



600 NE Grand Ave.  
Portland, OR 97232-2736

## Council work session agenda

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**Tuesday, July 28, 2020**

**2:00 PM**

**<https://zoom.us/j/471155552> or  
**877-853-5257 (toll free)****

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### **2:00 Call to Order and Roll Call**

#### **Work Session Topics:**

2:05 Metro Resilience Program Update [20-5436](#)

Presenter(s): Sasha Pollack, Metro  
Bo Kapatsila, Metro

Attachments: [Metro Resilience Inventory Report](#)  
[EPA Workshop Goals and Objectives](#)  
[Work Session Worksheet](#)  
[Metro Resilience Update PPT](#)

2:50 Supportive Housing Services Update [20-5450](#)

Presenter(s): Jes Larsen, Metro  
Anneliese Koehler, Metro  
Rachel Lembo, Metro

Attachments: [Work Session Worksheet](#)  
[Supportive Housing Services PPT](#)

**3:35 Chief Operating Officer Communication**

**3:40 Councilor Communication**

**3:45 Adjourn**

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ការគោរពសិទ្ធិពលរដ្ឋរបស់ ។ សំរាប់ព័ត៌មានអំពីកម្មវិធីសិទ្ធិពលរដ្ឋរបស់ Metro ឬដើម្បីទទួលបានកម្មប្រណឹងរើសអើងសូមចូលទស្សនាគេហទំព័រ [www.oregonmetro.gov/civilrights](http://www.oregonmetro.gov/civilrights)។ បើលោកអ្នកត្រូវការអ្នកបកប្រែភាសានៅពេលអង្គប្រជុំសាធារណៈ សូមទូរស័ព្ទមកលេខ 503-797-1700 (ម៉ោង 8 ព្រឹកដល់ម៉ោង 5 ល្ងាច ថ្ងៃធ្វើការ) ប្រាំពីរថ្ងៃ ថ្ងៃធ្វើការ មុនថ្ងៃប្រជុំដើម្បីអាចឲ្យគេសម្រួលតាមសំណើរបស់លោកអ្នក ។

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**Metro Resilience Program Update**

*Work Session Topics*

Metro Council Work Session  
Tuesday, July 28, 2020

# METRO RESILIENCE INVENTORY

Sasha Pollack, Bogdan Kapatsila  
February 2020

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## Executive Summary

The Metro Council created an agency wide “Resilience Program” to reduce vulnerability in the region from natural hazards, the growing impacts of climate change and a wide variety of other social and economic factors. For this inventory Metro staff were interviewed to identify the existing programs that are already working to increase resilience in the region. This inventory will inform the creation of an index of current regional programs and help to determine where new opportunities to increase resilience exist.

For the purpose of Metro’s resilience program, **resilience is defined as “The ability to anticipate, withstand and bounce back from, (or be resilient in the face of) long term stresses and unexpected shocks, whether from natural hazards or social and economic factors.”** This definition resonated with all of the interviewees, who suggested that the Regional Transportation Plan has adopted similar language and suggested how it might be expanded further to incorporate the resilience of natural systems and financial resilience.

Throughout the interview process it became evident that Metro already plays an important role in regional resilience, both initiating and participating in partnerships, creating standards and disseminating them to local jurisdictions. All of this is a result of fruitful cooperation between Metro departments, local jurisdictions and other organizations in the region.

Twenty-seven Metro programs and initiatives were identified as addressing challenges and expanding environmental, social and economic resilience in the region. These include long-term planning efforts like 2040 Growth Concept Refresh and the Southwest Corridor Equitable Development Strategy, a career development framework Construction to career pathways project (C2P2), and Metro’s strategic acquisition and land management program, as well as many others. The agency’s efforts are predominantly focused on likely emergency scenarios understanding what risks they pose to the region. To date, there has been no dedicated work to explore more unexpected disruption scenarios and outcomes for the region.

While some of the resilience related efforts, like assistance to local jurisdictions and grant programs, began and evolved organically, others were begun under leadership from the Council or specific departments. This overarching direction from leadership is especially important in beginning programs that have a strategic importance for resilience but may lack immediate tangible outcomes. These include the focus on Diversity, Equity and Inclusion, long-range land use and transportation planning, emerging technologies, and other initiatives that increase resilience of civic infrastructure.

Thinking about the role of a new Resilience program, participants agreed that it shouldn’t be a standalone program and should be reflected throughout Metro’s programs similar to Diversity, Equity and Inclusion. Having only a single staffer out of a centralized office is not ideal, but should be sufficient to launch the program. This single Program Manager can act as a technical and policy resource to support staff in different departments, look for ways to incorporate resilience into existing work, help craft communication messages and identify new opportunities to expand Metro’s resilience work.

Throughout the interview process, participants identified numerous areas and avenues where resilience components of existing Metro programs could be expanded. Although some activities would require allocation of additional staff and financial resources, other ideas could be implemented without additional resources.

To get a complete picture of Metro’s current resilience work, it was recommended to combine these internal perspectives with feedback from external stakeholders, including authors of the Oregon State Resilience Plan, and representatives from Intertwine Alliance, Technology Association of Oregon, the Regional Disaster Preparedness

Organization and the Columbia Corridor Association, among others, in order to get the fullest picture of current resilience work. Additionally, a broader index of Regional resilience related programs and projects as well as a baseline Resilience Assessment are needed to fully form a picture of current Metro Region Resilience.

**The interviews that informed this report were conducted from September to December, 2019, and reflect the scope and goals of programs at that point in time. Given the health and economic impacts of COVID-19 pandemic, it is possible that objectives and focus of the identified programs may change.**

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## Glossary

CBOs – Community Based Organizations

DEI – Diversity, Equity and Inclusion

EVA – Economic Value Atlas

OCC – Oregon Convention Center

OHSU – Oregon Health & Science University

PCPA - the Portland Center for Performing Arts

PILOT – Partnerships and Innovative Learning Opportunities in Transportation

POC – People of color

RDPO – Regional Disaster Preparedness Organization

RTP – Regional Transportation Plan

WPES – Waste Prevention and Environmental Services

## Introduction

The Metro Council has created an agency wide “Resilience Program” to reduce regional vulnerability from natural hazards, the growing impacts of climate change and a wide variety of other social and economic factors. For this inventory Metro staff were interviewed to identify existing Metro programs that are already working to increase resilience in the region. This inventory will inform the creation of an index of current regional programs (both at Metro and beyond) and help to determine where opportunities for new investments and policies exist.

For the purpose of Metro’s Resilience program, resilience is defined as “the ability to anticipate, withstand and bounce back from, (or be resilient in the face of) long term stresses and unexpected shocks, whether from natural hazards or social and economic factors.” Based on Metro’s expertise and jurisdiction, Metro’s Resilience efforts will be focused on two components of the “Disaster Management Cycle” Mitigation, and Recovery, but not on Preparedness and Response<sup>1</sup>. Disaster Debris management is the only direct Response role that Metro has and, although they should be coordinated, it is separate from the Resilience program. As Metro builds a broader Emergency Management department focused on the safety and resilience of Metro as an agency (as opposed to the resilience of the *region*) that effort should also be well coordinated with the resilience work.

Metro plays an important role in pre-disaster Mitigation – “actions to reduce potential hazards and risks”<sup>2</sup>, including infrastructure planning, public education, and hazard and vulnerability assessments. Metro also participates in many actions related to Recovery, “planned pre- and post-disaster actions to overcome the impacts of a disaster or a disruption”<sup>3</sup>. These include coordination with state and federal partners, economic recovery planning, debris management, temporary and long-term housing, and the focus on equity.

To ensure good representation of Metro programs, a total of 16 Metro employees from the majority of departments and venues were interviewed in person from September to December, 2019 to build this inventory. The initial list of interviewees was identified by the Resilience Program Manager and department Directors. This list was later expanded based on suggestions from interviewed employees. The full list of interviewees is captured in Appendix A.

Interviewers informed participants about the Metro Resilience Program and the definition of resilience used by the Resilience Program manager, asking them to answer a series of questions on their personal and professional definitions of resilience, programs that they work on and believe have a resilience component, their impact evaluation, interdepartmental cooperation and required assistance to expand the focus on resilience. The full list of questions can be found in Appendix B.

This report summarizes the findings of those interviews and it is hoped it will help provide a shared regional understanding of current resilience and also help set measureable goals for current projects. It will also help give Metro leadership information about which resilience related issues are already being addressed, where there are gaps, and help determine opportunities prime for additional efforts, by Metro and its partners, to increase resilience. It is likely there are additional projects that have a resilience focus and as the Resilience Program is better defined and more staff members hear about it, this index may need to be updated to incorporate additional projects.

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<sup>1</sup> [The Disaster Management Cycle is made up of four “phases,” mitigation, preparation, response and recovery.](#)

<sup>2</sup> [National Research Council. 1991. A Safer Future: Reducing the Impacts of Natural Disasters. Washington, DC: The National Academies Press](#)

<sup>3</sup> [FEMA. 2005. Long-Term Community Recovery Planning Process: A Self Help Guide](#)

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### PROGRAMS THAT INCREASE SOCIAL AND ECONOMIC RESILIENCE

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The capacity to withstand and bounce back from major economic and social disruptions, or even avoid them altogether, are important aspects of regional resilience. Regional resilience is also deeply impacted by social capital, social relations and social networks within communities. To expand social and economic resilience, Metro is engaged in planning and implementation work that addresses existing disparities, evaluates potential economic risks and comes up with strategies to diversify regional employment base, increase connectivity and access to opportunities and places of interest. The agency also works with regional partners to equip residents and communities with new skills and resources through career trainings, employment assistance and grants with the goal of expanding opportunities and decreasing personal and household economic vulnerability.

#### Planning and Development

[The Southwest Corridor Equitable Development Strategy](#) is a planning effort that investigates opportunities for a proposed light rail line and other investments in the Southwest Corridor to increase transit options and advance local economic opportunity and quality of life for residents of all incomes. It increases regional resilience by stabilizing the community through career trainings, language offerings, assistance to minority entrepreneurs through partnerships with CBOs like the Immigrant & Refugee Community Organization (IRCO) and educational institutions like OHSU, as well as building community capacity to advocate for their own interests. This work also addresses housing affordability by identifying tools that increase supply and meet demand for diverse places to live that fit the needs of individuals and families of all sizes and income levels.

[The Site Readiness Toolkit](#) is a grant program for local jurisdictions to move existing vacant, under-utilized, and redevelopment appropriate sites to market-ready status within the Portland metropolitan UGB. It increases regional resilience by attracting new businesses and companies to diversify the industrial assets of greater Portland and offer new employment opportunities. Much of this work is site specific, related to zoning code amendments and economic opportunity analysis, which is a state requirement that Metro assisted some communities with. For instance, in July 2018 Metro awarded the Port of Portland a \$170,000 grant to develop roadmaps for a specific subset of sites based on the obstacles they face within the Metro urban growth boundary. That was a follow-up project from the Regional Industrial Site Readiness Lands inventories completed in 2011, 2014, and 2017. Another example is Halsey corridor - an attempt to address collective economic development agenda for Fairview, Wood Village and Troutdale.

[2040 Growth Concept Refresh](#) is the overarching update to the foundational assumptions that inform our region's land use, transportation, parks, and economic long term planning policies and investments. It is expected that in summer 2023 Council will take formal action to implement the Refresh and use this to update Metro's foundational documents and plans moving forward.

The Refresh is focused on incorporating new trends and concepts into Metro's work in order to update and modernize planning efforts. Broadly, the three new perspectives being added are:

- **Planning for our Future Economy:** A focus on improving our understanding of disruptive economic trends to inform planning and investments and outline a more strategic approach to leverage our land to support a

thriving regional economy – where industries and entrepreneurs flourish and workers gain access to family-wage jobs.

