Requirements will include such things as the period of affordability, the inclusion of MWESB contractor participation in the development process and the use of best practice outreach and tenant selection criteria.</p> <p>HACC anticipates that a Notice of Funding Award (NOFA) process will be used to provide early access to bond resources for projects that can demonstrate project readiness. A NOFA is expected to be released as early as fall of 2019. Request for Qualification (RFQ) or Request for Proposal (RFP) are anticipated to be used by HACC for the redevelopment of HACC's public housing portfolio. Though subject to change, HACC anticipates that the first of our public housing redevelopments, Hillside Park in Milwaukie, will begin in 2021. Following Hillside Park, HACC expects that Clackamas Heights in Oregon City (also a public housing site) would begin its process for redevelopment approvals in 2021 with an RFP for bond resources available sometime after final redevelopment approvals have been granted.</p> <p>In some instances, HACC may choose to engage in a negotiated agreement or unsolicited proposal. An example of this type may be the acquisition and rehabilitation of an existing building that provides an opportunity to further Clackamas County's affordable housing stock. In all cases, any proposed use of bond resources will be reviewed first through HACC staff and then via the Housing Advisory Board (HAB) before any recommendation to the HACC board and Metro.</p> <p>(See p. 8)</p> <p>Role of governing/advisory bodies:</p> <p>Bond-funded projects will go through a multi-stage review and approval process that starts with:</p> <p>HACC concept endorsement. To be forwarded to Metro for concept endorsement a project must, at a minimum, have site control, a preliminary development plan, the preliminary estimate of total development costs, a preliminary estimate of needed Housing Bond funds, and an identified development team. HACC will process concept endorsements first at the staff level, then review by the Housing Advisory Board, and review by the HACC Board work session. (See p. 15)</p> <p>The Housing Authority will utilize the Clackamas County Housing Advisory Board (HAB) as a review committee. The HAB is comprised of Clackamas County residents and industry experts from the fields of affordable housing finance, resident services, homelessness, affordable housing development, real estate management, culturally specific service providers, the elder community and the construction general contracting industry. The HAB will provide feedback to staff and advise the HACC Board regarding proposed Housing Bond projects. The project selection process will include public and open solicitations via Notice of Funds Availability (NOFA), Requests for Qualification (RFQ) and Requests for Proposals (RFP), and may also consider unsolicited proposals or negotiated agreements.</p> <p>(See p. 7)</p> <p>Project selection criteria</p> <p>HACC will evaluate all proposed projects to ensure that the costs are reasonable and appropriate to the specific project. In doing this evaluation HACC will focus on the amount of Bond funds needed rather than the total development costs of projects. This evaluation may consider:</p> <ul style="list-style-type: none"> Scale appropriate to the target population. Scale appropriate to the neighborhood in which the project is located. 	
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Housing Authority of Clackamas County Local Implementation Strategy Evaluation Worksheet

July 31, 2019

			<ul style="list-style-type: none"> • Costs associated with mixed-use projects. • Quality of construction materials. • Costs associated with the service needs of the target population. • Reasonable fees and reserves. <p>Timely implementation of the Housing Bond is critically important and was a point of emphasis throughout our community engagement activities. In its selection process, HACC will prioritize projects that have a clear path to timely completion. HACC may prioritize projects that have appropriate zoning, have secured much or all of the other financing sources, have secured needed service partnerships, have a clear and achievable racial equity plan, etc. (See p. 15)</p>	
		2. Strategy for advancing racial equity in implementation that includes:		
<input type="checkbox"/>	√	2a. Location strategy that considers geographic distribution of housing investments, access to opportunity, strategies to address racial segregation, and strategies to prevent displacement and stabilize communities;	<p>Geographic Goals HACC looks to support projects in opportunity neighborhoods that have good access to transportation, commercial services, community amenities, and provide the opportunity to create inclusive mixed-income neighborhoods (See p. 12)</p> <p>Target Population Goals During the Listening phase, we received reminders of the need for senior housing, family housing (to include three and four-bedroom units), housing accessible to high needs populations, housing that is compliant with the American with Disabilities Act (ADA), and housing for individuals exiting the foster care system. Due to limited resources and the small number of projects to be funded under the Bond, addressing all these needs will not be feasible, but HACC will strive to assist as many of these needs as possible. (See p. 12)</p> <p>Strategy</p> <ul style="list-style-type: none"> ▪ Increasing affordable housing in areas with existing underserved diverse populations, especially in areas that may be subject to gentrification. ▪ Providing new affordable housing in high opportunity neighborhoods and sites. This would include sites that have good access to transit, jobs, quality schools, commercial services, parks & open space, etc. 	
<input type="checkbox"/>	√	2b. Fair housing strategies and/or policies to eliminate barriers in accessing housing for communities of color and other historically marginalized communities, including people with low incomes, seniors and people with disabilities, people with limited English proficiency, immigrants and refugees, and people who	<p>HACC will support project teams that have a proven track record of:</p> <ul style="list-style-type: none"> • Outreach, engagement, and ensuring participation of minority and women-owned contractors in pre-development and construction of the project, as well as the ongoing maintenance of the building • Engaging targeted and/or marginalized communities, communities of color as part of its leasing process • Creating an inclusive tenant screening criteria process, minimizing barriers to housing experienced by communities of color <p>(See p. 13)</p> <p>Affirmative Marketing, Tenant Selection & Lease-Up Consistent with Metro policy, HACC will work to ensure that Bond financed housing serves communities of color, families with children and multiple generations, people living with disabilities, seniors, veterans, households experiencing or at risk of homelessness, and households at risk of displacement. HACC will require that project developers/owners make best faith efforts to make units available to minorities and disadvantaged populations using best practice strategies. In general, this will require:</p>	

Housing Authority of Clackamas County Local Implementation Strategy Evaluation Worksheet

July 31, 2019

		<p>have experienced or are experiencing housing instability;</p>	<ul style="list-style-type: none"> Affirmative outreach and marketing to target populations. Developers/owners, and their property management companies (if applicable) will be expected to engage in proactive efforts to make disadvantaged populations aware of the availability of units, and the process and timeline for application. HACC will work with project sponsors to identify specific target populations for each project and will review the proposed outreach and marketing strategy for each project. HACC will require that project sponsors use low-barrier screening criteria that balance access to target populations, project operations, and community stability. Typical requirements may include less than standard market apartment income-to-rent ratios, reduced credit history requirements, and criminal history requirements that only consider recent convictions that are most directly tied to tenant success. Project sponsors will be required to review appeals to denials of standard screening criteria that take into consideration the efforts of applicants that demonstrate stability and potential for tenant success. Project sponsors are also required to review appeals if the disqualifying aspects of denial are related to a disability and make reasonable accommodations as appropriate. <p>(See pgs. 16-17)</p> <p>Monitoring: Monitoring will include tracking outcomes for low-barrier screening and lease up at the following points: initial lease up period, 1-year anniversary, 3-year anniversary. (See p. 19)</p>	
<input type="checkbox"/>	<p>√</p>	<p>2c. Strategies and/or policies, such as goals or competitive criteria related to diversity in contracting or hiring practices, to increase economic opportunities for people of color;</p>	<p>MWESB Contracting Project sponsors will be required to make best faith efforts to achieve 20% participation of subcontracting of development hard and/or soft costs to certified minority, women, emerging small businesses. Project sponsors will be required to provide documentation of subcontracting efforts and results. (See p. 16)</p> <p>Workforce and Apprenticeship Participation. The Housing Authority is interested in encouraging participation in project workforce hours by minorities, women and disabled veterans. While specific programs to further this goal are not developed at the time of writing this Implementation Strategy, the Housing Authority will work with Metro, other implementing jurisdictions, and with project sponsors to explore ways to maximize outreach to diverse firms and diverse workforce participation. (See p. 16)</p> <p>Monitoring: Monitoring will include tracking MWESB and workforce outcomes at 50% and 100% project completion. (See p. 19)</p>	
<input type="checkbox"/>	<p>√</p>	<p>2d. Requirements or competitive criteria for projects to align culturally specific programming and supportive services to meet the needs of tenants.</p>	<p>Project selection consideration HACC will prioritize projects addressing the historical racial disparity and lack of housing access experienced by communities of color, whether that is represented by projects sponsored by culturally specific organizations, or projects sponsored by partnerships in which culturally specific organizations have a meaningful role in project design and operations, or sponsors that provide sufficient proof of their ability to connect with communities of color.</p> <p>Projects serving high needs populations will require robust supportive services to ensure resident stability and positive outcomes. HACC currently provides limited supportive services. HACC will work closely with other County departments to help connect developer/owners to public and private service providers in the community to create needed partnerships. HACC will evaluate a project's target population and service plan to ensure that it is appropriate and durable. HACC will approve resident service fees in project operating expense budgets.</p> <p>HACC heard throughout our community engagement with historically under-represented communities, the importance space and place play in regards to the development of a site; importance that moves a building from simply housing to a place called home. To that end, HACC will require that developers/sponsors of bond-financed units detail within their proposals and design how they intend to meet and</p>	

Housing Authority of Clackamas County Local Implementation Strategy Evaluation Worksheet

July 31, 2019

			<p>promote community gathering space opportunities. These may be opportunities both internal to their developments or through site locations that emphasize access to community building through existing amenities such as: parks, libraries, community centers, and other place-making opportunities.</p> <p>(See pp. 13-14)</p> <p>Monitoring: Monitoring will include tracking outcomes connection to services in the community at 1-year lease-up anniversary. (See p. 19)</p>	
<p>3. Engagement report summarizing engagement activities, participation and outcomes, including:</p>				
<input type="checkbox"/>	<p style="text-align: center;">√</p>	<p>3a. Engagement activities focused on reaching communities of color and other historically marginalized communities, including people with low incomes, seniors and people with disabilities, people with limited English proficiency, immigrants and refugees, and people who have experienced or are experiencing housing instability;</p>	<p>Overview Clackamas County staff from Heath, Housing & Human Services (H3S) and Public and Government Affairs (PGA) initiated outreach and engagement efforts around the Metro Affordable Housing Bond after voters approved the measure in November 2018. Building upon the county's strong relationships with local jurisdictions, affordable housing developers and service providers, county staff organized a series of engagement events targeting those respective stakeholder communities. The county also contracted with a culturally specific provider, Unite Oregon, to partner on engagement efforts with low-income community members, communities of color, people with limited English proficiency, immigrants and refugees, and people with disabilities. Similar exercises and questions were used across these various engagement events, which reached a broad and diverse cross section of Clackamas County residents. (See p. 19)</p> <p>Focused outreach The "Our Housing, Our Communities!" engagement sessions held on May 23 and June 20 were conducted in partnership with Unite Oregon, whose staff did extensive community outreach to historically marginalized communities to invite attendees. Interpretation was available and actively utilized in Spanish, Vietnamese, and Arabic. Childcare and dinner were provided and gift cards were distributed to all community members in attendance. Events utilized interactive activities to capture in-depth feedback. Attendees represented recent immigrants, longtime residents, multiple nationalities, different age groups, and multiple ethnicities and races.</p> <p>At the request of the community, the May forum included information about tenant's rights and basic information about what affordable housing is before the bond portion of the event began. A participatory budgeting exercise was conducted at the June meeting. The two Unite Oregon meetings saw roughly 45 and 60 attendees, respectively.</p> <p>(See p. 26)</p> <p>Participation HACC's engagement summary provides detailed information regarding engagement participation by the following groups:</p> <ul style="list-style-type: none"> • Low-income individuals • Seniors • Youth experiencing housing instability • Individuals with physical disabilities • Service providers for individuals with developmental disabilities • Service providers for individuals with mental health concerns • Individuals with limited English proficiency 	

Housing Authority of Clackamas County Local Implementation Strategy Evaluation Worksheet

July 31, 2019

			<ul style="list-style-type: none"> • Immigrants and refugees • Individuals with current or previous experience of housing instability • Residents of low-income housing • Service providers for justice-involved individuals, people on probation, and currently incarcerated people • Tribal community members <p>(See pp. 22-25)</p> <p>Demographic information was requested at the 6/11/19 Unite Oregon engagement event but not all participants responded. Though age wasn't captured, older adults were in attendance and have attended several events thus far. Of particular interest has been the welcome attendance of non-native English speakers. The goal from our community engagement consultants, Unite Oregon, was to cast a wide net to attract as much feedback from as many different people as we could. Primary to that goal was to recruit people of color, immigrants, and refugees.</p> <p>Not all who were in attendance have been willing to provide full demographic information but we have received direct feedback and information from: six Arab-Speaking immigrants/refugees; three Vietnamese speakers; 4 identifying as Spanish-speaking or Latino; an individual who identified as mixed race; one native Hawaiian.</p> <p>(See p. 25)</p>	
<input type="checkbox"/>	√	<p>3b. Summary of key community engagement themes related to local housing needs and priority outcomes for new affordable housing investments, approach to geographic distribution and location strategies, acknowledgement of historic/current inequitable access to affordable housing and opportunities for stakeholders to identify specific barriers to access, and opportunities to advance racial equity through new investments;</p>	<p>Summary of outreach event themes Participants advocated for the need for affordable housing development for a diverse range of populations. This included people with disabilities (including those in recovery), seniors, and families with children, and single individuals.</p> <p>Key themes specific to what communities need for success emerged from engagement efforts across all stakeholder groups. Those included:</p> <ul style="list-style-type: none"> • The need for improved countywide access to multimodal transportation systems (especially in the more rural areas, but also increased connectivity between rural and urban areas) • Increased affordable housing with access to services and jobs • Improved access to health services (including mental health and addiction services) • Increasing affordable housing in areas with existing underserved diverse populations, especially in areas that may be subject to gentrification • Safety and access to community amenities, such as grocery stores, green spaces, childcare and good schools. <p>Additional themes emerged specifically from conversations with communities of color, underrepresented and historically marginalized communities:</p> <ul style="list-style-type: none"> • Promoting opportunities for homeownership • Access to community spaces (community rooms in buildings, shared gardens, housing near parks or green spaces, community amenities, and the like). • Access to free or low-cost educational opportunities, and family-friendly and culturally-specific activities. <p>(See p. 19)</p>	

Housing Authority of Clackamas County Local Implementation Strategy Evaluation Worksheet

July 31, 2019

□	√	<p>3c. Summary of how the above themes are reflected in the Local Implementation Strategy.</p>	<p>How engagement themes are incorporated</p> <p>During the Listening phase, we received reminders of the need for senior housing, family housing (to include three and four-bedroom units), housing accessible to high needs populations, housing that is compliant with the American with Disabilities Act (ADA), and housing for individuals exiting the foster care system. Due to limited resources and the small number of projects to be funded under the Bond, addressing all these needs will not be feasible, but HACC will strive to assist as many of these needs as possible.</p> <p>(See p. 12)</p> <p>Engagement theme helped to inform key elements of project selection considerations, including:</p> <ul style="list-style-type: none"> • Increasing affordable housing in areas with existing underserved diverse populations, especially in areas that may be subject to gentrification. Throughout the community engagement process, the needs of those historically underserved in growing areas of gentrification were heard. Priority will be placed on developments that provide by location and amenities the ability to create long-term affordable housing with the following criteria considered: <ul style="list-style-type: none"> ○ Providing new affordable housing in high opportunity neighborhoods and sites. This would include sites that have good access to transit (e.g. bus, rail, bike paths and pedestrian corridors), jobs, quality schools, commercial services, parks & open space, etc. • Consideration of investing Bond resources in homeownership strategies should the right location and opportunity arise • Supporting project teams that have a proven track record of: <ul style="list-style-type: none"> ○ Outreach, engagement, and ensuring participation of minority and women-owned contractors in pre-development and construction of the project, as well as the ongoing maintenance of the building ○ Engaging targeted and/or marginalized communities, communities of color as part of its leasing process ○ Creating an inclusive tenant screening criteria process, minimizing barriers to housing experienced by communities of color <p>HACC will prioritize projects addressing the historical racial disparity and lack of housing access and opportunity to build equity and generational wealth experienced by communities of color., whether that is represented by Addressing these disparities may be through projects sponsored by culturally specific organizations, or projects sponsored by partnerships in which culturally specific organizations have a meaningful role in project design and operations, or sponsors that provide sufficient proof of their ability to connect with communities of color to promote housing access and/or affordable homeownership opportunities.</p> <p>(See p. 14)</p> <p>Additional key elements informed by engagement themes:</p> <ul style="list-style-type: none"> • Affirmative Marketing, Tenant Selection & Lease-Up. Consistent with Metro policy and feedback provide throughout our community engagement (please see targeted engagements to specific populations in Exhibit 1), HACC outreach sessions, HACC will require that project developers/owners make best faith efforts to make units available to minorities and disadvantaged populations using best practice strategies. In general, this will require: <ul style="list-style-type: none"> ○ Affirmative outreach and marketing to target populations. Developers/owners, and their property management companies (if applicable) will be expected to engage in proactive efforts to make disadvantaged populations aware of the availability of units, and the process and timeline for application. HACC will work with project sponsors to identify specific target populations for each project and will review the proposed outreach and marketing strategy for each project. ○ HACC will require that project sponsors use low-barrier screening criteria that balance access to target populations, project operations, and community stability. Typical requirements may include less than standard market apartment income-to-rent ratios, reduced credit history requirements, and criminal history requirements that only consider recent convictions that are most directly tied to tenant success. Project sponsors will be required to review appeals to denials of standard screening criteria that take into consideration the efforts of applicants that demonstrate stability and potential 	
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Housing Authority of Clackamas County Local Implementation Strategy Evaluation Worksheet

July 31, 2019

			for tenant success. Project sponsors are also required to review appeals if the disqualifying aspects of denial are related to a disability and make reasonable accommodations as appropriate. (See p. 17-18)	
		4. Plan to ensure ongoing community engagement to inform project implementation, including:		
<input type="checkbox"/>	√	4a. Strategies for ensuring that ongoing engagement around project implementation reaches communities of color and other historically marginalized community members, including: people with low incomes, seniors and people with disabilities, people with limited English proficiency, immigrants and refugees, existing tenants in acquired buildings, and people who have experienced or are experiencing housing instability;	<p>Expectations for Developers HACC will establish expectations for developers owners to ensure that framework goals and racial equity outcomes are achieved. These requirements will include expectations for community engagement in predevelopment. (See p. 7)</p> <p>HACC will require that project sponsors of bond developments are holding at least two engagement sessions during predevelopment to actively engage with the community surrounding the sites location and to provide listening and feedback sessions to the potential residents that may live there. (See p. 13)</p>	
<input type="checkbox"/>	√	4b. Strategy for ensuring community engagement to shape project outcomes to support the success of future residents.	<p>Engagement to inform tenant needs Engagement requirements and monitoring will focus specifically on achieving racial equity goals and reaching out to potential residents.</p> <p>Monitoring</p> <ul style="list-style-type: none"> • Post-Completion Monitoring. In addition to monitoring of operations, HACC will revisit each developments engagement plan at “natural” stages of completion and stabilization to check proposed goals against actual achievements. The intent of this stage is to reconnect with our community stakeholders to report on outcomes to date and to assess whether we need to revisit the goals of our LIS. Areas of significant interest may be in the following categories and times <ul style="list-style-type: none"> ○ MWESB proposed outcomes versus actual (50% and 100% construction completion); ○ Workforce participation (50% and 100% construction completion); ○ Low-barrier screening and outreach to communities of color as it pertains to lease up activities (initial lease up period, 1-year anniversary, 3-year anniversary); ○ Connection to services in the community (1-year lease-up anniversary) <p>(See p. 19)</p>	

Clackamas County
Local Implementation Strategy (LIS)
Metro Affordable Housing Bonds
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I. Introduction.....pg. 2

II. Strategy Development.....pg. 5

III. Implementation Phases.....pg. 6

IV. Organizational Plan for Implementation.....pg. 6

V. Project Selection Process.....pg. 7

VI. Leveraging Other Affordable Housing Resources.....pg. 9

VII. Project Selection Criteria.....pg. 11

VIII. Project Implementation.....pg. 15

IX. Reporting on the Implementation Strategy.....pg. 18

Exhibit 1 – Outreach Report.....pg. 19

Exhibit 2 – HACC Portfolio Approach (Tracking Worksheet)pg. 32

Attachment 1 – Clackamas County Metro Boundary Map.....pg. 33

I. Introduction

Clackamas County sits south of the Portland metro area in the Willamette Valley and in the shadow of Mt. Hood. Here we have national forests, hideaway lakes, winding rivers, thriving agriculture, bustling cities, and small town communities.

We're a county with a rich history dating back to 1843 when the early settlers created the four original districts that made up Oregon, naming Clackamas County after the Clackamas Indians.

Today, our county covers nearly 1,900 miles with a little more than 400,000 residents, making us the third largest county in the state by population.

More than half of our residents live in 16 cities; the rest live in unincorporated areas. We are a county of diverse and welcoming communities, where all residents are essential. Diversity, equity, and inclusion are of great importance in our county, but due to the high cost of housing and increasing wage gap, many residents increasingly struggle to remain housed.

This Local Implementation Strategy (LIS) aims to sustain Clackamas County's livability, particularly for those most in need. This LIS will serve as a guide for the county and our partnering communities as we create affordable housing using the Metro Affordable Housing Bond. As a county without entitlement cities (cities with a population of at least 50,000), all bond resources will run through the Housing Authority of Clackamas County (HACC).

Clackamas County is excited to be an implementing jurisdiction of the Metro Bonds. These resources will play a critical role in creating opportunities and will expand our cities racial and cultural and economic diversity while meeting a range of important housing needs that will provide increased stability for decades to come. Our highly skilled staff and committed elected officials will work collaboratively with our community and jurisdictional partners to expedite review periods for projects that come our way in order to capitalize on this exciting resource and get housing built as quickly as we can.

Clackamas County Housing Needs

In 2018, Clackamas County embarked on an ambitious look at a countywide Housing Needs Analysis (HNA). To undertake this endeavor required the collaboration and cooperation of all Clackamas County cities as well as our unincorporated communities. The study was contracted with ECONorthwest with the goal of developing an in-depth understanding of the housing needs in our county, as well as where we need to focus additional resources (monetary or partnership driven) to create opportunities and provide a lasting impact for residents that have been historically marginalized.

To date, Clackamas County has 2,806 existing regulated housing units within the Metro boundary. Of these regulated units there are 543 Public Housing units operated by HACC. The information below represents data provide to HACC through a county-wide Housing Needs Assessment (HNA) and is representative of **new** affordable rental housing needs.

Estimated (New) affordable rental housing needs, based on Median Family Income (MFI), forecasted for the next twenty years (2019-2039) in the urban unincorporated areas of Clackamas County.

Unincorporated* Urban Areas	Extremely Low Income (<30% MFI Need)	Very Low Income (30-50% MFI Need)	Low Income (50-80% MFI Need)	Total affordable rental housing need between 0-80% MFI
All Urban	1,175	1,166	1,666	4,007

Source: U.S. Department of Housing and Urban Development. U.S. Census Bureau, 2012-2016 ACS Table 19001.

*The data provided is still in DRAFT form and will be updated once finalized.

Estimated rental housing needs, based on Median Family Income (MFI) forecasted for the next twenty years (2019-2039) within the Metro boundary of incorporated cities of Clackamas County.

City*	Extremely Low Income (<30% MFI Need)	Very Low Income (30-50% MFI Need)	Low Income (50-80% MFI Need)	Total affordable rental housing need between 0-80% MFI
Gladstone	62	72	51	185
Happy Valley	473	548	1,025	2,046
Lake Oswego	198	167	198	563
Milwaukie	256	167	274	316
Oregon City	441	353	599	1,393
West Linn	98	164	102	364
Wilsonville	333	592	347	1,272

Source: U.S. Department of Housing and Urban Development. U.S. Census Bureau, 2012-2016 ACS Table 19001.

*The data provided is still in DRAFT form and will be updated once finalized.

Available Resources and Framework Targets

This Implementation Strategy focuses on the housing that will be developed within the eligible Metro boundary in Clackamas County. Bond resources are designated for use within Metro jurisdictional boundaries and are not applicable to incorporated and unincorporated communities outside of this boundary; see Attachment 1 for a detailed map of the applicable Metro boundary for Clackamas County. Bond revenues dedicated to HACC are **\$116,188,094**. The goal for HACC is to support at least **812 units of affordable housing** in the community. These can be newly built units or existing units that are at risk of rapidly rising rents. While many of these units are expected to provide rental housing, affordable homeownership opportunities units may also be supported with the bond resources.

Recognizing that our lowest income neighbors have the greatest challenges in securing affordable housing, and consistent with the Metro Bond Framework, HACC has set a goal that at least **333** of these units will be affordable for households with incomes at or below 30% of area median income. These units may serve people with special needs as well as people who earn low wages or have fixed incomes. At least **200** of these units will be supported with rental assistance provided by HACC, allowing them to be targeted to the most fragile households. To aid this process, HACC will provide opportunity for developers to access site-based rental assistance via competitive applications at several points throughout the life of the bond. It is currently anticipated that at a minimum, 2/3 of the vouchers will be offered for use on developments that are not the redevelopment of HACC public housing sites. In order to ensure that residents are stable and secure, HACC will work with project sponsors and developers to connect social service agencies and other community partners as a link to supportive services for these affordable housing units.

Because the need for affordable housing crosses many income levels, and because serving moderate-income households can effectively provide a source of cross-subsidization for lower-income households, HACC may also explore options to include units that have rents appropriate for households with incomes from 61% to 80% of area median income. No more than **81** Bond financed units will have rents at this level. The need for affordable housing crosses income levels, and serving higher-income households can create cross-subsidization for very low-income households.

The private rental housing market has always been concentrated on small unit sizes, while the need for rental housing crosses a range of household sizes. This mismatch between need and available units is especially difficult for lower-income households. As a result, the Metro Bond Framework has set a goal that half of the units developed under the bond program must include two or more bedrooms. For HACC, this means that at least **406** units will include two or more bedrooms.

