

BEFORE THE METRO COUNCIL

FOR THE PURPOSE OF APPROVING THE ) RESOLUTION NO. 19-5011  
METRO AFFORDABLE HOUSING BOND SITE )  
ACQUISITION PROGRAM ) Introduced by Interim Chief Operating  
IMPLEMENTATION STRATEGY ) Officer Andrew Scott in concurrence  
) with Council President Lynn Peterson

WHEREAS, on June 7, 2018, the Metro Council adopted Resolution No. 18-4898, referring to the Metro area voters Ballot Measure 26-199 authorizing general obligation bond indebtedness to fund affordable housing (the "Housing Bond Measure"); and

WHEREAS, on June 28, 2018, the Metro Council passed Ordinance 18-1423 establishing that affordable housing is a "matter of metropolitan concern" and exercising jurisdiction over functions related thereto; and

WHEREAS, on November 6, 2018, the voters approved the Housing Bond Measure, providing Metro with the authority under the laws of the State of Oregon and the Metro Charter to issue bonds and other obligations payable from ad valorem property taxes for the purpose of financing and identifying funds to be used for affordable housing; and

WHEREAS, on January 31, 2019, the Metro Council adopted Resolution No. 19-4975, approving the Metro Housing Bond Measure Program Work Plan (the "Work Plan"), which, among other things, provided that up to ten percent of Bond Measure funds will be retained by Metro for the Regional Site Acquisition Program including criteria and plans for acquiring for development in coordination with Local Implementation Partner jurisdictions, strategies for advancing racial equity in alignment with Local Implementation Strategies, and an engagement report summarizing how stakeholder input shaped Strategy Development; and

WHEREAS, Metro staff have created a Program Implementation Strategy, which strategy was reviewed by the Affordable Housing Bond Community Oversight Committee and has been recommended to the Metro Council for approval;

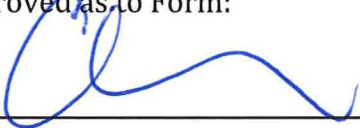
BE IT RESOLVED that the Metro Council:

Approves the Site Acquisition Program Implementation Strategy in the form attached hereto as Exhibit A.

ADOPTED by the Metro Council this 17<sup>th</sup> day of October, 2019.

  
\_\_\_\_\_  
Lynn Peterson, Council President

Approved as to Form:

  
\_\_\_\_\_  
Carrie MacLaren, Metro Attorney

# Metro Site Acquisition Program Implementation Strategy

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## 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.

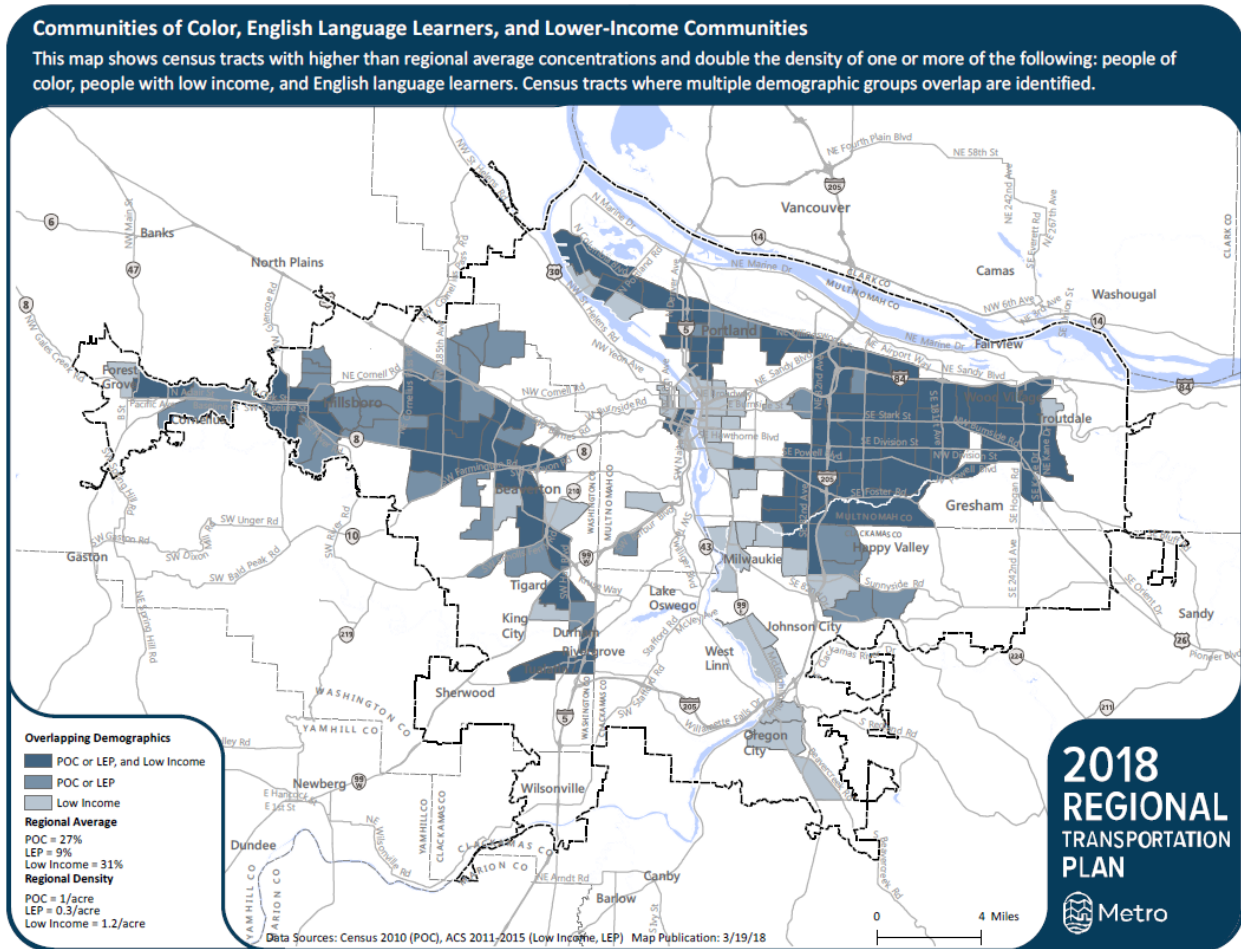
## Exhibit A to Resolution No. 19-5011

### 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*).

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.

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.



## 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 82<sup>nd</sup>, 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

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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



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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 6<sup>th</sup>, 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



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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

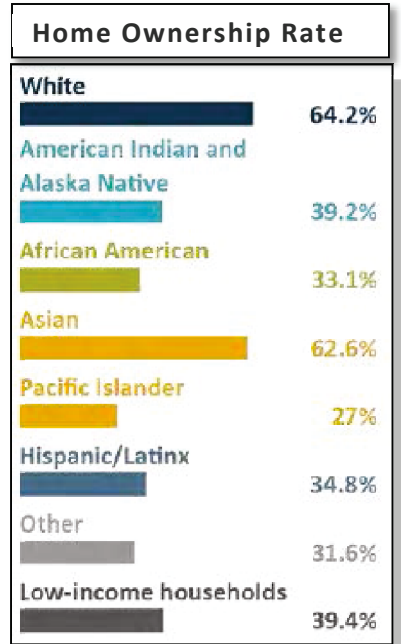
The Metro Regional Affordable Housing Bond offers greater Portland the opportunity to advance racial equity in multiple ways. Housing barriers affect all communities but have most deeply impacted communities of color. This is why a core value of the Affordable Housing Bond and Metro’s Site Acquisition 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

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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.