- **Great Places:** A focus on urban form typologies, housing opportunities, reducing carbon emissions from buildings, and access to parks and nature
- **Community Resilience:** A focus on climate change adaptation, disaster resilience, gentrification and how to build and maintain social capital

Each of these three issue areas includes significant resilience components. The “Planning for our Future Economy” work supports a strong, equitable modern economy and ensures we are taking new trends into account in order to plan for the coming decades of economic growth. The “Great Places” work focuses on building vibrant communities, racial equity and specifically the need to build and maintain social capital in communities, as well as identifiable disruptions and challenges to the region’s economy, like automation, e-commerce, climate as a threat to economic activity, inequities that come from these disruptions. Finally, the “Community Resilience” component is nearly entirely overlapping with the themes of the new Metro Resilience program. The role of arts and culture in community resilience is also being explored, since it’s a critical way to build community and a way that communities come together during and after disasters.

[The Transit Oriented Development Program](#) provides funding to stimulate private development of higher-density, affordable and mixed-use development near transit, increasing the supply of housing and access to employment for the communities in the region. In addition, the program invests in "urban living infrastructure" like grocery stores and other amenities, and provides development guidance to communities and developers. This leads to a greater resilience of communities in the region, as the increase of housing options and reduction in car-dependency allow people to be more flexible in where they live, work, and how they get around.

[Community Placemaking Grants](#) provide grants between \$5,000 and \$25,000 for the projects that foster connection to place, strengthen social fabric and both involve and benefit communities of color and other historically marginalized communities in the region. So far Metro has provided funding to 23 different collectives and organizations (approximately \$500,000 over three grant cycles). The program advances resilience by helping communities to create and sustain vibrant places and efficient land use as envisioned in the Region’s 2040 Growth Concept. This program grew out of the realization that a lot of Metro’s programs touch on increasing social capital, but don’t necessarily have that as an explicit outcome. Overall, the program is aimed to embrace what it means to be working for stronger communities, which is about giving communities the resources to influence their lives in ways they envision.

## **Diversity, Equity and Inclusion**

[Construction to career pathways project \(C2P2\)](#) builds economic and social resilience for women and people of color in the construction industry. In 2018 Metro conducted a market study that advanced the understanding of opportunities and challenges people of color and women face in the construction industry. The agency also acts as a collaborator and convener for government partners, workforce investment boards, and community based organizations, labor groups, and industry stakeholders in the region that work on tools and policies for recruiting and retaining women and people of color in the construction trades. This collaboration resulted in the adoption of a framework that sets goals for the percentage of total work hours on public projects at 14% for women, 20% for apprentices, and 25% for people of color. In October 2019, Metro also committed to set aside \$200,000 a year for the next five years to support pre-apprenticeship and apprenticeship training programs and community-based organizations that serve culturally diverse communities. Construction, due to its cyclical nature, is a very hard

industry to rely on to make a living. The program invests in the resilience of the region by making sure that contracting of workers is sustained throughout the project, and that these occupations are a reliable and continuous source of income for the people employed. It's a huge cash flow that enters communities, however these are public projects, and they depend on availability of funds.

## **Waste Prevention and Environmental Services**

[RID Patrol](#) has dealt with cleaning of illegal dump sites since 1993, but the bigger piece of that is the work transition effort – training people who've experienced barriers to employment. By providing new skills and knowledge that lead to extended employment opportunities, the program increases resilience of individuals and communities to economic and social shocks. Metro has partnerships with Farwest Recycling, Environmental Fibers International, Pioneer Recycling, and West Rock, as well as CBOs like Trash for Peace, where the agency financially supports them to develop workforce within the organization (like waste pickers).

## **Parks and Nature**

[Nature in Neighborhoods grants](#) provide funding that can be used for restoration, nature education and exposure to nature. Studies show that bringing people to nature improves their physical and emotional well-being,<sup>4</sup> while expanding connections and enhancing social ties between neighbors and within communities, effectively increasing resilience of the region. Sometimes these grants have a workforce component to them, providing skills for people interested in environmental career path, increasing their employment opportunities. This program gets its funding from the 2016 Parks levy. A new round of grants with money from the latest bond measure will further expand this work.

## **Venues**

[Portland'5 Education Program](#) allows students from schools with large concentrations of low income students and their families to see and hear world-class performances. There's no cost to the school and performances take place at the school or transportation is provided. The program targets diverse ages – from elementary to high school. The programming is diverse, so the kids can actually see themselves reflected on the stage and understand that the theater also belongs to them. By providing these educational opportunities, the program strengthens social ties both within the communities and with the cultural scene of greater Portland, making it stronger and more vibrant.

[Portland'5 Outreach Program](#) looks for the opportunities for the Portland Center for Performing Arts (PCPA) to engage in neighborhoods, to tell people more about what PCPA does, as well as learn from the community on how Portland'5 theaters can better serve them. This means doing a lot of tabling events, especially in the summer, being involved in different neighborhood groups particularly in communities of color. This work strengthens the social ties and fabric of the region, contributing to resilience.

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<sup>4</sup> [Jim Robbins. 2020. Ecopsychology: How Immersion in Nature Benefits Your Health. Yale Environment 360](#)

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## PROGRAMS THAT COULD ADVANCE SOCIAL AND ECONOMIC RESILIENCE

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Metro is considering new initiatives aimed at strengthening the knowledge, representation and participation of communities in regional development and decision-making. This work would further advance economic opportunities and social capital in greater Portland, by connecting communities and providing them with tools of effective representation and involvement.

### Planning and Development

[The Economic Value Atlas \(EVA\)](#) is an online tool that visually displays variables on economic conditions of communities in the region. Its purpose is to establish shared values for the economy amongst wide diversity of interests – these include economic prosperity, workforce development, and economic justice. It’s an attempt to connect people that might not receive the capital the support they need to access economic opportunities.

Resilience is not specifically built into the tool now, as economic resilience represents a much broader spectrum than the tool currently has, but a hybrid between the EVA and Southwest Corridor Equitable Development Strategy is being developed, and it will have an equity component, to add the variables on access to opportunities, levels of gentrification, housing affordability, freight mobility and connectivity, health. These will illustrate the conditions for Southwest corridor using Economic Value Atlas platform and expose economic justice issues, contributing to regional resilience by equipping communities with information and tools for equitable economic development strategies.

[Get Moving 2020](#) is an action plan and a regional investment measure that will focus on comprehensive improvement of the regional transportation system in key travel corridors. The current list of projects included amounts to \$3.8 billion in proposed investments, and among those 56% are transit-related, 38% safety-related and 79% have an equity focus. This measure has a potential to significantly increase regional resilience by improving transportation safety, prioritizing support for communities of color, increasing connectivity of the region, especially for low-income residents, stimulating economic growth and supporting clean air, clean water, and healthy ecosystems. At this moment Metro is working with partners in the region on the full list of most relevant projects and sources of funding. The Council is considering referring a transportation funding measure to the November 2020 ballot.

### Diversity, Equity and Inclusion

[Civic engagement infrastructure for communities of color](#). This is a budget note to explore opportunities to build community capacity, specifically capacity of community organizations that serve communities of color, to ensure their better access and engagement with political process. Historically Metro’s community engagement consisted of informing people of its work, rather than seeking input during the research and proposal development phases. This has changed significantly, but this budget note would create even more opportunities. Metro already supports education work for adults and youth, even more around civic infrastructure and leadership development through its economic and workforce development partnerships. Expanding community engagement and participation makes communities more socially and politically resilient. This work also recognizes that communities of color, the disability community and others were historically undercounted in the Census and this disenfranchisement and disinvestment is exacerbated as the Census moves online. Metro is working towards

bridging that gap by raising awareness and funding community partners to facilitate the involvement of historically undercounted communities in the Census process, all to ensure that there is a full understanding of economic and social wellbeing of all communities in the region. At the same time, these efforts involve two-way cooperation, as many CBOs coordinate some outreach work for Metro. Centro Cultural has assisted in transportation bond communication in the south part of the region and will likely do the same for the waste facility on west side. These changes in the way programs are run are part of a shift in Metro's role as active supporter and investor in civic infrastructure. This is a contribution to social resilience of the region.

**Equity analytics strategy** development will be about how to bring communities into methodological choices and how Metro empowers communities to help the agency create representative and meaningful data. These efforts increase self-determination, helping communities ascertain who they are and how they are doing. A more data generation process increases resilience by allowing Metro to identify and address existing and potential challenges in a timely manner and with broad and diverse engagement.

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## **PROGRAMS THAT INCREASE RESILIENCE TO CLIMATE IMPACTS AND NATURAL DISASTERS**

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As the impacts of a changing climate and severity of natural disasters increase, Metro continues developing plans and strategies for the ways greater Portland can reduce the impacts from these threats, including reducing carbon pollution from transportation and other activities by promoting compact land use, walking, biking and transit, as well as by setting a high design standard for federally funded transportation and storm water management projects, green infrastructure and green trails. The agency also plays an active role in reducing regional waste and CO2 emissions by providing recycling services and education on sustainable practices to maintain homes, control pests, and care for pets. For years Metro has also been actively involved in regional conservation efforts, and a heightened focus on resilience brought up the new title for the programs that Parks and Nature has already been doing, targeted on acquisition and management of land to build a robust natural ecosystem in the region. It's a fairly established conservation biology principle that healthy ecosystems are more resilient and are able to withstand different shocks from random stochastic events, rising population and changing climate. Years of Metro's work in this area has contributed to regional resilience in the past and will continue advancing it in the future.

### **Planning and Development**

**The Regional Transportation Plan (RTP)** is a blueprint to guide investments for all forms of travel – motor vehicle, transit, bicycle and walking – and the movement of goods and freight throughout the Portland metropolitan region. Since the 2010 update it has consistently brought up the topic of climate change and the need to do more planning work to decrease regional vulnerability, like technical analysis of the vulnerability of regional transportation system facilities to natural hazards and climate impacts. This work started as a stand-alone Climate Smart Strategy in 2010 and became a part of the RTP, together with other climate mitigation activities from programmatic and policy perspectives, like the Regional Transit Strategy, the Regional Transportation Safety Strategy and the Regional Freight Strategy. All these strategies aim to ensure that the regional transportation system has a minimal impact on environment and is able to continue being operational in the event of natural hazards, effectively increasing regional resilience.

**The Emergency Transportation Routes Project** is focused on identifying routes that will be used for emergency response (first 48 hours post disaster) and will also define vulnerabilities of the system, but without an in-depth analysis. It is expected that vulnerability assessments and other recommendations regarding future planning efforts will be in this plan. It will be finished by the end of 2020 and will likely impact prioritization of mitigation projects in order to ensure these routes remain useable post-disaster.

**The Emerging Technology Strategy** identifies steps that Metro and its partners can take to harness new developments in transportation technology—including automated, connected and electric vehicles; new mobility services like car share, bike or scooter share and ride-hailing services like Uber and Lyft; and the increasing amount of data available to both travelers and planners. Currently Metro is testing a new source of data “Replica”, which is a detailed simulation of travel in the region. Replica is based on de-identified mobile location data - data that Metro currently doesn’t have access to due to privacy concerns and because they are cost-prohibitive. Using Replica data could provide Metro with more up-to-date information on how people are travelling in the region and allow to better track ride-hailing services, as well as track other changes in transportation system more dynamically, allowing to better respond to existing challenges of the transportation system, and establishing a better base line to help the region bounce back to from shocks and disruptions, effectively advancing regional resilience. If this data test is successful, Metro will use them to feed its transportation model (to replace or supplement current surveys), a more dynamic way to represent the region and various transportation modes like biking and walking that are currently based on surveys that are only conducted every 10 years.

**Partnerships and Innovative Learning Opportunities in Transportation (PILOT) program** supports transportation partnerships between companies, agencies, and community groups. For example, rather than planning for new services, transportation agencies partner with these services and try projects firsthand, learning from them directly (per national best practices). That is a fundamental shift in how the transportation agency approaches its responsibilities and it effectively advances regional transportation system resilience and allows better response to the needs of system users on a regular basis and during natural disasters.

**Regional Design Guidelines** are a set of requirements for the design of federally funded transportation projects. They include green infrastructure and green trails – including projects that address storm water management. These will also be used on projects funded through the Get Moving 2020 Transportation Measure described above. These guidelines raise the bar for the quality of transportation projects in the region to minimize their impact on environment and increase their ability to withstand natural hazards, effectively increasing regional resilience.