Advancing Racial Equity

The Housing Authority of Clackamas County prioritizes advancing racial equity for all its activities. This is an ongoing priority of HACC to mitigate decades of government policy from the federal to the local level that contributed to disparate outcomes for communities of color. People of color struggle disproportionately with unaffordable housing, displacement and homelessness. The implementation of the Affordable Housing Bond provides an opportunity to work to address this inequity and to meet the needs of historically marginalized communities.

Efforts and opportunities to address racial equity occur at many points in the implementation of the Affordable Housing Bond. Opportunities to advance racial equity include community engagement and plan development, project selection, the inclusion of minority businesses and workforce in the design and construction of housing, the formation of culturally specific partnerships for outreach and services, accessible tenant selection/screening criteria processes, contracting opportunities post construction, and ongoing reporting of outcomes. The specific implementation strategies HACC will employ are discussed in the various sections below.

II. Strategy Development

HACC has developed this LIS by engaging in a comprehensive outreach and review process during the spring and early summer of 2019. Meaningful community engagement is the basis for this LIS. The outreach process resulted in hearing from hundreds of community members and dozens of local stakeholder agencies and jurisdictional partners. This resulted in perspectives on housing needs across Clackamas County especially focused on special needs populations. Exhibit 1 provides a detailed report on the outreach and engagement process; the highlights are included below.

Listening Phase

To inform our LIS, Clackamas County and HACC recognize the importance of community engagement. To help us outline this process, we began active outreach efforts to inform the public about the forthcoming Affordable Housing Bond and the impact it will have on critical housing needs throughout the communities in Clackamas County. Utilizing advisory boards already in place, feedback from our County Commissioners, jurisdictional partners, and our residents, HACC established several opportunities for information sessions detailing our countywide state of housing needs and the guidelines and outcomes expected through the Affordable Housing Bond program. During these information sessions, county staff asked “key” questions of our audiences to help inform how the formation of our LIS and how best to organize implementation. Below represents findings from these sessions.

Review Draft Feedback

This LIS was drafted using the Metro Affordable Housing Bond Work Plan adopted in February of 2019, as well as with feedback from HACC Board, our Housing Advisory Board (HAB), and feedback during various listening sessions held by HACC over several

months. HACC staff will present the draft LIS to the HACC Board for feedback on June 18, 2019. At that point, the LIS draft was made available for community feedback, as well as comments from Metro staff, members of the Metro Housing Bond Oversight Committee, and community groups engaged in the Listening phase.

Local Implementation Strategy Approval

It is anticipated that a final LIS will be reviewed by the Metro Housing Bond Oversight Committee on August 7, 2019, and subsequently by Metro Council on September 5th, 2019. It will be considered by the HACC Board for final County approval on September 10th, 2019.

III. Implementation Phases

Implementation of Bond funded projects is expected to occur over a period of four to seven years. This timeline will allow for the identification of sites, securing needed resources for capital and services, forming partnerships with developers and service providers, procurement of projects through public solicitations, and completing construction. During this period, community needs and opportunities may change. New census data will become available, new community planning efforts may be initiated or completed, and new resources or opportunities may become available while other resources or opportunities may not materialize as anticipated. In addition, certain framework goals may be easily fulfilled, while others may prove more challenging. Because of the dynamic nature of this work, HACC proposes to periodically review, and potentially reset this Implementation Strategy.

HACC proposes to take a portfolio approach to implementing Bond resources, monitoring and adjusting the LIS when appropriate (Exhibit 2). Because the pace of implementation is uncertain, review points will not occur at specific points in time but instead will be based on the commitment of Bond resources to specific projects.

HACC will use Exhibit 2 as an addendum to this Implementation Strategy. As project commitments are made, the tracking worksheet will be updated to show balances of funds available and progress toward framework goals. This will provide a real-time update that can guide the selection of the subsequent projects to ensure that overall goals and resource commitments are consistent with the Metro framework. Should the tracking worksheet indicate that a modification to the adopted Implementation Strategy is advisable; the amendment process will include community outreach and engagement, review by the HAB and amendment by the HACC Board with submission to Metro for review and approval.

IV. Organizational Plan for Implementation

HACC will use a combination of staff and consultants to administer this Implementation Strategy. In-house staff will be responsible for coordinating community engagement and outreach, project selection process, project documentation and funding processes, as

well as overall program monitoring and reporting. The Housing Authority may engage consultants with expertise in financial packaging of affordable housing to review proposed projects during the selection and commitment phases. Similarly, HACC may engage consultants or collaborate with other project funders to leverage their expertise in construction management to help oversee project development.

Some aspects of implementation will require the development of new systems for HACC. Depending on the activity, HACC will either create its own tracking/compliance system or may work with Metro or other jurisdictions to create effective implementation strategies.

In addition to the county general fund, Metro has committed \$2,446,065 of one-time funds to be spent over five years to augment and support Clackamas County's development team and pre-development activities directly related to bond implementation and bond funded projects. Initially, Clackamas County anticipates that these funds will support additional staffing for our Finance and Community Development departments to implement, track and monitor bond resources over the term of the bonds. In addition, these resources will also support our ongoing community outreach engagement strategies.

V. Project Selection Process

HACC will work in partnership with developers/owners that are skilled and interested in providing affordable housing throughout the County's Metro boundary. In addition, the Housing Authority itself intends to be a developer or owner of housing funded under the Bond. HACC expects that the Bond funds may provide support for a total of approximately 8-12 projects. HACC expects that it will be the developer/owner of approximately 450 units of bond-financed housing and will use approximately \$63.9 MM or 55% of the total bond resources with the remaining balance, \$52.5MM or 45%, available for projects sponsored by non-profit or for-profit developers throughout the eligible bond boundary within the county.

HACC will establish a set of expectations for developers/owners to ensure that both the framework goals and racial equity outcomes are achieved. These are requirements that will apply to all developer/owners; they will not be competitive selection criteria. Requirements will include such things as the period of affordability, the inclusion of MWESB contractor participation in the development process, community engagement during predevelopment, and the use of best practice outreach and tenant selection criteria. The specific requirements are described in the Project Selection Criteria and Project Implementation sections below.

The Housing Authority will utilize the Clackamas County Housing Advisory Board (HAB) as a review committee. The HAB is comprised of Clackamas County residents and industry experts from the fields of affordable housing finance, resident services, homelessness, affordable housing development, real estate management, culturally

specific service providers, the elder community and the construction general contracting industry. The HAB will provide feedback to staff and advise the HACC Board regarding proposed Housing Bond projects. The project selection process will include public and open solicitations via Notice of Funds Availability (NOFA), Requests for Qualification (RFQ) and Requests for Proposals (RFP), and may also consider unsolicited proposals or negotiated agreements.

The selection process will include a set of expectations for all developers/owners to ensure selected projects achieve both the framework goals and racial equity outcomes. These requirements include a 60-year affordability covenant, inclusion of minority and women-owned contractor participation in the development process and the use of best practice outreach and tenant selection criteria. Specific requirements are fully described in the Project Selection Criteria and Project Implementation sections below.

HACC anticipates that a Notice of Funding Award (NOFA) process will be used to provide early access to bond resources for projects that can demonstrate project readiness. A NOFA is expected to be released as early as fall of 2019. Request for Qualification (RFQ) or Request for Proposal (RFP) are anticipated to be used by HACC for the redevelopment of HACC's public housing portfolio. Though subject to change, HACC anticipates that the first of our public housing redevelopments, Hillside Park in Milwaukie, will begin in 2021. Following Hillside Park, HACC expects that Clackamas Heights in Oregon City (also a public housing site) would begin its process for redevelopment approvals in 2021 with an RFP for bond resources available sometime after final redevelopment approvals have been granted.

In some instances, HACC may choose to engage in a negotiated agreement or unsolicited proposal. An example of this type may be the acquisition and rehabilitation of an existing building that provides an opportunity to further Clackamas County's affordable housing stock. In all cases, any proposed use of bond resources will be reviewed first through HACC staff and then via the Housing Advisory Board (HAB) before any recommendation to the HACC board and Metro.

An exception to this process is the Gladstone SRO affordable housing project which had been identified as a potential Bond funded project prior to the development of this LIS. This project is expected to be the first project to be funded with Housing Bond resources in Clackamas County and the reasons for being exempted from this selection process are detailed below.

Phase 1 Project – The Gladstone SRO Affordable Housing site

Consistent with Metro and Clackamas County's hopes to demonstrate timely progress in Bond implementation, HACC has identified a Phase 1 Project. The project, located in Gladstone, is the re-development of an older special needs housing site that can provide up to 45 units. HACC will be the developer/owner of the project.

The site is currently controlled by HACC and has been vacant for a number of years. It had previously been used as a nursing home and then a residential facility for youth. The site can be easily re-adapted, has good service spaces, is close to commercial services, transportation, and is affordable. The development of the Gladstone Single Room Occupancy (SRO) can fill a gap in the existing continuum of housing in Clackamas County by providing property for a singles population with deeply affordable rents and wrap around supportive services.

HACC envisions the project will provide single room occupancy units to single adults with special needs. All of the units will have tenant rents at or below 30% AMI and will have project-based rent assistance. HACC is continuing to explore whether the project would be targeted to a specific special needs sub-population or available to a range of income-qualified singles. HACC will explore the opportunity for partnerships with service providers who may have clientele needing housing and/or providers who may have valuable services to offer to residents. The space configuration allows the possibility of locating a medical clinic on site as well as on-site food preparation services available to residents.

The bond funds in this project will be leveraged with 4% tax credits and the site is located in a qualified census tract, increasing the resources generated by the tax credits. Other leverage sources may include the Multifamily Energy Program (MEP), Permanent Supportive Housing (PSH) resources, and a permanent mortgage.

Public Housing Re-Positioning

The Housing Authority is working on master plans to re-position its existing public housing portfolio. There are currently three primary public housing sites—Hillside Park, Clackamas Heights, and Oregon City View Manor. Long-term plans for these sites may include possible sales of current land holdings associated with these sites, possible purchases of adjacent sites and ultimately the re-development of the bulk of the existing 300 units into new communities. These projects are some of the oldest public housing in Oregon. They have a number of problems including poor physical condition, poor use of land, poor locations and over concentration of lower income households. The Housing Authority's goal is to embark on community-based input and planning exercises that result in well-built mixed-income communities with modern levels of density.

The Housing Authority expects that the new master plans will result in substantially more units of affordable housing. Use of Bond funds to support this re-positioning effort is consistent with Metro requirements that Bond financing only be used for existing affordable housing sites that are part of the redevelopment of a residential property with existing public affordability restrictions, as long as the redevelopment results in a substantial net increase in the total number of affordable homes. In such cases, Bond funds may only be used for the portion of new homes that are not replacing regulated affordable homes currently on the site. HACC expects that it will use some portion of the Bond funds in these re-development projects. While the specific sites, the number of units

and characteristics of those units are not set at this time, it is expected that the projects selected for Bond funding will emphasize large family and deeply affordable units.

Should the Housing Authority identify public housing redevelopment sites under this Implementation Strategy, it will determine whether to develop/own the project themselves or to select a developer/owner; HACC anticipates acting as a developer on at least 300 of our public housing units. Should HACC decide to select a developer/owner it may use an RFQ, RFP, or sole source selection process.

Sites Identified by Metro

The allocation of Affordable Housing Bond funds includes an allocation for land acquisitions carried out by Metro rather than by the implementing jurisdictions. Metro has allocated an estimated \$12 million for acquisition in Clackamas County. We will encourage Metro to purchase sites throughout the eligible boundaries in the county to further leverage our allocation of bond funds. HACC is committed to working closely with Metro should such sites be identified. When such sites are identified, HACC and Metro plan to select a developer/owner through a competitive process.

Sites Proposed by Developers

The Housing Authority may accept unsolicited proposals from developers for projects to be funded under the Bond. Developers should be aware that, depending on progress against the Bond framework, such proposals may need to achieve specific targets for income levels, cost, unit types, geographic area, racial equity, accessibility, or other characteristics. Developer/owners are encouraged to work closely with HACC to ensure that their proposals are responsive to the evolving needs of HACC's Implementation Strategy.

VI. Leveraging Other Affordable Housing Resources

While the Metro Bond resources are substantial, in order to accomplish the unit targets of the Bond, these funds will need to be blended with other public and private funding sources, including other HACC resources. A number of principles will guide efforts to leverage the Bond funds:

- **Maximize the use of non-competitive resources.** The 4% LIHTC program is available on a non-competitive basis to provide equity for affordable housing development. This program is especially useful for larger projects or scattered site projects that can be bundled to achieve the scale desired by equity investors. Developing projects in Qualified Census Tracts (QCTs) or Difficult to Develop Areas (DDAs) can maximize the usefulness of the 4% tax credits.
- **Maximize use of private resources.** Many projects will generate sufficient rental income to be able to make debt service payments on loans from private banks. While

ensuring that projects have appropriate operating budgets and reserves, private debt should be secured for projects whenever feasible. Additionally, where bonds may be used for homeownership opportunities, the owners' mortgages are an example of leveraging private sources.

- **Maximize local resources.** A variety of local resources may be available to support capital and operating expenses:
 - **Project-based rental assistance.** HACC has committed project-based rental assistance for 200 units to Bond projects. This assistance will allow residents to pay based on their household income, while the project will receive a set rental income based on the rental assistance payment standard.
 - **Property tax exemption.** For project developed/owned by HACC, it will take advantage of property tax exemption under the provisions of ORS 307.092--this is the statute that provides property tax exemptions for housing authorities. It may also consider this exemption to projects under co-development agreements with HACC.
 - **Publicly owned land.** HACC will prioritize projects developed on County/HACC-owned or other publicly owned sites. The ability of HACC or other jurisdictions to donate the full value of the sites may vary, but discounted values would likely be available.
 - **Explore other local resources.** The Clackamas County Board and HACC will work with bond-eligible jurisdictions to identify local resources that support bond financed projects in an effort to encourage bond developments in jurisdictions committed to affordable housing.
 - **Seek other existing affordable housing resources (Federal, State and County resources).** HACC recognizes that despite the substantial amount of Bond funding, projects may have financing gaps that are best filled with other traditional affordable housing program resources. Though it is not anticipated that these competitive resources will be utilized to support bond-financed developments, sources outside the purview of HACC may be needed to complete financing packages for specific projects. In partnership with the selected developer, HACC will work with other funders in a transparent way to find the most effective and efficient way to bring these resources to Bond funded housing projects as necessary.
 - **Support the pipeline of other affordable housing projects.** While much of HACC's efforts during the implementation of the Affordable Housing Bond will be focused on moving the pipeline of Bond funded projects forward, the ongoing availability of other Federal, State, and local affordable housing resources means that there is a likelihood other projects may move forward during the same timeframe. HACC will monitor the pipeline of projects proposed and funded throughout Clackamas County and will collaborate with developers and jurisdictions throughout the county to identify the most appropriate funding packages and other support that can be allocated to those projects.
 - **Funding for resident and supportive services.** HACC will work with regional and state partners to identify a consistent funding source to serve vulnerable

homeless or at risk populations. It is through consistent funding of resident and supportive services that vulnerable populations can remain housed and help the project succeed financially.

VII. Project Selection Criteria and Metro Framework

HACC will consider a number of factors in the selection of Housing Bond projects. The first consideration will be how each project contributes to the accomplishment of the goals in the Metro Framework. Under the Framework, HACC has the following targets:

Framework Targets	
Total Units	812
Minimum number of 30% AMI Units	333
Maximum number of 61% to 80% AMI Units	81
Minimum number of 2 Bedroom & Larger Units	406

HACC does not expect that each project will reflect the ratios expressed by these targets, but instead that the overall portfolio of funded projects will achieve this mix.

HACC does expect that most projects will include some units that are two bedrooms or larger. The ratio of small and large units will reflect the characteristics of the target population of specific projects, and that in turn, should reflect characteristics of a site in terms of whether it is best suited to families with children or smaller families.

HACC does expect that most projects will include some units with rents at 30% AMI. In some cases, projects will be targeted to low wage earners, while others may be targeted to people with disabilities or other special needs, or people who have experienced homelessness. Some projects may be designed exclusively to have 30% units or have high concentrations of 30% units with corresponding supportive services.

HACC hopes to include 61%-80% AMI units when that helps to cross-subsidize lower income units or reduces the amount of Bond financing needed for the project.

HACC will focus its Bond financed affordable housing on new construction multi-family rental projects and may also consider multi-family acquisition/rehabilitation projects. Additionally, HACC is considering investing Bond resources in homeownership strategies should the right location and opportunity arise. In our community engagement, participants from communities of color strongly emphasized a desire to see Bond

resources promoting access to home ownership among communities of color in Clackamas County.

Furthering Clackamas County's Affordable Housing Goals

In addition to fulfilling the LIS, HACC will work to align the affordable housing developed with the Bond to support a variety of local goals. These include:

- Working to create housing opportunities across the geographic area of this Implementation Strategy. This includes the cities and unincorporated areas of Clackamas County that are in the Metro area.
- Focusing its Bond-financed affordable housing on new construction of multi-family rental projects and explore homeownership opportunities.
- Considering acquisition/rehabilitation projects to prevent displacement.
- Geographic Goals – HACC looks to support projects in opportunity neighborhoods that have good access to transportation, commercial services, community amenities, and provide the opportunity to create inclusive mixed-income neighborhoods.
- Target Population Goals – During the Listening phase, we received reminders of the need for senior housing, family housing (to include three and four-bedroom units), housing accessible to high needs populations, housing that is compliant with the American with Disabilities Act (ADA), and housing for individuals exiting the foster care system. Due to limited resources and the small number of projects to be funded under the Bond, addressing all these needs will not be feasible, but HACC will strive to assist as many of these needs as possible. To do so, HACC will require that project sponsors of bond developments are holding at least two engagement sessions during predevelopment to actively engage with the community surrounding the sites location and to provide listening and feedback sessions to the potential residents that may live there.
- Complementing other affordable housing-related activities – The Housing Bond funds allow HACC to leverage its resources to continue its work on other affordable housing strategies and in other parts of the county that aren't eligible for Bond proceeds These include working with property owners to identify ways to improve the housing stock while avoiding forced displacement of tenants, collaborating with market-rate developers and nonprofits to also consider development in non-Metro boundary communities, prioritizing Community Development resources to support non-Metro boundary developments, working with homebuilders to increase affordable homeownership stock.
- HACC supports the principle that housing created with the bond should maximize housing choice for tenants.

Racial Equity

HACC's approach to racial equity in project selection will take into consideration factors such as:

- Increasing affordable housing in areas with existing underserved diverse populations, especially in areas that may be subject to gentrification. Throughout our community

engagement process, the needs of those historically underserved in growing areas of gentrification were heard. Priority will be placed on developments that provide by location and amenities the ability to create long-term affordable housing with the following criteria considered:

- Providing new affordable housing in high opportunity neighborhoods and sites. This would include sites that have good access to transit (e.g. bus, rail, bike paths and pedestrian corridors), jobs, quality schools, commercial services, parks & open space, etc.
- Supporting project teams that have a proven track record of:
 - Outreach, engagement, and ensuring participation of minority and women-owned contractors in pre-development and construction of the project, as well as the ongoing maintenance of the building
 - Engaging targeted and/or marginalized communities, communities of color as part of its leasing process
 - Creating an inclusive tenant screening criteria process, minimizing barriers to housing experienced by communities of color

HACC will prioritize projects addressing the historical racial disparity and lack of housing access and opportunity to build equity and generational wealth experienced by communities of color. Addressing these disparities may be through projects sponsored by culturally specific organizations, or projects sponsored by partnerships in which culturally specific organizations have a meaningful role in project design and operations, or sponsors that provide sufficient proof of their ability to connect with communities of color to promote housing access and/or affordable homeownership opportunities

Connection to Services

HACC expects that Resident Service Coordination will be provided at all projects, appropriate to the level of need of the target population. Resident Services will focus on eviction prevention, helping residents access to mainstream services for which they may be eligible, empowerment services and community building activities.

Projects serving high needs populations will require robust supportive services to ensure resident stability and positive outcomes. HACC currently provides limited supportive services. HACC will work closely with other Clackamas County departments to help connect developer/owners to public and private service providers in the community to create needed partnerships. HACC will evaluate a project's target population and service plan to ensure that it is appropriate and durable. HACC will approve resident service fees in project operating expense budgets.

HACC heard throughout our community engagement with historically under-represented communities, the importance space and place play in regards to the development of a site; importance that moves a building from simply housing to a place called home. To that end, HACC will require that developers/sponsors of bond-financed

units detail within their proposals and design how they intend to meet and promote community gathering space opportunities. These may be opportunities both internal to their developments or through site locations that emphasize access to community building through existing amenities such as: parks, libraries, community centers, and other place-making opportunities.

Project Cost/Leveraging Funds

HACC plans to use Bond funds to support a portfolio of projects that provide the best return on investment in the form of long-term sustainable housing. These projects will be characterized by efficient design and durable construction. They will use cost-effective green building measures to create efficient use of energy and water, and select materials to create healthy living spaces. They will be well aligned with the needs of the target households in terms of space, amenities and service requirements, and will be valuable assets in the communities in which they are located.

The blend of funding sources will have an impact on both hard and soft costs. Hard costs will be impacted by development standards of investors, lenders and other public funders. Soft costs will vary with requirements for specific legal, accounting, reserve requirements, and fees. Leverage will also be impacted by the service needs of the residents.

HACC will evaluate all proposed projects to ensure that the costs are reasonable and appropriate to the specific project. In doing this evaluation HACC will focus on the amount of Bond funds needed rather than the total development costs of projects. This evaluation may consider:

- Scale appropriate to the target population.
- Scale appropriate to the neighborhood in which the project is located.
- Costs associated with mixed-use projects.
- Quality of construction materials.
- Costs associated with the service needs of the target population.
- Reasonable fees and reserves.

HACC recognizes that in order to accomplish the overall unit target, it will need to have an average Housing Bond expenditure per unit of approximately \$143,000. Some projects may receive significantly fewer Bond funds than this amount, while others may receive significantly more. The Bond funding levels available for specific projects or funding processes will be clear in the Exhibit 2 tracking worksheet that is attached to this Implementation Strategy.

Capacity/Readiness to Proceed

Affordable housing is a specialty business that differs in many ways from market-rate housing or other real estate development. HACC will seek to partner with non-profit, for-profit, or governmental organizations that have demonstrated skills as affordable housing developer/owners. Expertise with the framework target unit types and with the specific population proposed by a project will also be considered.

Timely implementation of the Housing Bond is critically important and was a point of emphasis throughout our community engagement activities. In its selection process, HACC will prioritize projects that have a clear path to timely completion. HACC may prioritize projects that have appropriate zoning, have secured much or all of the other financing sources, have secured needed service partnerships, have a clear and achievable racial equity plan, etc. While HACC may not make concept endorsements until projects meet benchmarks that indicate the likelihood of projects coming to fruition, HACC suggests that interested developers begin conversations with the Housing Authority at the earliest stages of pre-development to ensure that project programming aligns with the Implementation Strategy.

VIII. Project Implementation

Review & Approval of Projects

Bond-funded projects will go through a multi-stage review and approval process as follows:

- **HACC concept endorsement.** To be forwarded to Metro for concept endorsement a project must, at a minimum, have site control, a preliminary development plan, the preliminary estimate of total development costs, a preliminary estimate of needed Housing Bond funds, and an identified development team. HACC will process concept endorsements first at the staff level, then review by the Housing Advisory Board, and review by the HACC Board work session.
- **Metro concept endorsement.** HACC staff, in conjunction with Metro staff, will present the project to Metro for endorsement by the Metro COO. Metro will review the project for conformance to the adopted Local Implementation Strategy.
- **HACC project approval & funding authorization.** As the project completes due diligence and moves to financial closing, HACC will process project approval by asking the HACC Board to take action.
- **Metro project approval & funding authorization.** HACC staff, in conjunction with Metro staff, will present the project to Metro for final approval and funding authorization.
- **Release of Funds.** Once a project has received approval by HACC and Metro, funds will be released to the Housing Authority and disbursed to the project in accordance with the provisions of the project documents and the Metro Intergovernmental Agreement.

Project Closing

- **Metro-Approved Regulatory Agreement.** All projects will be required to execute a Metro-approved Regulatory Agreement that acknowledges the use of Metro Housing Bond funds and the restrictions associated with the use of such funds. The Regulatory Agreement shall be recorded against the project at or prior to closing.
- **Period of Affordability.** The Regulatory Agreement will generally specify a 60-year period of affordability. For acquisition projects that are more than 10 years old, HACC may consider a shorter period of affordability, but no less than 30 years. The Regulatory

Agreement will provide a first right of refusal for qualified nonprofit organizations or government entities to acquire the project upon expiration of the affordability period.