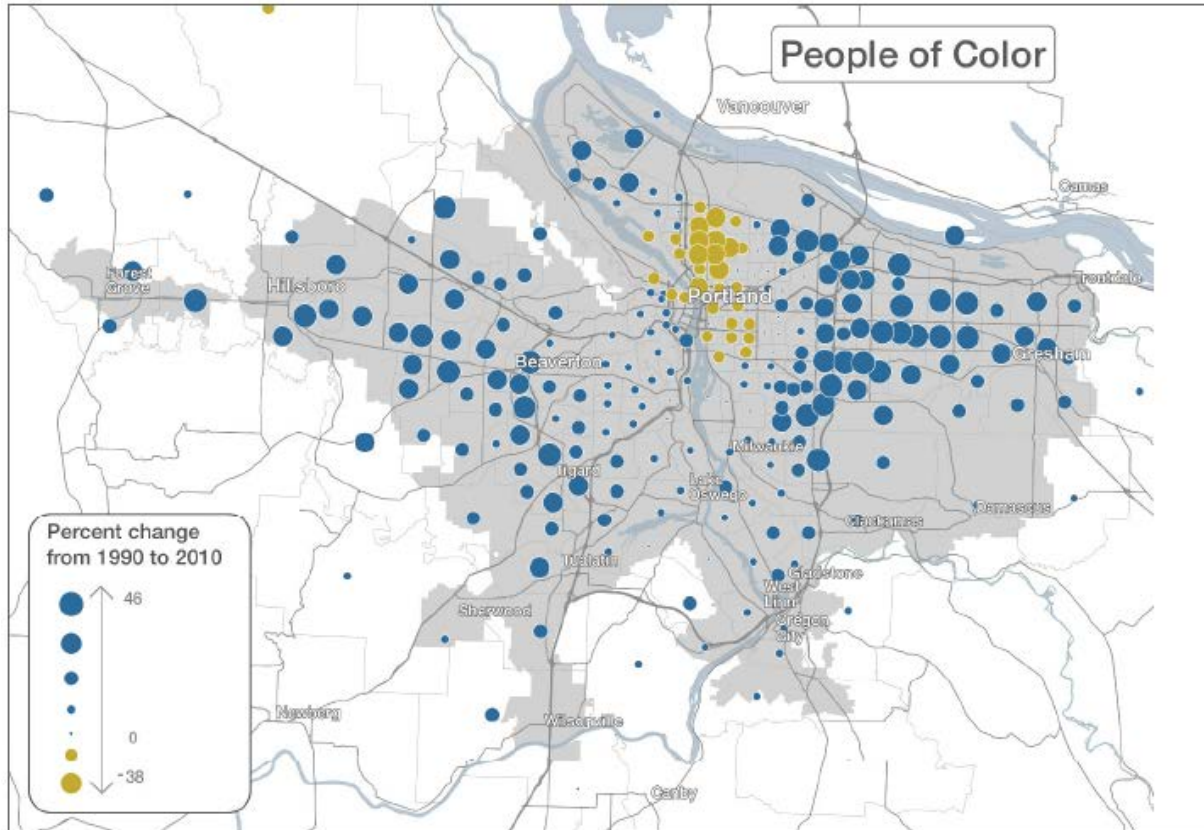
The inequitable distribution of affordable housing resources throughout the region also makes communities without a supply of income-restricted homes more vulnerable to displacement. This is linked to the disproportionate displacement of communities of color and a shift in the region’s racial geography 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.

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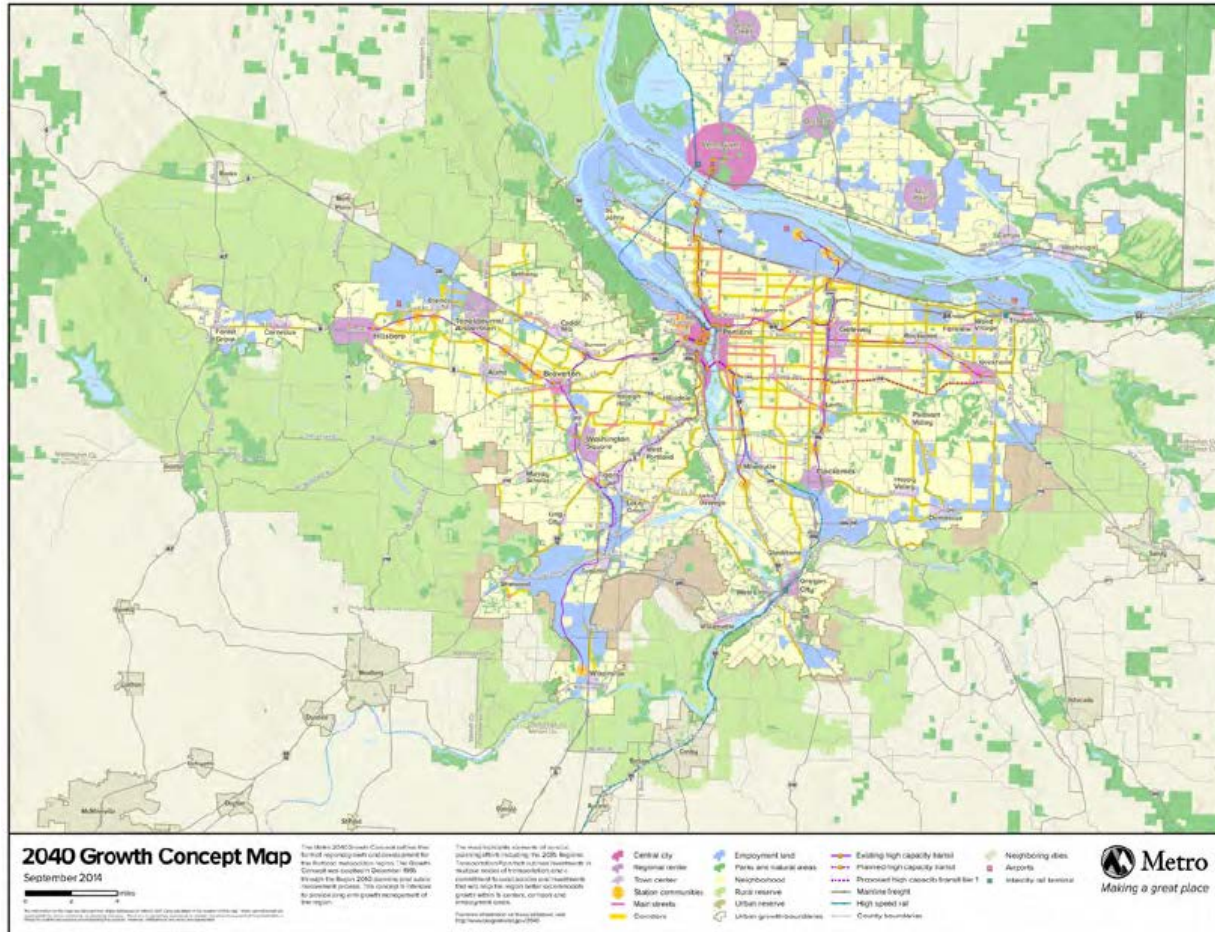


Source: US Census

### 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.

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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



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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 racial equity by acquiring sites in the following locations:

- **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.**
- **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.

In addition, Metro will consider existing regional policies for making investments in areas 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 and along established bus and rail transit routes or areas where future transit, parks and nature investments are planned.