**2040 Growth Concept Refresh** as detailed above, is an update to the region’s adopted long-range land use and transportation strategy for managing growth and building job centers facilitated by compact land use in combination with walking, biking and transit connections. Climate change, adaptation and mitigation are Metro’s core focus areas in that effort, with resilience being one of the themes that is expected to permeate that work. In summer 2023 Council should take formal action on 2040 Growth Concept Refresh and afterwards the plan will be translated in some new regulations.

**Urban Growth Management decisions** shape the long term growth of the region and provide guidance and flexibility to deal with expected future growth. Metro provides certainty around urban and rural designations, and flexibility around the rest (including range forecast to acknowledge that there’s significant uncertainty around future growth). All this is to provide guidance for policy makers and ensure that the region develops in a way that has a minimal impact on the environment and is able to withstand potential natural hazards (among other goals).



## Parks and Nature

**The Science program** applies the best of existing science to help Metro make better decisions about land protection and wildlife restoration. Also, an informal team of Parks and Nature and Planning staff work together to inform transportation planning and Urban Growth Boundary decisions and policies with science expertise. A 5-year partnership with scientists from Portland State University, analyzed habitat connectivity and developed a toolkit to assess local connectivity and then apply that knowledge to a regional scale. It's a two-fold strategy – preservation of species and understanding that connectivity is an integral strategy to protect wildlife in the face of a changing climate. Metro also leads and supports various groups that advance conservation science and practices in the region including oak mapping. This research is then applied to manage Metro's Parks and Natural Areas portfolio, currently around 17,000 acres, and uses biodiversity and resilience lenses to help make those management decisions. That work helps address climate change impacts through conservation strategies established in Metro's planning documents and 5-10 year interim actions.

**Metro's strategic acquisition and land management program** is focused on building a robust natural ecosystem in the face of a changing climate. This means creating a system of protected habitats with a conservation focus, smaller sites with some protections, and a matrix of unprotected land (with the latter having economic function as a primary objective). Metro's program pursues those anchor habitats and smaller patches, as a core part of current and previous bond measures. Metro acquires land to designate as long-term reservoirs of biodiversity, protect water quality, and reconnect streams to floodplains in order to enhance flood storage, restore floodplain vegetation, and provide access to nature for people. All the land is being managed in a way to ensure at least certain level of preservation and protection from harm. This work is increasing resilience of natural habitats, reducing the impact of climate change and invasive species, and contributing to the overall health of natural systems. Metro was working on this even prior to recent renewed focus on climate change and resilience, as strategic land acquisition also supports wildlife protection and restoration. The work was the same – management of forests for health, habitat quality and connectivity, only the reasons for doing the work have recently expanded to include resilience and climate.

**The Capital grants program** helps to create publicly accessible spaces that will increase access to nature, or "renature" a place. People can propose to buy a piece of land and make interventions there, all using Metro's funds. It goes back to recreating the ecosystem through "re-naturing". Sometimes there are construction projects that are related to nature like culvert replacement. Metro helped the City of Portland to leverage more funding (including Metro's) to not only replace a culvert for fish passage, but completely change the intersection, to increase connectivity for people and other animals. These projects not only improve the health of the regional ecosystem, but also the wellbeing of local residents, by providing them with access to nature.

**The Local share program** gives local partners money to acquire land for parks and restore habitat using an allocation formula. Due to this approach it's noncompetitive, but it has many control components and a vast impact: \$69 million was allocated from the 1995 and 2006 bond measures. With these funds local partners acquired 1215 acres of natural and traditional park areas, improved water quality, restored fish and wildlife habitat, and provided better visitor amenities and experience, effectively improving the health of the regional ecosystem and increasing its ability to withstand shocks from natural disasters and changing climate. Requirements for the latest round focus on race and equity, meaning that jurisdictions have to show how their projects will support racial equity, and increase social resilience in the region as well as environmental resilience.

## Waste Prevention and Environmental Services

**Solid waste operations.** A public agency operating waste facilities automatically advances the region's resilience, as it allows pursuit of solutions that best serve the region rather than a profit focused motivation. It also works towards increasing the region's ability to meet the global market specifications for recyclable materials. This involves upgrade of collection methods, equipment and policy decisions that allow production of recyclables that are marketable to as many markets as possible (to have multiple sets of recyclables rather than mixes of materials) and reduces the amount of waste.

**Waste prevention programs** provide education and resources on less-toxic ways to clean, maintain, repair and improve homes, control pests, and care for pets. These increase regional resilience by reducing the impact of human activities on environment and preventing pollution that can harm residents and ecosystems. One example of such programs, [MetroPaint](#), not only recycles leftover latex paint into new paint, it also works with local nonprofits to provide job trainings and path to stable employment for people with disabilities and the formerly incarcerated.

## Venues

**Oregon Zoo conservation and education programs** focus on healthy habitats and climate mitigation in the region (and around the world), increasing the resilience of natural environment and mitigating the impacts of climate change. It also educates the community on the importance of healthy natural habitats and how they can contribute to that work. In 2018 alone, Zoo awarded nearly \$25,000 in grants to advance research and habitat restoration in the region, all to advance health of the regional ecosystem and make it more resilient in the face of a changing climate.

## Guiding the Progress

Numerous factors were mentioned by staff as the guiding force for the resilience related programs at Metro, with Council and departmental leadership being the most common, followed by professional evolution and awareness of staff on the most up-to-date planning, conservation, and recycling practices. Council direction is especially important for programs that have a strategic importance but lack immediate tangible results, like equity, long-range land use and transportation planning, emerging technologies, and other initiatives that increase resilience of civic infrastructure. Other, program-specific factors are summarized below.

Some departments get involved in larger regional collaborations that address resilience. The Greater Portland Comprehensive Economic Development Strategy (CEDS) is one example of that, which is a response to U.S. Economic Development Agency's requirement for every economic development region in the nation to have an economic resilience component. Longstanding membership in the Regional Disaster Planning Organization (RDPO) and its predecessor the Regional Emergency Management Group have helped to support and inform resilience efforts at Metro for decades. [The Oregon State Resilience Plan](#), related to seismic safety, is another document that affects Metro, though currently it doesn't provide a good understanding on areas of specific responsibility. On the other hand, it was mentioned that sometimes state and federal policies have to catch up with Metro's work and the agency has numerous opportunities to move things and be a leader for the state.

Public input is another source of guidance for resilience components of Metro programs. Local environmental organizations wrote letters and critiques of the RTP, asking for it to include a definition of resilience (which was added), and objecting that Metro was not going far enough in terms of green infrastructure integration and requirements for local governments. The Equity Strategic Plan also reflects messages Metro received from community members, and focuses attention on the issues of resilience too. Being responsive to public input, as well as expanding support for meaningful public involvement not only improves the effectiveness of Metro's programs, but also increases regional resilience by involving people in community matters and encouraging volunteering and activism.<sup>5</sup>

Finally, market uncertainty drives some of the resilience efforts at Metro. For example, Metro handles a little bit less than a half of regional waste and, sometimes, when there's a disruption and private companies stop operations, everybody looks to the agency, especially for hazardous waste collection and disposal. Understanding this obligation is part of the rationale behind having big stations and redundancies built into the system. At the same time, Metro's local partners chose not to regulate transportation network companies (i.e. Uber, Lyft), which means that people couldn't rely on that type of transportation if something unexpected happened (like an earthquake). Exploration of extreme scenarios and relevant responses are all part of the effort to make the region more resilient.

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<sup>5</sup> [Kellar E.K. \(2019\). Community Engagement's Vital Role in Building Resilience. governing.com](#)

## Resilience & Equity

The issues of equity and resilience are inextricably intertwined, since stresses like economic insecurity, housing instability, and lack of mobility are oftentimes intensified and exacerbated by natural disasters and other social and economic shocks, significantly limiting ability and substantially increasing costs for the region to effectively bounce back. Part of that is a result of the long history of structural and institutional racism, part is caused by inequitable distribution of resources and opportunities throughout the region. Addressing these disparities and reducing inequity not only benefits the communities that are currently stressed, but also increases resilience of the region as a whole to unexpected shocks. Additionally, research shows that communities with lower incomes and communities made up predominantly of people of color are less able to withstand or bounce back from natural disasters. In fact, on average, white households generally are financially better off after living through a natural disaster than they were prior, but households of color are significantly worse off.<sup>6</sup> Therefore, any work to increase the wellbeing of traditionally marginalized communities and individuals increases regional resilience.

The Regional Transportation Plan has an equity lens and transportation equity goals, which means that any of the recommendations within RTP for future planning work have equity components. However it's a challenge for other long-term planning activities, as there are very indirect relationships between plans and their long-term outcomes. When speaking about racial equity, specifically about the need to build and maintain social capital in communities of color, staff focus less on a policy line in the plan, but more on what can be done to increase participation of people who traditionally might have not engaged in the process in order to hear their visions for the program. And it's not always about only commenting on draft plan language, but also getting people more involved, developing future constituents for Metro that are interested in its work and see its relevance for the quality of life in region.

In the PILOT program Metro works on extending capacity of marginalized communities to use emerging transportation services, helping understand technology and how to access it, use it and overcome the barriers that people face. For example, some research shows that Uber and Lyft serves communities of color better than taxis did, though there is no strict line between resilience and equity: is this because it's a genuinely better and a more equitable option, or because it's the least bad option available? The latter is assumed, and Metro aims to take additional measures to ensure that growth in these services doesn't come at the expense of other options. Once equitable access is ensured, Metro might focus on how these technologies can be used for better transportation choices, and create more resilience in community.

Metro's waste management system tries to both meet the demands of the international commodity market and also provide service to all residents and businesses in the region. There are differences that stem from types of housing and operations, but equitable delivery of services is ensured. There are unique characteristics that tend to be associated with income and race that affect people's ability to participate in the system. There are also disparities in workforce, and WPES tries to address that with education and technical assistance.

When looking for a site for the new facility in the region, WPES is leading with equity, because historically solid waste facilities were placed in low-income, majority POC neighborhoods without engaging the community (though this is not the case for Metro's two main facilities). There are years of extensive outreach planning to even decide

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<sup>6</sup> [Davies I.P., Haugo R.D., Robertson J.C., Levin P.S. \(2018\) The unequal vulnerability of communities of color to wildfire. PLoS ONE 13\(11\): e0205825](#)

where to site a facility, to discuss with a potential host community how it can become an asset rather than a burden. For example, it can bring new employment opportunities or community spaces.

Conservation work at Metro also has an equity component to it. The staff acknowledges the US history of disinvestments in communities of color and conservation activities proposed by predominantly White professionals who often lacked local cultural context which resulted in misunderstandings and conflicts and backfired against conservationists. In order to be effective in this work, staff aims to approach conservation with cultural humility and an equity lens.

The Economic Value Atlas deals a lot with access to middle-income jobs, impacts for various demographics and other equity-related data. Yet, there's still a lack of understanding on how to address equity in employment on industrial land: should brownfield remediation be prioritized in areas that were a subject to impacts historically? What type of wage and employment should go in this projects? Is it better to allow for housing encroachment, as it addresses housing affordability, displacing employment that might provide middle-income jobs? Dealing with these issues is complex. Currently, professionals have experience dealing with equitable development related to mixed-use projects, but not when it comes to sites that need to become development-ready.

Some interviewees mentioned that the DEI work within their departments could be improved with additional resources. For example, Oregon Zoo completed a DEI action plan last year, but currently has no one to actually lead and implement that work. The staff interviewed indicated that having a diverse workforce that represents demography of a community is even better for animals in the long run, and even though the Zoo's workforce is generally representative of the racial and ethnic makeup of the region, there's a lack of diversity when it comes to management and leadership positions.

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### EXPANDING THE DEFINITION

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This report used the definition of resilience as it is currently framed by the Resilience program: “the ability to anticipate, withstand and bounce back from, (or be resilient in the face of) long term stresses and unexpected shocks, whether from natural hazards or social and economic factors”. While this definition resonated with all of the interviewees, some of the participants highlighted Metro programs that use a similar but less extensive language in their documents (i.e. RTP) or suggested to expand the definition even further by including resilience of natural systems. This section highlights the concepts that interviewees believe could improve the current definition, and identifies transportation planning documents that could benefit from a broader definition.