- **The accomplishment of Framework Targets.** The Regulatory Agreement will also specify the level of affordability and the unit bedroom sizes of the project
- **Reporting Requirements & Monitoring During Operations.** The Regulatory Agreement or similar agreement will also provide requirements for periodically providing information relating to the project's financial performance, physical condition, occupancy, tenant income verification, and voluntarily collected tenant demographics. The agreement calling for these reports shall provide that reports will be made for the benefit of both Metro and the Housing Authority of Clackamas County. The agreement shall also provide physical access to the property when requested by Metro, HACC, or other project financing partners.
- **Jurisdiction Documents.** HACC will require a variety of other documents relating to the project. These may include:
 - Development & Disposition Agreements. In the case of properties controlled by HACC, the Housing Authority will develop agreements relating to the transfer of property to the developer/owner.
 - HACC will develop documents relating to the form of investment of Bond Funds. These may vary depending on the projected cash flow of different projects and may take the form of cash flow dependent loans or grants. In general, HACC will support the allocation of modest amounts of program income to restricted reserve accounts dedicated first to the provision of Resident Services. Projects that are expected to have more significant program income may have requirements for cash flow dependent distributions to the Housing Authority.
 - HACC will specify requirements relating to the implementation of racial equity strategies. Strategies will be developed for each project, and requirements will be documented in agreements with the Housing Authority. This will include:
 - **MWESB Contracting.** Project sponsors will be required to make best faith efforts to achieve 20% participation of subcontracting of development hard and/or soft costs to certified minority, women, emerging small businesses. Project sponsors will be required to provide documentation of subcontracting efforts and results.
 - **Workforce Participation.** The Housing Authority is interested in encouraging participation in project workforce hours by minorities, women and disabled veterans. While specific programs to further this goal are not developed at the time of writing this Implementation Strategy, the Housing Authority will work with Metro, other implementing jurisdictions, and with project sponsors to explore ways to maximize participation in project workforce hours.
 - **Affirmative Marketing, Tenant Selection & Lease-Up.** Consistent with Metro policy and feedback provide throughout our community engagement (please see targeted engagements to specific populations in Exhibit 1, pg. 23) outreach sessions, HACC will work to ensure that Bond financed housing serves communities of color, families with children and

multiple generations, people living with disabilities, seniors, veterans, households experiencing or at risk of homelessness, and households at risk of displacement. HACC will require that project developers/owners make best faith efforts to make units available to minorities and disadvantaged populations using best practice strategies. In general, this will require:

- Affirmative outreach and marketing to target populations. Developers/owners, and their property management companies (if applicable) will be expected to engage in proactive efforts to make disadvantaged populations aware of the availability of units, and the process and timeline for application. HACC will work with project sponsors to identify specific target populations for each project and will review the proposed outreach and marketing strategy for each project.
- HACC will require that project sponsors use low-barrier screening criteria that balance access to target populations, project operations, and community stability. Typical requirements may include less than standard market apartment income-to-rent ratios, reduced credit history requirements, and criminal history requirements that only consider recent convictions that are most directly tied to tenant success. Project sponsors will be required to review appeals to denials of standard screening criteria that take into consideration the efforts of applicants that demonstrate stability and potential for tenant success. Project sponsors are also required to review appeals if the disqualifying aspects of denial are related to a disability and make reasonable accommodations as appropriate.

Project Monitoring

Projects will be subject to monitoring throughout the development process and period of affordability. The monitoring process and expectations will be documented in agreements with the City. In general, this will include:

- **Monitoring During Development & Lease Up.** HACC will require monthly reports during the project development and lease-up period and will conduct monthly site inspections in coordination with other funding partners to ensure progress to on-time and on-budget completion. HACC will sign off of any change orders and on monthly draw requests.
- **During Operations.** HACC will require annual reports that include information about project physical condition, fiscal condition, occupancy, tenant income verification, and voluntarily collected tenant demographics. HACC will conduct periodic site inspections in coordination with other funding partners.
- **Post-Completion Monitoring.** In addition to monitoring of operations, HACC will revisit each developments engagement plan at “natural” stages of completion and stabilization

to check proposed goals against actual achievements. The intent of this stage is to reconnect with our community stakeholders to report on outcomes to date and to assess whether we need to revisit the goals of our LIS. Areas of significant interest may be in the following categories and times

- MWESB proposed outcomes versus actual (50% and 100% construction completion);
- Workforce participation (50% and 100% construction completion);
- Low-barrier screening and outreach to communities of color as it pertains to lease up activities (initial lease up period, 1-year anniversary, 3-year anniversary);
- Connection to services in the community (1-year lease-up anniversary)

IX. Reporting on the Implementation Strategy

Annual Report

HACC staff will prepare an annual report to the Housing Advisory Board and the HACC Board on the overall progress of the Local Implementation Strategy. This information will be made available to the public and interested stakeholders using a variety of strategies such as published reports, newsletter articles and website postings. The report will include information on committed and completed projects (e.g. project status, Bond funding amounts, total project cost, and units produced by unit size, type and income level served). The report will also include information on overall progress toward achievement of the framework goals.

Reporting is a critical step for HACC and Clackamas County to address the impact of our efforts. To that end, each development will be revisited and measured against its outcomes to determine whether proposed levels of engagement and participation were met. Some of this information may be immediately available after project completion and some, like lease up and retention statistics may take a year or more to fully understand. The information gleaned will be valuable to our long term efforts throughout the life of the bond. It is HACC's intention to revisit these criteria, through annual reporting of the project sponsor, so that we can make periodic changes to our strategies under the LIS and to provide feedback and reporting to our residents, stakeholders, and Metro.

Reporting to Metro

HACC will submit annual reports to Metro in accordance with the Intergovernmental Agreement.

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Exhibit 1
OUTREACH & ENGAGEMENT REPORT

Clackamas County staff from Health, Housing & Human Services (H3S) and Public and Government Affairs (PGA) initiated outreach and engagement efforts around the Metro Affordable Housing Bond after voters approved the measure in November 2018. Building upon the county's strong relationships with local jurisdictions, affordable housing developers and service providers, county staff organized a series of engagement events targeting those respective stakeholder communities.

The county also contracted with a culturally specific provider, Unite Oregon, to partner on engagement efforts with low-income community members, communities of color, people with limited English proficiency, immigrants and refugees, and people with disabilities. Similar exercises and questions were used across these various engagement events, which reached a broad and diverse cross section of Clackamas County residents. A calendar of events and detailed summaries of each key engagement activity are provided below.

Summary of outreach event themes

Participants advocated for the need for affordable housing development for a diverse range of populations. This included people with disabilities (including those in recovery), seniors, families with children, and single individuals.

Key themes specific to what communities need for success emerged from engagement efforts across all stakeholder groups. Those included:

- The need for improved countywide access to multimodal transportation systems (especially in the more rural areas, but also increased connectivity between rural and urban areas)
- Increased affordable housing with access to services and jobs
- Improved access to health services (including mental health and addiction services)

Other recurring themes included safety and access to community amenities, such as grocery stores, green spaces, childcare and good schools.

Additional themes emerged specifically from conversations with communities of color, underrepresented and historically marginalized communities. Promoting opportunities for homeownership was a top priority, as was access to community spaces (community rooms in buildings, shared gardens, housing near parks or green spaces, community amenities, and the like). There was also a desire for access to free or low-cost educational opportunities, and family-friendly and culturally-specific activities. Detailed accounts of each engagement event are outlined below.

Calendar of engagement events

Outreach and engagement was primarily information sharing presentations to local jurisdictions and community fora. In May and June county staff and Unite Oregon held a series of engagement events at which extensive feedback was gathered, summarized further below. An online survey (English only) was also available for community members to anonymously fill out.

Informational Meetings Presenting Preliminary Bond Information to the Larger Community

11/28/18 and ongoing at monthly meetings	Discussion of Bond and implications with CC Affordable Housing and Homelessness Task Force
11/29/18	Presentation on homelessness and the Bond to Lake Oswego City Council and staff
12/6/18	Discussion at Milwaukie Housing Forum
1/8/19	Presentation to Gladstone City Council
1/8/19	Handout and brief information shared at Clackamas County's Legislative Dinner
1/10/19	Presentation to the Court Appointed Special Advocates for Children
2/19-5/19	Worked with Community Alliance of Tenants and the Institute for Portland Metropolitan Studies on a community engagement plan for our Phase I project in Gladstone
2/26/19	Presentation to Jennings Lodge Community Planning Organization
4/14/19	Presentation to Milwaukie Housing Town Hall

Community Engagement Events to Solicit Feedback for LIS

Date	Event	Type	Number of Attendees
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May 14th	Housing Forum	Targeted outreach to jurisdictional partners (including city officials, CPOs) and developers	56
May 15th	ClackCo Academy resident outreach	Community members (not targeted). Class made up of community members	19
May 23rd	Our Housing, Our Communities	General and Targeted outreach to diverse community members. Sought to engage non-english speaking and POC.	Approx. 40
June 11th	Homeless Solutions Coalition of Clackamas County (HSCCC) Community Meeting	Service Providers	Approx. 45
June 15th	Clackamas County Coordinated Committee (C4 Retreat)	Targeted outreach to Mayors, elected officials, Metro	53
June 20th	Our Housing, Our Communities	General and Targeted outreach to diverse community members. Sought to engage non-English speaking and POC. Discussion around equity.	52

Targeted engagement to specific populations or organizations that serve them

Participating Populations	Focus Groups or Events
Low-income individuals	HSCCC, Unite Oregon meetings (5/23, 6/20)
Seniors	HSCCC, Unite Oregon meetings (5/23, 6/20)

Youth experiencing housing instability	United Oregon meetings (5/23, 6/20), and service providers of this population at HSCCC (6/11)
Individuals with physical disabilities	6/20 Unite Oregon meeting, and service providers of this population at HSCCC meeting (6/11)
Individuals with developmental disabilities (service providers)	HSCCC
Individuals with mental health concerns disabilities (service providers)	HSCCC
Individuals with addictions issues disabilities (service providers)	HSCCC
Individuals with limited English proficiency	Both Unite Oregon meetings (5/23, 6/20)
Immigrants and refugees	Both Unite Oregon meetings (5/23, 6/20)
Individuals with current or previous experience of housing instability	HSCCC (6/11) and Unite Oregon meetings (5/23, 6/20)
Residents of low-income housing	HSCCC (6/11) and Unite Oregon meetings (5/23, 6/20)
Justice-involved individuals disabilities (service providers)	HSCCC meeting (6/11)
Service providers for people on probation and currently incarcerated	HSCCC meeting (6/11)
Community Participation Organization (CPO) members	2/26 Jennings Lodge CPO meeting

Tribal community members	6/20 Unite Oregon meeting
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Demographic information was requested at the 6/11/19 Unite Oregon engagement event but not all participants responded. Though age wasn't captured, older adults were in attendance and have attended several events thus far. Of particular interest has been the welcome attendance of non-native English speakers. The goal from our community engagement consultants, Unite Oregon, was to cast a wide net to attract as much feedback from as many different people as we could. Primary to that goal was to recruit people of color, immigrants, and refugees.

Not all who were in attendance have been willing to provide full demographic information but we have received direct feedback and information from: six Arab-Speaking immigrants/refugees; three Vietnamese speakers; 4 identifying as Spanish-speaking or Latino; an individual who identified as mixed race; one native Hawaiian.

Additionally, Unite Oregon provided outreach to people experiencing housing instability. Their feedback regarding increased information and resources relating to housing helped HACC shape the format of our engagement meetings.

Below is a list of jurisdictions we have had conversations with about the bond, or who have participated in a formal presentation.

- West Linn
- Sandy
- Tualatin
- Molalla
- Wilsonville
- Happy Valley
- Lake Oswego
- Canby
- Oregon City
- Milwaukie
- Gladstone
- Estacada
- Fire Districts
- Beavercreek
- Johnson City
- Rivergrove

Staff had informal listening sessions with the following nonprofit and for-profit developers and community groups. These discussions helped HACC staff frame topic areas and priorities within the LIS:

- Geller Silvis
- Strategies 360
- Sera Design
- Key Bank
- MHA of Oregon
- Milwaukie Floors
- Community Development Partners
- Rose Community Development
- Columbia Care Services
- Related Companies
- Todos Juntos
- Healthy Families Oregon, Clackamas County

- Community Development Partners (CDP)
- Community Partners for Affordable Housing (CPAH)
- Otak
- Columbia Care
- Bridge Housing
- Reach Community Development
- Northwest Housing Alternatives
- Northwest Family Services
- Pedcor
- Dominion
- Structure Development
- Related Northwest
- Portland Habitat for Humanity
- Proud Ground
- NEDCO
- Strategies 360

The “Our Housing, Our Communities!” engagement sessions held on May 23 and June 20 were conducted in partnership with Unite Oregon, whose staff did extensive community outreach to historically marginalized communities to invite attendees. Interpretation was available and actively utilized in Spanish, Vietnamese, and Arabic. Childcare and dinner were provided and gift cards were distributed to all community members in attendance. Events utilized interactive activities to capture in-depth feedback. Attendees represented recent immigrants, longtime residents, multiple nationalities, different age groups, and multiple ethnicities and races.

At the request of the community, the May forum included information about tenant’s rights and basic information about what affordable housing is before the bond portion of the event began. A participatory budgeting exercise was conducted at the June meeting. The two Unite Oregon meetings saw roughly 45 and 60 attendees, respectively.

Detailed Engagement Summaries

May 14th Housing Forum: Targeted outreach to jurisdictional partners and developers

This event was an opportunity to hear from city representatives and Community Planning Organizations (CPOs) as key stakeholders in successful implementation of the Metro Housing Bond in Clackamas County. Marketing strategies for this event included posting on the County Events Calendar, as well as email invitations sent to all elected city representatives, CPO Constant Contact List, as well as a list of active community developers. 56 people attended this event, which was held at Clackamas County’s Development Services Building.

Participants identified a strong need for countywide public transportation improvements in order for affordable housing to be the most effective in serving the community, in addition to rent caps and a need for accessible wrap around services. In addition, fee waivers were recommended, as well as further community education around housing need. Participants also recognized the importance of community spaces such as gardens, parks, and community rooms.

What needs to be in place for housing to be successful?

- Countywide public transportation
- Rent caps
- Wrap around services
- Fee Waivers
- Education on housing need
- Community Spaces (shared gardens, parks, community rooms, etc.)

When looking at what populations are in greatest need of affordable housing, participants identified seniors and older adults, Workforce community members, and people with mental health challenges. Other populations identified were people with other types of disability (including people in recovery) and immigrants.

What population in your community is in greatest need of housing?

- Seniors and older adults
- Work Force
- People with Mental Health Challenges
- People with Disabilities
- People in Recovery
- Immigrants

Improved access to multi-modal transportation (including accessible public transportation). Other top 5 needs included access to affordable childcare, health services, and housing that includes supportive services.

What is your community's greatest need?

- Affordable housing
- Transportation
- Affordable childcare
- Access to Health Services
- Supportive Housing

When asked about values that should shape the County's approach to housing development, participants discussed the importance of opportunity areas, mixed income housing, increasing opportunities for homeownership, and providing quality housing. Racial equity was also stressed as a crucial part of smart development policies and practices. It was expressed that leadership needed to keep promises to voters around affordable housing development, by getting it done on an efficient timeline.

May 15th Input from ClackCo Academy participants

ClackCo Academy gives members of the community the opportunity to learn more about county services and programs. This was a closed group, with direct email invites sent to

ClackCo Academy participants. Members must live, work, own a business, or work full time in Clackamas County. Space is limited to 25 participants, with an additional five seats reserved for youth ages 16-20.

While the class is made up of community members, this engagement event was not open to the larger community.

What is your community's greatest need?

- Access to Jobs
- Access to services
- Transportation
- Affordable Housing

What population in your community is in greatest need of housing?

- Families with children
- People with disabilities
- Houseless community members
- Very Low Income
- Single Parents

What needs to be in place for housing to be successful?

- Access to multi-modal transportation options (including walkable streets)
- Access to services
- Access to jobs, training/adult education
- Public space/place-making, green space
- Government support and policy evaluation (land use, zoning, etc.)

May 23rd Our Housing, Our Communities!

This was the first event held in partnership with Unite Oregon. Conducted in the evening at the Wichita Center for Family and Community in Milwaukie, this event began with presentations about renters' rights and housing resources, a presentation about the Affordable Housing Bond, and ended with an engagement exercise. Food, childcare, and interpretation in three languages (Spanish, Vietnamese, and Arabic) were provided by Unite Oregon.

What needs to be in place for housing to be successful?

- More food banks nearby
- Gas heating instead of electric, because of the lower utility bill costs associated with gas heat
- Nearby community/cultural centers, as well as parks and natural areas
- Good parking
- High-quality schools
- Accessibility (both of housing and the surrounding neighborhood) for residents with

- Accessible transportation, especially public transit
- Community gardens
- Family-sized housing (3+ bedrooms) for larger families

What population in your community is in greatest need of housing?

- People with disabilities
- Seniors and older adults
- People in recovery
- Low income families
- Single parents
- Domestic violence survivors
- Students
- Larger families
- Families with young children

What is your community's greatest need?

- Transportation: Frequent bus service; affordable housing near transit stations; accessible
- Food: housing close to shopping centers; access to healthy food like co-ops like in Portland; free food resources for people with low incomes; access to community gardens to grow own food
- Health services: proximity to hospitals and clinics
- Affordable housing: cheaper rents for families with children; cheaper rent in general
- Other: child care; educational programs; tutoring or similar activities for children; security and safety at schools; proximity to playgrounds; low-cost home-buying opportunities; safe and friendly environments; close to stores/shopping opportunities; day care services; space to own a pet; well-ventilated housing units

Attendees gave a list of locations where they would like to see affordable housing in their communities:

- Oak Grove, especially near Fred Meyer
- Milwaukie
- Wilsonville, near major employment areas

June 11 Homeless Solutions Coalition of Clackamas County (HSCCC) Meeting

The HSCCC is a grassroots coalition comprised of more than 200 citizens, agency staff, government officials, church affiliates, and community members in Clackamas County. The mission is to find compassionate and respectful solutions to homelessness through community partnerships. On June 11th, members of HSCCC were invited to provide input on how they think the Metro Affordable Housing Bond dollars should be spent in Clackamas County.

What needs to be in place for housing development to be successful (amenities, services, etc.)?

- Need for more accessible case management and other supportive services.
- Access to resources including child care and schools, jobs and training/placement, food.
- Access to mental and physical health services
- Access to multi-modal transportation options
- Place Making/Public Spaces (community building, public art, places for community empowerment)

During the dot voting, the following top 5 were prioritized (in order from most votes to least):

1. Support services
2. Access to transportation (walking, bike, bus, car)
3. Access to schools/childcare
4. Close access to services (medical, dental, etc)
5. Green Space/Play Place

Help us shape our county values around housing.

- Compassion, understanding acceptance. Educating community
- Equity and Inclusion
- Trauma Informed approach to providing services
- Safety
- Community oriented spaces and activities. Community participation
- Sustainability (social, environmental, etc.)
- Accessibility
- Respect, dignity, self-determination, and empowerment
- Provision of and access to support services
- Education and youth services

During the dot voting, the following top 5 were prioritized (in order from most votes to least):

1. Compassion/understanding. Dignity, respect
2. Equity
3. Trauma Informed
4. Community Education
5. Access to Resources

Additionally, inclusion, sustainability, safety, and young children were called out as important priorities. Participants also pointed to the importance of community self-determination and empowerment as important to sustainable development practices, and expressed an interest in seeing more and improved community spaces.

What is your community's greatest need?

Participants were asked to provide input on the following predesigned categories: Transportation, Access to Health Services, Affordable Housing, access to food, and other. While a majority of participants did not put their city on a sticky note, the following were some of the areas identified:

- Transportation
 - Oregon City rural areas
 - Rural areas (county wide)
 - Milwaukie
 - Oregon City
 - Wilsonville

- Access to Health Services
 - Oregon City
 - Canby
 - Aurora

- Affordable Housing
 - Milwaukie/Oak Grove
 - The Whole Portland Metro Area
 - Milwaukie
 - Happy Valley
 - Oregon City
 - Wilsonville
 - Estacada
 - West Linn
 - Sandy

- Access to Food
 - Milwaukie

- Other
 - Walkability
 - Access to essential services
 - Better understanding of homeless by community
 - Peer support services
 - Access to affordable childcare
 - Access to good jobs, wages, and training
 - LGBTQ+ resources
 - Youth resources
 - Financial education

During the dot voting activity, the following 7 were prioritized as greatest community needs: (in order from most votes to least):

1. Affordable Housing
2. Mental Health & Physical Care
3. Transportation
4. Substance Abuse/Addiction Services
5. Support Services
6. Community Outreach/Awareness
7. Child Care

What population in your community is in greatest need of housing?

Of the predetermined categories, participants prioritized the following (from most to least votes):

1. People with mental health challenges
2. People in recovery
3. People with disabilities
4. Seniors and older adults

The largest number of votes, however, were in the “Other” category. Some of the greatest needs identified included:

- Single adults
- Single parent households
- Youth
- LGBTQ+ community members
- Families with children
- Veterans
- Those with criminal backgrounds and those recently incarcerated
- Houseless community members
- Domestic Violence survivors
- People of Color

During the dot voting activity, the following 8 were prioritized as greatest needs: (in order from most votes to least):

1. Mental Health Challenges
2. Families with children (ranked top along with Mental Health Challenges)
3. People in recovery
4. POC/LGBTQ+
5. Young people (teens and 20s)
6. Low Income
7. People with disabilities
8. Seniors/Older Adults

When asked how people receive their housing news, participants answered as follows:

- Social Media (Twitter, OCCH Chat, Next Door, MACG, etc.)
- Email or E-Newsletter
- Community Group/Meetings

- Government agency communications
- Networking
- Non-profits, day centers/shelters
- Libraries
- Health clinic communications

June 15th Clackamas County Coordinated Committee (C4) Retreat

The Clackamas County Coordinating Committee (C4) meets to provide coordination and cooperation between jurisdictions within Clackamas County and to form unified positions on land use and transportation plans. Membership is comprised of elected officials from Clackamas County, cities, representatives from unincorporated communities, and representatives from transit, sewer, water, and safety districts. At its June retreat, County staff presented the C4 with information on the Affordable Housing Bond and conducted a similar engagement activity to those described above. Responses listed below are in order of most to least.

What needs to be in place for housing development to be successful?

- Transportation access
- Services nearby
- Meaningful connections to existing neighborhood
- Green spaces

What population in your community is in greatest need of housing?

- Low income households
- Families with children (especially single parent households)
- Single adults experiencing homelessness
- People with behavioral health needs

What is your community's greatest need?

- Access to affordable housing
- Access to services (including health-both mental and physical)
- Improved access to transportation
- Access to jobs and job support/training

Help us shape our county values around housing.

- Commitment to mixed income integration
- Educate community (combat stereotypes, build support and acceptance)
- Living wages/access to employment
- Housing First/low or no barrier housing

June 20th Our Housing, Our Communities!

At the second engagement meeting in partnership with Unite Oregon, we began by debriefing participants about what we had discussed in May. We then provided a short overview of local housing resources with an opportunity for participants to ask questions. Next, we provided a longer training on the concept of participatory budgeting, and then closed with a discussion of how participants define racial equity in affordable housing.

Breakout groups in the following discussion provided feedback on their perspective in what racial equity means in terms of housing. They reported the following:

- Public housing as a utility, not as an investment; a way to start place-making.
- There are lots of subsidies for owners but not renters
- Ownership should occur through multiple ways
 - Low income assistance to ownership
 - Expand down payment assistance
- Barriers to contracting
- Vietnamese participants shared a model of peer-to-peer lending in Vietnam to finance housing. Could there be a revolving fund to finance home purchases at reduced interest rates? How can affordability be passed on to the next owners?
- Clackamas County should hire within the community to build housing with an emphasis on hiring workers connected to families that would be housed.
- Housing opportunities could be prioritized to first-generation owners.
- Buy properties and housing now while it is less expensive and then figure out how to make it affordable to low-income buyers later. In other words, land bank if necessary.

Metro Bond Survey Results

From June 4th to June 26th the County hosted an online survey about the Affordable Housing Bond on its website. Participants were asked to imagine the entire county, and think of a place where they would put new affordable housing before answering the questions below.

Why did you pick that location for affordable housing development?

1. Bus/Max
2. Affordable Grocery Store
3. Job
4. Food Bank, social service agency, other service
5. Where I live now (in my community)
6. Local Park/open space/trail

What are some other things about the area that you picked?

1. Safety
2. Open space/available land/rural/away from the city
3. Accessibility by car (including access to freeways, drivability, parking)
4. Central location (accessible to amenities, groceries, services, near city center etc.)

5. Accessible transportation options, and accessible green space
6. Access to jobs/employment opportunities

What are the biggest challenges people face when trying to find a place to live?

1. Rent is too expensive
2. Move-in costs are too expensive
3. Strict application and screening fee (income requirements, criminal and credit reports, rental history, etc.)
4. Distance from job, school, friends, family, school, etc.
5. Doesn't accept pets
6. Not enough space for a family

How do people find affordable housing?

1. Family/Friends
2. Craigslist
3. Social Media
4. Social Services Providers
5. 211

What do you think are the biggest challenges people have keeping their housing?

1. They can't afford to pay rent
2. Lack of good transportation options
3. The apartment isn't safe or habitable
4. The apartment isn't located where they want to live
5. Not enough support services provided or near the apartment

What types of services, programs, and/or support are needed to overcome these challenges?