### Technical Site Criteria

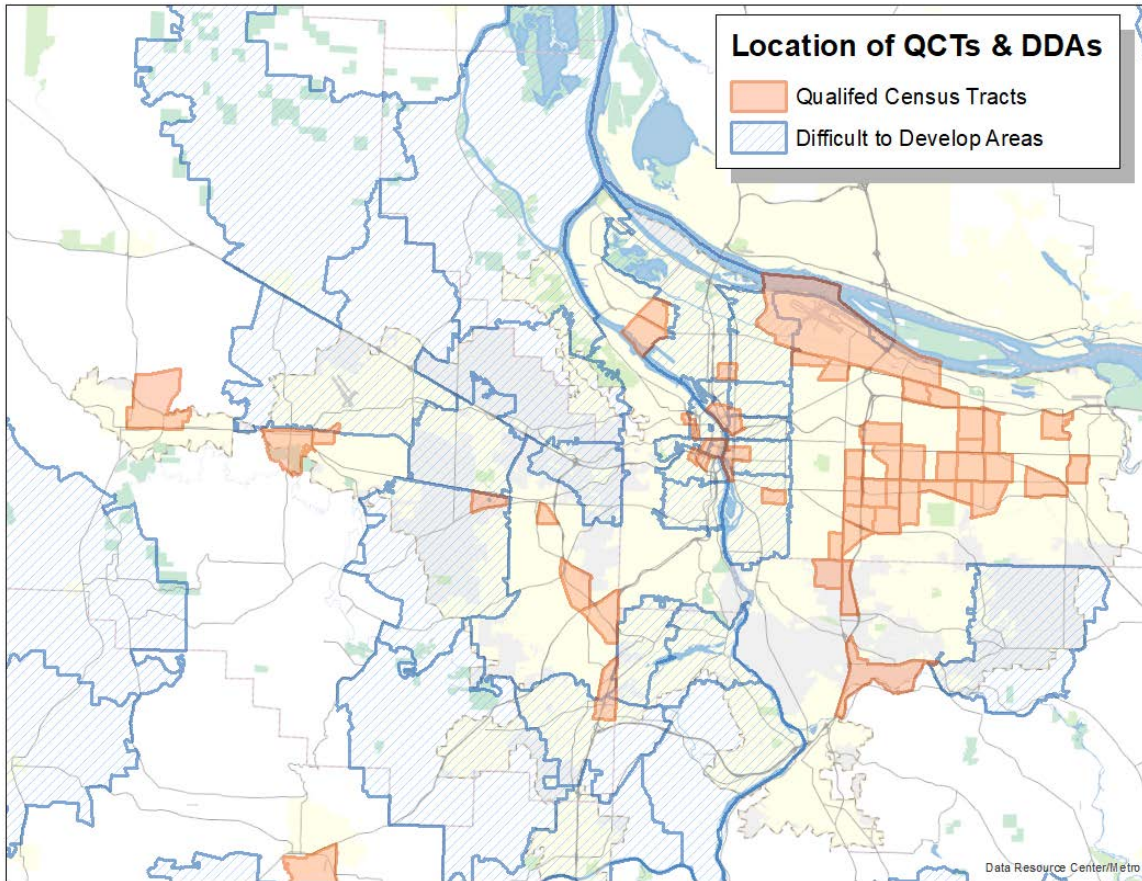
Metro will need to ensure that properties acquired through the Site Acquisition Program can be developed functionally and efficiently into future affordable homes by a qualified developer. The highest priority properties will be able to address the following characteristics:

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- **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.



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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
<b>Total</b>	<b>3,900</b>	<b>1,600</b>	<b>1,950</b>	<b>\$558,144,000</b>	<b>\$62,016,000</b>	<b>8-11</b>

\* 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

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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.

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### 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



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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?

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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 19<sup>th</sup> APANO discussion group at APANO office in East Portland; 15 participants
- April 20 at Centro Cultural: 18 participants<sup>1</sup>
- 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.

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### 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



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- 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 (82<sup>nd</sup> 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.

**Exhibit A to Resolution No. 19-5011**

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 25<sup>th</sup> 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

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### 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

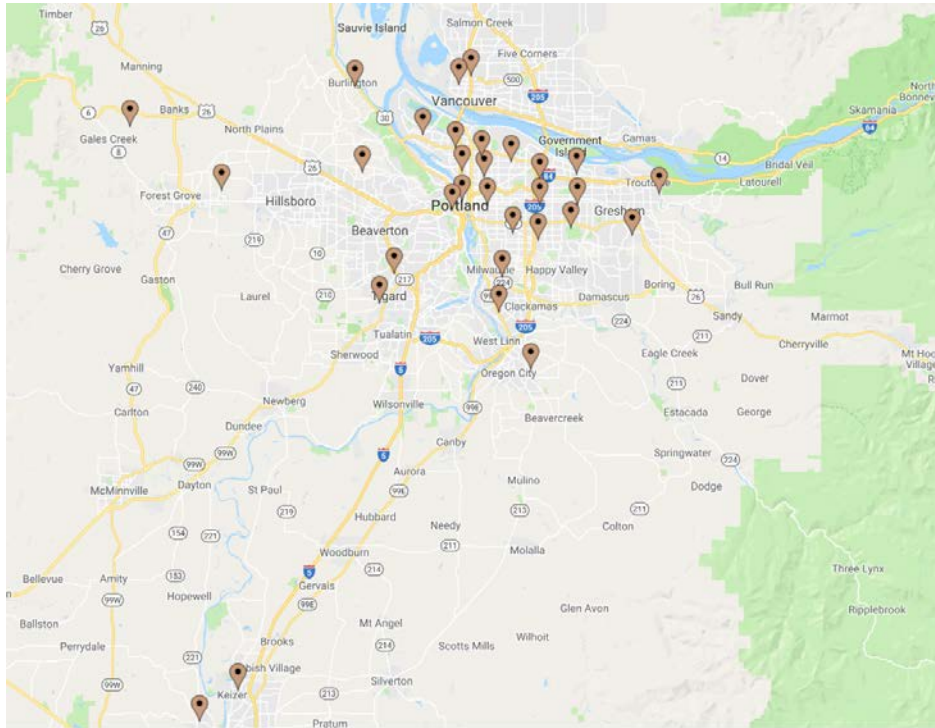
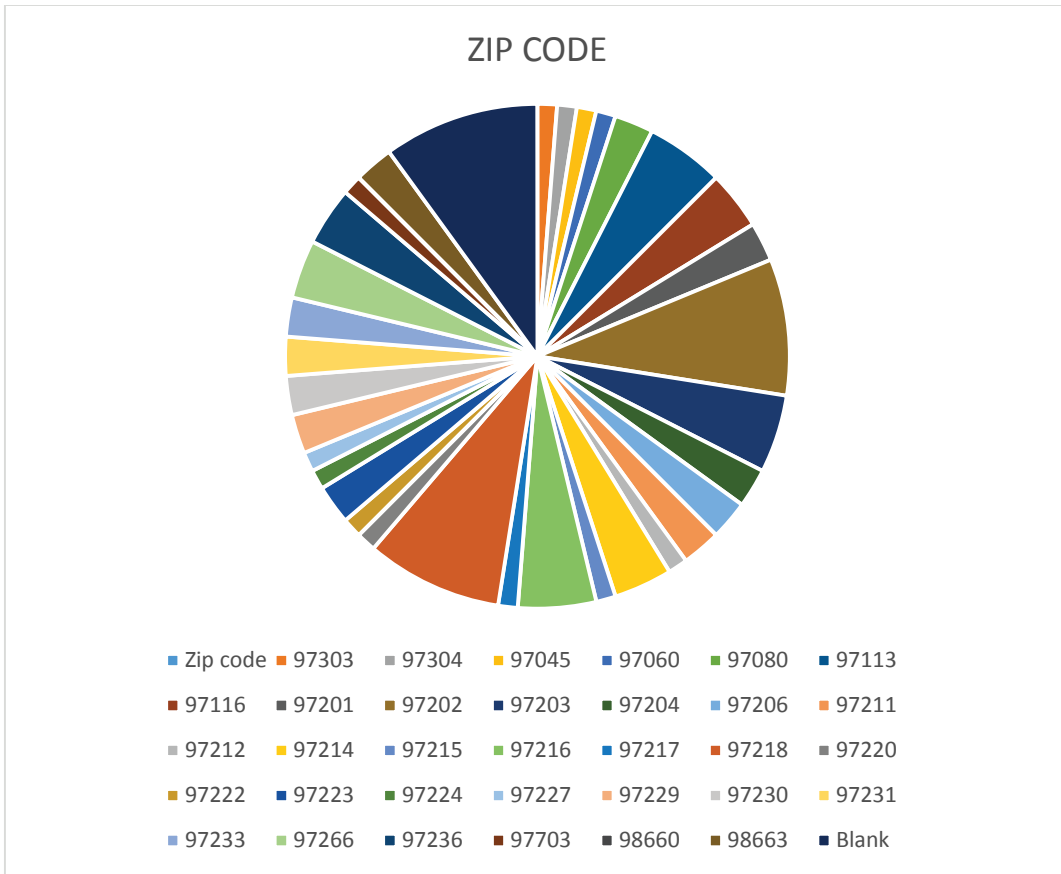
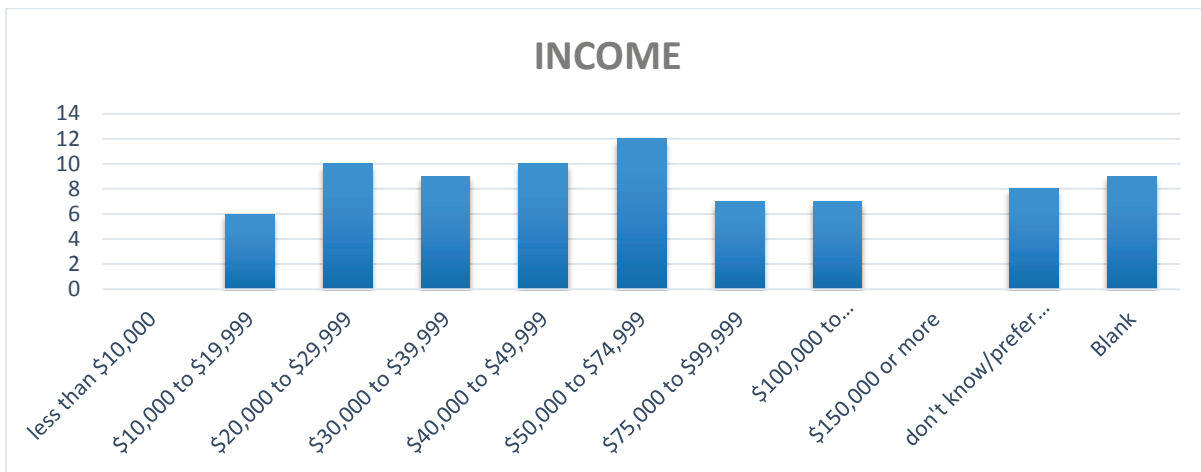