From the natural systems perspective, the current definition of resilience misses the aspect of diversification and duplication of habitat, as well as of community resources as a way to increase resilience. Broadly, this means disruptors, whether they are environmental, economic, or technological in nature, should be viewed not only as a challenge, but also an opportunity to create a better future and rectify some of the past mistakes. They should also benefit not only humans, but also the needs of wildlife. For example, after natural hazards, properties that were in liquefaction zone become environmental areas, equity is embedded in decisions that lead to better housing, transportation, and recreation options for historically marginalized communities, or habitat is restored to facilitate the recovery of endangered species.

On the other hand, given the diverse nature of Metro, programs and venues operate in different resilience contexts. In addition to programs that increase the resilience of the region, Metro has a role in ensuring the resilience of its facilities. In the event of a disaster Metro’s facilities and programs can help in response, recovery, and a return to a hopefully, more resilient future.

In the latest Regional Transportation Plan’s (RTP) the definition of resilience didn’t include social and economic factors, being identified as “the ability to anticipate, prepare for and adapt to changing conditions, and withstand, respond to, recover rapidly from disruptions”. This definition was first used in the latest RTP, while the plan spoke about vulnerability to natural hazards and change in climate before that. The 2018 RTP only acknowledges that there are some issues with regard to resilience in the region, and that future work is needed to be prepared. RTP’s policy chapter, section 3.2.3.5 (Transportation Resilience and Preparedness) recognizes the importance of regional collaboration in addressing the challenges, as well as acknowledges the other work that disaster preparedness organizations are doing in the Oregon Resilience Plan, which will be updated in 2020. That section is the most relevant to regional resilience discussion, and it has a list of issues that have to be addressed in the future planning work.

Using these notions to expand the definition of resilience for the Metro and its application to all planning documents and programs will allow it not only to reflect the diversity of agency’s work, but also allow to better prepare for the disruptions as well as pursue the opportunities they create.

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### OPPORTUNITIES TO CONSIDER

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Throughout the interview process, participants identified numerous areas and avenues that resilience component of Metro programs can be expanded. Although some activities would require allocation of additional staff and financial sources, other ideas could be implemented without additional resources.

- Conduct vulnerability and risk assessment

First of all, with the diversity of existing programs that tackle the existing or known potential challenges, there is still a need to explore the scenarios of possible unexpected disruptions for the region. At the same time, Metro also hasn't completed a comprehensive vulnerability and risk assessment at the regional level.

Metro used to do a lot of work regarding natural hazards using FEMA funds, but those funds ran out in 1999 and little of the work was continued. The Planning and Development staffer who focused on it and worked on Natural Hazards chapter of the Regional Framework Plan retired in 2017 and till the 2019-20 budget cycle there was no person responsible for it. These initiatives are often built on a very passionate few, and when Metro loses those champions the work is either slowed or lost.

- Research transportation equity

Metro hasn't done a comprehensive study of equity in transportation in the region. The equity component of the latest RTP was an important first step (it identified where historically marginalized communities live in the region and whether transportation dollars are spent equitably in those communities), but no systemic analysis of people's needs has yet been done. There is a need to ask whether historically marginalized communities get what they need. This can be added to the planning program - leadership support would be essential for this, as many partners that don't currently have significant populations of historically marginalized communities perceive this as an attempt to take away funding from them. This study would allow better understanding of the transportation needs of diverse communities, better planning for system that better responds to various transportation needs, and makes residents more flexible and resilient, and would also advance Metro's equity efforts.

- Budget for equity and resilience in all programs

There is a need for clarity around inclusion of resilience and its funding. For equity advancement Metro used a federal grant, and it had enough resources for stipends for community or other activities that would advance its ability to comment on the agency's work. But it's not usual to list DEI in a grant application and it is hard to quantify it (as opposed to Research Center and Communications work). Resilience-related work might face the same challenge. Often it comes down to dedication of resources, as even searching and applying for grants requires time and knowledge. Having a Resilience Program Manager will help, but additional supporting resources may be necessary.

- Develop partnerships

A year or two ago Oregon Zoo was working on a proposal with PGE that never materialized due to financial constraints. It was under the Dispatchable Standby Generation program, which essentially meant placing a generator on premises and using it in case of emergency for the community nearby. If Metro wanted to pursue that and came up with some funding, it could be implemented. However, the Zoo's strategic plan channels all resources to wildlife preservation, which means that the Zoo can be a mechanism for similar projects, but can't invest in them.

- Meaningfully engage communities

Holding a continuous dialogue with Metro communities allows to understand their needs in a way that no other mean allows (i.e. as an opposite to comments to Regional Transportation Plan). People can often define their solutions and the opportunity to imbue Metro's work is really ripe. The challenge is to use it in a meaningful way, and help staff to understand this value in their work. It's a planning conundrum at this point, though Metro has a

pilot program (a graduate planning student who is working with Community Placemaking Program), where past placemaking applications are being reviewed, staff and past applicants are being interviewed. The goal is to pick a few themes that seem to be most pertinent to communities and Metro's work, and convene some community conversations around it.

- Introduce performance metrics

Programs that advance resilience in the region are currently at different stages in their ability to evaluate their impact. Those that have started introducing impact evaluation into their workflow are generally new programs that were initiated within the past year (i.e. PILOT Program). Others face the challenge of absence or early nascence of applicable measures in the industry (i.e. Park and Nature Science Program, Community Placemaking Program). As Metro moves forward in rolling out the first phase of the Regional Barometer - the performance system of the region that displays information across more than a hundred measures in six desired outcome areas, it is important that departments and venues take this opportunity to recommend the inclusion of resilience measures specific to their areas of work in the second phase of tool development. On the other hand, as departments and venues are going through the process of prioritization of internal operational measures, it is necessary that they include measures that look at resilience outcomes too, as is happening almost uniformly with equity-related metrics.

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## RESILIENCE PROGRAM ROLE

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As this report shows, Metro already has a variety of programs within its departments and venues that aim to mitigate the impacts of climate change and natural disasters, as well as increase regional capacity to withstand and bounce back from social and economic disruptions. They all fall within the scope of the new Resilience program (though they will remain embedded within their current departments and simply be coordinated with the new Resilience program). Emergency planning in Capital Asset Management Planning and Disaster Debris in WPES are the only exceptions. They are separate programs responsible for Metro's Emergency Operations Planning and regional post-disaster debris planning and solid waste continuity of operations. Metro approaches these issues internally and looks at them from a systems perspective (and ensure that privately operated facilities address emergency preparation as well). This work is not being covered by the Resilience program and is not discussed in this report, however it should be coordinated and aligned. This section discusses ideas and thoughts of interviewees on how the Resilience program can better facilitate the resilience effort within the agency.

There is a general consensus among interviewees that resilience can't be a standalone program and should be reflected in Metro's programs like Diversity, equity and inclusion. Having it only at the central position is not adequate in the long term, but as it's launching, the role is to be a hub, technical and policy resource to staff at different departments, looking for ways and bridges how resilience can be incorporated in work and communication messages.

Another common theme was a request for leadership and guidance, possibly a strategic plan, on where the agency wants to prioritize to allow the use of available resources. Resilience can be a great integrator of work within different departments, having resilience as a lens can become a binding force for Metro. However, a caution should be used in this work, since many departments are still focusing significant resources on equity advancement, so it might be really overwhelming to add an additional strategic plan on resilience right away.



Technical assistance on what constitutes resilience in different areas and how it can be advanced in the projects of different departments is one of the requests received through the interview process. Resilience can be discussed at various forums, lunch-and-learns, departmental gatherings and more specific trainings can be provided. For example, participation in FEMA's Community Resilience training was an excellent opportunity to build basic understanding of resilience and develop a more holistic view of all the systems for one of the interviewees.

Assistance in how long range planning work should incorporate resilience would also be helpful, as it hasn't been done at Metro before. As the 2040 Growth Concept update work begins it's important that all of the identified topics and pieces related to resilience are embedded. Definitions related to the role of arts and culture in community resilience are particularly important.

There is definitely an appetite in the Research Center to work more on social vulnerability analysis and modelling, if resources become available. If it is paired with racial equity as a lens for Metro's investments, it can become a standard application. That could be a protocol to prioritize investments into areas that have low social and economic resilience. Nonetheless, it should be remembered that the Research Center can do all sorts of modelling and data collection but without a strong political leadership it is limited in its influence.

From Metro's operations focus, it would be great for someone to think about the regional perspective. Metro's regulatory arm looks into disaster debris management, getting private companies on board with that, however for operations it would be great to have someone to keep that perspective and help other departments. Also, given that the agency deals with land use and transportation planning, and maintains relationships with 27 jurisdictions and other partners, it needs someone who ensures sufficient coordination, making sure that resilience-related work complements each other.

Finally, there is a concern that although planning on purchasing a lot of properties over the next couple of years, WPES might be paying not enough attention to disaster preparedness. That's something that both the Resilience Manager and the Asset Management can collaborate on – where Metro purchases and builds, as well as how it increases resilience over time.

## Conclusion

This report called out programs and initiatives that are contributing to regional resilience or could expand it in the future, identified through the interviews of Metro staff. Although those initiatives already have a significant impact, the new Resilience program can further advance that effort by integrating work of different departments, serving as a technical and policy resource to staff, as well as looking for ways resilience can be incorporated in programs and communication messages.

Because of the internal focus of the interview process that informed this report, it is recommended to complement it with opinions of external stakeholders, like professionals who worked on the Oregon State Resilience Plan, and representatives from Intertwine Alliance, Technology Association of Oregon, and Columbia Corridor Association. This should help to develop a complete picture of Metro's role in regional resilience and identify new ways to advance it.

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### APPENDIX A: A LIST OF INTERVIEWEES

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Heather Back, Communications & Policy Development Manager

Reed Brodersen, Equity Strategy Program Analyst

Tom Chaimov, PES Solid Waste Operations Program Director

Kim Ellis, Principal Transportation Planner

Warren Johnson, PES Program Director

Sarah Keane, Zoo Finance & Administration Director

Kathayoon Khalil, Zoo Conservation Impact Manager

Matt Korot, PES Program Director

Dana Lucero, Senior planner, Community Placemaking

Juan Carlos Ocana-Chiu, Business Services Manager, Parks and Nature

Courtney Patterson, Emergency Planning Manager

Jeff Raker, Associate Regional Planner

Ted Reid, Principal Regional Planner

Eliot Rose, Senior Technology & Transport Planner

Jonathan Soll, Science and Stewardship Division Manager

Robyn Williams, Portland'5 Executive Director

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## APPENDIX B: INTERVIEW QUESTIONS

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1. How do you define resilience within your line of work? Has it changed recently? Is the new work plan consistent with how you define resilience?
2. Which projects you work on do you think have a resilience component?
3. What is the guiding force in your work on resilience (i.e. Outreach & Engagement, Federal, State or Metro policies, leadership guidance)?
4. Do these programs deal with recovery, actual, or potential challenges?
5. What is the impact of these programs? Do you consider them to be successful? How do you track their progress?
6. How do you plan on tracking the success of your work?
7. How in your work do equity and resilience intersect?
8. What are the benefits of considering resilience in your projects? Are there any incentives in your area of work for resilience advancement?
9. What are the obstacles/challenges to the advancement of resilience in your line of work?
10. Do your resilience efforts include cooperation with other departments/programs within Metro? What cooperation would you be interested in establishing to increase the resilience of your programs/Metro?
11. Does your resilience efforts include cooperation with organizations outside Metro?
12. What other support would be helpful in expanding your focus on resilience? Resources? Direction? Clarification?
13. Reflecting back on the first question again, can you think of any additional projects you work on that have a resilience component?
14. Can you think of other Metro projects that you DON'T work on that you consider to have Resilience components to them?
15. Is there anything else we should know with regard to resilience in the region?