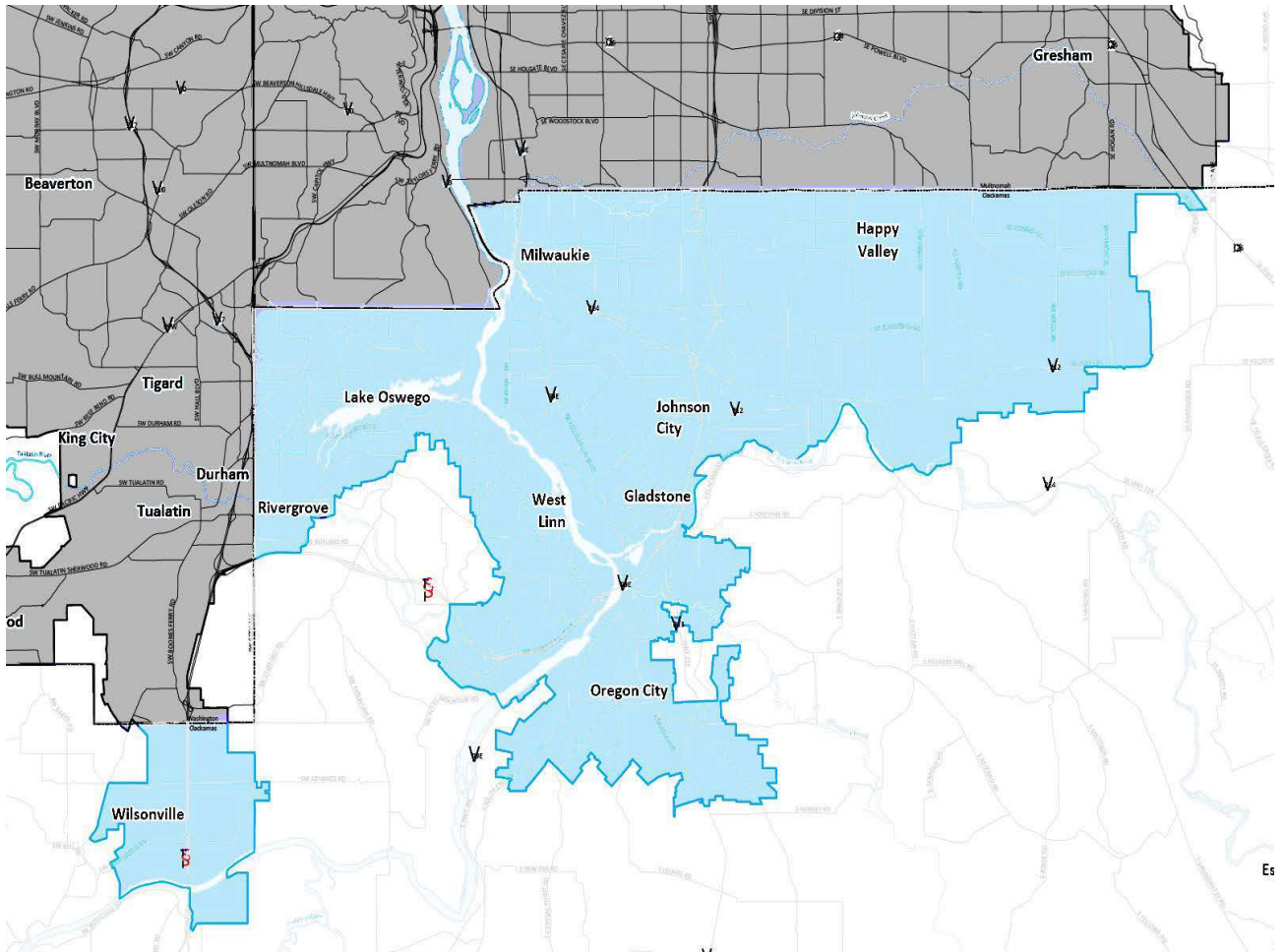
- Quality affordable housing county wide
- Accessible support services (including addiction services, mental and physical health services)
- Better multi-modal transportation infrastructure and services
- Access to jobs and job training/employment services
- Rent control, government and stakeholder buy-in/support

Exhibit 2
FRAMEWORK TRACKING WORKSHEET

	Metro Bond	% of Total
Clackamas County Allocation	\$116,188,094	100.0%
<u>Utilized to date</u>		
18000 Webster Road		
Balance Remaining	\$113,488,094	98%

	Unit Production Targets			% of Total
Clackamas County	Total 812	30% AMI 333	Family size 403	100%
18000 Webster Road SRO	45	45	0	6% of Total units; 14% of 30% AMI
Balance Remaining	762	288	0	94%

Attachment 1
Clackamas County Eligible Bond Placement per the Urban Growth Boundary (UGB)





¡Nuestras viviendas, nuestras comunidades!

Únase a nosotros para aprender acerca de los derechos de inquilinos, qué es la vivienda asequible, y el Bono de Vivienda del Condado de Clackamas.

Habrà comida de mejor, comida, interpretación, y más GRATIS. El espacio es limitado, así que por favor registre para reservar un espacio.

Regístrate en la página de Facebook the Unite Oregon, o contáctate a Cristina Palacios llamando a 503-287-4117 extensión 5 (puede responderle en español en español electrónico a cristina@uniteoregon.org)

Únase a nuestras 2 reuniones

MIÉRCOLES MAYO 23 6 p.m. to 8 p.m. Wichita Center 6031 SE King Rd. Milwaukie, OR 97222

JUEVES JUNIO 20 6 p.m. to 8 p.m. Wichita Center 6031 SE King Rd. Milwaukie, OR 97222

اسكاننا، مجتمعنا

أنتظر التصرف على أساس حقوق المصاحرين، وقد تم السكن الميسور والسكنات اسكان للمواطنين.

موقع: 6031 شارع الملك في ولاية ميلواكي، أوريغون 97222

تسجيل: 503-287-4117 أو عبر البريد الإلكتروني: cristina@uniteoregon.org

Unite Oregon Facebook page

Nhà ở của chúng ta, Cộng Đồng của chúng ta!

Đến và học về quyền lợi cơ bản của những người thuê nhà, nhà ở giá rẻ là gì, và phân nhà ở ở quận Clackamas.

Địch vụ giới trẻ miễn phí, thức ăn, thông dịch viên và số hỗ hoàn toàn miễn phí. Chỉ nhận có giới hạn, xin vui lòng đăng ký để giữ chỗ nghỉ của quý vị.

Tham Gia với chúng tôi tại các cuộc họp định kỳ Cộng Đồng

THỨ NĂM NGÀY 23 tháng 5

THỨ NĂM NGÀY 20 THÁNG 6

8 Chiều đến 8h Chiều Wichita Center 6031 SE King Rd. Milwaukie, OR 97222

Đăng ký trên trang Facebook của Unite Oregon Event, gọi cho Cristina để đăng ký nhà quý vị miễn phí. Anh 503-287-4117 x5 hoặc gọi Email cho: cristina@uniteoregon.org

Наше Жильё Наши Сообщества

Приходите узнать об основных правах жильцов, что такое Жилищного Финансирования округа Клакмас.

Бесплатный ужин, напитки, переводчик, интерпретация, регистрация. Количество мест ограничено.

Присоединяйтесь к нам на предстоящих собраниях сообщества:

23 Май 20 Июня

6 p.m. - 8 p.m. Wichita Center 6031 SE King Rd. Milwaukie, OR 97222

Unite Oregon Facebook page

Metro Housing Bond in Clackamas County

Metro area voters recently approved a \$652 million general obligation bond, a portion of which will be used to fund the Metro Housing Bond. The bond allows our region the opportunity to invest in the development of new housing resources for some of our most vulnerable and historically underserved residents.

What does the Metro Bond mean for Clackamas County?

Clackamas County currently has about 41 percent of the affordable housing needed to meet our residents' needs. This includes single family homes, apartments with rent limits that do not have rent limits and apartments with rent limits. Regulated affordable housing lower income families can.

The bond will provide approximately 20.8 percent (2116) of the bond money which could fund the:

- purchase of new homes
- construction of new housing
- purchase and renovation of existing housing to ensure long-term affordability.

The bond will cost home-owners, on average, about \$40 per year over the next 30 years.

These funds allow the county to shape the landscape of housing that will serve our communities. The county's goals for the bond funds are to:

- Create affordable homes for low-income families earning up to 10% of the funding.
- Just to using up to 10% of the funding.
- Develop and make accessible at least 333 units to severely low-income families earning 30% or less of A.M.I.

Project timeline

See the 2019	Jan. 2019	Spring 2019	Summer 2019	July/July 2019
Health, Housing & Human Services	Health, Housing & Human Services	Health, Housing & Human Services	Health, Housing & Human Services	Health, Housing & Human Services

Affordable Housing: Understanding the need and the resources available in Clackamas County

Health, Housing & Human Services

What the Metro Bond means for housing affordability in Clackamas County

Health, Housing & Human Services

Metro Housing Bond Clackamas implementation update

Health, Housing & Human Services



Metro's Site Acquisition Program Implementation Strategy Evaluation Worksheet

July 31, 2019

LOCAL IMPLEMENTATION STRATEGY REQUIREMENT CHECKLIST

Meets requirements?		1. Development Plan to achieve the Unit Production Targets that includes the following elements:	Metro Staff Notes	Oversight Committee Notes																																																																		
Committee member review	Staff review																																																																					
<input type="checkbox"/>	√	<p>1a. Anticipated number, size, and range of project types (estimates are acceptable) and cost containment strategies to achieve local share of unit production targets (including 30% AMI and family-size unit goals and the cap on units at 61-80% AMI) using local share of eligible funding;</p>	<p>The Site Acquisition Program includes \$62,016,000 of program funds to be used for site acquisition and project development throughout the region. Projects developed on Metro-acquired properties will contribute to each jurisdiction's existing unit targets. In most cases, projects developed on Metro-acquired properties will require additional funding assistance from each implementing jurisdiction's bond allocation. The following table shows unit targets, eligible share of bond funding available, the Metro Site Acquisition Program acquisition funds, and the estimated number of property acquisitions Metro currently anticipates in each jurisdiction.</p> <hr/> <p style="text-align: center;">Proposed Metro Site Acquisition Program Regional Investment Distribution</p> <table border="1" style="margin-left: auto; margin-right: auto; border-collapse: collapse;"> <thead> <tr> <th rowspan="2"></th> <th colspan="3" style="text-align: center;">Unit Targets</th> <th rowspan="2" style="text-align: center;">Local Eligible Share</th> <th rowspan="2" style="text-align: center;">Metro Regional Site Acquisition Funds</th> <th rowspan="2" style="text-align: center;">Estimated Acquisitions</th> </tr> <tr> <th style="text-align: center;">Total</th> <th style="text-align: center;">30% AMI</th> <th style="text-align: center;">Family-Sized</th> </tr> </thead> <tbody> <tr> <td>Beaverton</td> <td style="text-align: center;">218</td> <td style="text-align: center;">89</td> <td style="text-align: center;">109</td> <td style="text-align: right;">\$31,140,595</td> <td style="text-align: right;">\$3,460,066</td> <td style="text-align: center;">1</td> </tr> <tr> <td>Clackamas County</td> <td style="text-align: center;">812</td> <td style="text-align: center;">333</td> <td style="text-align: center;">406</td> <td style="text-align: right;">\$116,188,094</td> <td style="text-align: right;">\$12,909,788</td> <td style="text-align: center;">1-2</td> </tr> <tr> <td>Gresham</td> <td style="text-align: center;">187</td> <td style="text-align: center;">77</td> <td style="text-align: center;">93</td> <td style="text-align: right;">\$26,756,995</td> <td style="text-align: right;">\$2,972,999</td> <td style="text-align: center;">1</td> </tr> <tr> <td>Hillsboro</td> <td style="text-align: center;">284</td> <td style="text-align: center;">117</td> <td style="text-align: center;">142</td> <td style="text-align: right;">\$40,657,081</td> <td style="text-align: right;">\$4,517,453</td> <td style="text-align: center;">1</td> </tr> <tr> <td>Home Forward*</td> <td style="text-align: center;">111</td> <td style="text-align: center;">46</td> <td style="text-align: center;">55</td> <td style="text-align: right;">\$15,879,123</td> <td style="text-align: right;">\$1,764,347</td> <td style="text-align: center;">1</td> </tr> <tr> <td>Portland</td> <td style="text-align: center;">1,475</td> <td style="text-align: center;">605</td> <td style="text-align: center;">737</td> <td style="text-align: right;">\$211,056,579</td> <td style="text-align: right;">\$23,450,731</td> <td style="text-align: center;">2-3</td> </tr> <tr> <td>Washington County*</td> <td style="text-align: center;">814</td> <td style="text-align: center;">334</td> <td style="text-align: center;">407</td> <td style="text-align: right;">\$116,465,532</td> <td style="text-align: right;">\$12,940,615</td> <td style="text-align: center;">1-2</td> </tr> <tr> <td>Total</td> <td style="text-align: center;">3,900</td> <td style="text-align: center;">1,600</td> <td style="text-align: center;">1,950</td> <td style="text-align: right;">\$558,144,000</td> <td style="text-align: right;">\$62,016,000</td> <td style="text-align: center;">8-11</td> </tr> </tbody> </table> <p style="text-align: center; margin-left: 100px;">* Balance of County</p> <p>(See p. 15)</p> <p>Gap funding: The estimated acquisition estimates shown in the table above assume Metro will use its funds for a mix of land purchases and gap funding on Metro owned properties. Metro may use its regional funds to provide additional gap funding for bond-funded affordable housing projects developed on any Metro-owned property, if Metro and the local jurisdiction agree that developing the property would support the community's Local Implementation Strategy. If Metro acquires a property in an implementing jurisdiction for less than that jurisdiction's targeted allocation of Site Acquisition Program funds, the remainder may be used to supplement the funding necessary to develop a feasible project on the property that supports the Local Implementation Strategy. (See p. 15)</p> <p>Acquisition Due Diligence and Approval Metro staff is committed to working with partners to coordinate acquisitions that meet Metro's site criteria and support the Local Implementation Strategies. Prior to submitting inquiries or letters of intent for a property eligible for site acquisition, Metro will confer with</p>		Unit Targets			Local Eligible Share	Metro Regional Site Acquisition Funds	Estimated Acquisitions	Total	30% AMI	Family-Sized	Beaverton	218	89	109	\$31,140,595	\$3,460,066	1	Clackamas County	812	333	406	\$116,188,094	\$12,909,788	1-2	Gresham	187	77	93	\$26,756,995	\$2,972,999	1	Hillsboro	284	117	142	\$40,657,081	\$4,517,453	1	Home Forward*	111	46	55	\$15,879,123	\$1,764,347	1	Portland	1,475	605	737	\$211,056,579	\$23,450,731	2-3	Washington County*	814	334	407	\$116,465,532	\$12,940,615	1-2	Total	3,900	1,600	1,950	\$558,144,000	\$62,016,000	8-11	
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Metro's Site Acquisition Program Implementation Strategy Evaluation Worksheet

July 31, 2019

			<p>local jurisdiction staff to determine if developing the property will support the Local Implementation Strategy. Metro will manage property searches and will communicate and cooperate with jurisdiction staff throughout this process.</p> <p>Developer Selection Metro anticipates creating developer solicitation processes for acquired properties jointly with implementing jurisdictions. Solicitations should be conducted competitively and in a manner that provides transparency and open access to qualified developers. Metro is committed to working with local jurisdictions to define individual project goals in a manner that meet Housing Bond and Local Implementation Strategy goals.</p> <p>(See pp. 15-16)</p> <p>Anticipated Timeline for Acquisition Metro's goal is to acquire approximately 8-11 sites through the life of the Site Acquisition Program, averaging approximately two to three sites per year that meet the program's priority location criteria and can support regional distribution targets. Solicitations for site development will be released in conjunction with local jurisdictions on a rolling basis. Final acquisitions are anticipated to be made in approximately the fifth year of the Housing Bond Program, with development of those sites completed within the following two to three years.</p> <p>(See p. 17)</p>	
<input type="checkbox"/>	√	1b. Consideration for how new bond program investments will complement existing regulated affordable housing supply and pipeline;	<p>Introduction Of the region's nearly 700,000 housing units only 37,000 or five percent are regulated and reserved for low-income households.</p> <p>(See p. 1)</p> <p>Advancing Racial Equity Metro will prioritize sites in area lacking historical investments in affordable housing. For the Site Acquisition Program's location criteria, this means prioritizing the purchase of properties that address segregation, create fair housing opportunities, and stabilize communities at risk of displacement. In addition, the feedback received during community engagement pointed out the importance of building new affordable housing in the communities and neighborhoods where people already live and have developed friend and family networks.</p> <p>(See pp. 8-10)</p> <p>Site Acquisition and Development Process Metro intends to invest regional funds proportionately in implementing jurisdictions based on the share of regional assessed value. Projects developed on Metro-acquired properties will contribute to each jurisdiction's unit targets. Metro will confer with local jurisdiction to determine if acquisition property would result in a project that supports a jurisdictions Local Implementation Strategy.</p> <p>(See p.14)</p>	
<input type="checkbox"/>	√	1c. Goals and/or initial commitments for leveraging additional capital and ongoing operating and/or service funding necessary to	<p>Maximize other funding The Site Acquisition Program will prioritize site purchases in areas throughout the region that are able to utilize additional funding sources outside of the Metro bond for affordable housing development. Coordinating development within Qualified Census Tracts (QCT) and Difficult to</p>	

Metro's Site Acquisition Program Implementation Strategy Evaluation Worksheet

July 31, 2019

		achieve the local share of Unit Production Targets;	<p>Develop Areas (DDA) will enable projects to earn additional equity in the form of tax credits and reduce the overall burden on regional bond funds to cover development costs.</p> <p>(See p. 13)</p> <p>Ideally local, federal, and Metro funding sources can be leveraged to maximize the affordability of homes developed through the Site Acquisition Program. Local jurisdictions' ability to contribute location-based local funding sources like TIF for additional gap funding or supportive infrastructure improvements can help reduce project costs and increase affordability. Local policies that help reduce the impact of system development charges or property taxes on affordable housing developments can also help boost overall affordability. Local requirements that allow for reduced parking or increased density for affordable projects can also help the region meet the bond's production goals. (See p. 14)</p>	
<input type="checkbox"/>	√	1d. Strategy for aligning resident or supportive services with housing investments, including [optional] any local goals or commitments related to permanent supportive housing; and	<p>Fair Housing Strategies</p> <p>Metro and partner jurisdictions will evaluate development teams based on their proposed approach to eliminating barriers in accessing housing for communities of color and providing necessary culturally specific programming and supportive services. Metro will coordinate with implementing jurisdictions and their Local Implementation Strategies to guide these evaluation criteria (in a developer solicitation).</p> <p>(See p. 16)</p>	
<input type="checkbox"/>	√	1e. Description of project selection process(es) and prioritization criteria, including anticipated timing of competitive project solicitations and how existing or new governing or advisory bodies will be involved in decisions regarding project selection.	<p>Regional Site Acquisition Program Criteria:</p> <p>The Site Acquisition Program will support Metro's policies to advance racial equity by addressing segregation, preventing displacement, and stabilizing communities while reinforcing already established polices related to growth management, climate action, and transportation. The program will prioritize sites purchases:</p> <ul style="list-style-type: none"> • In areas where there are existing marginalized communities including communities of color, English language learners, and low-income households. • In areas lacking investments in affordable housing • In neighborhoods where displacement is occurring or has occurred. • Within designated 2040 Growth Areas that support Metro's regional growth management policies. These include areas the 2040 Growth Concept identifies as the central city, town centers, main streets, regional centers, and corridors. • Along established bus and rail transit routes or areas where future transit, parks and nature investments are planned. • Near amenities identified as priorities in Metro's community outreach process. <p>Participants in Metro's community outreach process identified transit proximity as their number one priority and will be a program focus. Also reflecting comments from the outreach process, Metro will prioritize sites with convenient access to full service and culturally specific grocery stores, particularly those that offer affordable prices for food. Some local farmer's markets may also offer access to affordable produce, but may not operate year round. For projects with family size units, the program will make efforts to secure sites with access to schools, parks, and daycare.</p> <p>(See p. 12)</p>	

Metro's Site Acquisition Program Implementation Strategy Evaluation Worksheet

July 31, 2019

			<p>Technical Site Criteria:</p> <p>Metro will need to ensure that properties acquired through the Site Acquisition Program can be developed functionally and efficiently into future affordable homes by a qualified developer. The highest priority properties will be able to address the following characteristics:</p> <ul style="list-style-type: none"> • Alignment with Local Implementation Strategy - Metro will coordinate with local implementation partners to identify sites that align with the approved local implementation strategy. • Property size and zoning - Priority sites should be large enough and appropriately zoned to allow for multifamily housing development. • Land and site preparation costs - Land and site preparation costs should support the achievement of housing production targets in each jurisdiction's Local Implementation Strategy and should be reasonable to allow the production of the targeted number of units. Site preparation costs include but are not limited to environmental remediation, grading, and infrastructure improvements. • Maximize other funding sources - The Site Acquisition Program will prioritize site purchases in areas throughout the region that are able to utilize additional funding sources outside of the Metro bond for affordable housing development. Coordinating development within Qualified Census Tracts (QCT), Difficult to Develop Areas (DDA), and parts of jurisdictions that are able to leverage Tax Increment Financing (TIF), tax exemptions, system development charge financing, and other local programs will be a vital strategy that will help the Metro Housing Bond meet its housing production goals. <p>(See p. 12)</p>	
		2. Strategy for advancing racial equity in implementation that includes:		
<input type="checkbox"/>	√	2a. Location strategy that considers geographic distribution of housing investments, access to opportunity, strategies to address racial segregation, and strategies to prevent displacement and stabilize communities;	<p>Location Strategy</p> <p>For the Site Acquisition Program's location criteria, this means prioritizing the purchase of properties that address segregation, create fair housing opportunities, and stabilize communities at risk of displacement. In addition, the feedback received during community engagement pointed out the importance of building new affordable housing in the communities and neighborhoods where people already live and have developed friend and family networks. Metro can help address segregation through the Site Acquisition Program by prioritizing sites in areas lacking historical investments in affordable housing. (See p. 8)</p> <p>Metro's Site Acquisition Program can help prevent displacement by prioritizing investments in areas where communities of color live, in neighborhoods where displacement is occurring or has occurred, and in areas where future investments are planned. (See p. 9)</p> <p>With access to parks being a key community priority of where housing should be located, the Site Acquisition Program will coordinate with future parks investments, local nature projects, and community projects that could provide value to affordable housing residents. (See p. 12)</p>	
<input type="checkbox"/>	√	2b. Fair housing strategies and/or policies to eliminate barriers in accessing housing for communities of color and other historically	<ul style="list-style-type: none"> • Fair Housing Strategies - Metro and partner jurisdictions will evaluate development teams based on their proposed approach to eliminating barriers in accessing housing for communities of color and providing necessary culturally specific programming and supportive services. Metro will coordinate with implementing jurisdictions and their Local Implementation Strategies to guide these evaluation criteria. 	

Metro's Site Acquisition Program Implementation Strategy Evaluation Worksheet

July 31, 2019

		<p>marginalized communities, including people with low incomes, seniors and people with disabilities, people with limited English proficiency, immigrants and refugees, and people who have experienced or are experiencing housing instability;</p>	<ul style="list-style-type: none"> • Diversity in Contracting - Metro will encourage the use of minority-owned businesses, woman-owned businesses, and businesses owned by service disabled veterans and emerging small businesses, as defined under State law in ORS in Chapter 200 and as certified by the Certification Office of Business Inclusion and Diversity (COBID). Projects developed on properties purchased through the Site Acquisition Program will have an aspirational goal of twenty percent of hard construction costs for subcontract utilization of COBID firms on projects. Development teams will be requested to propose their approach to reaching this goal based on applicable project costs and will be required to assist Metro in reporting and monitoring on progress towards the goal during construction. • Workforce Development - Greater Portland is growing and to help meet the demand for skilled construction workers, the region needs to improve construction career pathways for women and people of color. Metro's Construction Career Pathways Project (C2P2) has worked with stakeholders throughout the region to learn about this problem and identify strategies to provide reliable career pathways for women and people of color into this industry. Metro's Site Acquisition Program will work with the C2P2 program to implement the strategies most appropriate to advance regional construction diversity goals in the context of affordable housing development such as setting workforce diversity goals, tracking and reporting on workforce diversity, supporting positive worksite culture, requesting workforce diversity plans from contractors and building partnerships with workforce development providers that serve communities of color. <p>(See p. 16)</p>	
<input type="checkbox"/>	<p>√</p>	<p>2c. Strategies and/or policies, such as goals or competitive criteria related to diversity in contracting or hiring practices, to increase economic opportunities for people of color;</p>	<ul style="list-style-type: none"> • MWESB Contracting - Metro will encourage the use of minority-owned businesses, woman-owned businesses, and businesses owned by service disabled veterans and emerging small businesses, as defined under State law in ORS in Chapter 200 and as certified by the Certification Office of Business Inclusion and Diversity (COBID). Projects developed on properties purchased through the Site Acquisition Program will have an aspirational goal of twenty percent of hard construction costs for subcontract utilization of COBID firms on projects. Development teams will be requested to propose their approach to reaching this goal based on applicable project costs and will be required to assist Metro in reporting and monitoring on progress towards the goal during construction. • Workforce and Apprenticeship Participation - Greater Portland is growing and to help meet the demand for skilled construction workers, the region needs to improve construction career pathways for women and people of color. Metro's Construction Career Pathways Project (C2P2) has worked with stakeholders throughout the region to learn about this problem and identify strategies to provide reliable career pathways for women and people of color into this industry. Metro's Site Acquisition Program will work with the C2P2 program to implement the strategies most appropriate to advance regional construction diversity goals in the context of affordable housing development such as setting workforce diversity goals, tracking and reporting on workforce diversity, supporting positive worksite culture, requesting workforce diversity plans from contractors and building partnerships with workforce development providers that serve communities of color. <p>(See p. 16)</p>	
<input type="checkbox"/>	<p>√</p>	<p>2d. Requirements or competitive criteria for projects to align culturally specific programming and supportive services to meet the needs of tenants.</p>	<p>Advancing Racial Equity through Project Implementation Metro and partner jurisdictions will evaluate development teams based on their proposed approach to eliminating barriers in accessing housing for communities of color and providing necessary culturally specific programming and supportive services.</p> <p>(See p. 16)</p>	