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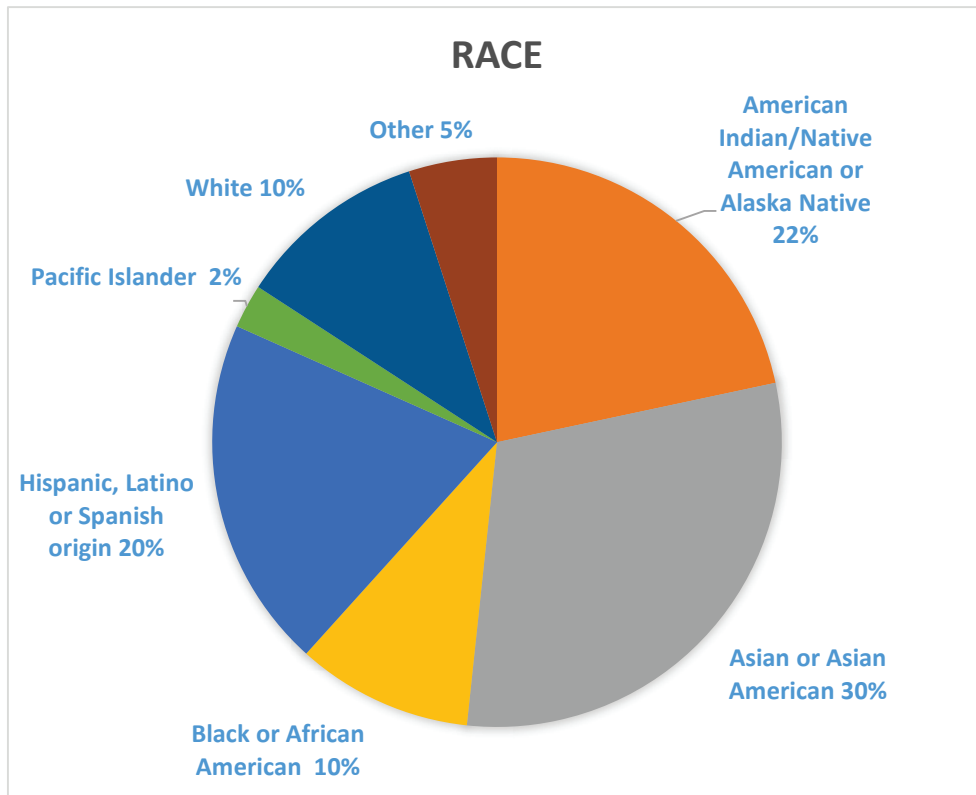
Incomes were varied, but all under \$149,999 annually. There were more people in very low income categories (\$29,999 and below) than the metro area income distribution as measured in the American Community Survey in 2014. Nearly 70 percent reported household annual incomes below \$75,000/year which 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.



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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.





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**Additional comments**

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

<b>4/15 NAYA meeting</b>
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 :(
<b>4/16 Community Forum</b>
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
<b>4/20 Community Forum</b>
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

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- near public transit - more discussions - in community spaces (API) - more interactive
More heating More discussion time Larger group discussion?
<b>4/25 Unite Oregon</b>
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)
<b>4/26 Community Leaders Forum</b>
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

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[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)**

<b>Answer Choices</b>	<b>Responses</b>	
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

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- 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 52<sup>nd</sup>
  - 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

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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
	<b>Answered</b>	<b>443</b>
	<b>Skipped</b>	<b>3</b>

**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
	<b>Answered</b>	<b>434</b>
	<b>Skipped</b>	<b>12</b>

**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

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

**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

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- 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

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- 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