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600 NE Grand Ave., Portland, OR 97232-2736

503-517-6907, [Sasha.Pollack@oregonmetro.gov](mailto:Sasha.Pollack@oregonmetro.gov)

The Regional Disaster Preparedness Organization (RDPO) and Metro are the recipients of one of four national awards to partner with the EPA Building Blocks for Sustainable Communities Program and FEMA in applying their new [\*Regional Resilience Toolkit\*](#) . The toolkit and workshop will provide our region with technical assistance to build large-scale resilience to natural disasters, and to help us align resilience priorities across different federal, state, and local planning requirements and funding sources. The workshop for our 5-county (Clark, Columbia, Clackamas, Multnomah, and Washington) region is scheduled for Fall 2020 and will focus on the region’s natural hazard mitigation plans.

The goal of the Regional Resilience Workshop for Natural Hazard Mitigation is to support regional coordination by establishing regional priorities and expand equity in local Natural Hazard Mitigation Plans in order to reduce our vulnerability to natural hazards and to leverage federal and philanthropic funding opportunities.

**For every \$1 spent on mitigation, \$11 are saved in response and recovery.**

<https://www.nibs.org/page/mitigationsaves>

FEMA and EPA collaborated to create the Regional Resilience Toolkit to better address the need for large-scale action on resilience. By elevating a region-wide conversation about mitigation needs in our communities, the RDPO stakeholders and Metro will enhance visibility of key opportunities to advance priority natural hazard resilience efforts at scale.

#### **Workshop Objectives:**

- 1. Identify shared regional priorities for natural hazard mitigation.** Using a crosswalk of existing NHMP actions completed with a PSU intern during Spring 2020, establish a shared set of priorities for mitigation action on a regional level.
- 2. Integrate equity through Natural Hazard Mitigation Planning** by sharing best practices on applying an equity lens to NHMPs. Includes stakeholder engagement approaches and enhancing the use of equity data by leveraging the regional social vulnerability index project.
- 3. Promote regional collaboration and coordination.** Clarify the roles that regional advisory and decision-making bodies (Metro Council, MPAC, TPAC, RDPO Policy Committee) can play in advancing regional mitigation priorities.
- 4. Identify potential funding opportunities for regional mitigation actions.** With federal and state partners in attendance, explore potential avenues for public funding that are currently underutilized. Identify additional work to pursue philanthropic or other private funding sources.
- 5. Inform the next NHMP update cycle with COVID-19 pandemic considerations;** explore the implications for mitigation planning and prioritization in the context of the global pandemic.
- 6. Connect NHMPs to other local and regional planning efforts.** Ensuring the NHMP mitigation actions tie to other foundation planning in the region including climate action plans, long-range transportation plans, the Community Economic Development Strategy (CEDS), land use planning, and comprehensive plans.
- 7. Elevate existing mitigation work and enhance local efforts.** Use this platform to elevate existing local plans and actions for state and federal partners and leverage the state and federal partner’s technical expertise to strengthen local plans in alignment for future funding.

## RESILIENCE PROGRAM UPDATE –

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Date: July 7, 2020  
Department: GAPD  
Meeting Date: July 28, 2020

Prepared by: Sasha Pollack,  
Resilience Program Manager  
[sasha.pollack@oregonmetro.gov](mailto:sasha.pollack@oregonmetro.gov)  
Presenters: Bogdan Kapatsila, Sasha Pollack,  
Jeff Frkonja  
Length: 45 minutes

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### **ISSUE STATEMENT**

Council created the Resilience Program in early 2019 to reduce vulnerability in the region from natural hazards, the growing impacts of climate change and a wide variety of other social and economic factors.

Today staff is presenting an update on work that has been done since September including the Metro Resilience Inventory Report, The EPA funded Building Blocks for Regional Resilience workshop and an update on the intersection of the Resilience Program and the COVID-19 response and recovery efforts.

### **ACTION REQUESTED**

Staff is seeking Council feedback on the Inventory Report, the EPA funded Building Blocks for Regional Resilience workshop and any further direction from Council, including any potential modifications to the Resilience program in light of the COVID-19 pandemic.

### **IDENTIFIED POLICY OUTCOMES**

- Metro’s resilience efforts fill identified regional gaps and are supported by local, state and federal partners.
- Metro’s resilience efforts fit under well understood Metro expertise and authority.
- Regional investments in land, natural areas, affordable housing, solid waste management, and transportation infrastructure foster a region that can adapt to stresses and shocks created by natural hazards, a changing climate and social and economic factors.
- Metro’s resilience work intersects with and supports regional COVID-19 recovery efforts.

### **POLICY QUESTION(S)**

- Should Resilience Program goals be modified in light of the COVID-19 Pandemic?
- How do we take advantage of this crisis to “bounce back better” and reduce long term vulnerabilities?



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

### **Metro Resilience Inventory:**

The Metro Council created an agency wide Resilience Program to reduce vulnerability in the region from natural hazards, the growing impacts of climate change and a wide variety of other social and economic factors. Between September and December 2019, sixteen Metro staff were interviewed to identify the existing programs that are already working to increase resilience in the region to create the attached Metro Resilience Inventory. This inventory will inform the creation of an index of current regional programs and help to determine where new opportunities to increase resilience exist.

Throughout the interview process it became evident that Metro already plays an important role in regional resilience, both initiating and participating in partnerships, creating standards and disseminating them to local jurisdictions. All of this is a result of fruitful cooperation between Metro departments, local jurisdictions and other organizations in the region.

Twenty-seven Metro programs and initiatives were identified as addressing challenges and expanding environmental, social and economic resilience in the region. These include long-term planning efforts like 2040 Growth Concept Refresh and the Southwest Corridor Equitable Development Strategy, a career development framework Construction to career pathways project (C2P2), and Metro's strategic acquisition and land management program, as well as many others. The agency's efforts are predominantly focused on likely emergency scenarios understanding what risks they pose to the region. To date, there has been no dedicated work to explore more unexpected disruption scenarios and outcomes for the region.

Throughout the interview process, participants identified numerous areas and avenues where resilience components of existing Metro programs could be expanded. Although some activities would require allocation of additional staff and financial resources, other ideas could be implemented without additional resources.

### **EPA funded Building Blocks for Regional Resilience workshop:**

In December 2019, Metro and The Regional Disaster Preparedness Organization (RPDO) received one of four national awards to partner with the EPA Building Blocks for Sustainable Communities Program and FEMA in applying their new [Regional Resilience Toolkit](#). The toolkit and workshop will provide our region with technical assistance to build large-scale resilience to natural disasters, and to help us align resilience priorities across different federal, state, and local planning requirements and funding sources. The workshop for our 5-county (Clark, Columbia, Clackamas, Multnomah, and Washington) region is scheduled for Fall 2020 and will focus on the region's natural hazard mitigation plans.

The goal of the Regional Resilience Workshop for Natural Hazard Mitigation is to support regional coordination by establishing regional priorities and expanding equity in local Natural Hazard Mitigation Plans in order to reduce our vulnerability to natural hazards and to leverage federal and philanthropic funding opportunities.

Applying and preparing for this opportunity has already reinvigorated cross-jurisdictional mitigation efforts. Metro's role in this work is mainly as regional convener and table setter to make the mitigation efforts of local jurisdictions more effective, support more consistency and equity in the creation of Natural Hazard Mitigation Plans and to explore ways in which those federally

required plans might be incorporated into other local plans to increase regional resilience. It is still expected that the workshop will move forward, despite the COVID-19 pandemic, though it may transition to an online format.

### **COVID- 19 Recovery & Resilience:**

While a pandemic was never an explicitly articulated aspect of what to prepare for and respond to in the Metro Resilience Program work plan, the health, economic and other impacts of COVID-19 bear many similarities to those from other natural disasters or economic downturns.

In early April Metro Resilience staff began supporting RDPO initiated weekly meetings to begin discussing COVID-19 recovery. Though it was still early in the response phase, it is FEMA recommended protocol that planning for the recovery begin as soon as possible in order to lay the foundations for effective recovery that allows communities to “Bounce back better”. These weekly meetings are comprised of local jurisdictional staffers from a variety of backgrounds – economic development, planning, emergency management and others – and in addition to information sharing and an opportunity check in amongst the attendees, also feature weekly presentations on specific components of recovery from local, state and federal partners. Metro’s role at this table is to support local and regional recovery efforts in its areas of expertise. In addition to the resilience program manager, Metro’s DEI and Research Center staff have been involved in these calls, and their ability to bring the specific context of their programs to support regional recovery has been deeply appreciated by regional partners.

In particular, there has been significant interest in regional collaboration on data and a regional COVID-Recovery Data Task Force has been formed. Led by Metro’s Research Center, this effort seeks to create a “one stop shop” data site with frequently-refreshed data at a useful scale to both inform recovery planning and track recovery progress through an equity lens– topics covered would include, but not be limited to, economic recovery. The initial phase of exploration includes connecting with state and local governmental partners to ensure that such an effort is valuable and to determine the types of data that should be monitored. All discussions of the idea to date concur that such a resource is only viable if equity is centered in the product by having members of the region’s more-vulnerable communities at the table to directly help shape the outcome. Currently outreach to convene representatives of these communities is ongoing in order to scope next steps. This effort will be able to “stand upon the shoulders” of the Social Vulnerability Tool (SVT) project. Metro Research Center and DEI are partnering to implement the SVT by utilizing grant funding originally acquired by Multnomah County. The SVT will be designed to clearly show “who and where” the region’s vulnerable populations are, again with community members embedded in the project team in a governance role. Both COVID data and SVT work are entirely consistent with Metro’s emerging resiliency program data needs.

All the above work has been done in good partnership with RDPO, other local jurisdictions, and community voices. The components of this work that extend beyond Metro have been well received, partner jurisdictions are excited for Metro’s expanded work in this space, particularly as COVID recovery work – which intersects significantly with Resilience work – has begun.

### **BACKGROUND**

Metro has been involved in Resilience for many years. Historically our work was focused on regional mapping, landslides, earthquakes, other hazards, however the work dropped off as funding dried up in late 1990s.

Between 1996 and 1999 with the help of FEMA grant funds, Metro produced a number of publications related to natural hazards including seismic, flooding and landslide and some broader hazard mitigation policy and planning guides. Metro convened a “Natural Hazards Technical Advisory Committee made up of local public and private stakeholders. Metro staffed this work mainly from the Growth Management Services with support from the Data Resource Center and funded positions entitled “Natural Hazards Mitigation Program Coordinator” and “Senior Emergency Management Analyst. Since 1999 there has been limited work on Natural Hazard mitigation and though much of the work we continue to do could be considered “Resilience” work it has not been classified as such till the decision in early 2019 to initiate this program.

Council indicated in budget amendments early in 2019 an interest in supporting increased resilience and decreased vulnerability from natural hazards and impacts of climate change. Individual councilors have also indicated an interest in an expanded vision of what resilience could encompass, including increased economic resilience, decreased social vulnerability, water availability and other indicators. Councilors have also expressed interest in exploring Metro’s role related to projects of regional significance with known vulnerability to natural hazards, such as the Critical Energy Infrastructure hub and/or the Columbia River Levee system.

In September 2019 the Council approved a resilience work plan. Since then resilience work has moved ahead in a number of areas. In addition to the Metro Resilience Inventory Report that is being presented today, several other components of the work plan have been begun, including a regional index of other projects related to resilience, work to create a Metro Resilience Team, and initial work to Assess our Regional Resilience. Additional efforts to connect with our regional partners have been successful, including a successful application (in partnership with the RDPO) for an EPA workshop to build regional resilience.

Since the COVID-19 pandemic began in March the focus of the Resilience work has shifted more to the ways in which the COVID-19 Response and Recovery efforts can make our region more resilient. This has been due to the disruptive nature of the pandemic, both to the day-to-day Resilience work and to Metro’s budget, but it is hoped that the new regional shared focus on recovery will create new opportunities for regional collaborations that will reduce long term vulnerability.