Metro's Site Acquisition Program Implementation Strategy Evaluation Worksheet

July 31, 2019

		<p>3. Engagement report summarizing engagement activities, participation and outcomes, including:</p>	
<input type="checkbox"/>	<p>√</p>	<p>3a. Engagement activities focused on reaching communities of color and other historically marginalized communities, including people with low incomes, seniors and people with disabilities, people with limited English proficiency, immigrants and refugees, and people who have experienced or are experiencing housing instability;</p>	<p>Overview</p> <p>Community outreach for the creation of Metro's Site Acquisition Program occurred during the months of March, April and May 2019. The process was developed in collaboration with community-based organizations and Metro's jurisdictional partners and guided by emerging best practices in public engagement. There were two parts to the community outreach conducted during this period. The first was an online housing survey completed by 486 individuals. The second was a series of discussion groups, interviews and forums (events) hosted by Metro and community-based organizations working in partnership with Metro. Those organizations included the Native American Youth and Family Center (NAYA), the Asian Pacific American Network of Oregon (APANO), Centro Cultural of Washington County, the Coalition of Communities of Color and Unite Oregon. Approximately 140 people attended one of seven in-person activities. Both parts of this outreach are outlined in detail in the appendix to this report.</p> <p>Metro staff co-hosted two of the seven events and invitations were made to community-based organizations, advocacy groups and culturally specific organizations that had been involved with Metro's potential transportation funding measure planning, parks and nature bond planning or past Metro housing bond meetings. Over 150 people were invited to the Metro hosted events. In addition, Metro asked participants in their in-person events to share a link to the online survey with the people they work with. The other five events or interviews were hosted by one of the community-based organizations working with Metro. They each conducted their own outreach activities to solicit participation.</p> <p>(See p. 18)</p> <p>Participation</p> <p>Demographic information was collected through the online survey and at all in-person events. Providing this information was always voluntary. 98 percent of survey participants and 77 percent of event participants provided some demographic information so we can make estimates about the people who provided feedback. Participants were from around the Metro area, including each of the three counties (Washington, Multnomah and Clackamas). A total of 72 unique zip codes were reported from participants in this process. 65 different zip codes were represented in the online survey and 33 were reported from participants at in-person events.</p> <p>The in-person events focused on engaging people from communities of color and other historically marginalized groups and participation in those events reflected that. The majority of participants (86 percent) were Hispanic, Latino or Spanish origin or Native American or Alaska Native. Ten percent reported as White and a small percentage preferred not to answer. The online survey was not as diverse, but more closely reflected the racial demographics of the region. 76 percent of survey respondents reported as White, seven percent Hispanic, Latino or Spanish origin, four percent Asian or Asian American, three percent Black or African American and three percent American Indian/Native American or Alaska Native. Household annual incomes were varied for both event and survey participants. There was participation from people who are at or below median household income for the Portland Metro region. About 62 percent of participants reported annual household incomes below \$75,000 (slightly higher than the area median income for a household of three people). About 26 percent of participants reported incomes below 40% of the area median income for a family of three (\$29,320/year). The average household size of participants was between 2 and 3 people.</p>

Metro's Site Acquisition Program Implementation Strategy Evaluation Worksheet

July 31, 2019

			<p>People with limited English proficiency participated in the outreach events and the online survey. In-person events were held in English, Spanish, and Vietnamese. Six people participated in the online survey in Spanish and approximately fifteen to twenty people participated in Spanish at an in-person event. Eighteen people participated in a Vietnamese focus group and although a survey was available in Vietnamese, there was no participation online.</p> <p>Unite Oregon, Centro Cultural and APANO all engaged immigrants and refugees to participate in their in-person events. While information was not collected about citizenship status or time spent in the United States, based on information from these organizations, a high number of participants are immigrants and refugees.</p> <p>The discussion at the co-sponsored events revealed several personal stories of housing instability. These included stories from people who reported being without a home currently or in the past. This provides antidotal evidence of involvement by people who have experienced housing instability. There was also engagement with people currently living in subsidized affordable housing through the online survey. When asked whether they currently live in income-restricted housing, 13 percent of survey participants said yes.</p> <p>(See pp. 18-19)</p>	
<input type="checkbox"/>	√	<p>3b. Summary of key community engagement themes related to local housing needs and priority outcomes for new affordable housing investments, approach to geographic distribution and location strategies, acknowledgement of historic/current inequitable access to affordable housing and opportunities for stakeholders to identify specific barriers to access, and opportunities to advance racial equity through new investments;</p>	<p>Summary of outreach event themes</p> <p>The six most cited resources that people felt should be near new affordable housing were:</p> <ol style="list-style-type: none"> 1. Bus stop / MAX station (public transit) 2. Affordable grocery store 3. School / college / daycare 4. Jobs 5. Local park, open space or trail 6. Near where they live today (in their community) <p>Participants discussed the importance of having access to services and amenities near affordable housing or being near existing community and family networks. This was true across all of the events and survey results.</p> <p>(See p. 20)</p>	
<input type="checkbox"/>	√	<p>3c. Summary of how the above themes are reflected in the Local Implementation Strategy.</p>	<p>Participants in Metro's community outreach process identified transit proximity as their number one priority and will be a program focus. Also reflecting comments from the outreach process, Metro will prioritize sites with convenient access to full service and culturally specific grocery stores, particularly those that offer affordable prices for food. Some local farmer's markets may also offer access to affordable produce, but may not operate year round. For projects with family size units, the program will make efforts to secure sites with access to schools, parks, and daycare.</p> <p>(See p. 12)</p>	

Metro's Site Acquisition Program Implementation Strategy Evaluation Worksheet

July 31, 2019

		<p>4. Plan to ensure ongoing community engagement to inform project implementation, including:</p>	
<input type="checkbox"/>	<p>√</p>	<p>4a. Strategies for ensuring that ongoing engagement around project implementation reaches communities of color and other historically marginalized community members, including: people with low incomes, seniors and people with disabilities, people with limited English proficiency, immigrants and refugees, existing tenants in acquired buildings, and people who have experienced or are experiencing housing instability; and</p>	<p>Metro intends to provide updates about implementation of the bond with the community. Currently, Metro maintains an email list of over 900 addresses. This provides a way for Metro to share periodic updates about the program and the implementation process. Metro will also use its Metro News stories and social media platforms to share updates with the community. To ensure engagement of communities of color and other historically marginalized groups, Metro will coordinate with other programs inside of the organization to attend planned events and meetings that target those communities. This should occur once or twice each year to provide updates about new projects in planning and development.</p> <p>(See p. 17)</p>
<input type="checkbox"/>	<p>√</p>	<p>4b. Strategy for ensuring community engagement to shape project outcomes to support the success of future residents.</p>	<p>Ongoing Community Engagement</p> <p>Metro's site acquisition program is unique because there are fewer opportunities for community involvement during real estate transactions. Metro will work with partner jurisdictions and development teams early in the design process to determine how Metro staff expertise and resources can contribute to ensure that meaningful engagement occurs with communities of color and other historically marginalized community members, including: people with low incomes, seniors and people with disabilities, people with limited English proficiency, immigrants and refugees and people who have experienced or are experiencing housing instability. Specifically, this will involve a meeting or series of meetings with jurisdictional staff and/or development teams to develop an effective engagement plan which identifies the communities to work with, the roles and responsibilities of staff and the activities that will ensure project outcomes are affected by community involvement. This plan will be guided by the local jurisdiction's Local Implementation Strategy.</p> <p>(See p.17)</p>

Metro Site Acquisition Program Implementation Strategy

Introduction	2
Metro’s Role in Housing.....	2
Regional Policy and the 2040 Growth Concept	2
Regional Transportation Plan.....	3
High Capacity Transit Planning.....	4
Transit-Oriented Development.....	5
Equitable Housing Initiative	5
Metro Regional Affordable Housing Bond.....	6
Regional Site Acquisition Program.....	8
Advancing Racial Equity	8
Metro Regional Policy	10
Regional Site Acquisition Program Criteria	12
Technical Site Criteria	12
Site Acquisition and Development Process	15
Gap Funding	15
Acquisition Due Diligence and Approval.....	15
Developer Selection	15
Advancing Racial Equity through Project Implementation.....	16
Ongoing Community Engagement.....	17
Anticipated Timeline for Acquisition	17
Community Outreach.....	18
Participation.....	18
Questions	19
Outcomes.....	20
Appendix A: Community Outreach Supplemental Materials.....	21

INTRODUCTION

Housing is a critical piece of regional infrastructure. Where individuals live affects their ability to access jobs, education, community, and nature. Of the region's nearly 700,000 housing units only 37,000 or five percent are regulated and reserved for low-income households. Metro is choosing to address this historic housing crisis affecting thousands of families and individuals through the Metro Affordable Housing Bond. The Bond will lead to the investment of over \$652 million dollars into the region's built environment and will have a significant impact on future growth. Metro's Site Acquisition Program will help ensure that new affordable housing investments support the regional growth policies and values the region has worked to establish over the previous decades.

As Metro plans for the decades ahead, this is an opportunity to invest in Metro's commitment to collaboratively build communities where everyone has stable housing and a sense of belonging. The Site Acquisition Program will not only reaffirm the region's commitment to compact development that contributes to a healthy economy, a balanced transportation system and the protection of the region's natural resources, but it will also be rooted in the understanding that inequities have prevented many communities from fully enjoying these benefits.

Across the region, communities of color struggle disproportionately with unaffordable housing costs, displacement and homelessness. This history of housing in America and greater Portland is marked with systemic, ongoing racism and discrimination. Metro's racial equity strategy explicitly includes stable and affordable housing in its definition of racial equity: *"Our region is stronger when all individuals and communities benefit from quality jobs, living wages, a strong economy, stable and affordable housing, safe and reliable transportation, clean air and water, a healthy environment, and sustainable resources that enhance our quality of life."* To advance racial equity, the Site Acquisition Program will follow the principles of the Metro Affordable Housing Bond Framework and make site investments that will create homes in places where communities of color live today to prevent further displacement and in neighborhoods historically not accessible to these communities.

METRO'S ROLE IN HOUSING

Metro has long supported a robust and diverse regional housing supply through its growth management and transportation plans, research, grant funding, and development of properties along the region's transit network. This precedent of work is the foundation of the principles and expertise upon which Metro's Site Acquisition Program will draw.

Regional Policy and the 2040 Growth Concept

In Oregon, urban growth boundaries (UGBs) are used to encourage efficient use of land. In Greater Portland, the Metro Council is charged with managing the UGB, which can only be expanded when there is a demonstrable regional need in order to accommodate the next 20 years of household growth. Regional policies such as the 2040 Growth Concept reflect an intent to incorporate population growth in existing urban areas as much as possible in order to protect important natural resources outside of the UGB. Explicit in the 2040 Growth Concept is the understanding that compact development focused in urban centers is ultimately more sustainable, livable, and fiscally responsible than urban sprawl. Metro works with jurisdictions, communities, advocates, and the private sector to direct growth into areas that can support a range of housing options that are well-connected to transportation and jobs.

Regional Transportation Plan

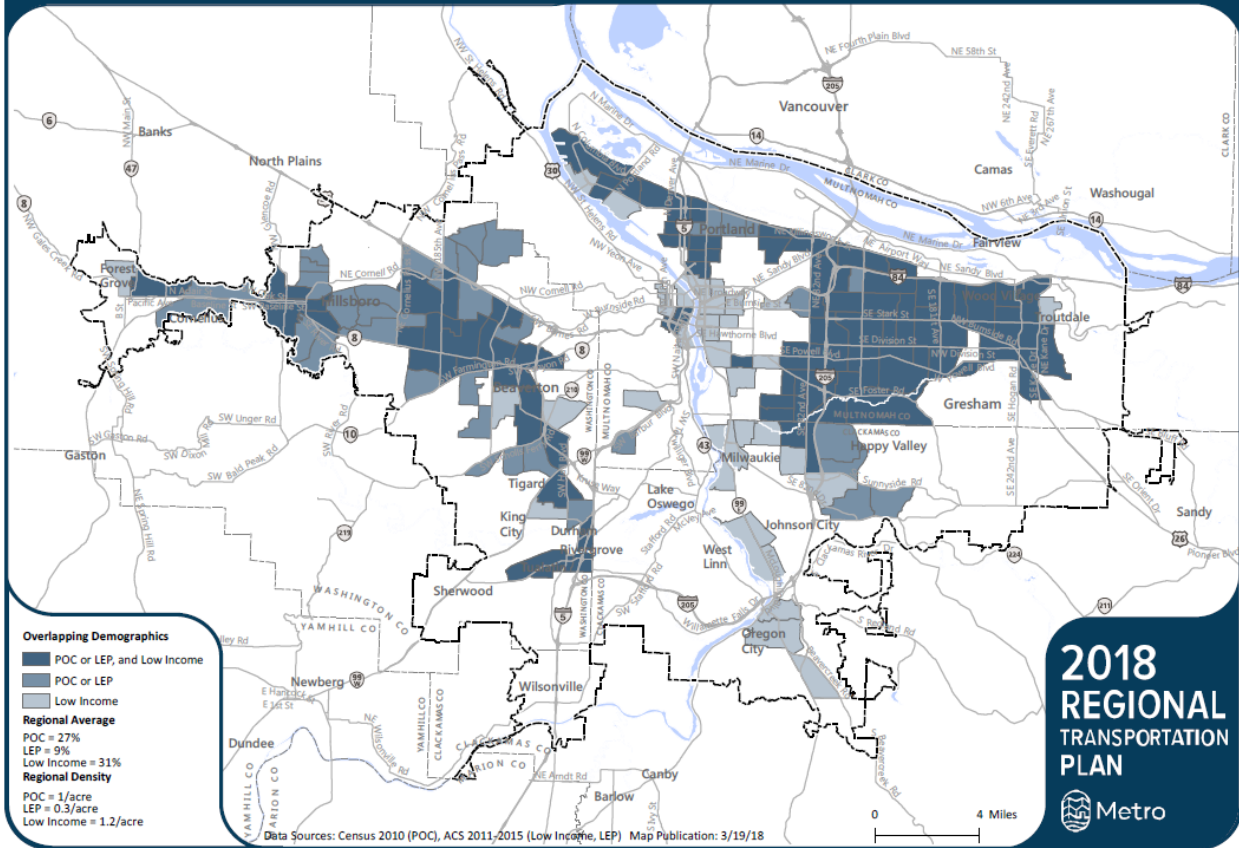
Affordability is intimately linked to the transportation system people use every day to get to work and other destinations. If housing is affordable but the cost of commuting is too high, people can still struggle to get by. A core part of the Regional Transportation Plan (RTP), the 20-year blueprint for a safe, reliable, and efficient system of roads, transit, and pedestrian facilities is to integrate the transportation system with the region's 2040 Growth Concept and vision. The RTP framework supports the production and preservation of affordable housing in the region by investing in transportation infrastructure that connects communities. The RTP's first objective is to support the implementation of the 2040 Growth Concept by focusing transportation investments in 2040 growth areas that include the Portland central city, regional and town centers, corridors, main streets, and employment areas (*RTP Objective 1.1*).

Regional Transportation Equity Policies	
Policy 1	Embed equity into the planning and implementation of transportation projects, programs, policies and strategies to comprehensively consider the benefits and impacts of transportation and eliminate disparities and barriers experienced by historically marginalized communities, particularly communities of color and people with low income.
Policy 2	Ensure investments in the transportation system anticipate and minimize the effects of displacement and other affordability impacts on historically marginalized communities, with a focus on communities of color and people with low income.
Policy 3	Prioritize transportation investments that eliminate transportation-related disparities and barriers for historically marginalized communities, with a focus on communities of color and people with low income.
Policy 4	Use inclusive decision-making processes that provide meaningful opportunities for communities of color, people with low income and other historically marginalized communities to engage and participate in the development and implementation of transportation plans, projects and programs.
Policy 5	Use engagement and other methods to collect and assess data to understand the transportation-related disparities, barriers, needs and priorities of communities of color, people with low income and other historically marginalized communities.
Policy 6	Evaluate transportation plans, policies, programs and investments to understand how they address transportation-related disparities and barriers experienced by communities of color, people with low income and other historically marginalized communities and the extent disparities are being eliminated.
Policy 7	Support family-wage job opportunities and a diverse construction workforce through inclusive hiring practices and contracting opportunities for investments in the transportation system.

In addition to supporting the 2040 Growth Concept goal of focusing investment in regional growth areas, the RTP also directly supports transportation and housing equity throughout its framework. The plan calls for the increase in the number of regulated affordable housing units within walking distance to current and planned frequent transit service (*RTP Objective 1.3*) and establishes seven additional policies related to eliminating disparities and barriers to transportation in communities of color, areas with people of lower income, and communities with English language learners (*RTP Chapter 3.1.2.4, Transportation Equity Policies*). Through these policies regional transportation investments will actively work to anticipate and minimize the effects of displacement on historically marginalized communities, prioritize investments that eliminate transportation barriers for these communities, and use an inclusive decision-making process that provides meaningful opportunities to participate. Metro's Site Acquisition Strategy will complement these transportation policies to ensure housing and transportation investments support Metro's already established regional goals for the transportation system.

Communities of Color, English Language Learners, and Lower-Income Communities

This map shows census tracts with higher than regional average concentrations and double the density of one or more of the following: people of color, people with low income, and English language learners. Census tracts where multiple demographic groups overlap are identified.



High Capacity Transit Planning

Metro's Investment Areas program plays a lead role in planning the region's light rail and other rapid transit lines to serve a broad range of residential, commercial, and employment centers. Past experience has shown that these major transit investments can have a big impact on housing costs. By working to better understand the impact transportation investments can have on housing costs, Metro and its partners can maximize opportunities to plan transit investments while also addressing housing stability and affordability.

For example, Metro's plan for the Division Transit Project, a major investment that will improve travel between Downtown Portland, East Portland, and Gresham, exposed several opportunity sites with potential to expand the supply of affordable housing along the future transit corridor. Coordination between Metro's Investment Areas and Transit-Oriented Development program allowed Metro to acquire one of these sites and ultimately facilitate the development of the Orchards at 82nd, a 48 unit affordable housing project and new headquarters for the Asian Pacific American Network of Oregon (APANO). By leading the Southwest Corridor Equitable Development Strategy (SWEDS), Metro is continuing this work while planning the Southwest Corridor MAX line. SWEDS is leveraging a federal transit-oriented development grant to work closely with housing advocates to create proactive strategies to preserve and develop affordable housing while connecting lower-income residents to living wage jobs through high-quality transit service. Metro's Site Acquisition Program will continue this close

coordination with regional high-capacity transit plans to better complement large scale investments in transportation with housing.

Transit-Oriented Development

Metro's Transit-Oriented Development (TOD) program acquires land and provides gap funding for nonprofit and for-profit private developers to support the construction of higher density buildings in areas served by frequent service bus, streetcar, or light rail. This program is supported by federal transportation funds and catalyzes development of new TOD projects that increase transit ridership above and beyond what a market based project would generate. Since 1998 the program has helped create more than 3,600 housing units, including 1,600 regulated affordable housing units, and over a half million square feet of commercial space throughout the region. Staff updated the TOD program's procedures in 2016 to better reflect the higher propensity of lower income residents to use transit. The program also adjusted the legal agreements used to create partnerships with developers to make it easier to contribute TOD funding to affordable housing projects. As a result, these changes helped develop 825 new affordable units in the past three years in addition to the 729 already completed.

The program has also purchased over 21 acres throughout the region and has worked closely with local jurisdictional partners and developers to plan and/or construct 1,100 units on sites purchased by Metro. Metro has significant experience and capacity in mitigating property of environmental hazards, coordinating with adjacent transportation infrastructure, negotiating public-private partnerships, and structuring competitive bids for qualified developers. Metro's experience acquiring sites and funding housing projects through the TOD program provides the foundation to ensure the successful implementation of the Site Acquisition Program.

Equitable Housing Initiative

Metro created the Equitable Housing Initiative (EHI) in 2015 to better coordinate efforts already underway and find shared understanding of needs, opportunities and best practices in affordable housing. The initiative supports local jurisdictions, housing developers, and advocates to put those best practices to work and to build their own capacity to conduct research and develop policies and resources. EHI kicked off its work by creating a partnership with Oregon Opportunity Network and a technical work group with diverse expertise on housing issues. In 2016, Metro and these partners convened a regional housing summit to dig deeper into the affordable housing emergency, eventually creating an affordable housing framework offering five strategies on how to respond to the crisis, including increasing and aligning funding/incentives for affordable housing, increasing and diversifying all types of housing development, ensuring that affordable housing is incorporated into market rate housing development, mitigating displacement of renters, and expanding access to homeownership. In addition to the framework, the Equitable Housing Initiative funded seven jurisdiction-led projects designed to identify and implement strategies to increase the supply of affordable housing. These included identifying and eliminating barriers to developing different types of housing choices, evaluating funding and incentive tools for supporting affordable housing development and preservation, and planning for affordable housing development on specific sites. The Equitable Housing Initiative also helped Metro's research staff develop an ongoing basis database of the region's affordable housing inventory which could help target locations for future investment. Through the work of Metro's Equitable Housing Initiative, it became clear that tackling the region's shortage of affordable housing would require new dedicated revenue tools and coordinated investment strategies. The partners and

coalitions created through this initiative became the foundation that eventually would create the Metro Affordable Housing Bond that was passed by voters in 2018.

Metro Regional Affordable Housing Bond

On November 6th, 2018, voters approved a \$652.8 million general obligation bond to create affordable housing for approximately 12,000 people in the greater Portland region. Metro worked with partners and community members to create a set a goal to create at least 3,900 new affordable homes of which:

- At least 1,600 homes will be affordable to households making 30 percent of area median income (AMI) or below;
- At least 1,950 homes will be sized for families, with two or more bedrooms; and
- No more than ten percent of homes will be provided for households earning 61-80 percent of AMI.

In its efforts to achieve these unit production targets, Metro is guided by four principles that were derived from existing Metro policies and conversations with key stakeholders who participated in a six month public process convened prior to the referral of the Bond Measure. Those Guiding Principles are:

1. **Lead with racial equity.** Ensure that racial equity considerations guide and are integrated throughout all aspects of Program implementation, including community engagement, project location prioritization, tenant screening and marketing, resident and/or supportive services, and inclusive workforce strategies.
2. **Create opportunity for those in need.** Ensure that Program investments serve people currently left behind in the region's housing market, especially: communities of color, families with children and multiple generations, people living with disabilities, seniors, veterans, households experiencing or at risk of homelessness, and households at risk of displacement. Incorporate commitments for tracking and reporting on Program outcomes for people of color and other historically marginalized groups.
3. **Create opportunity throughout the region.** Ensure that Program investments are distributed across the region to (a) expand affordable housing options in neighborhoods that have not historically included sufficient supply of affordable homes, (b) increase access to transportation, employment, education, nutrition, parks and natural areas, and (c) help prevent displacement in changing neighborhoods where communities of color live today.
4. **Ensure long-term benefits and good use of public dollars.** Provide for community oversight to ensure transparency and accountability in Program activities and outcomes. Ensure financially sound investments in affordable, high quality homes. Allow flexibility and efficiency to respond to local needs and opportunities, and to create immediate affordable housing opportunities for those in need.

Counties, public housing authorities and cities with populations over 50,000 that receive and administer their own federal Community Development Block Grant funding are eligible to become Local Implementation Partners and receive Metro Bond Measure funds. Local implementation Partners that receive Bond funding must adopt a Local Implementation Strategy, informed by community engagement that includes a plan to achieve the unit production targets and address the Bond's Guiding Principles.

Metro will also adopt a Local Implementation Strategy for its Regional Site Acquisition Program. This Site Acquisition Program is supported with \$62 million, or 10 percent of the total bond funds and will

support Local Implementation Partners in achieving overall unit production targets for the acquisition of regionally significant sites.

REGIONAL SITE ACQUISITION PROGRAM

The regional site acquisition program will support and build upon Metro’s community outreach effort and the policy frameworks established by the Regional Growth Concept, the Regional Transportation Plan, and the Equitable Housing Initiative, and the Metro Housing Bond Work Plan by acquiring land and supporting development of regulated affordable housing that will advance racial equity, prevent displacement and provide the greatest access to affordable transportation, employment opportunities, services, and nature.

The following section describes the location criteria Metro will review when prioritizing land purchases made through the Site Acquisition Program. Land availability is cyclical, market dependent, and opportunistic. The price and supply of properties will fluctuate throughout the period when Metro and its partner jurisdictions intend to spend the bond proceeds. Land negotiations can be complex and opinions of value can vary significantly among the parties involved. Given the Metro Housing Bond’s time constraints and the limited number of properties throughout the region that may meet all the criteria discussed in this section, the following criteria do not represent a threshold requirement for all properties Metro may purchase through the Site Acquisition Program. However, Metro will prioritize properties that address community priorities identified during Metro’s outreach process and demonstrate regional significance through **advancing racial equity by addressing segregation, stabilizing communities at risk of displacement and supporting Metro’s regional policies related to growth management, climate action, and transportation.**

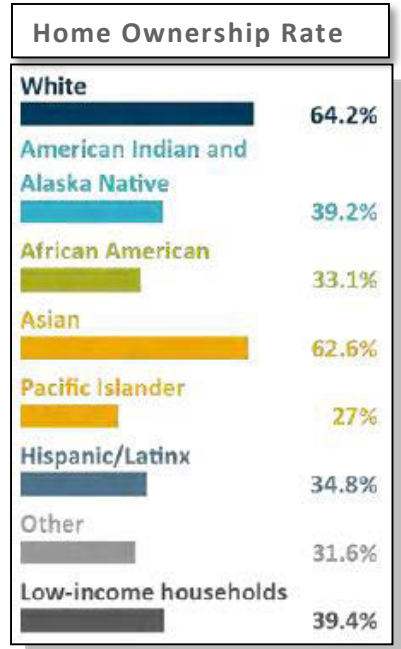
Advancing Racial Equity

The Metro Regional Affordable Housing Bond offers greater Portland the opportunity to advance racial equity in multiple ways. Housing barriers affect all communities but have most deeply impacted communities of color. This is why a core value of the Affordable Housing Bond and Metro’s Site Acquisition Program is to lead with racial equity to ensure access to affordable housing opportunities for people of color and historically marginalized communities. For the Site Acquisition Program’s location criteria, this means prioritizing the purchase of properties that address segregation, create fair housing opportunities, and help to stabilize communities at risk of displacement. In addition, the feedback received during community engagement pointed out the importance of building new affordable housing in the communities and neighborhoods where people already live and have developed social and family networks.