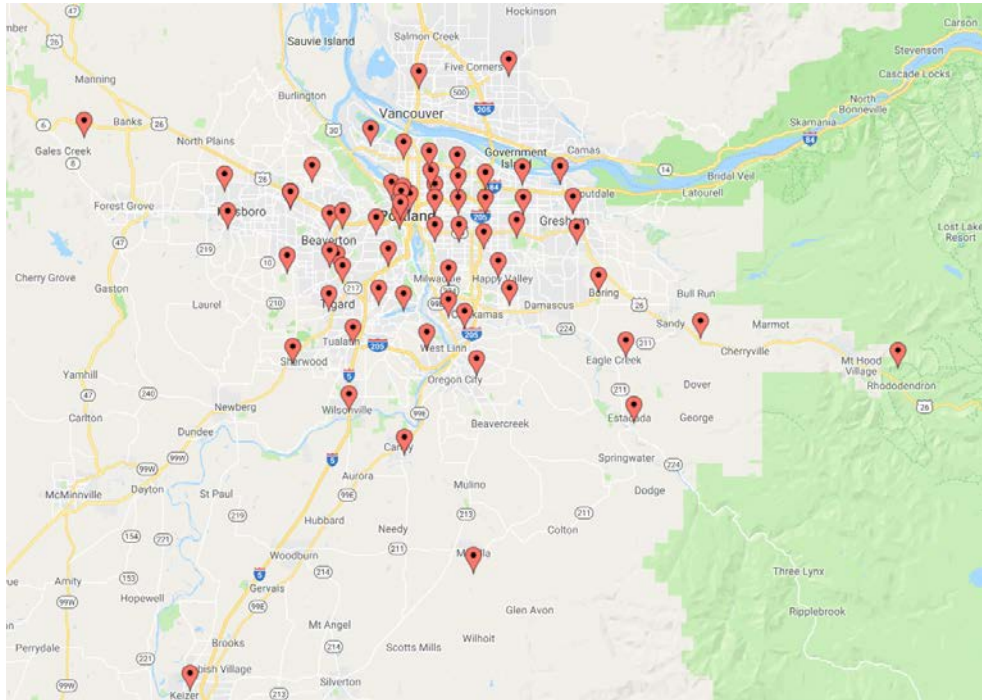
### Zip codes

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.



**Exhibit A to Resolution No. 19-5011**

*Participant zip code map*



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

<b>Zip code</b>	<b>No. of participants</b>
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.

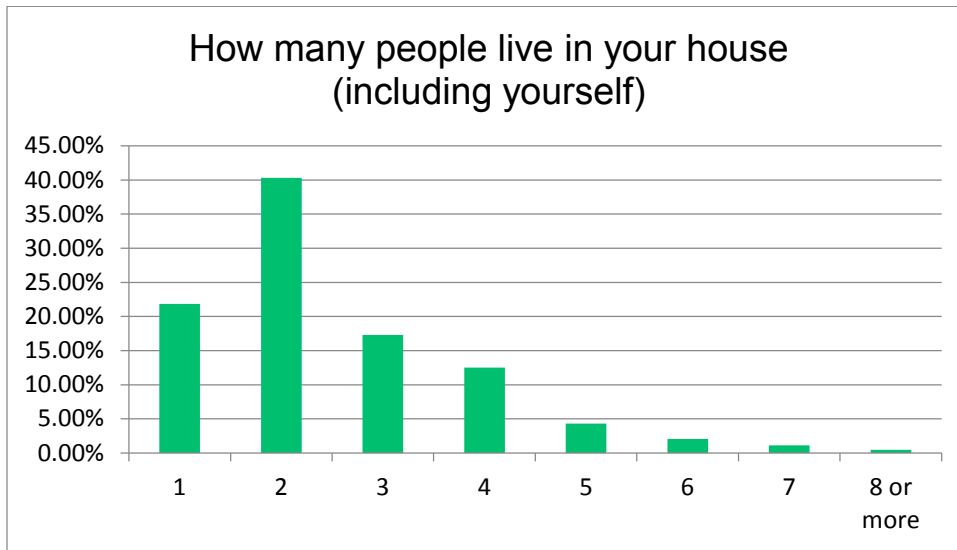
**Exhibit A to Resolution No. 19-5011**

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?**

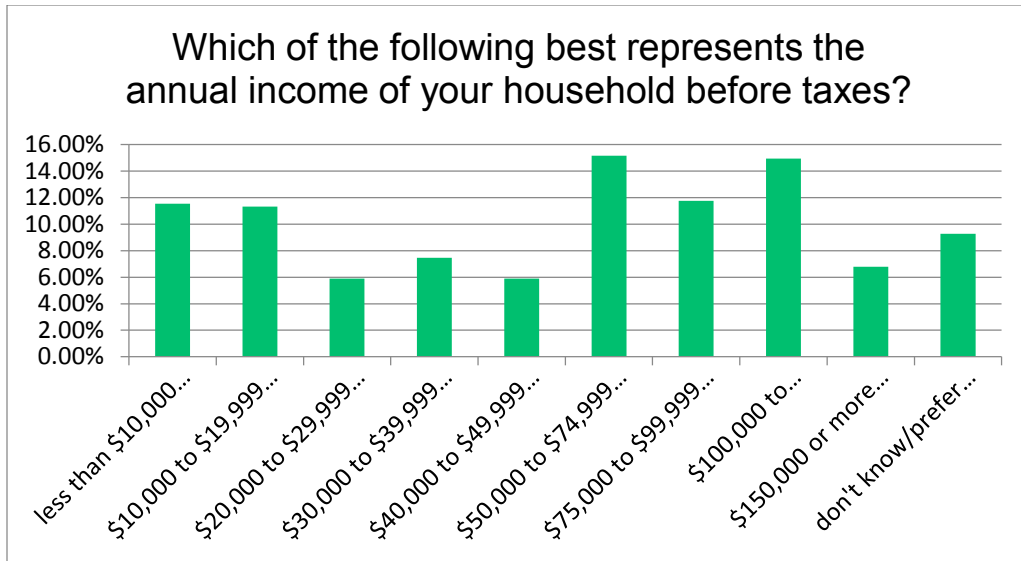
Answer Choices	Responses	
American Indian/Native American or Alaska Native	3.43%	15
Asian or Asian American	4.35%	19
Black or African American	3.66%	16
Hispanic, Latino or Spanish origin	7.01%	31
Pacific Islander	0.69%	3
White	76.43%	334
prefer not to answer	7.09%	31
other (please describe)	4.81%	21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

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

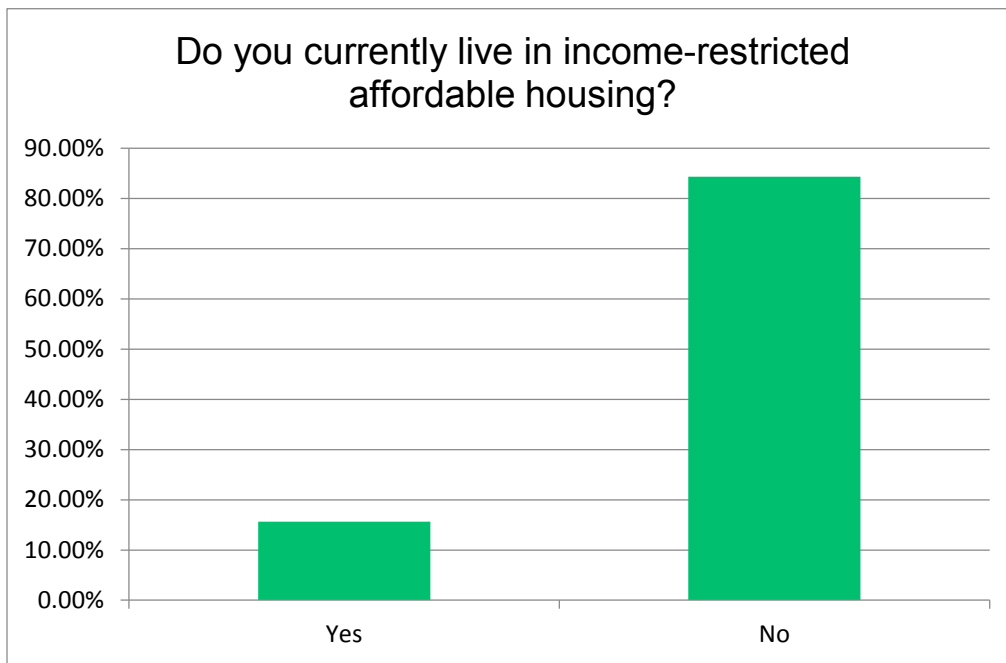


When asked about annual household income, participants gave answers in nearly all income levels. Of the 442 people who answered this question, 57 percent reported annual household incomes below \$75,000 (slightly higher than the area median income for a household of three people) and 34 percent reported 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).