## ATTACHMENTS

- Is legislation required for Council action?  Yes  No
- If yes, is draft legislation attached?  Yes  No
- What other materials are you presenting today?
  - **Metro Resilience Inventory Report**
  - **EPA Workshop Goals and Objectives sheet**

## **Supportive Housing Services Update**

*Work Session Topics*

Metro Council Work Session  
Tuesday, July 28, 2020

# Supportive Housing Services Update

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Date: July 14, 2020

Prepared by: Anneliese Koehler, Jes Larson and Rachael Lembo

Department: Planning and Development

Presenter(s) (if applicable): Anneliese Koehler, Jes Larson and Rachael Lembo

Meeting Date: July 28, 2020

Length: 45 minutes

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## **ISSUE STATEMENT**

In February 2020, the Metro Council referred a ballot measure to voters that would authorize funding for regional supportive housing services and in May 2020, voters approved it. This measure complements Metro's work on affordable housing by adding services such as long-term rent assistance and housing placement services, as well as wraparound services for such as addiction and recovery supports, mental health and peer supports, and job training and benefit supports.

Since its passage, staff have been working with our local jurisdictional partners and community partners to begin collecting taxes and implementing the program implementation.

In this work session, the Metro Council will hear about staff's various strategies and plans for the implementation work over the course of the next year.

## **ACTION REQUESTED**

Confirm direction of the Regional Supportive Housing Services tax collection and program implementation.

## **IDENTIFIED POLICY OUTCOMES**

As laid out in the ballot measure referred by the Metro Council in February 2020, the Regional Supportive Housing Services program is designed to help people find and stay in housing. It provides needed housing and wraparound services for people experiencing homelessness or at risk of experiencing homelessness. The program is funded by two new regional taxes: a high-income earner tax and a business profits tax.

The program will provide funding for services for as many as 5,000 people experiencing prolonged homelessness with complex disabilities, and as many as 10,000 households experiencing short-term homelessness or at risk of experiencing homelessness.

Multiple studies have shown that supportive housing services increase housing stability and provide other benefits, such as health and employment stability. Furthermore, supportive housing is the most effective, permanent and cost-effective solution to homelessness. Metro's supportive housing services program will fund services that effectively and permanently elevate people out of homelessness. Those services include long-term rent assistance and housing case management, mental health care, addiction and recovery treatment, job training, and culturally-specific services.

Furthermore, the regional supportive housing services program presents an opportunity to leverage the regional housing bond program approved by voters in 2018. The capital investments in acquiring land, rehabilitating and converting existing multi-family housing, and constructing new affordable housing can be aligned with the ongoing operating funds created through the Regional Supportive Housing Services program to ensure the housing created is meeting the region's greatest housing needs and serving our community members most impacted by the housing crisis.

The program is funded by a 1% tax on all taxable income of more than \$125,000 for individuals and \$200,000 for joint filers, and 1% tax on profits from businesses with gross receipts of more than \$5 million, effective for tax years beginning on or after January 1, 2021. Metro is currently working on an Intergovernmental Agreement with the City of Portland Revenue Division to administer and collect the taxes.

### **POLICY QUESTION(S)**

There are policy questions that need to be resolved this summer in order to move forward with implementation. Staff has put together various advisory tables to help them answer these questions. They will present the following questions to the Metro Council for consideration:

1. What are the regional values that provide high-level guidance for Metro's role in implementation of the Regional Supportive Housing Services program?
2. What are the regional outcomes metrics that measure and demonstrate success for the Regional Supportive Housing Services program?
3. What are the systems issues that should be worked together as a region and over time?
4. How can Metro ensure a smooth start-up of the tax collection process?
5. How will the income tax rules be implemented so that the same income is not taxed twice – once on the business and again on the individual receiving pass-through income from the business?

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

#### **COVID-19**

When the Metro Council referred the measure to voters in February, there was little conversation or understanding of the global pandemic that was upon us. COVID-19 and the significant impacts it has had on housing instability make this program all the more important in our region. Residential eviction moratoriums will only be in place for so long.

Even with increased federal and state resources, the region still needs more rental assistance than there is to go around.

### **Black Lives Matter**

Additionally, the Black Lives Matter movement reminds us of our responsibility as public stewards of these funds to ensure that we are advancing solutions for and resources to Black and Indigenous communities and other communities of color. For far too long, our public institutions have not been accountable to unmet needs, redirected resources, and the disempowerment of Black communities. That has resulted in generations of harm and systems of oppression designed to uphold a structure of white supremacy. The implementation of the regional Supportive Housing Service program must contribute to the dismantling of racist systems with the advancement of racial equity.

### **Regional Investment Strategies integration**

This regional measure also presents an opportunity to align and leverage regional investments to address homelessness with Metro's current and proposed investments in affordable housing, parks and nature, and regional transportation infrastructure and services. The regional investment strategy as directed by the Metro Council has expanded capacity for regional public investments with more than a billion dollars in capital investments approved by regional voters, with potentially billions more in coming months. This ongoing operating and services funding presents an important opportunity and responsibility to align regional investments to achieve the greatest good for our region and especially advance racial equity through prioritization of resources, creation of jobs and through inclusive community processes.

### **Community Engagement**

For the past few months, staff has been working with our jurisdictional and community partners on implementing the Regional Supportive Housing Services program. Much of the work since passage has been identifying unresolved questions and issues and developing and standing up the processes needed to provide answers.

#### Programmatic Community Engagement

We have formed a Stakeholder Advisory Table that will help staff answer the early implementation questions identified above. It is composed of a broad-based group of community stakeholders including culturally specific organizational leaders, housing, homeless and social service providers, behavioral health and healthcare providers and business interests. The table also includes agency leadership from the three housing authorities and county homeless services agencies. The table will meet four times over the summer to prepare recommendations for the Metro COO that will inform guidance to the Metro Council in the fall.

In order to further advise staff on racial equity outcome metrics, we have formed an equity outcome metrics subcommittee of the Stakeholder Advisory Table. This subcommittee will work to prepare high-level recommendations on equity outcomes metrics for the larger Stakeholder Advisory Table. The committee is comprised of members of the Stakeholder committee who have specific subject matter expertise, and additional community members

with expertise in measuring equity outcomes and homeless and housing services outcome metrics. Staff from Metro and the three counties will participate to support the discussion as needed and learn from the direction of this committee.

#### Tax Collection Community Engagement

Additionally, Metro has formed a table of experts in taxation, tax policy, tax implementation and business stakeholders to help staff stand up an effective tax collection system. This group will advise staff on technical aspects of tax implementation, technical issues, and provide recommendations to ensure a smooth, legal and easy tax collection process. The group will begin meeting in late July, with additional meetings throughout the summer and into fall as needed by the tax implementation process.

The group includes members from:

- Oregon Society of CPAs Taxation Strategic Committee
- Portland Business Alliance
- Oregon Center for Public Policy

City of Portland Revenue Division

#### **BACKGROUND**

Homelessness and housing prices have increased dramatically in the Portland area over the past decade. Estimates of homelessness in the region range between 6,000 and 12,000 people. In January 2019, officials counted 5,711 people experiencing homelessness in Clackamas, Multnomah and Washington counties. Additionally, the Oregon Department of Education counted more than 7,000 students who experienced homelessness in the 2018 school year in Metro-area school districts. These reports undercount people experiencing homelessness while staying with a friend or family, or living in vehicles.

In recent years, more people are experiencing ‘chronic’ or prolonged homelessness. Approximately 3,123 to 4,935 people in the region experience homelessness related to complex and disabling conditions.

Additionally, Black, Indigenous and People of Color (BIPOC) disproportionately experience homelessness. BIPOC make up 21% of the total population in the tri-county area but comprise 31% of the homeless population. More specifically, Black and Indigenous people make up 5% of the total population but comprise over 20% of the homeless population.

The HereTogether coalition, a broad group of service providers, business leaders and advocates worked over the course of the last two years to develop the Regional Supportive Housing Services measure. As a broad coalition they identified the regional supportive housing need, developed programmatic and taxation strategies, engaged communities and built broad consensus for their programmatic and governance framework. With the support of elected leadership in Clackamas, Multnomah and Washington counties, they approached Metro in the Fall of 2020 requesting that Metro refer a measure to the region’s voters. In February 2020, the Metro Council unanimously referred the measure to voters and the voters passed the measure with 58% support in May 2020.



Materials following this page were distributed at the meeting.



Metro



# Metro Resilience Update

## July 28 Council Work Session

# Resilience Update Overview

- Resilience Program Overview
- Inventory of Metro's current Resilience Work
- EPA Building Blocks for Resilience Workshop
- COVID-19 Recovery and Resilience



# Metro Resilience Program



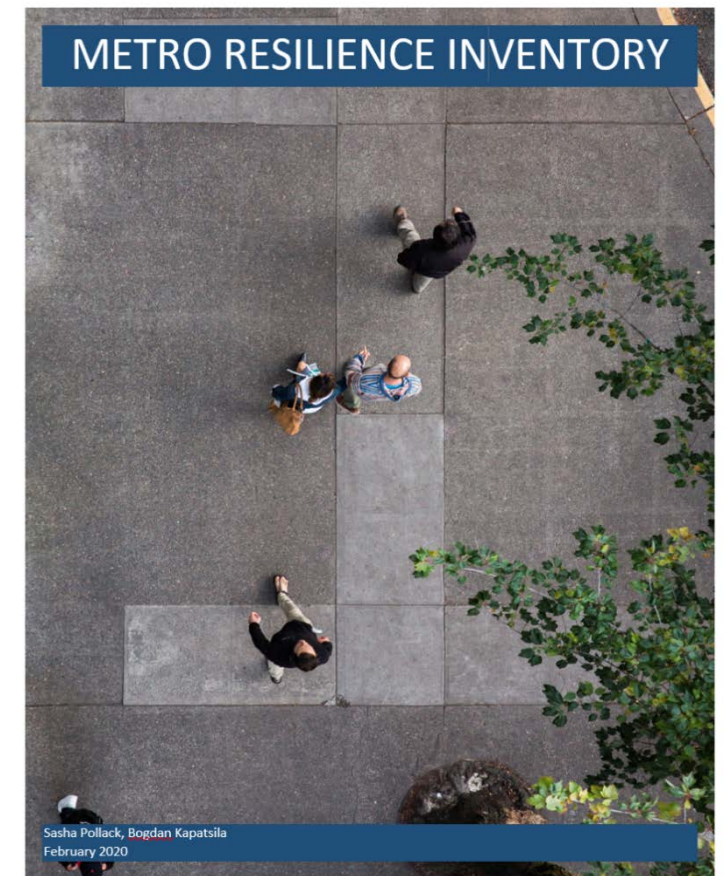
# Resilience Program Components

- **Inventory of Metro's current Resilience Work**
- Resilience Team
- Regional Resilience Assessment
- Gap Analysis of current regional programs



# Metro Resilience Inventory

- 16 Metro employees interviewed, 27 programs identified
- Time period: September - December, 2019
- Focus on Mitigation and Recovery
- Social and Economic Resilience, and Resilience To Climate Impacts and Natural Disasters
- Potential impact of COVID-19



# Inventory: Planning and Development

- **Social and Economic Resilience:** Southwest Corridor Equitable Development Strategy, The Site Readiness Toolkit, Transit Oriented Development Program, Community Placemaking Grants
- **Resilience To Climate Impacts and Natural Disasters:** The Regional Transportation Plan, The Emergency Transportation Routes Project, The Emerging Technology Strategy, Regional Design Guidelines
- **2040 Growth Concept Refresh**
- Potential of the Economic Value Atlas, Get Moving 2020

# Inventory: Waste Prevention and Environmental Services

- **Social and Economic Resilience:**  
RID Patrol
- **Resilience To Climate Impacts and Natural Disasters:** Solid Waste Operations, Waste Prevention Program





# Inventory: Parks and Nature

- **Social and Economic Resilience:** Nature in Neighborhoods grants
- **Resilience To Climate Impacts and Natural Disasters:** Science program, Metro's strategic acquisition and land management program, Capital grants program, Local share program
- Informal collaboration of Parks and Nature and transportation planning staff