Metro can help address segregation through the Site Acquisition Program by prioritizing sites in areas lacking historical investments in affordable housing. Addressing segregation means acknowledging historic barriers to housing throughout the region and the inequitable distribution of affordable housing investments. Often affordable and income-restricted homes are constructed in areas where land values are lowest and where properties can support limited rental revenue. Unfortunately, these areas also

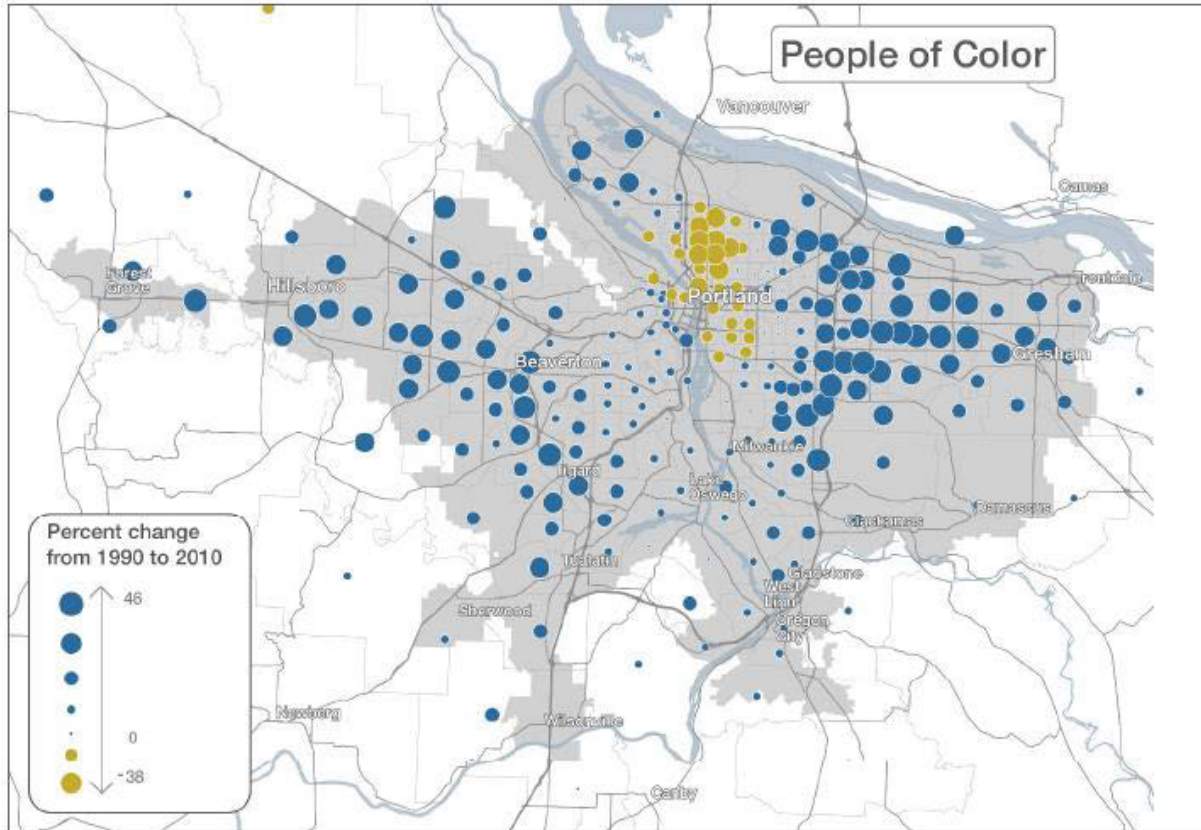
often coincide with parts of the region with limited access to jobs, services, and other amenities like parks and nature. The same principles reduce the availability of affordable housing in areas with high amenities and higher land values, which exacerbates divisions and puts some people further from resources, jobs, and opportunities more readily available in Metro’s growth areas that are more walkable and transit served.

The inequitable distribution of affordable housing resources throughout the region also makes communities without a supply of income-restricted homes more vulnerable to displacement. This is linked to the disproportionate displacement of communities of color and a shift in the region’s racial geography over the last decade. People of color, English language learners, and low income households are the most susceptible to displacement. As opportunities to access homeownership have been historically withheld from communities of color, these households have been most impacted by increasing housing costs. Without an adequate supply of income-restricted affordable homes in these areas, residents are more likely to have to leave not just their homes, but also their neighborhoods.



It’s important to acknowledge that regional investments in transit accessibility and public amenities can also carry the risk of contributing to the displacement of historically marginalized communities. Analysis between 1990 and 2010 shows historic disinvestment and low land prices followed by the funding and construction of the MAX Yellow Line among other investments contributed to the displacement of African American families in North Portland. Public infrastructure improvements can bring significant value to adjacent properties and without anti-displacement policies in place, the benefits of that infrastructure may not be realized by the residents. Metro’s Site Acquisition Program can help prevent displacement by prioritizing investments in areas where communities of color live, in neighborhoods where displacement is occurring or has occurred, and in areas where future investments are planned.

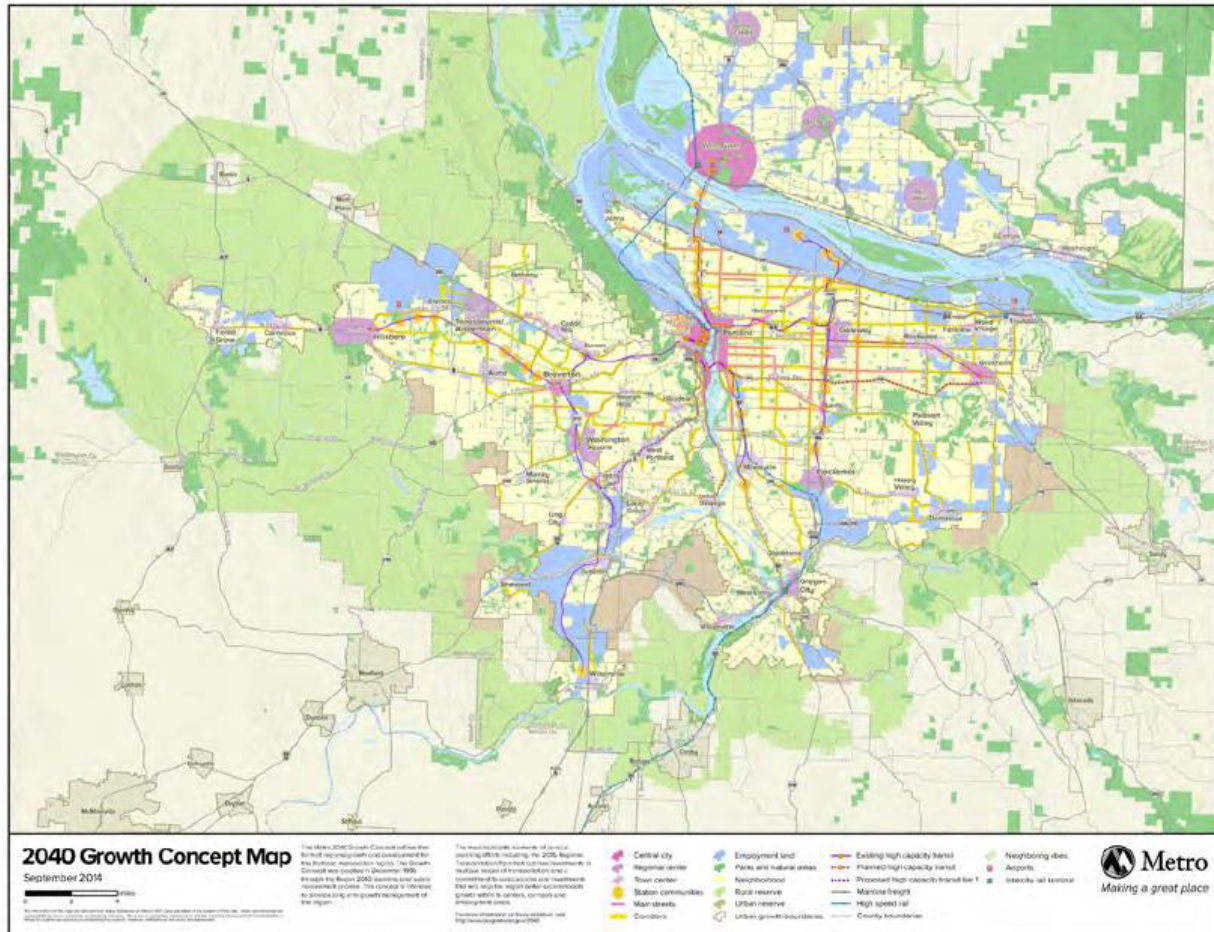
Strategies Metro can leverage through the Site Acquisition Program to advance racial equity do not end at location criteria. Projects eventually developed on Metro-owned property will have workforce, contracting, and tenancing goals designed to increase opportunities and reduce housing barriers for historically marginalized communities. More information on these requirements can be found in the Site Acquisition and Development Process section of this strategy.



Source: US Census

Metro Regional Policy

The greater Metro region (7-county MSA) is expected to grow by over 500,000 people between 2019 and 2038. To protect farms and forests, Oregon law encourages the efficient use of land within the region’s Urban Growth Boundary (UGB). State law and Metro’s regional growth policies guide the expansion of the UGB and how future development will occur within it. The 2040 Growth Concept establishes the core regional growth strategy of promoting quality infill and redevelopment within downtowns, urban centers, main streets, and along key transportation corridors. This growth management strategy is an effective way to accommodate growth within the region’s existing communities and is how redevelopment and infill has accounted for 76 percent of new housing units within the UGB were between 2007 and 2016.



Integrating new development with existing and future transportation investments is key to improving air quality and limiting congestion and the impact of climate change. Metro's Regional Transportation Plan (RTP) acknowledges this and is a key Metro policy that is closely coordinated with Metro's growth management work. The RTP is a blueprint that will guide future transportation investments over the next 25 years and its very first objective is to focus new transportation investments within Metro's future growth areas. These areas include the Portland central city, regional and town centers, corridors, and main streets.

The RTP also calls for investing transportation resources in a way that increases accessibility of those new investments to regulated affordable housing units. Transportation is often the second highest expense within a household and by linking these investments, Metro can do its part and help reduce transportation's share of households' overall cost burden. While transportation investments in general may include improvements to roadways, sidewalks, and bike lanes, transit service is particularly important to lower-income households. Proximity to transit service is one of the top factors that households expressed desire for during Metro's community outreach process. Transit is also a cost-efficient way to access jobs and services throughout the region without having to support the cost of an automobile.

In addition to the cost impact of transportation, closely linking investment in new affordable homes with transit service will help reduce the impact of single occupancy vehicle emissions of greenhouse gas

emissions, a key component of Metro's Climate Smart Strategy to help mitigate climate change. Adopted in 2014, Metro's Climate Smart Strategy for the Portland metropolitan region identifies implementing the regional land use plan and investing in transit as two of the most impactful strategies we can take to reduce per capita greenhouse gas emissions. Focusing Site Acquisition Program funds into these areas will not only ensure that residents' access to transit but helping support the climate future for the next generation of Portland metro residents.

Metro will not only leverage its transportation planning work to help better locate housing investments, but also its efforts to plan and invest in parks and nature. Metro's Parks and Nature Department brings people closer to nature and protects regional habitat through habitat restoration, park improvements, nature education, land acquisition, and other community investments. With access to parks being a key community priority of where housing should be located, the Site Acquisition Program will coordinate with future parks investments, existing local parks and nature projects, and community projects that could provide value to affordable housing residents.

Regional Site Acquisition Program Criteria

The Site Acquisition Program will support Metro's policies to advance racial equity by working to address segregation, prevent displacement, and stabilize communities while reinforcing already established policies related to growth management, climate action, and transportation. The program will prioritize sites purchases:

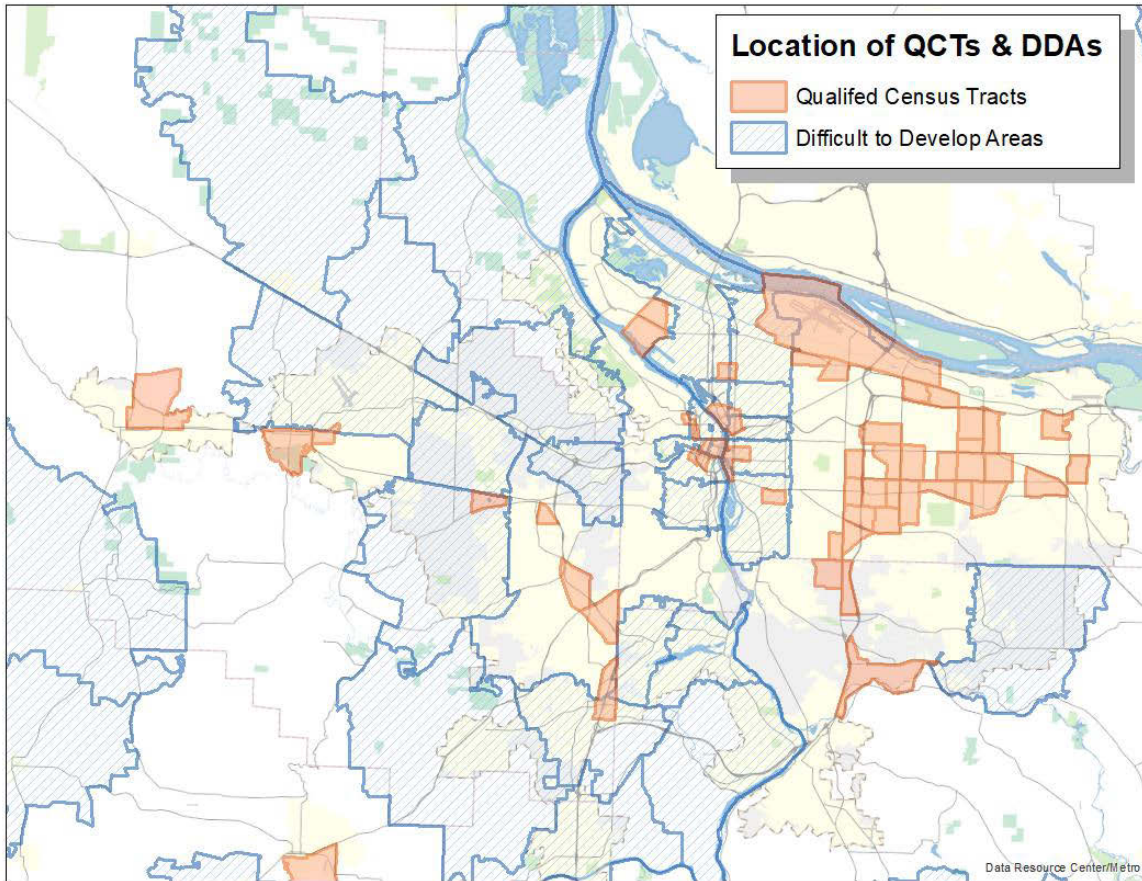
- **In areas where there are existing marginalized communities including communities of color, English language learners, and low-income households.**
- **In areas lacking investments in affordable housing**
- **In neighborhoods where displacement is occurring or has occurred.**
- **Within designated 2040 Growth Areas that support Metro's regional growth management policies. These include areas the 2040 Growth Concept identifies as the central city, town centers, main streets, regional centers, and corridors.**
- **Along established bus and rail transit routes or areas where future transit, parks and nature investments are planned.**
- **Near amenities identified as priorities in Metro's community outreach process.**

Participants in Metro's community outreach process identified transit proximity as their number one priority and will be a program focus. Also reflecting comments from the outreach process, Metro will prioritize sites with convenient access to full service and culturally specific grocery stores, particularly those that offer affordable prices for food. Some local farmer's markets may also offer access to affordable produce, but may not operate year round. For projects with family size units, the program will make efforts to secure sites with access to schools and daycare.

Technical Site Criteria

Metro will need to ensure that properties acquired through the Site Acquisition Program can be developed functionally and efficiently into future affordable homes by a qualified developer. The highest priority properties will be able to address the following characteristics:

- **Alignment with Local Implementation Strategy**
Metro will coordinate with local implementation partners to identify sites that align with the approved local implementation strategy.
- **Property size and zoning**
Priority sites should be large enough and appropriately zoned to allow for multifamily housing development.
- **Land and site preparation cost**
Land and site preparation costs should support the achievement of housing production targets in each jurisdiction's Local Implementation Strategy and should be reasonable to allow the production of the targeted number of units. Site preparation costs include but are not limited to environmental remediation, grading, and infrastructure improvements associated with the project.
- **Maximize other funding sources**
The Site Acquisition Program will prioritize site purchases in areas throughout the region that are able to utilize additional funding sources outside of the Metro bond for affordable housing development. Coordinating development within Qualified Census Tracts (QCT), Difficult to Develop Areas (DDA), and parts of jurisdictions that are able to leverage Tax Increment Financing (TIF), tax exemptions, system development charge financing, and other local programs will be a vital strategy that will help the Metro Housing Bond meet its housing production goals.



The Department of Housing and Urban Development (HUD) allows projects developed within QCTs and DDAs to generate an additional 30 percent “basis boost” on the amount of Low Income Housing Tax Credits they may qualify for. QCTs are census tracts where 50 percent of households earn below 60 percent of AMI or have a poverty rate of 25 percent or more. DDAs have disproportionately high costs when compared to AMI. HUD analyzes US Census data and publishes a map of QCT and DDAs annually. Sites developed within these areas will be able to earn additional equity in the form of tax credits and reduce the overall burden on regional bond funds to cover development costs.

Ideally local, federal, and Metro funding sources can be leveraged to maximize the affordability of homes developed through the Site Acquisition Program. Local jurisdictions’ ability to contribute location-based local funding sources like TIF for additional gap funding or supportive infrastructure improvements can help reduce project costs and increase affordability. Local policies that help reduce the impact of system development charges or property taxes on affordable housing developments can also help boost overall affordability. Local requirements that allow for reduced parking or increased density for affordable projects can also help the region meet the bond’s production goals.

SITE ACQUISITION AND DEVELOPMENT PROCESS

The Site Acquisition Program includes \$62,016,000 of program funds to be used for site acquisition and project development throughout the region. Metro intends to invest these regional funds proportionately in implementing jurisdictions based on the share of regional assessed value. Projects developed on Metro-acquired properties will contribute to each jurisdiction’s existing unit targets. In most cases, projects developed on Metro-acquired properties will require additional funding assistance from each implementing jurisdiction’s bond allocation. The following table shows unit targets, eligible share of bond funding available, the Metro Site Acquisition Program acquisition funds, and the estimated number of property acquisitions Metro currently anticipates in each jurisdiction.

Proposed Metro Site Acquisition Program Regional Investment Distribution

	Unit Targets			Local Eligible Share	Metro Regional Site Acquisition Funds	Estimated Acquisitions
	Total	30% AMI	Family-Sized			
Beaverton	218	89	109	\$31,140,595	\$3,460,066	1
Clackamas County	812	333	406	\$116,188,094	\$12,909,788	1-2
Gresham	187	77	93	\$26,756,995	\$2,972,999	1
Hillsboro	284	117	142	\$40,657,081	\$4,517,453	1
Home Forward*	111	46	55	\$15,879,123	\$1,764,347	1
Portland	1,475	605	737	\$211,056,579	\$23,450,731	2-3
Washington County*	814	334	407	\$116,465,532	\$12,940,615	1-2
Total	3,900	1,600	1,950	\$558,144,000	\$62,016,000	8-11

* Balance of County

Gap Funding

The estimated acquisition estimates shown in the table above assume Metro will use its funds for a mix of land purchases and gap funding on Metro owned properties. Metro may use its regional funds to provide additional gap funding for bond-funded affordable housing projects developed on any Metro-owned property, if Metro and the local jurisdiction agree that developing the property would support the community’s Local Implementation Strategy. If Metro acquires a property in an implementing jurisdiction for less than that jurisdiction’s targeted allocation of Site Acquisition Program funds, the remainder may be used to supplement the funding necessary to develop a feasible project on the property that supports the Local Implementation Strategy.

Acquisition Due Diligence and Approval

Metro staff is committed to work with partners to coordinate acquisitions that meet Metro’s site criteria and support the Local Implementation Strategies. Prior to submitting inquiries or letters of intent for a property eligible for site acquisition, Metro will confer with local jurisdiction staff to determine if developing the property will support the Local Implementation Strategy. Metro will manage property searches and will communicate and collaborate with jurisdiction staff throughout this process.

Developer Selection

Metro anticipates creating developer solicitation processes for acquired properties jointly with implementing jurisdictions. Solicitations should be conducted competitively and in a manner that

provides transparency and open access to qualified developers. Metro is committed to working with local jurisdictions to define individual project goals in a manner that meet Housing Bond and Local Implementation Strategy goals.

Advancing Racial Equity through Project Implementation

Similar to requirements for all Local Implementation Strategies, Metro expects to work with implementing jurisdictions and development teams on strategies for advancing racial equity throughout project implementation. In addition to the racial equity criteria described in the location criteria section of this strategy, development partners for Metro properties offered through the Site Acquisition Program will need to propose policies they will use to eliminate barriers and increase economic opportunities for communities of color and other historically marginalized communities, English language learners, and low-income households. Metro anticipates working with development partners and jurisdictions to achieve these goals in the following ways:

- **Fair Housing Strategies**
Metro and partner jurisdictions will evaluate development teams based on their proposed approach to eliminating barriers in accessing housing for communities of color and providing necessary culturally specific programming and supportive services. Metro will coordinate with implementing jurisdictions and their Local Implementation Strategies to guide these evaluation criteria.
- **Diversity in Contracting**
Metro will encourage the use of minority-owned businesses, woman-owned businesses, and businesses owned by service disabled veterans and emerging small businesses, as defined under State law in ORS in Chapter 200 and as certified by the Certification Office of Business Inclusion and Diversity (COBID). Projects developed on properties purchased through the Site Acquisition Program will have an aspirational goal of twenty percent of hard construction costs for subcontract utilization of COBID firms on projects. Development teams will be requested to propose their approach to reaching this goal based on applicable project costs and will be required to assist Metro in reporting and monitoring on progress towards the goal during construction.
- **Workforce Development**
Greater Portland is growing and to help meet the demand for skilled construction workers, the region needs to improve construction career pathways for women and people of color. Metro's Construction Career Pathways Project (C2P2) has worked with stakeholders throughout the region to learn about this problem and identify strategies to provide reliable career pathways for women and people of color into this industry. Metro's Site Acquisition Program will work with the C2P2 program to implement the strategies most appropriate to advance regional construction diversity goals in the context of affordable housing development such as setting workforce diversity goals, tracking and reporting on workforce diversity, supporting positive worksite culture, requesting workforce diversity plans from contractors and building partnerships with workforce development providers that serve communities of color.

Ongoing Community Engagement

Metro's site acquisition program is unique because there are fewer opportunities for community involvement during real estate transactions. Once sites are acquired, Metro will work with partner jurisdictions and development teams early in the project design process to determine how Metro staff expertise and resources can contribute to meaningful engagement with communities of color and other historically marginalized community members, including: people with low incomes, seniors and people with disabilities, people with limited English proficiency, immigrants and refugees and people who have experienced or are experiencing housing instability. Specifically, this will involve a meeting or series of meetings with jurisdictional staff and/or development teams to develop an effective engagement plan which identifies the communities to work with, the roles and responsibilities of staff and the activities that will ensure project outcomes are affected by community involvement. This plan will be guided by the local jurisdiction's Local Implementation Strategy.

Additionally, Metro intends to provide updates about implementation of the bond with the community. Currently, Metro maintains an email list of over 900 addresses. This provides a way for Metro to share periodic updates about the program and the implementation process. Metro will also use its Metro News stories and social media platforms to share updates with the community. To ensure engagement of communities of color and other historically marginalized groups, Metro will coordinate with other programs inside of the organization to attend planned events and meetings that target those communities. This should occur once or twice each year to provide updates about new projects in planning and development.

Anticipated Timeline for Acquisition

Metro's goal is to acquire approximately 8-11 sites through the life of the Site Acquisition Program, averaging approximately two to three sites per year that meet the program's priority location criteria and can support regional distribution targets. Solicitations for site development will be released in conjunction with local jurisdictions on a rolling basis. Final acquisitions are anticipated to be made in approximately the fifth year of the Housing Bond Program, with development of those sites completed within the following two to three years.

COMMUNITY OUTREACH

Community outreach for the creation of Metro's Site Acquisition Program occurred during the months of March, April and May 2019. The process was developed in collaboration with community-based organizations and Metro's jurisdictional partners and guided by emerging best practices in public engagement.

There were two parts to the community outreach conducted during this period. The first was an online housing survey completed by 486 individuals. The second was a series of discussion groups, interviews and forums (events) hosted by Metro and community-based organizations working in partnership with Metro. Those organizations included the Native American Youth and Family Center (NAYA), the Asian Pacific American Network of Oregon (APANO), Centro Cultural of Washington County, the Coalition of Communities of Color and Unite Oregon. Approximately 140 people attended one of seven in-person activities. Both parts of this outreach are outlined in detail in the appendix to this report.

Metro staff co-hosted two of the seven events and invitations were made to community-based organizations, advocacy groups and culturally specific organizations that had been involved with Metro's potential transportation funding measure planning, parks and nature bond planning or past Metro housing bond meetings. Over 150 people were invited to the Metro hosted events. In addition, Metro asked participants in their in-person events to share a link to the online survey with the people they work with. The other five events or interviews were hosted by one of the community-based organizations working with Metro. The CBO's each conducted their own outreach activities to solicit participation.

Participation

Demographic information was collected through the online survey and at all in-person events. Providing this information was always voluntary. 98 percent of survey participants and 77 percent of event participants provided some demographic information so we can make estimates about the people who provided feedback. More detailed information about participation is available in the appendix.

Participants were from around the Metro area, including each of the three counties (Washington, Multnomah and Clackamas). A total of 72 unique zip codes were reported from participants in this process. 65 different zip codes were represented in the online survey and 33 were reported from participants at in-person events.