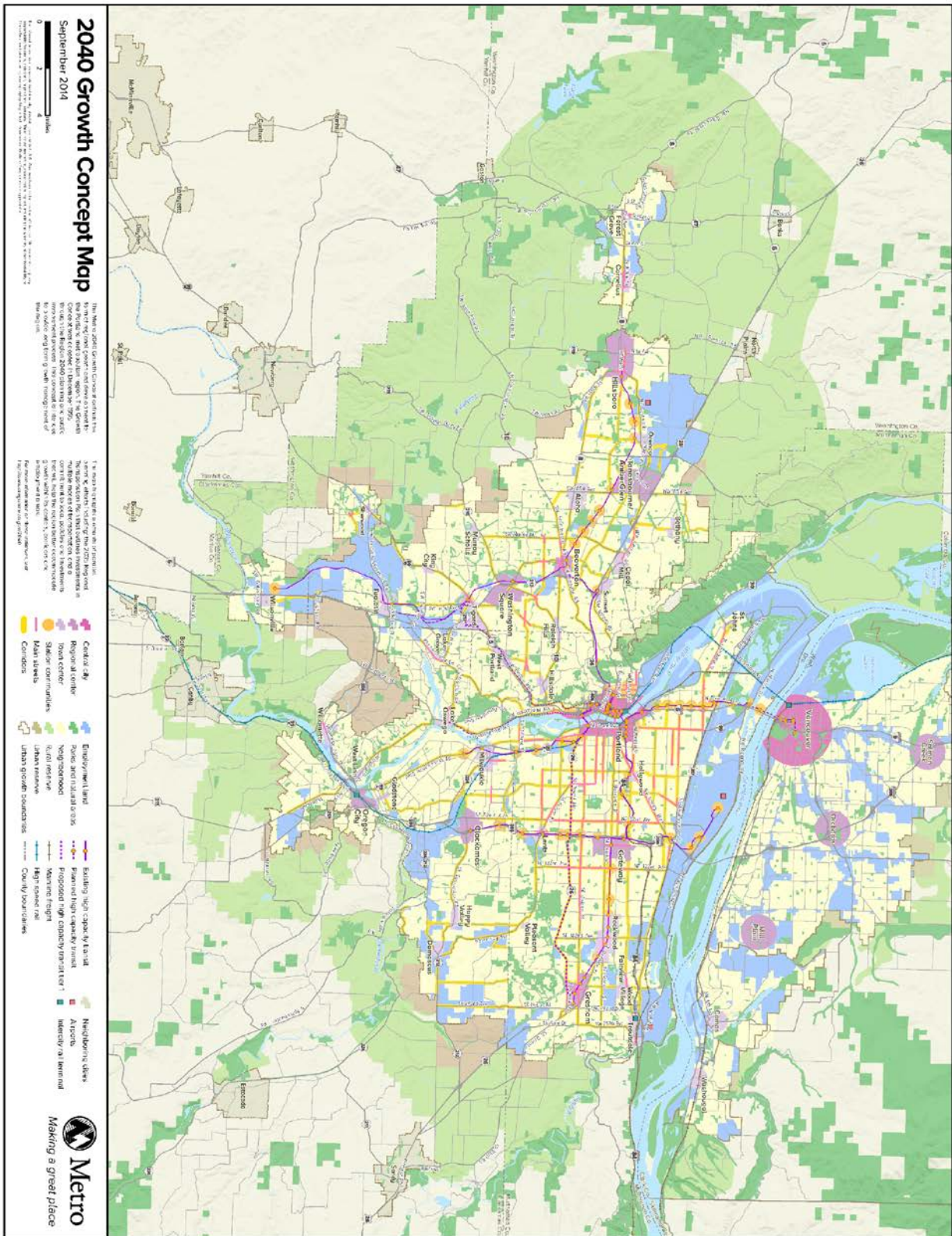
Exhibit A to Resolution No. 19-5011



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



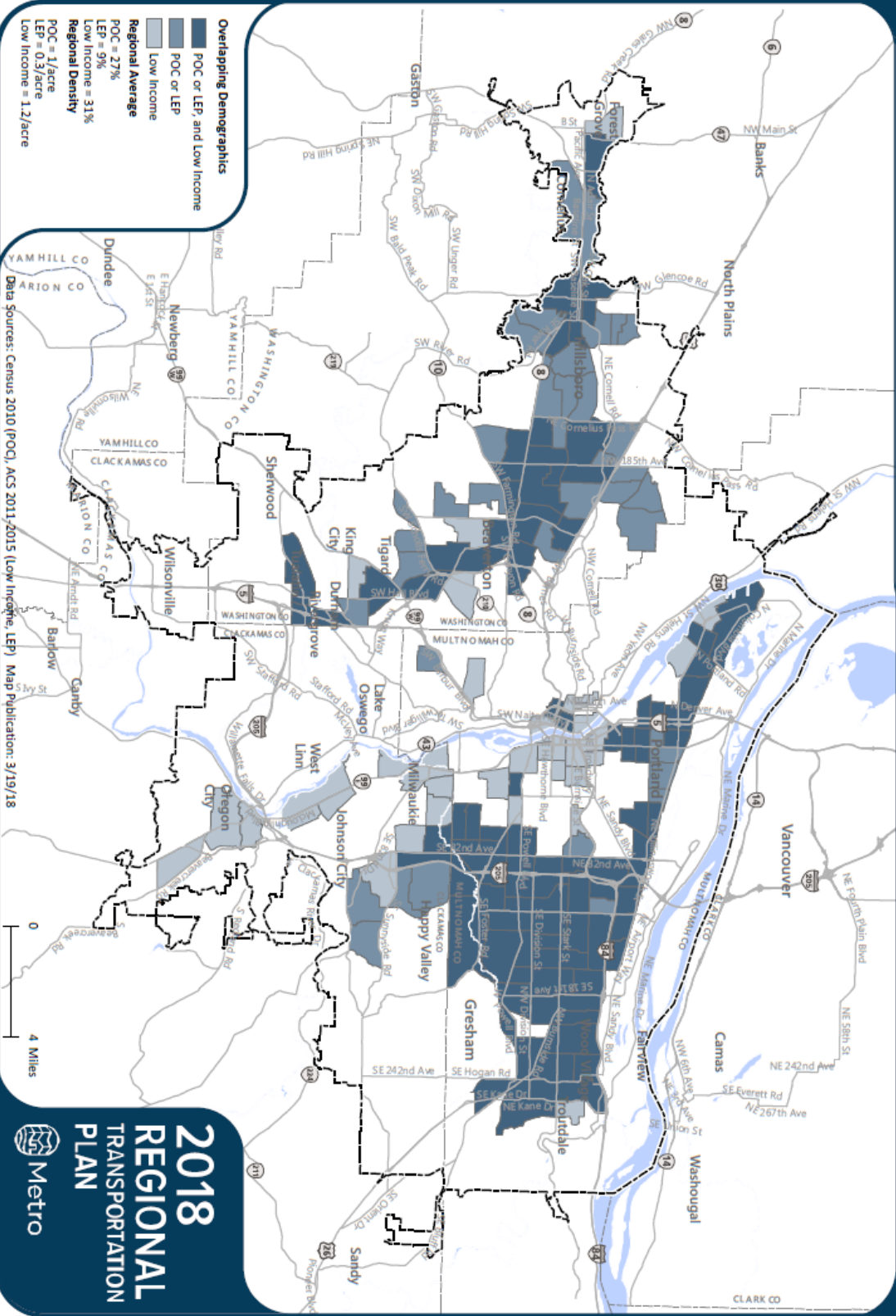
APPENDIX B: DETAILED SUPPORTING MAPS