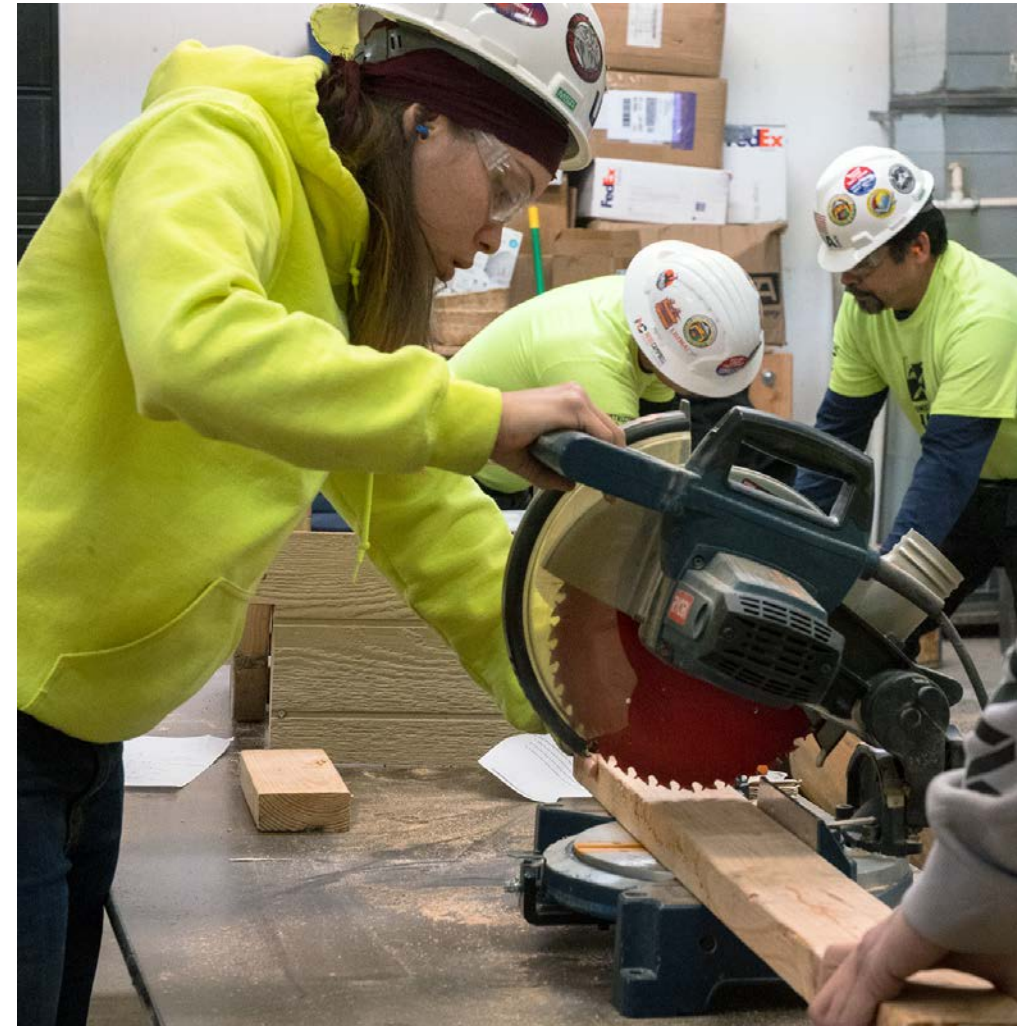
# Inventory: Venues

- Portland's Education Program
- Portland's Outreach Program
- Oregon Zoo conservation and education programs



# Inventory: Diversity, Equity, and Inclusion

- Impact on other Metro programs
- Equity is embedded in resilience
- Construction to career pathways project (C2P2)
- Potential of the **civic engagement infrastructure for communities of color** and **Equity analytics strategy**



# Opportunities to expand Equity & Resilience at Metro

- Research transportation equity
- Conduct vulnerability and risk assessment
- Budget for equity and resilience in all programs
- Meaningfully engage communities
- Employee diversity



# Opportunities to Expand Resilience at Metro

- Expand the definition
- Develop partnerships
- Introduce performance metrics



# Metro Resilience Program Role

- Not a standalone program, should be reflected in all Metro's programs
- A source of leadership and guidance (a strategic plan)
- Provide technical assistance, support social vulnerability analysis and modelling
- Regional coordination



# EPA Building Blocks for Resilience Workshop: Regional Mitigation

- Workshop Fall 2020 with all five RDPO counties
- Focus on regional coordination and reduce vulnerability by establishing regional priorities and expanding equity in local Natural Hazard Mitigation Plans.
- Focus on the intersection of Climate, Equity and Public Health via the hazards of extreme heat and wildfire smoke.



# COVID 19 Recovery & Metro Resilience

- Working with RDPO
- Regional COVID-Recovery Data Resource Task Force
- Equity and Values conversation
- Regional coordination





# Discussion & Questions



# Thank you!

Sasha Pollack – Resilience Program Manager, [sasha.pollack@oregonmetro.gov](mailto:sasha.pollack@oregonmetro.gov)

Bo Kapatsila – Hatfield Fellow, [bo.kapatsila@oregonmetro.gov](mailto:bo.kapatsila@oregonmetro.gov)

Jeff Frkonja – Research Center Director [jeff.frkonja@oregonmetro.gov](mailto:jeff.frkonja@oregonmetro.gov)





Metro

# Supportive Housing Services

Metro Council presentation 7.28.20

# Metro Measure 26-210

Framework created by HereTogether, a coalition of businesses and social service agencies

Metro Council referred measure in February 2020

Regional voters approved in May with 58 percent support



# Supportive Housing Services

Long-term rent assistance, rapid rehousing and eviction prevention

Housing and ongoing case management

Mental healthcare, addiction and recovery services

Employment supports, peer supports, and more as needed



# Addressing this moment

Understanding the impacts of COVID-19 on housing instability in our community

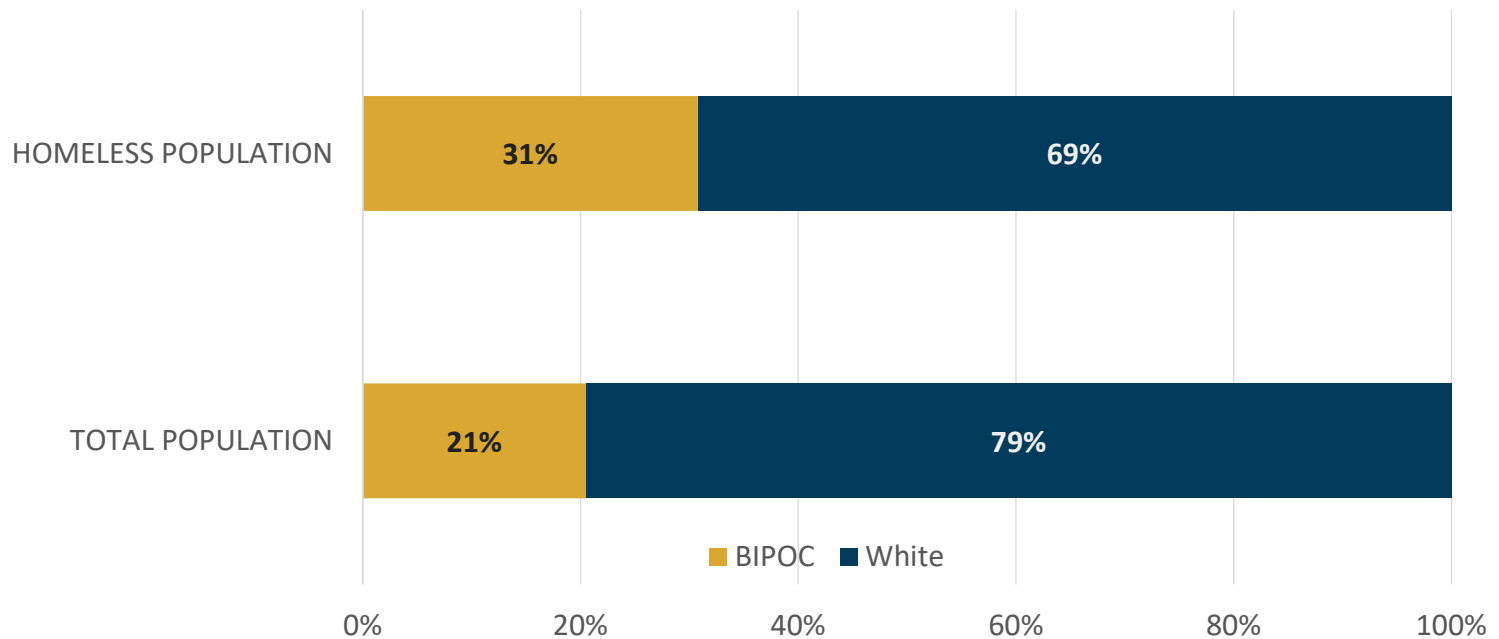


# Addressing this moment

**BLACK  
LIVES  
MATTER**

# Homelessness and race

**BIPOC\* make up 21% of the total population in the tri-county area but comprise 31% of the homeless population.**

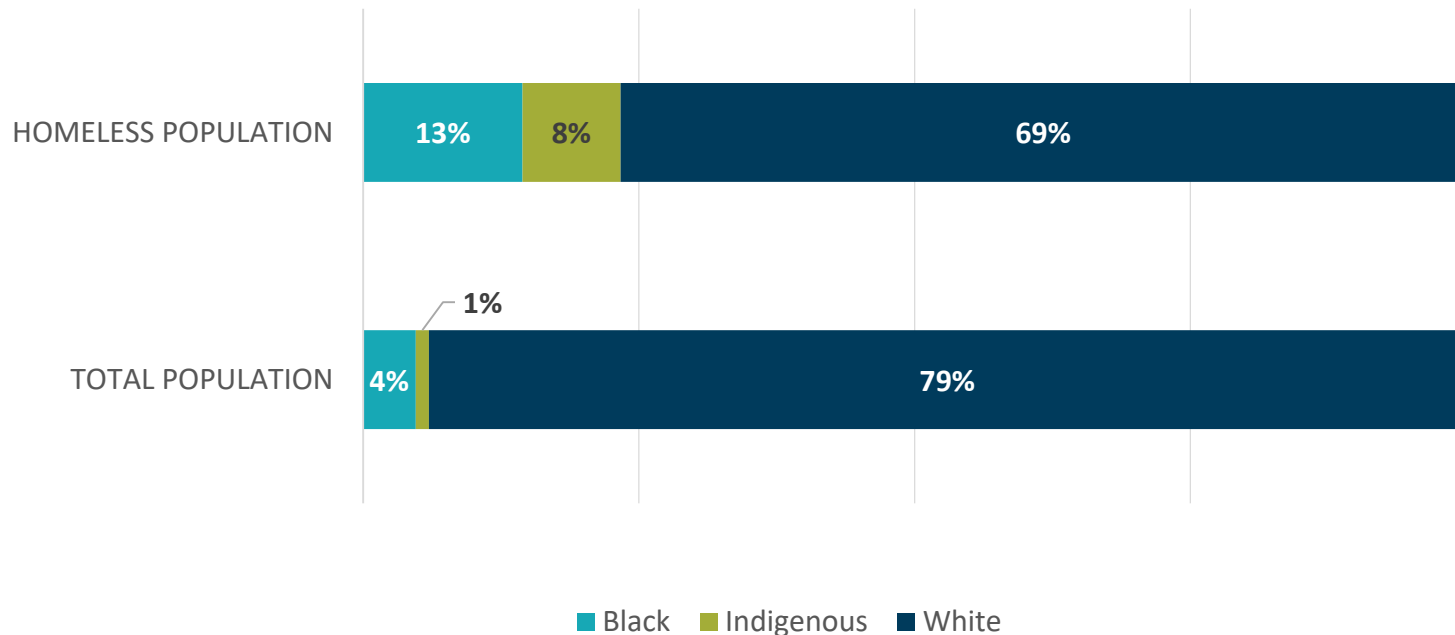


For combined populations of Clackamas, Multnomah, and Washington Counties. Total Population: US Census 2018. Homeless population: 2019 PIT Counts, as reported to HUD. Note that Census and PIT data may undercount BIPOC and homeless populations. BIPOC in this count includes: Black or African American, American Indian or Native Alaskan, Native Hawaiian or Other Pacific Islander, Asian, and Multiple Races; the HUD Point-in-Time Counts do NOT offer counts for white and non-white Hispanic or Latino people. "White" as used here includes both Hispanic and non-Hispanic whites.