The in-person events focused on engaging people from communities of color and other historically marginalized groups and participation in those events reflected that goal. The majority of participants (86 percent) were Hispanic, Latino or Spanish origin, Asian or Asian American, Black or African American, Pacific Islander, or Native American or Alaska Native. Ten percent reported as White and a small percentage preferred not to answer. The online survey was not as diverse, but more closely reflected the racial demographics of the region. 76 percent of survey respondents reported as White, seven percent Hispanic, Latino or Spanish origin, four percent Asian or Asian American, three percent Black or African American and three percent American Indian/Native American or Alaska Native.

Household annual incomes were varied for both event and survey participants. There was participation from people who are at or below median household income for the Portland Metro region. About 62 percent of participants reported annual household incomes below \$75,000 (slightly higher than the area

median income for a household of three people). About 26 percent of participants reported incomes below 40% of the area median income for a family of three (\$29,320/year). The average household size of participants was between 2 and 3 people.

People with limited English proficiency participated in the outreach events and the online survey. In-person events were held in English, Spanish, and Vietnamese. Six people participated in the online survey in Spanish and approximately fifteen to twenty people participated in Spanish at an in-person event. Eighteen people participated in a Vietnamese focus group and although a survey was available in Vietnamese, there was no participation online.

Unite Oregon, Centro Cultural and APANO all engaged immigrants and refugees to participate in their in-person events. While information was not collected about citizenship status or time spent in the United States, based on information from these organizations, a high number of participants are immigrants and refugees.

The discussion at the co-sponsored events revealed several personal stories of housing instability. These included stories from people who reported being without a home currently or in the past. This provides anecdotal evidence of involvement by people who have experienced housing instability. There was also engagement with people currently living in subsidized affordable housing through the online survey. When asked whether they currently live in income-restricted housing, 13 percent of survey participants said yes.

The demographic questions asked did not include a question about age or disability and that makes it difficult to understand how well these two groups were engaged. More effort should be placed on engagement of seniors and people with disabilities with future efforts. Metro can partner with organizations that work with these groups to ensure better participation in the future. Organizations like AARP could be asked to share links to online surveys, senior centers or senior housing complexes could co-host events with Metro. Questions about age and disability should be asked with future demographic questions to gauge the success of these efforts.

Questions

The in-person events and the online survey asked participants the same set of five questions. Staff co-created these questions with Metro's jurisdictional partners in housing and the community-based organizational partners that hosted discussions and events. The questions are as follows:

1. Imagine the entire greater Portland area (Washington, Multnomah and Clackamas counties and all the cities and neighborhoods inside). Think of a place where you would put new affordable housing if you could. Look around the area in your mind, and think about what you see nearby. Why did you pick that location?
2. What do you think are the biggest challenges people face when trying to find a place to live?
3. How do people find available housing?
4. What types of services, programs, and/or support are needed to overcome these challenges?
5. What other advice do you have for housing providers to make sure the people who most need affordable homes can be successful?

The first question was specifically crafted to solicit input for this implementation strategy and the results are presented the section which follows. The other questions provided information that Metro shared with its jurisdictional partners. All feedback is summarized in the appendix to this strategy.

Outcomes

The six most sited resources that people felt should be near new affordable housing were:

1. Bus stop / MAX station (public transit)
2. Affordable grocery store
3. School / college / daycare
4. Jobs
5. Local park, open space or trail
6. Near where they live today (in their community)

Participants discussed the importance of having access to services and amenities near affordable housing or being near existing community and family networks. This was true across all of the events and survey results. More details about what was heard during discussions with community on this topic can be found the appendix.

APPENDIX A: COMMUNITY OUTREACH SUPPLEMENTAL MATERIALS

There were two parts to the community outreach conducted for the development of this strategy. The first was an online housing survey completed by 486 individuals. The second was a series of discussion groups, interviews and forums (events) hosted by Metro and community-based organizations working in partnership with Metro. Both are summarized in detail in this appendix.

Summary of feedback received during Metro affordable housing forums, discussion groups and interviews

Process

In April 2019, Metro collaborated with its community partners to host five forums and conduct interviews during which Metro shared information and received input about three of the agency's major focus areas: 1) the proposed parks and nature bond; 2) implementation of the Metro Regional Affordable Housing; and 3) priorities for the potential transportation funding measure in 2020. Key themes from the input received at the forums is compiled and summarized in this document.

These forums and interviews were developed in collaboration with five community-based organizations: NAYA, APANO, Centro Cultural, Coalition of Communities of Color and Unite Oregon. These organizations met with Metro staff to identify the method for engagement, they jointly developed discussion questions with Metro staff and entered into contracts with Metro to host discussion groups and conduct interviews to collect feedback with community members. The Coalition of Communities of Color was a co-sponsor with Metro of a Community Leaders Forum held at the Oregon Zoo. Nearly 140 people were engaged in this manner. A majority of participants were Metro residents from communities of color. For detailed demographic information, see the evaluation form results.

Forums included:

- April 15 at NAYA: 24 participants
- April 16 at Clackamas Community College, Harmony Campus: 25 participants
- April 17th - April 24: Interviews conducted through APANO Communities United Fund: 8 participants
- April 19th APANO discussion group at APANO office in East Portland; 15 participants
- April 20 at Centro Cultural: 18 participants¹
- April 25 at Unite Oregon: 16 participants
- April 26 at the Oregon Zoo (Community Leaders Forum): 33 participants

Questions

Forum attendees and interviewees participated in facilitated discussions about housing that were guided by the following questions: if you could build new affordable housing anywhere, where would it be; what are challenges to accessing affordable housing; what are challenges to keeping affordable housing; and how do people in your community find affordable housing. The discussions are summarized on the following pages. These lists highlight the most predominate and repeated points of discussion throughout the seven community forums.

Housing location

Participants were asked to imagine a good location for affordable housing and then explain what made that locational ideal. The following is a summary of what was shared.

Participants discussed the importance of having access to **services and amenities near affordable housing or proximity to existing community and family networks**. The most frequently mentioned include:

- Near public transit
- Near grocery stores and affordable food options
- Near good public schools and childcare options
- Near parks, green space, recreation and natural areas
- Within people's existing communities, where they know people and have connection to the land and community – friends, family, social and cultural circles
- Other locational factors mentioned most frequently include:
 - In safe and quiet neighborhoods
 - Near cultural hubs such as Jade District
 - Near culturally-specific amenities and locations, i.e., grocery stores, hair dressers, community centers, retailers, restaurants, etc. – places where people can access products, retail and engagement specific to their culture
- Access to pedestrian and bicycle networks
- Access to healthcare/medical and mental health services
- Access to transportation options (general)
- Access to community resources
- Near community centers and/or public spaces
- Walkability (20 minute neighborhoods)
- Within mixed income neighborhoods (affordable housing shouldn't be isolated, equal access to services and amenities, and regional distribution of affordable housing)
- Housing that reinforces diversity in neighborhoods
- Near jobs and employment/commerce centers
- Near services (general)
- Access to recreational activities
- Near shopping and shopping centers
- Ability to patronize local businesses
- Access to spiritual locations and places of worship
- Sense of community identity
- Access to laundry services (laundromat, in unit or in complex laundry)
- Connections to or proximity to major (safe) arterials



- Ease of access to the airport
- Any place that meets children's needs, an area that also suits families, young professionals and couples with no kids
- Quality schools, opportunities for after school activities, recreational centers, mixed use and also single family homes, places to volunteer, stores for all income levels, diverse housing
- Access to libraries, places to gather and celebrate events—festivals and markets
- Developments such as Orenco station – transit oriented development sites
- Near parks with amenities such as barbecues, picnic tables, public fountains, play structures, etc.
- Support long-term stability and sustainability of existing communities to support community cohesion and livability. Affordable housing should not only focus on new construction it should also support people staying in their communities. Several specific areas were mentioned where there are good services, transit and cultural centers, but there is a need for more affordable housing.
- SE Portland (82nd and Powell)
- Cully
- Cornelius and downtown Forest Grove
- Washington County – because there isn't enough there today, and there are nice parks
- Manufactured Home Parks were discussed as existing affordable housing, which if preserved, will remain affordable.

Housing forums, discussion groups and interviews

Summary of evaluation forums and demographic information

Overview

Evaluation forms were provided at five different events during the spring engagement period. Participants at the events were encouraged to complete an evaluation form. The form was provided in both English and Spanish, and contained questions about the event and demographic questions.

A total of 91 forms were collected at the event or after the event through an online survey. That represents 77 percent of the people who attended one of the events. Feedback was generally positive about the meetings, the locations and the food. The participants who completed forms came from a variety of zip codes, racial and income groups.

EVENT	FORMS COMPLETED	PARTICIPATION
NAYA (4/15)	23	24
Community forum (4/16) at Clackamas Community College	21	25
Community forum (4/20) at Centro Cultural	12	18
Unite Oregon dialogue (4/25) in Gresham	10	16
Community Leaders forum (4/26) at the Oregon Zoo	25	33
APANO one-in-one interviews (4/17-24) in Washington County*	0	8
APANO discussion group (4/19) at APANO office*	0	15

* Participants at these two events did not complete evaluation forms, but estimated participant information was used in the demographic summary for race and geographic location.

Meeting evaluation questions

Overall, people who responded indicated that they were either agreed (score of 4) or strongly agreed (score of 5) that the meeting was worthwhile and they indicated that their input was encouraged / they felt heard. Participants at the NAYA event agreed less strongly that the meeting was worthwhile (average score of 4.2 out of 5), while participants at the April 20 community forum at Centro Cultural strongly agreed that the meeting was worthwhile (average score of 4.8 out of 5). When asked about the friendliness of staff, the average score was very high. The quality of the meeting space and the food provided were also positive. Participants at the Unite Oregon dialogue on April 25th were less satisfied with the level of comfort in the meeting space (average score of 3.6 out of 5) and the quality of the food (3.4 out of 5).

QUESTION	AVERAGE SCORE
Overall, I believe the meeting was worthwhile	4.5
I felt the meeting encouraged my input and I felt heard	4.6
Meeting space: Friendly staff	4.7
Meeting space: Comfortable space	4.5
Meeting space: Quality of the food	4.4

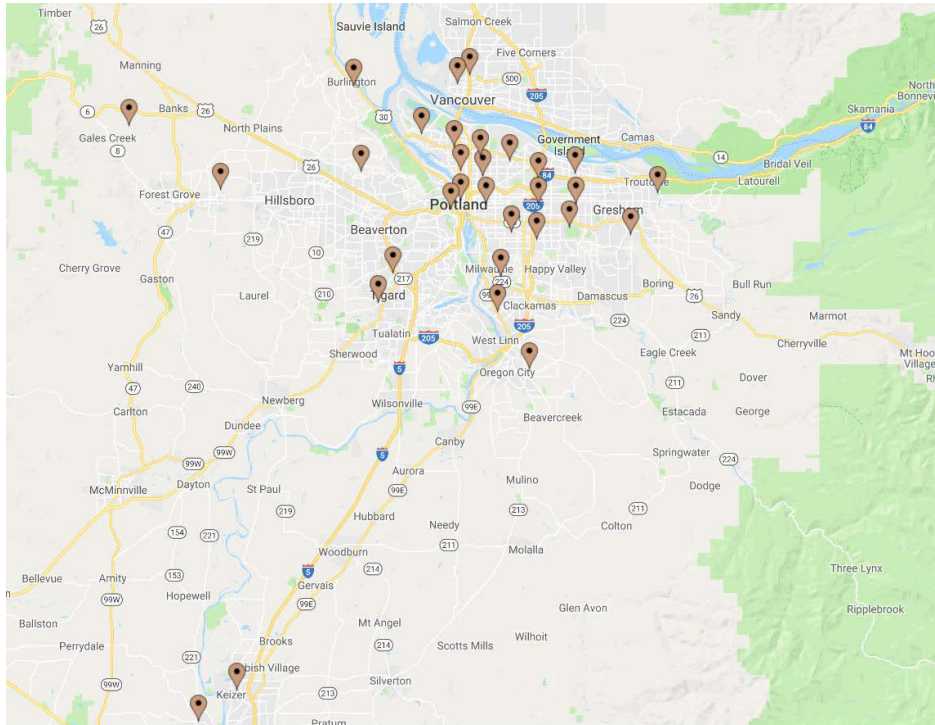
SCORE 1-5; 5 = BEST AND 1 = WORST

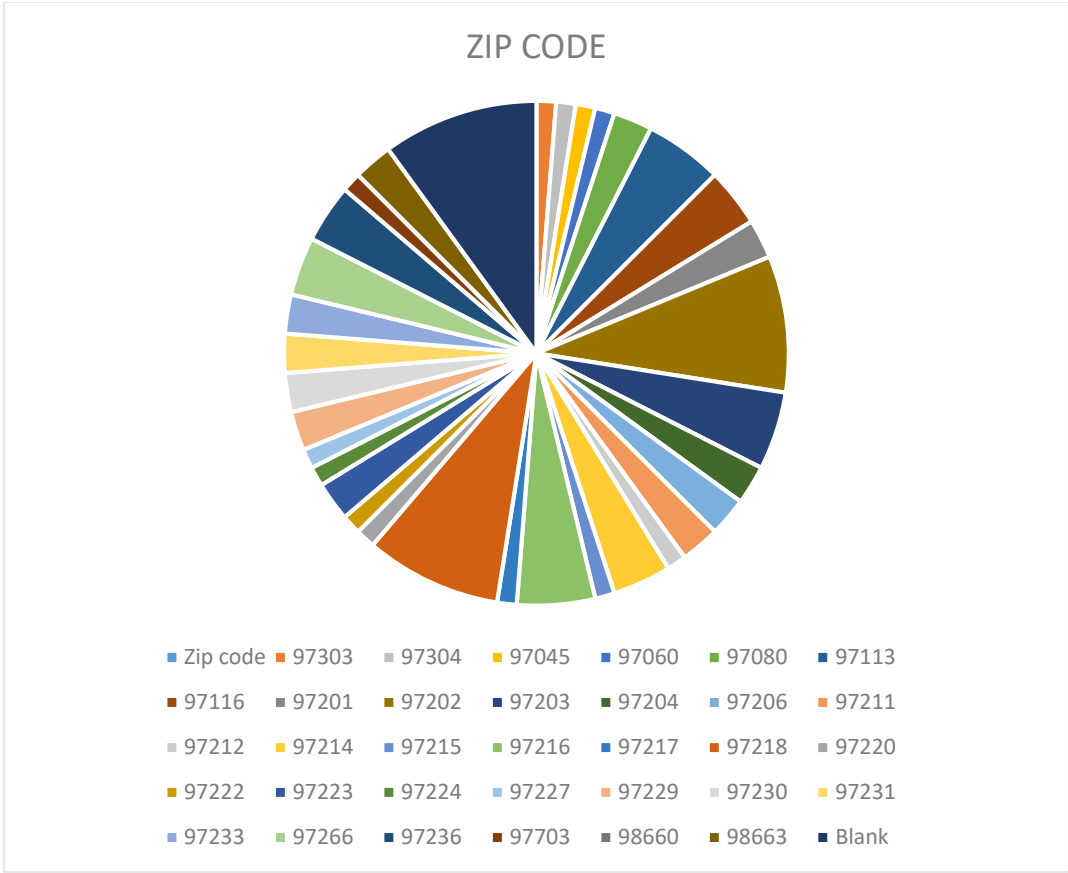
Demographic questions

The participants who completed evaluation forms were diverse in race, income and geographic location. These questions were voluntary, but most answered these questions (over 85% participation on all questions).

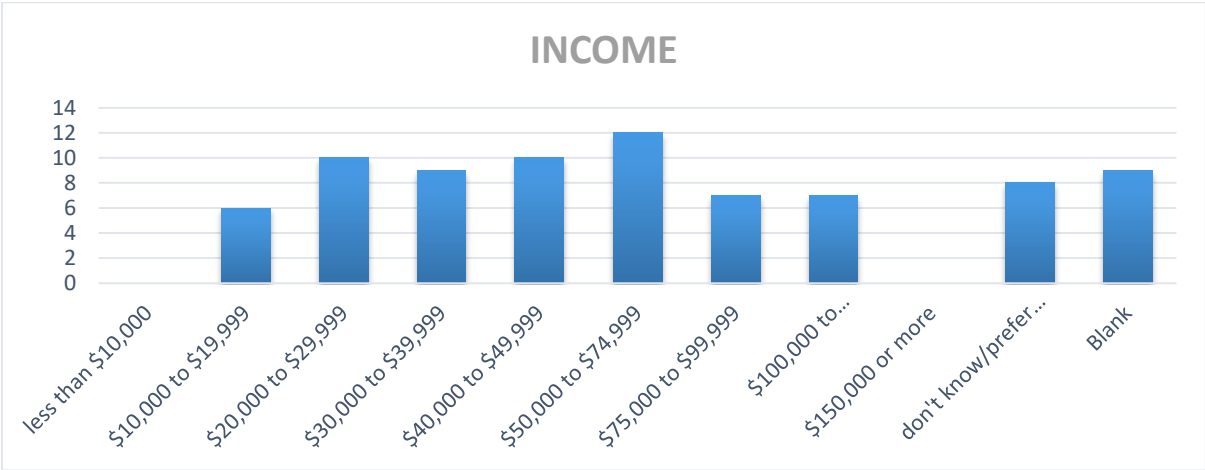
There were 33 different zip codes represented by the people who completed the forms. The five zip codes that had the most people were 97266 (East Portland), 97218 (NE Portland), 97113 (Cornelius), 97203 (North Portland) and 97216 (Montavilla). This total includes evaluation form responses plus estimates from the two APANO events.

Zip code map



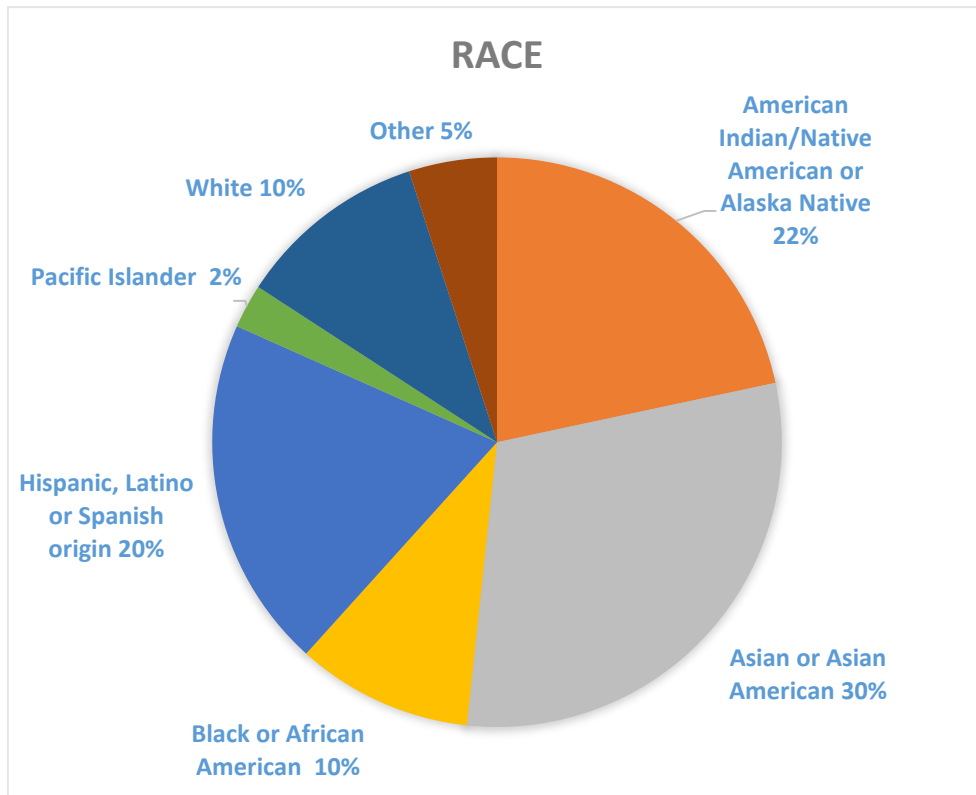


Incomes were varied, but all under \$149,999 annually. There were more people in very low income categories (\$29,999 and below) than the metro area income distribution as measured in the American Community Survey in 2014. Nearly 70 percent reported household annual incomes below \$75,000/year which is just above the area median income for a household of three people. 23 percent reported household annual incomes below \$30,000, which is 40% of the area median income for a family of three people (\$29,320/YEAR). 86% of participants answered this question.



Participants who participated in the evaluation were from several different racial groups, ten percent identified as White and 86 percent identified as something other than white, and 5 percent indented another category not listed. The majority were Hispanic, Latino or Spanish origin or Native American or Alaska Native. 97% of participants answered this question.

The average number of people living at home was 3.5 people (92% of participants answered this question), and ten percent of those who answered said that they currently live in income restricted housing. This total includes evaluation form responses plus information from the two APANO events.



Additional comments

The evaluation forum included an area where participants could leave additional information. Those comments are included below.

4/15 NAYA meeting
I encourage early engagement with the indigenous community but also other under heard communities - sometimes we don't have a seat at the table and organizations don't meet us where we are - thank you!
Shiloh was great. Hire her again <3
Circle seating arrangement, a remote microphone would help as well.
Chilly
Transportation issues only
Transportation issues only
3 separate sessions for the 3 separate subjects
Also selected: \$10,000 to \$19,999
Facilitated discussions at tables/small groups
- cold -
Got too cold for elders, not enough food!
Meet @ casino. Give out a free RT ticket.
Depends on action taken with feedback. How to support Native Businesses. Also selected: \$50,000 to \$74,999
Warmer room 1 paycheck away from losing my house. \$2000 month rent paycheck is \$2,400 :(
4/16 Community Forum
Que siga igual (That remains the same)
Language compatible
Include young people 18-25 specifically
More clearly explain the possibilities/limitations of what Metro does and how Metro can influence other jurisdictions. Especially necessary for transportation and housing which didn't have much background info.
Display boards - some examples. There were a few that sounded the same. There were a lot of great ideas but maybe not enough time to discuss. Look at timing of activities? I enjoyed hearing from others and feel like this might have been rushed.
More often :) you were great
4/20 Community Forum
Agenda with designed outcomes and facilitation process intended to be used to engage and gain feedback.
More meeting locations and dates, would love this in east Portland.
Didn't eat

- near public transit - more discussions - in community spaces (API) - more interactive
More heating More discussion time Larger group discussion?
4/25 Unite Oregon
A bigger space
Que pueramos mas personas (that we can have more people)
A bigger room, microphone for people in the back, better food
ADA accessibility, a food truck, larger space, note pads and scratch paper
Sea un poco mas espacio y mas personal (have a little more space and more people)
4/26 Community Leaders Forum
Go to community spaces
We noticed that all the Metro speakers were white. I was sitting at a table of POC community leaders and it would have been nice to see POC Metro staff given a role as speakers
Let's do this whole thing outdoors next time! Also, every speaker in the big group was white, even though plenty of POC staff were here. Please encourage more diverse facilitation.
The noise got high once the kids arrived. Thank you for closing the doors. It felt distracting.
More time
Signage down to the area was not good and I felt lost trying to get there.
Talk about housing, that's the center

Metro housing online survey results summary

A total of 486 people completed the online survey. About 450 are summarized below. Some responses were received after the survey closed. The following is a summary of the questions and the answers provided by participants. Feedback from open ended questions has been summarized to group the answers provided most frequently. An effort was made to include comments that were received only once.

Why did you pick that location? It is close to (mark your top 3)

Answer Choices	Responses	
Bus stop/ MAX station	65.27%	295
Affordable grocery store	48.67%	220
Job	25.00%	113
Local park/open space/ trail	22.12%	100
Daycare/School	21.24%	96
Where I live now (in my community)	20.35%	92
Hospital/medical office	10.84%	49
Community center	9.51%	43
Food bank, social service agency, other service	18.58%	84
My family or friends	12.39%	56
Place of worship	3.10%	14
College/university	4.42%	20
Cultural, civic, club or organization	3.10%	14
Restaurants/shops/bars	8.85%	40
Other (please specify)	9.07%	41

Other things about the area (listed by frequency)

- Accessible, centrally located
- Safe area, low-crime
- Mix of people (racial diversity and income diversity)
- Places where there has been gentrification
- Places at risk for gentrification
- Strong community feeling
- Currently high-income area or where little affordable housing exists
- Walkable/bikable
- High low-income population
- Mix of housing types
- Distributed/everywhere
- Where land is available
- Not isolated

- Quality schools
- Transportation – main road and highway access
- No contamination/good air quality
- Job training
- Near social services
- Near cultural centers or cultural businesses
- Where land is affordable
- Where land is easy to develop
- Library
- Gym
- Movie theater
- Fire station
- No downtown
- Where displacement is occurring
- Zoned high density
- Where none exists today
- Low crime rate
- Land for manufactured homes or other affordable home ownership
- Specific location:
 - Tualatin town center (where a building burned down)
 - Hillsboro (land from the “grand bargain”)
 - 3 buildings at NE Broadway and 33rd that are empty
 - Multnomah area
 - Cully neighborhood
 - South of Powell, east of SE 39th and west of SE 52nd
 - East Portland
 - Albina/Alberta
 - Empty parking lots along Highway 10
 - outer Gresham area
 - Clackamas county

What do you think are the biggest challenges people face when trying to find a place to live?

Answer Choices	Responses	
Rent is too expensive	90.29%	400
Distance from job, school, friends, family, school, etc.	45.37%	201
Application or screening criteria too strict (income requirements, criminal and credit reports, rental history, etc.)	56.88%	252
Move-in costs are too expensive	60.27%	267

Lack of social services	14.67%	65
Doesn't accept pets	22.57%	100
Lack of accessibility for people with disabilities	17.38%	77
Not enough space for a family	31.15%	138
Other (please specify)	14.00%	62
	Answered	443
	Skipped	3

How do people find available housing?