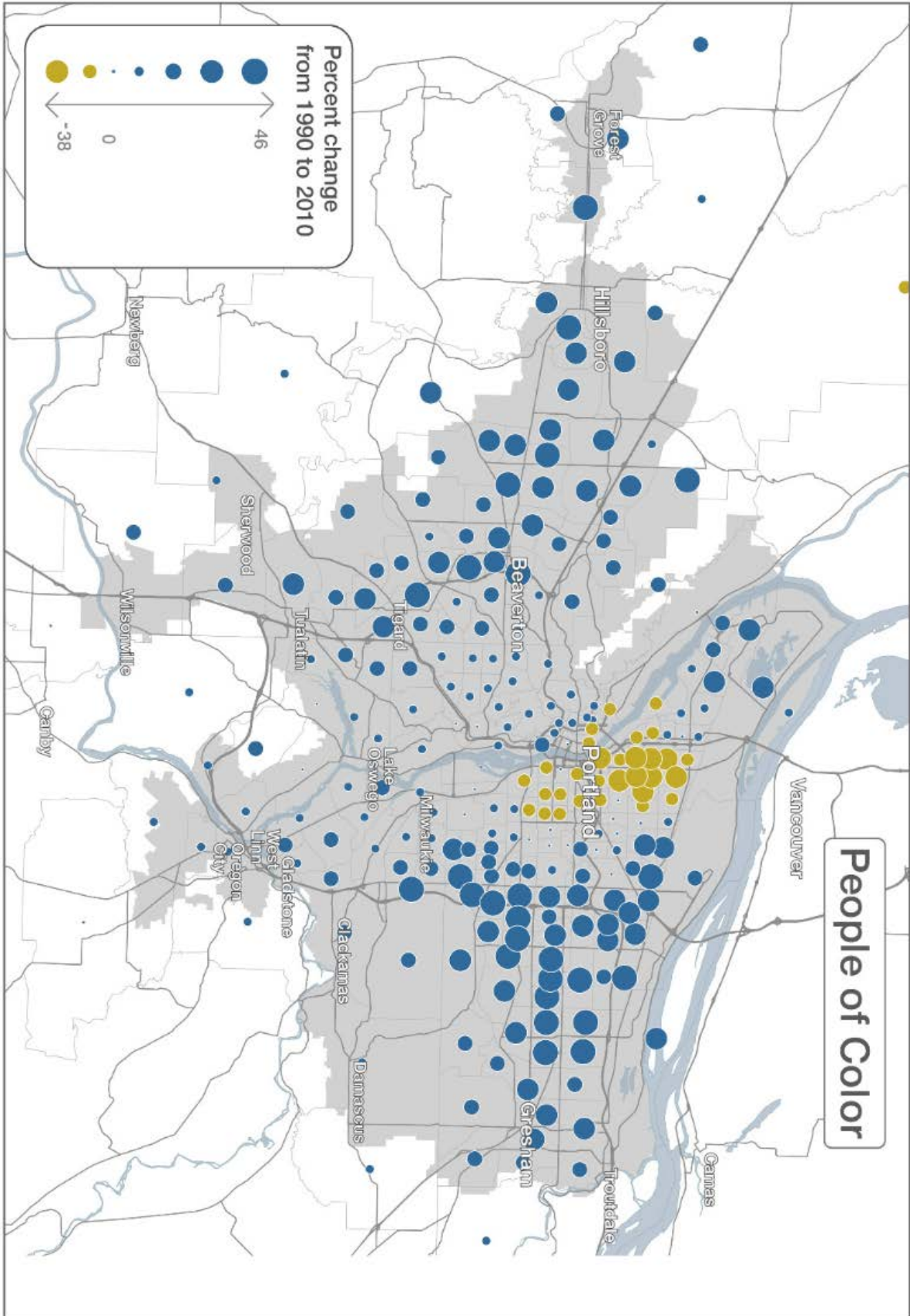




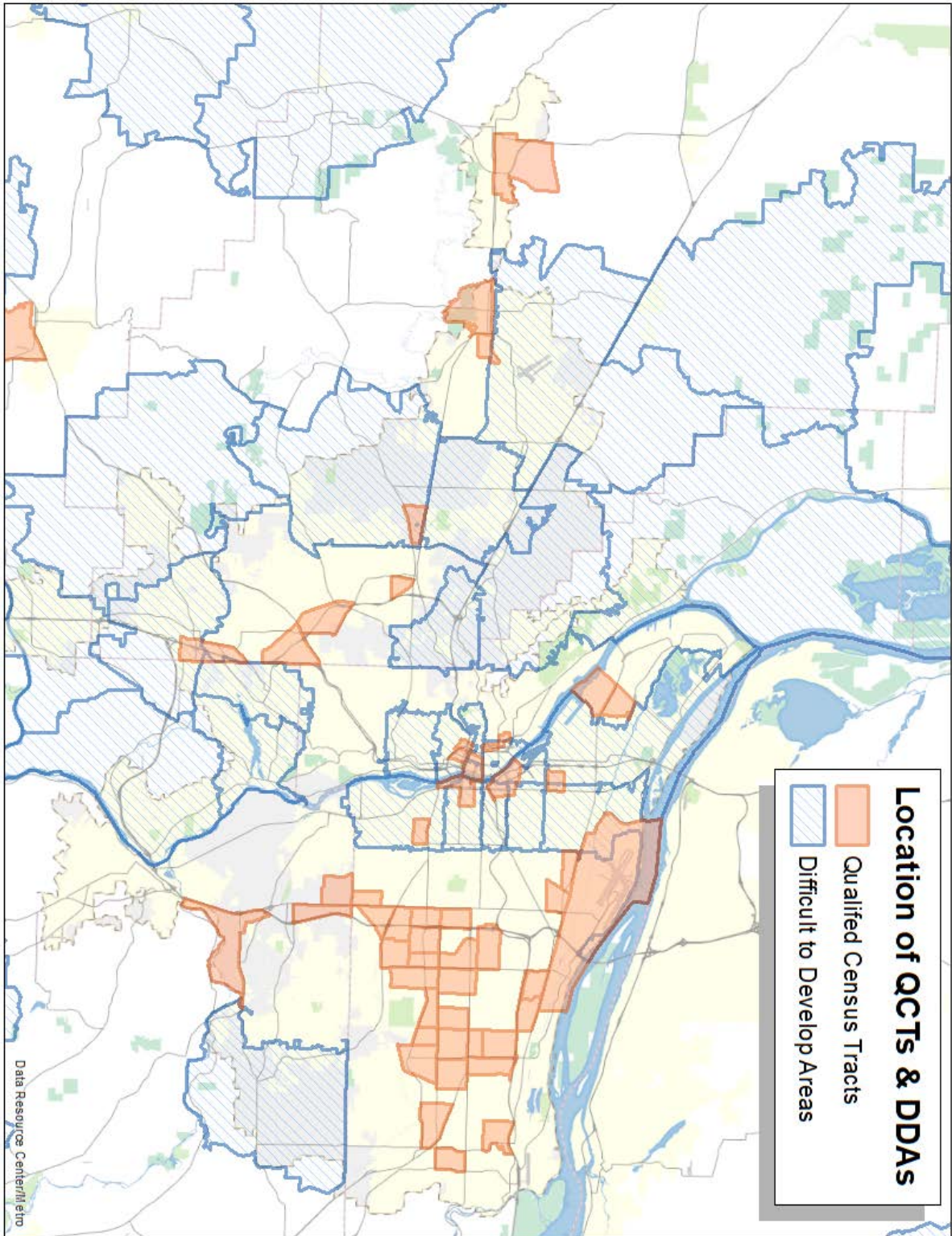
**Communities of Color, English Language Learners, and Lower-Income Communities**

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.