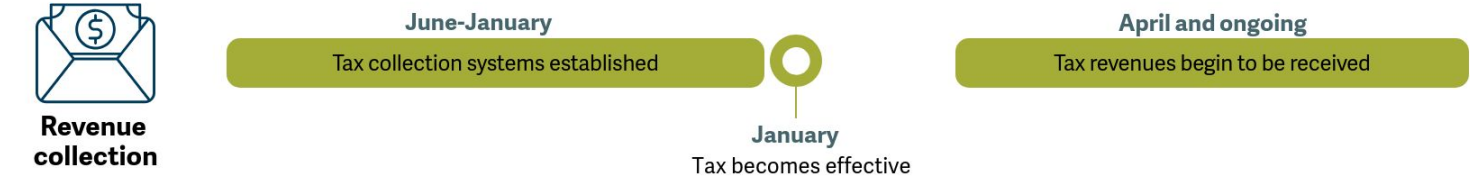
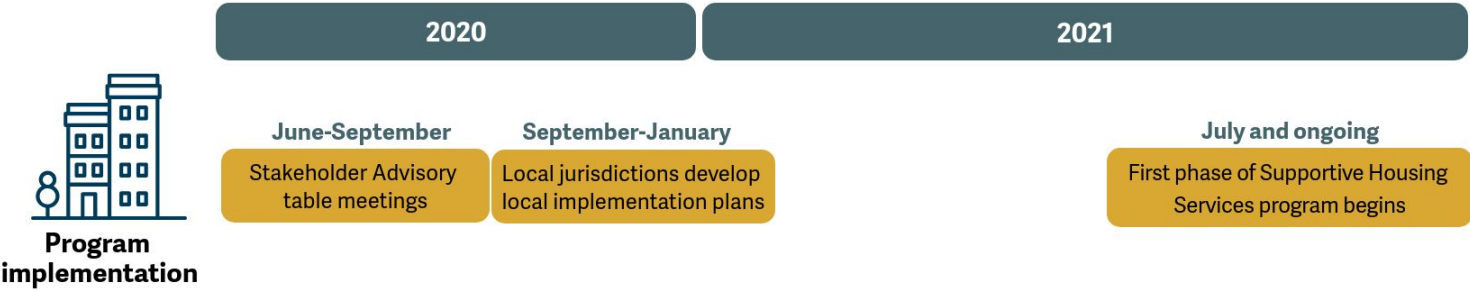
# Homelessness and race

**Black and Indigenous people make up 5% of the total population but comprise over 20% of homeless population.**



For combined populations of Clackamas, Multnomah, and Washington Counties. Total Population: US Census 2018. Homeless population: 2019 HUD PIT Counts. Note that Census and PIT data may undercount BIPOC and homeless populations. PIT Counts do NOT offer demographic data differentiating between Hispanic and non-Hispanic whites. "Indigenous" as used here includes American Indian or Native Alaskan and Native Hawaiian or Pacific Islander. "Black" as used here includes Black and African American people. "White" as used here includes both Hispanic and non-Hispanic whites.

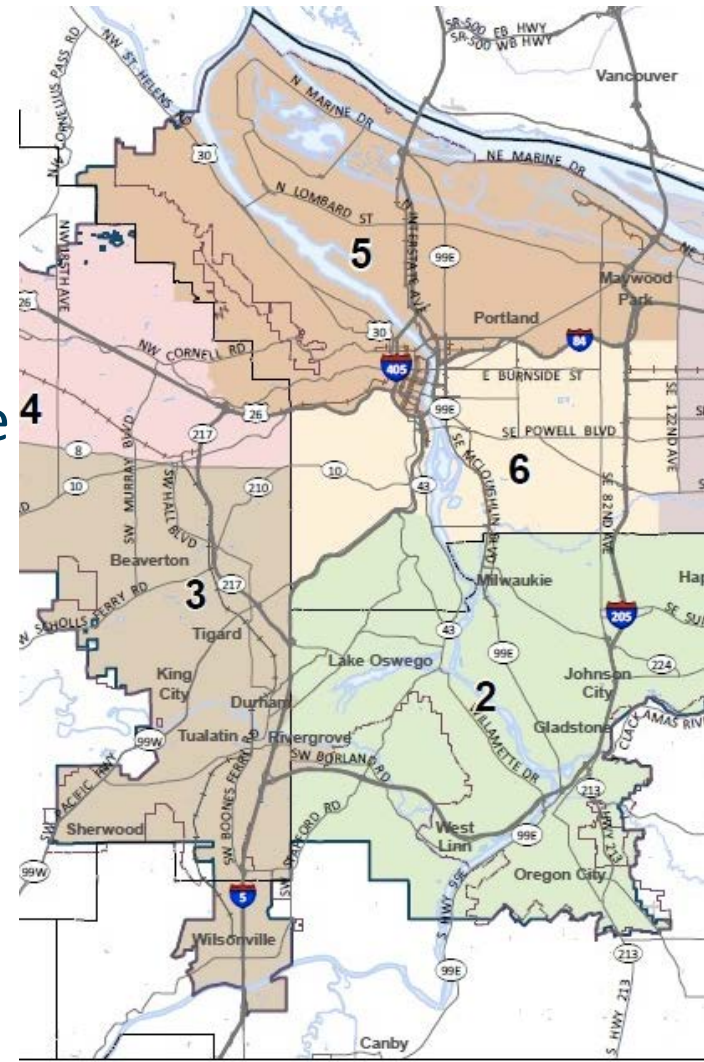
# Program implementation readiness



# A new regional program

## Integrating Supportive Housing Services into Metro's work

- Planning and Development
- Homelessness intersects with the work of every Metro department
- Advancing racial equity and justice for the region



# Governance and accountability

Local implementation plans and Intergovernmental agreements

Regional community oversight committee

Tri-county planning and advisory body

Independent performance and finance audits

Voter approval required after 10 years



# Summer Implementation Advisory Structures

*Process for answering regional questions necessary for the creation of local implementation plans and outcomes metrics for future regional oversight and accountability*

**Stakeholder Advisory Table**  
affirms values, refines programmatic implementation, and determines outcome metrics that instruct the local implementation plan

**Equity Outcomes Subcommittee**  
ensures equity is fully a part of outcomes and metrics



*Advise*

**Metro Chief Operating Officer**



**Tax Implementation Advisory Table**  
ensures a smooth, legal, and easy tax collection start-up



*Instructs*

**Local Implementation Plans**  
Plans developed locally in three Counties with local advisory tables and community engagement,  
Approval process: local County boards, Oversight Committee, Metro Council



**July**

**August**

**September**

# Stakeholder advisory table

22 community leaders from service agencies and businesses

Advising Metro and County staff

Refine regional values, metrics for outcomes, and local plan requirements

Equity outcomes subcommittee

July - September



# Local Implementation Plans

Existing advisory bodies, and inclusive community participation

Commitment to racial equity and priority populations

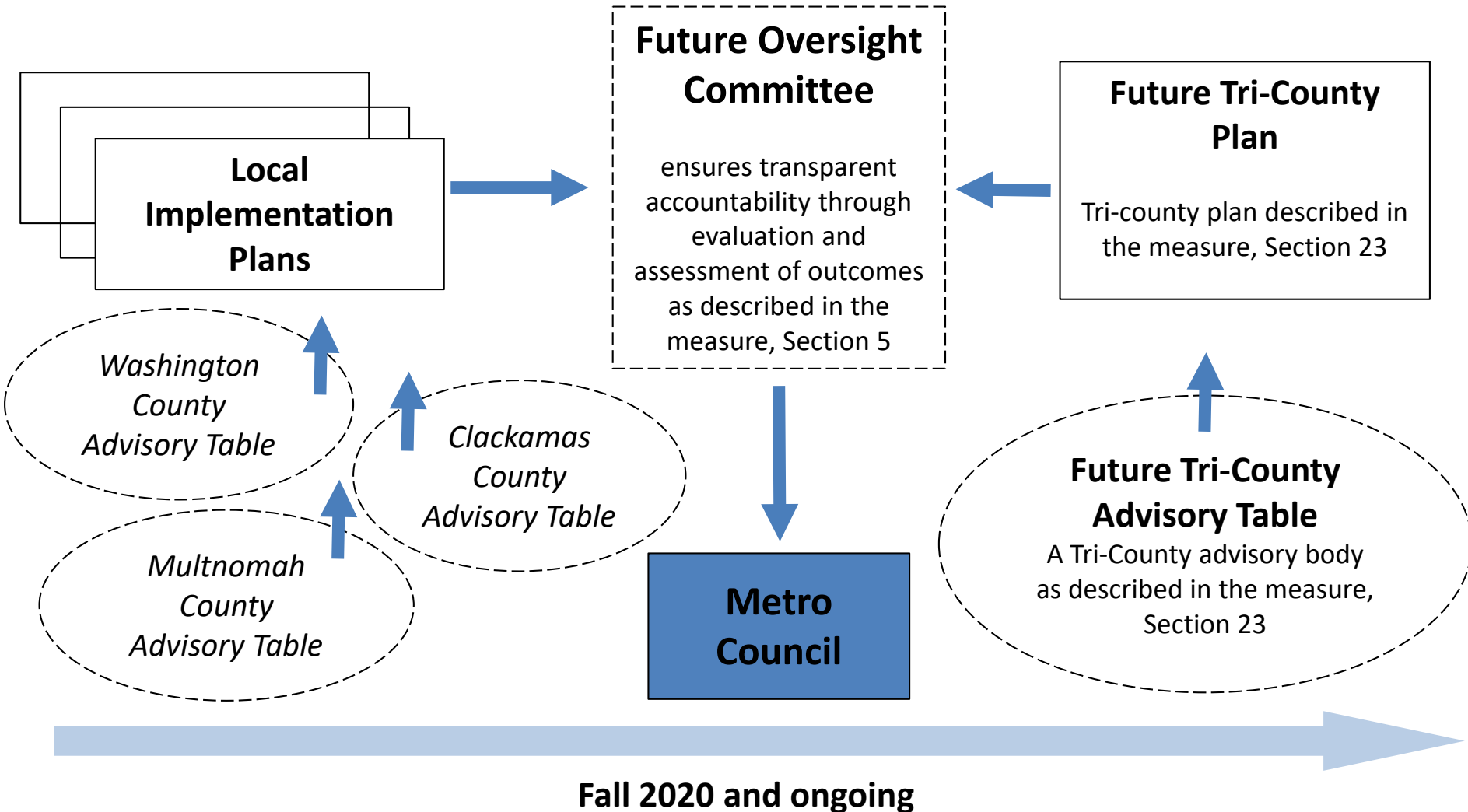
Local need analysis and local program investment priorities

Commitment to regional priorities, metrics, and coordination

September - January



# Ongoing Advisory Structures





# Oversight Committee

15 members, 5 from each County

Serve as independent, public officials

Ensure transparent oversight and accountability to voters

2-year terms begin Fall 2020



# Tri-county advisory body

Governance to be developed with counties and stakeholders

Inclusive representation will include subject matter expertise and lived experience

Will advise on regional coordination and systems alignment

At least 5% of program funds allocated for regional impact



# Regional Supportive Housing Services Program

Tax collection  
implementation

# New revenue mechanisms

## 1% High-Earner Marginal Income Tax

- Income earned within Metro region above \$200k / \$125k (joint/single)

## 1% Business Profits Tax

- Net income of businesses with gross receipts of more than \$5 million

Both taxes begin January 2021



# Tax collection implementation timeline



## Technical review and planning

*Tax Implementation Advisory Table including members from:*

- Oregon Society of CPAs Taxation Strategic Committee
- Portland Business Alliance
- Oregon Center for Public Policy
- Welcome Home Coalition
- City of Portland Revenue Division

## Implementing tax collection system

*Working with the City of Portland to put the new system into place*

# Questions for Council consideration

What questions, concerns and direction do you have as staff continues to prepare for implementation?



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