Answer Choices	Responses	
Social service provider	43.78%	190
Friends/Family	60.83%	264
Craigslist	65.67%	285
Social media	30.18%	131
HotPads	6.91%	30
OneApp Oregon	6.68%	29
211	19.35%	84
Newspaper	10.83%	47
Zillow	27.19%	118
Trulia	12.44%	54
Other (please specify)	19.35%	84
	Answered	434
	Skipped	12

What do you think are the biggest challenges that make it difficult for people to stay in affordable housing?

Answer Choices	Responses	
They can't afford to pay the rent	79.50%	349
The apartment isn't big enough for a family	33.26%	146
The apartment isn't located where they want to live	39.18%	172
The apartment isn't safe or habitable	43.28%	190
The staff at the apartment aren't able to provide enough support to the person/family	21.64%	95

Lack of good transportation options	49.43%	217
Other (please specify)	17.54%	77
	Answered	439
	Skipped	7

Other:

- Involve social service providers in planning and implementation
- Hire tenants
- De-escalation training for staff
- Rental control
- Enforcement of tenant’s rights
 - Landlord education
 - Trauma-informed care training
 - Tenant education
 - Inspections for health and safety violations
- Cottage courts or pocket neighborhoods
- Allow kids to stay in existing schools
- Avoid NIMBY by not announcing plans or noticing neighbors
- Social services only for those who need it—not everyone
- Congestion pricing
- Investment in maintenance for lasting affordable housing
- Probationary periods
- Make it easier to have pets and service animals
- More transparency about how rental rates are set and what renters are paying for
- Incentives for keeping the apartments/ area clean, free from vandalism, and safe
- Involve people who will live in affordable housing in planning new buildings
- Screening criteria and move in costs are enormous barriers
- Incentives for keeping the apartments/ area clean, free from vandalism, and safety concerns
- Reconfigure the federal Homestead Exemption so that \$20 billion can be used to address homelessness in cities that need it
- Easier permitting processes for affordable housing
- Don’t let neighborhood associations oppose affordable housing developments
- Family-size units
- Mixed-come developments
- Make an incentive program for landlords to be rewarded for renting to section 8 participants who have a criminal history
- Build new unit with universal design principles
- Don’t deny housing based on criminal history
- Consider mixed citizenship status households
- All the homeless to work on the prevailing wage jobs to give them a livable successful wage and it allows then to put on sweat equity into their new homes
- Universal basic income/ living-wage jobs
- Provide better wages for case workers

- More permanently affordable homes; shorter waitlists
- Consider ways to prioritize residents who have lived in an area over 10 years
- More shared or small housing
- Respect and compassion for people
- Try to lift some of the stigmas about "affordable" housing
- Easy to find list of available for rent places
- Financial support for landlords with little capital to invest, but a great deal of deferred maintenance
- Applications designed for mobile devices
- Ask the people being served, and respond to what they describe as their needs and priorities
- Help moving in and furnishing apartment
- LGBT sensitivity training is needed at places that provide social services, particularly around trans issues
- Encourage the residents to form a residential council with a charter and goals to meet as a community
- Don't require a social security number in rental application

What types of services, programs, and/or support are needed to overcome these challenges?

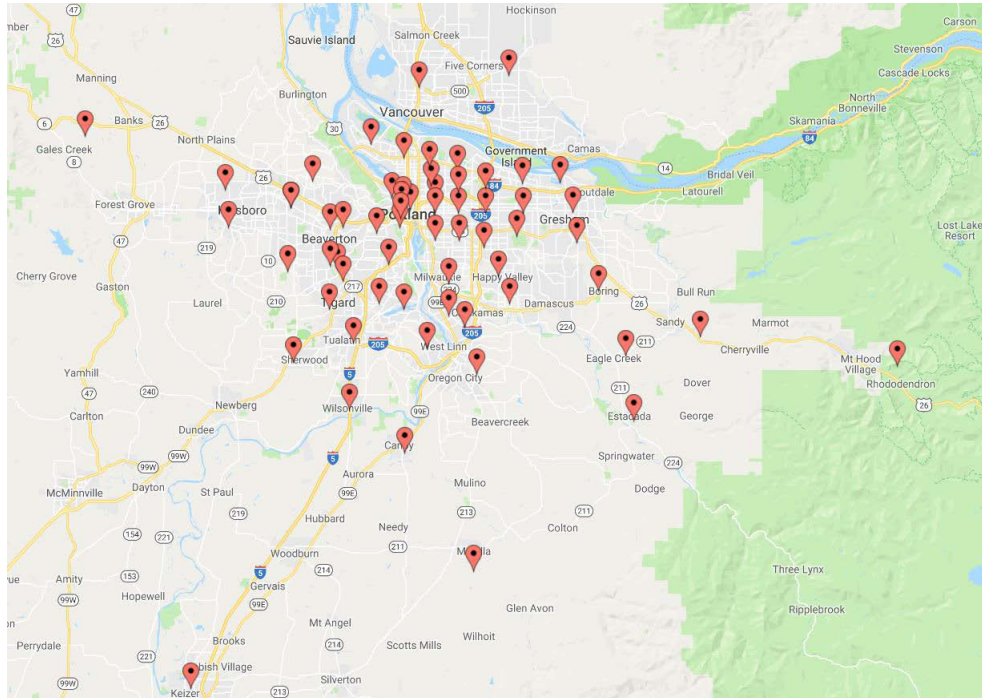
- Social services
 - Childcare
 - Mental health services
 - Financial education
 - Rentwell classes
 - Job training
 - Partnerships with employers and training
 - Life skills
 - Maternal and infant health services
 - Health counseling
 - GED classes
 - Community policing
 - Mentors
 - Addiction treatment
 - Culturally specific
 - Dispute resolution services
 - Electric and water assistance programs
 - Community art programs
 - AA/NA meetings on site
 - Good relationships with partnership agencies
- Improved transportation options
 - Better public transit
 - More bus lines
 - Free / reduced fares

- Shuttle services
- Provide activities on site to remove transportation barriers.
- Transitional services
- Application assistance
- Community-building activities for residents
- More language services
- Clearly explain rules to tenants
- Support for working parents
- Install more high efficiency equipment
- Help learning about affordable options
- Home ownership options
- Training for on-site managers (compassion and understanding is needed)
 - recognize their needs and can connect them with the service providers who can help
- More help for people “in the middle” (not very low income; not high)
- Ease rental violation penalties
- People may need support to fill out rental/income assistance paperwork
- More options for residents to have guests
- Financial support
 - Allow bi-monthly rent payments
 - Waive deposits
 - Emergency funds
 - Lower move-in fees

Zip codes

A total of 65 different zip codes were represented by participants in the online survey. They are distributed through the Metro area, in all three counties.

Participant zip code map



Ten or more people participated from following zip codes. These areas are predominately in Multnomah and Clackamas County.

Zip code	No. of participants
97222	37
97206	24
97045	23
97217	23
97213	22
97062	21
97211	19
97212	17
97203	16
97214	16
97202	15
97267	13
97266	11
97215	10

Demographic information about participants

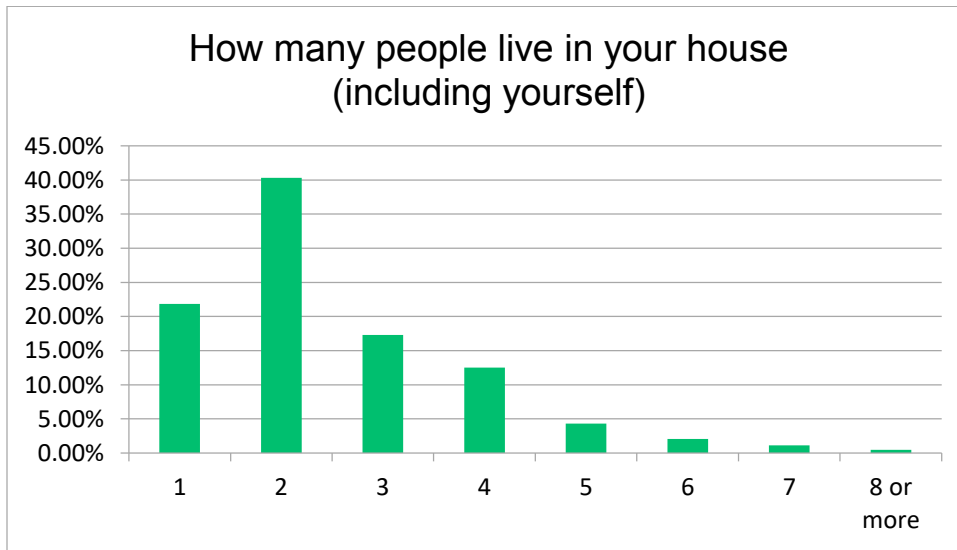
The following shares information about participants in the survey. Approximately 97 percent of participants answered these demographic questions.

Survey participants were primarily white (76 percent). The next highest levels of participation were Hispanic, Latino or of Spanish origin (6 percent), followed by Asian or Asian American, Black or African American or American Indian/Native American or Alaska Native (4 and 3 percent). About 12 percent of those who participated in this question preferred not to answer or provided a written description of their racial or ethnic identity.

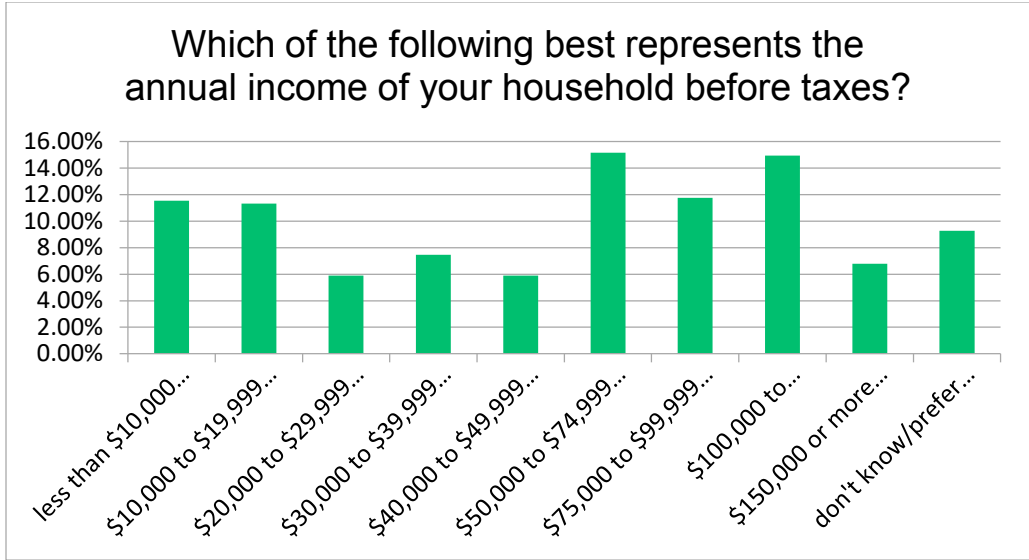
When asked about your racial or ethnic identity, how do you identify?

Answer Choices	Responses	
American Indian/Native American or Alaska Native	3.43%	15
Asian or Asian American	4.35%	19
Black or African American	3.66%	16
Hispanic, Latino or Spanish origin	7.01%	31
Pacific Islander	0.69%	3
White	76.43%	334
prefer not to answer	7.09%	31
other (please describe)	4.81%	21
	Answered	442
	Skipped	9

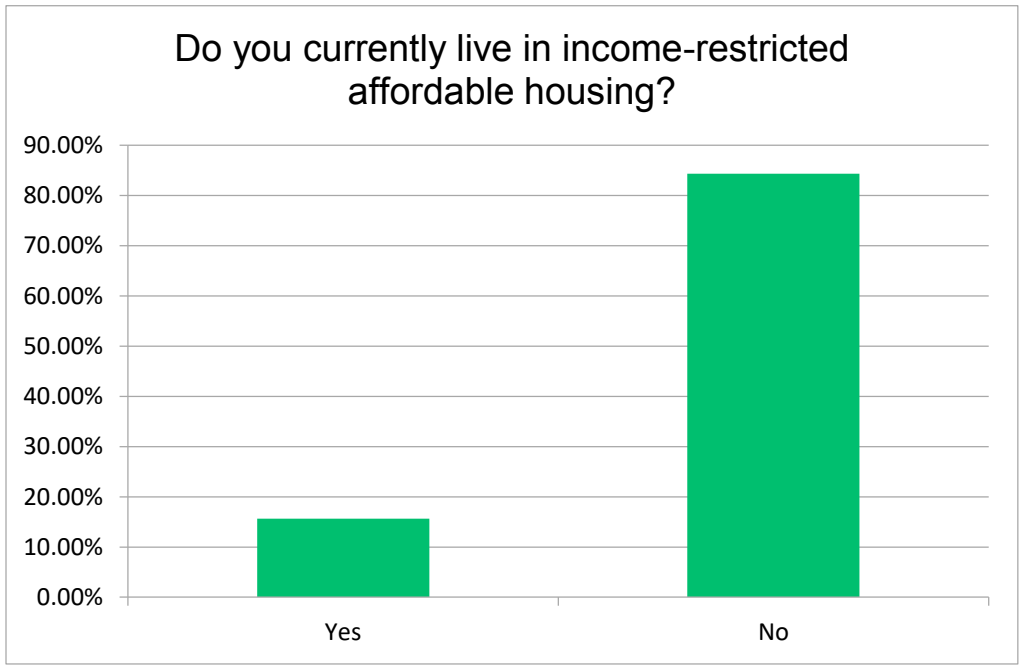
The majority of respondents reported living in 1 or 2-person households (62 percent).



When asked about annual household income, participants gave answers in nearly all income levels. Of the 442 people who answered this question, 57 percent reported annual household incomes below \$75,000 (slightly higher than the area median income for a household of three people) and 34 percent reported incomes above area median income. A total of 29 percent of respondents said their annual household income was less than \$30,000, which corresponds with 40% area median income for a family of three (\$29,320/year).



The majority of survey respondents do not live in income-restricted affordable housing, but over 15 percent reported that they do.



Materials after this page were distributed at the meeting.



August 6, 2019

To: Metro President Lynn Peterson and the Metro Council
Metro Housing Bond Community Oversight Committee

From: Partners for Affordable Homeownership (PAH)
Ernesto Fonseca, Hacienda
Diane Linn, Proud Ground
Paul Lumley, Native American Youth and Family Center
Peg Malloy, Portland Housing Center
Steve Messinetti, Habitat Portland Metro
Nathan Teske, Bienestar Oregon

Dear Metro President Lynn Peterson, Metro Councilors, and members of the Metro Housing Bond Community Oversight Committee —

As you review jurisdictions' Local Implementation Strategies for the Metro Affordable Housing Bond Program, we want to ensure that the strategies make it clear that affordable homeownership is not just an allowable use of the regional bond dollars, but a priority for our region.

Please see the attached document outlining the many benefits of building affordable homeownership into the bond program—with less subsidy required per-unit, it will make bond dollars go further, and is arguably the best strategy for fulfilling the bond program's principal of leading with equity. For too long in our communities, people of color have been largely shut out of ownership opportunities and the long-term stability and security they bring. Our homeownership programs serve a broad range of AMI households, reaching as low as 35% AMI, and are an opportunity to build generational wealth.

The bond is an opportunity to change that—but the LIS documents must be explicit in seeking to achieve these outcomes, and should not use language that deprioritizes affordable homeownership.

In recent weeks, we have provided specific feedback to jurisdictions on their draft LIS language, including using words like "resident" or "occupant" instead of tenant, and stating clearly that the program is "expected to provide rental housing and affordable homeownership

opportunities supported with bond resources.” In sections related to leveraging additional housing resources, owner mortgages should be reflected as an additional private resource. These suggested edits are attached.

We hope many of those edits are incorporated into the versions that are sent to Metro, or will be accommodated before Metro signs off on the strategies.

Sincerely,

Partners for Affordable Homeownership

Affordable homeownership suggested LIS edits sent to local jurisdictions:

- Under the section Available Resources and Framework Targets, edit the last line in the first paragraph to say: “Units are expected to provide rental housing and affordable homeownership opportunities supported with bond resources.”
- Under Leveraging Other Affordable Housing Resources, it is important to note the additional resources brought to the table for affordable homeownership opportunities—for example, the owners’ mortgages. This would fit well under the subheading “Maximize Use of Private Resources.”
- In most instances of the word “tenant,” use more inclusive language of “resident,” “occupant” or “tenant/owner.” For example, instead of only referencing lease-ups for culturally specific outreach, this language could be inclusive of affordable homeownership by saying “resident qualification.”

Specific to Clackamas County LIS:

- Under Project Selection Criteria and Metro Framework, the Draft LIS says “HACC will focus its Bond financed affordable housing on new construction multi-family rental projects and may also consider multi-family acquisition/rehabilitation projects. Additionally, HACC is considering investing Bond resources in homeownership strategies should the right location and opportunity arise.” This section should be clarified; Affordable homeownership projects are often multifamily projects, and the language should reflect this.
- Under Furthering Clackamas County’s Affordable Housing Goals, update the second bullet to say “Focusing its Bond financed affordable housing on new construction of multi-family projects that provide rental housing and affordable homeownership opportunities.”
- Under Racial Equity, it is noted that HACC will “prioritize projects addressing the historical racial disparity and lack of housing access experienced by communities of color.” This should be updated to include projects that address the lack of opportunity to build equity and generational wealth through affordable homeownership.

Specific to Hillsboro LIS:

- Under Project Selection Criteria, the Draft LIS says “The City also anticipates that all projects will include some units with rents at or below 30% AMI.” Clarify this section to note that it applies to all rental projects. Affordable homeownership projects can serve families at 31% MFI and above, often requiring less subsidy per-unit.
- Under Furthering Hillsboro’s Affordable Housing Goals, update the first bullet to say “Will focus its Bond-financed affordable housing on new construction of affordable rental or

homeownership projects especially in neighborhoods that do not currently have significant amounts of regulated affordable housing.”

- The third bullet under Furthering Hillsboro’s Affordable Housing Goals separates out consideration of affordable homeownership projects. The current language seems to treat potential affordable homeownership projects as secondary to rental projects, when all investments of bond resources should be made "with consideration given to how the proposed project adheres to this LIS and contributes to the accomplishment of the unit production targets of the Metro Bond Framework.”
- Under Racial Equity, it is noted that Hillsboro will "prioritize projects addressing the historical racial disparity and lack of housing access experienced by communities of color.” This should be updated to include "projects that address the lack of opportunity to build equity and generational wealth through affordable homeownership.”

Washington County incorporated these suggested edits into the LIS the Oversight Committee reviewed in July.

The Draft Portland & Gresham LIS have not been released for review.



Building Equity through Homeownership

Investing Regional Bond Funds to Create Homeownership Opportunities

Now is the time to invest in affordable homeownership if we want to keep our region liveable for working families, especially for communities of color.



We cannot simply hope for a better region— we must build it.

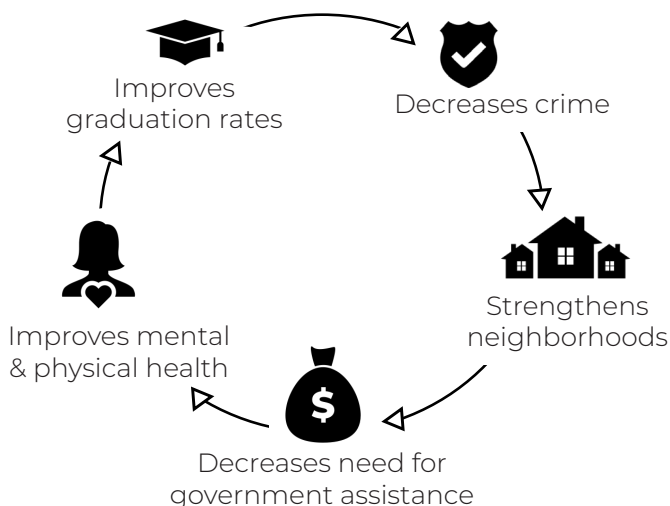


Meet Victor, Itzayana & Adrian.

For years, rising rents forced Victor and Itzayana to move from apartment to apartment. When Itzayana became pregnant, they were determined to end their instability for their son. They moved back into their parents' home to save money, with the goal of purchasing their own home to raise a family.

Initially, the price of owning a home and the required down payment amounts were intimidating. But when Habitat for Humanity Portland/Metro East referred Victor and Itzayana to Proud Ground's Homeownership Program it was only a matter of weeks before they were able to secure a Down Payment Grant and become homeowners.

Homeownership works.



Homeownership brings tangible results to our region.

Offers a permanent solution.

Homeownership subsidy has the highest chance of permanently solving a family's housing struggles from one, directly and efficiently assigned subsidy transaction.

Generates revenue. When low income families own a home, they begin paying into the tax base. Habitat homeowners pay more than \$600,000 in taxes every year.

Frees up rental units. There are hundreds of renters that are one subsidy check away from becoming a successful homeowner. Instead, they are living in hundreds of subsidized rentals because they don't have the down-payment to get out of that rental and into a home they own.

Reduces involuntary displacement due to gentrification.

The moment a neighborhood starts to change, that change comes fast and furious. For the 35-80% AMI segment of renters, the opportunity to buy a home in their neighborhood is often the first door to close.

Levels the playing field by helping families build assets. This is absolutely vital to promoting prosperity in the lives of low and moderate income households and communities of color. When a low-to-moderate income family has equity in a home, they are no longer financially fragile, but instead can handle an unexpected medical expense or other immediate need.



Savings on homeownership units may help our local jurisdictions meet Metro bond targets.

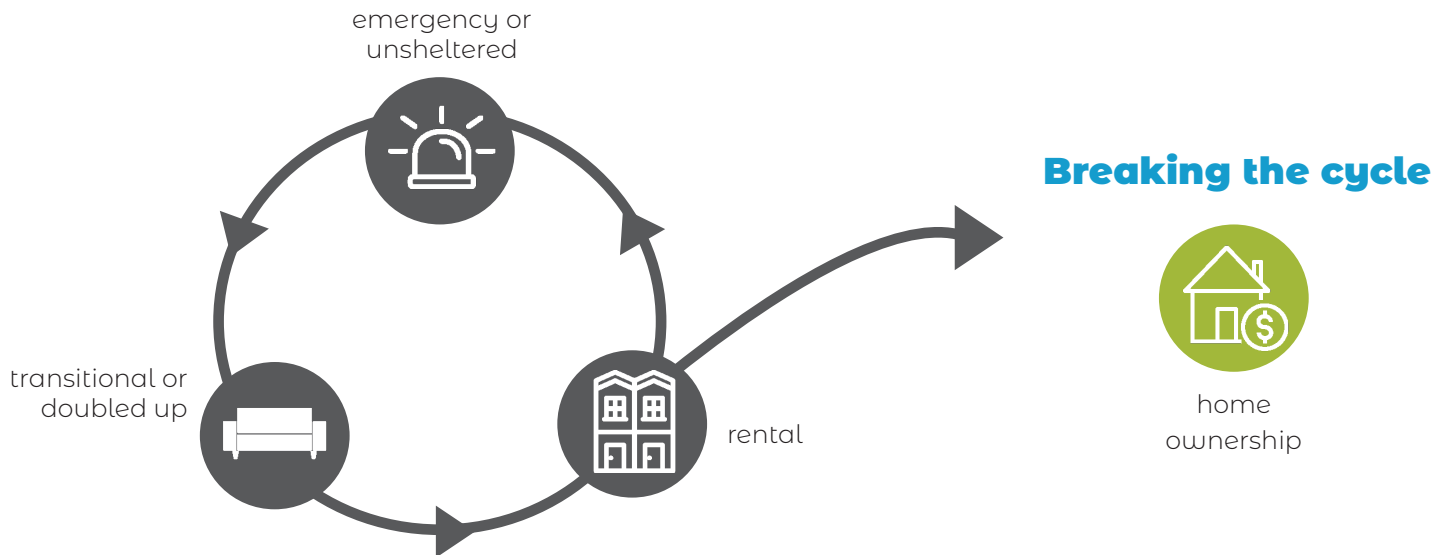
With less per-unit bond subsidy than rental, nonprofit developers can build 2, 3, 4 bedroom units for buyers at or below 60% AMI. Homeownership could be a missing piece of the puzzle to achieve targets at every level of affordability.

20% of Regional Bond Funds Invested in Homeownership Vs. Rental in the region

	For Sale	For Rent
Of 3,900 unit target	30%	19%
Of 1950 family-sized unit target	60%	38%
Regional bond subsidy/unit	\$100,000	\$159,000
Equity Target		
Monthly cost to a family	\$928	\$928
Family equity after 10 years	\$70,000	\$0

Understanding the Problem

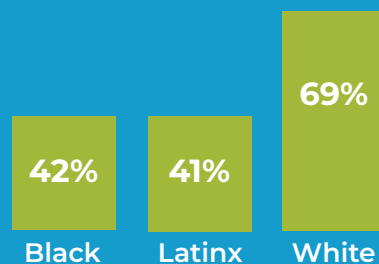
Homeownership is out of reach in our region. You need to earn approximately \$94,872 yearly to buy a median-priced home with a price tag of \$395,900 in the Metro region. The average renter in our region only makes \$43,939 yearly. The volatile rental market makes it so that people are caught in an endless cycle that keeps them from homeownership.



We must fund the whole continuum to fix our housing crisis. The best way to free up an affordable rental unit is to lift families into an ownership opportunity. Unfortunately, this isn't happening in the Metro region. This prevents those with true need from accessing an affordable rental unit.

The equity gap in the region's homeownership

People of color are most effected by disparities in rates of homeownership in the Metro area.



Source: Oregon Housing & Community Services, 2017

“We find that many of the long time residents in our subsidized rental buildings are ready for that next step to homeownership and just need a little help to make that happen.”

— Ernesto Fonseca
CEO at Hacienda Community Development