IN CONSIDERATION OF RESOLUTION NO. 19-5011 FOR THE PURPOSE OF  
APPROVING THE METRO AFFORDABLE HOUSING BOND SITE ACQUISITION  
PROGRAM IMPLEMENTATION STRATEGY

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Date: October 4, 2019  
Department: Planning & Development  
Meeting date: October 4, 2019

Prepared by: Emily Lieb  
Presenter(s): Emily Lieb  
Length: 5 minutes

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## ISSUE STATEMENT

As directed by the Program Work Plan, staff has developed Housing Bond Site Acquisition Program (SAP) Implementation Strategy (see Exhibit A to Resolution 19-5011). The Strategy was submitted to the Community Oversight Committee for review and discussion at their August 7<sup>th</sup> meeting. Committee members present voted unanimously to recommend the Strategy to Metro Council for approval. A copy of the Oversight Committee's recommendation and noted considerations is attached to this Staff Report (see Attachment 1).

The Implementation Strategy describes criteria that will guide the selection of sites to be acquired, the process for developing sites in partnership with local implementation partner jurisdictions, and strategies for advancing racial equity and incorporating ongoing community engagement throughout implementation. Key highlights include:

- Plan to acquire approximately 8-11 sites, averaging approximately 2-3 sites per year
- Commitment to prioritize acquisitions in locations that advance racial equity, prevent displacement, and provide access to affordable transportation, employment opportunities, services and nature
- Commitment to coordinate acquisition and development strategies to ensure alignment with Local Implementation Strategies
- Summary of anticipated investments in each implementing jurisdiction, anticipated to include both acquisitions and additional gap funding to be layered with Metro bond funding commitments from Local Implementation Partners
- Commitment to work with Local Implementation Partner jurisdictions to shape joint developer solicitations for properties acquired through the program
- Commitment to evaluate project proposals for fair housing strategies, diversity in contracting plans, and workforce development strategies
- Aspirational goal of 20% MWESB/COBID participation on all SAP funded sites
- Commitment to coordinate with Metro's C2P2 program to implement strategies related to construction workforce diversity goals

Following the Aug. 7<sup>th</sup> meeting, staff incorporated revised language on p. 12 of the Strategy to clarify the intention to prioritize racial equity considerations in the evaluation of potential sites – in response to feedback received from Oversight Committee members during the meeting.



## **ACTION REQUESTED**

Adopt Resolution 19-5011 approving the Metro Site Acquisition Program Implementation Strategy.

## **IDENTIFIED POLICY OUTCOMES**

By approving the SAP Implementation Strategy, staff will be authorized to begin purchasing sites for development into affordable housing, consistent with the policy direction provided by Metro Council in the Housing Bond Work Plan and in coordination with Local Implementation Partner agencies.

## **POLICY QUESTION(S)**

- Does the Council believe Metro's SAP Implementation Strategy meets the requirements established by the Council in the Program Work Plan, as recommended by the Community Oversight Committee?

## **POLICY OPTIONS FOR COUNCIL TO CONSIDER**

- Approve the proposed implementation strategy by adopting Resolution No. 19-5011.
- Reject the proposed implementation strategy.

## **STAFF RECOMMENDATIONS**

Staff recommends adoption of Resolution No. 19-5011.

## **STRATEGIC CONTEXT & FRAMING COUNCIL DISCUSSION**

As described in Attachment 1, Metro's Implementation Strategy is informed by existing Metro policies, including the 2040 Growth Concept, Regional Transportation Plan, High Capacity Transit Planning, Transit Oriented Development, Equitable Housing Initiative, as well as agency-wide goals related to advancing racial equity and climate action.

The Strategy was further informed through community engagement efforts conducted between March-April 2019:

- 486 people participated in an online survey
- 140 people attended one of seven in-person events hosted in partnership with community-based organizations, including Native American Youth and Family Center (NAYA), the Asian Pacific American Network of Oregon (APANO), Centro Cultural, the Coalition of Communities of Color, and Unite Oregon.

Key engagement themes, which are reflected in the Implementation Strategy, include:

- Participants identified transit proximity as their number one priority for selecting locations for affordable housing.

- Participants said Metro should prioritize sites with convenient access to full service and culturally specific grocery stores, particularly those with affordable produce.
- For projects with family-size units, participants said the program should prioritize sites with access to schools and daycare.

Metro Council provided direction to the Implementation Strategy during the April 30, 2019 work session. Metro staff also met individually with each of the seven Local Implementation Partner jurisdictions to discuss how to ensure that the program could best support and align with local implementation efforts.

The proposed Resolution is based on policies previously adopted by the Metro Council, including but not limited to:

- Resolution No. 19-4956, approving the Metro Affordable Housing Bond Program Work Plan
- Resolution No. 18-4898, referring the Affordable Housing Bond Measure to Metro District voters

## **ATTACHMENTS**

Attachment 1: Metro Housing Bond Oversight Committee Recommendations and Considerations Related to Metro Site Acquisition Program

# METRO HOUSING BOND OVERSIGHT COMMITTEE

September 2019

## RECOMMENDATIONS AND CONSIDERATIONS RELATED TO METRO SITE ACQUISITION PROGRAM

The Oversight Committee recommends that Metro Council take action to approve Metro's Site Acquisition Program Implementation Strategy, subject to Metro's Site Acquisition Program's revision of language related to prioritization of racial equity regarding site acquisition criteria described on page 12 as discussed during the August 7<sup>th</sup> meeting. Metro submitted revised language in response to these concerns, which was provided to the Committee as part of their Sept. 4 meeting packet. The Committee has identified the following considerations for Metro's Site Acquisition Program's ongoing implementation and monitoring of outcomes:

- Metro's Site Acquisition Program should acknowledge that all developments will have units dedicated to serving households with incomes at 0-30% AMI, and that dedicated income streams are critical to provide ongoing supportive services to these households. Metro's Site Acquisition Program should commit to working with partners to identify ways to provide these services.

The Oversight Committee has requested an early response from Metro's Site Acquisition Program regarding the considerations above and ongoing updates as part of Metro's Site Acquisition Program annual progress report. The Oversight Committee expects to address these considerations in its annual program 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:

- When describing strategies to advance racial equity, be specific about prioritization among various strategies.
- 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.
- Provide further information about jurisdiction commitments to fund supportive services as needed to meet the needs of certain tenants.
- Additional resources need to be identified to successfully serve tenants who need permanent supportive housing.
- Consider further specificity about family sized unit production that includes goals or requirements to ensure three bedroom and larger homes.
- 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.

## **Attachment 1 to Staff Report**

- 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.