

Agenda



Metro

600 NE Grand Ave.
Portland, OR 97232-2736

Meeting: Committee on Racial Equity Meeting
Date: Thursday, May 17, 2018
Time: 6 to 8 p.m.
Place: Metro Regional Center, Council Chamber, 600 NE Grand Ave., Portland, OR 97232
Purpose: Continue the work of the Committee on Racial Equity

- 6 p.m. Call to order and Introductions – Co-Chair Sharon Gary-Smith
- 6:10 p.m. Appreciation for CORE members – Patricia Kepler and Laura John – Raahi Reddy to lead
- 6:15 p.m. Public comment – Members of the public
This is a time for members of the public in attendance to provide comments on any subjects related to the Committee on Racial Equity (CORE)
- 6:20 p.m. Presentation of the Metro Planning & Development Department’s racial equity action plan – Elissa Gertler and Margi Bradway, Planning and Development
- 7:05 p.m. Presentation of the Metro Housing Bond project – Andy Shaw and Emily Lieb, Metro
- 7:50 p.m. Next steps – Raahi Reddy, DEI
Internal Subcommittee Meeting: Monday, June 11th, 9:00am (Metro)
External Subcommittee Meeting: Monday, June 18th, 6:00pm (Metro)
- 7:55 p.m. Consideration of the minutes from the Mar. 15, 2018 CORE meeting – Sharon Gary-Smith
- 8 p.m. Adjourn

Metro Planning and Development Department Racial Equity Action Plan

BACKGROUND

If greater Portland is going to be the healthy, sustainable, economically resilient and livable metropolitan area we aspire to have, we need to dramatically improve outcomes for people of color. By addressing the barriers faced by those communities, we will improve outcomes for other disadvantaged communities as well.

The Portland region is stronger when everyone has the same opportunity to succeed. Research shows that places with greater racial inclusion and smaller racial income gaps are the most successful economically: Equity is the best model for economic growth. In addition to a strong economy, the Portland region is nationally recognized for its livability and its transportation system. But for people of color, those benefits are more myth than reality – and the inequity hurts us all.

In June 2016 Metro adopted the Strategic Plan to Advance Racial Equity, Diversity and Inclusion. The strategic plan focuses on removing barriers for people of color and improving equity outcomes for these communities by improving how Metro works internally and with partners around the Portland region.

The Planning and Development Department has been evolving its policies, programs, and partnerships to align with Metro Council's strategic focus on Racial Equity, Diversity and Inclusion. While each element of Metro's work impacts our communities in various ways, the work of the Planning and Development department has a responsibility to not only look ahead at future actions, but to be reflective of past actions and practices throughout history and in the discipline of urban planning that have been rooted in racial bias and exclusion.

Planning and development policies and projects in Oregon and the Portland metropolitan region have prevented people of color from living in certain areas, destroyed culturally vibrant neighborhoods, imposed unfair financial burdens on people of color, subjected them to harassment and discrimination, and made them more likely to be victims of traffic accidents. Most importantly, people of color have been excluded from the halls of power, where decisions are made, resources are allocated and lives are affected.

The Planning and Development department equity plan is focused not only on the policies and the programs that are in our purview, but also the people and the partners we engage with to accomplish our shared goals.

PLANNING AND DEVELOPMENT: WHAT WE DO

The Planning and Development department works with and engages communities about how growth and development will affect our region over time. We are guided by the 2040 Growth Concept, a 50 year vision that has shaped over the last 25 years what we see around us now:

Metro Planning and Development Department Racial Equity Action Plan

Compact development inside our cities prevents sprawl and allows people to live close to the places where they work and play. An integrated transportation system provides travel options. A network of natural areas is protected for wildlife, people and clean water.

As we reflect on some of the negative history of Oregon's previous policymakers, we recognize they are also responsible for shaping our communities in ways that have led to revolutionary land use planning and recycling legislation, networks of parks and natural areas, and urban growth boundaries that protect farmland. They've transformed freeways into parks, parking lots into neighborhoods and rails into trails. While we can be proud of how we have managed growth in an environmentally friendly way, we must acknowledge that we have not managed growth in an equitable or inclusive way. That is the challenge ahead of us for the next 25 years.

Metro's Planning and Development department is required by state and federal law to perform certain functions. We are able to successfully perform those functions because we also oversee complementary programs and partnerships that help bring together all involved parties to accomplish these requirements.

- **Metropolitan Planning Organization (MPO):** Provide federally mandated regional transportation planning functions including Regional Transportation Plan, Metropolitan Transportation Improvement Program, Air Quality Conformity, Title VI, and local Transportation System Plan compliance activities.
- **Urban Growth Management:** Provide state mandated land use planning functions including Urban Growth Report, Urban Growth Boundary, Urban and Rural Reserves, Land Readiness, local land use Comprehensive Plan compliance, and Department of Land Conservation and Development (DLCD) interface.
- **Regional Programs:** Manage programs that invest in public and private partners to accomplish shared policy and planning goals including Regional Travel Options, Transportation System Management and Operations, Transit Oriented Development, Equitable Housing, Investment Areas, Community Placemaking and 2040 Planning and Development Grants.
- **Partnerships:** Convene public, private and community stakeholders to help guide, advise, review and co-create the connections between the many interconnected parties who play a role in shaping how these policies are equitably made and implemented, and how ensuring that the public interest is being served and our commitments to racial equity are being met.

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When combined, these elements create a unified portfolio of work that allows the Planning and Development department to create and implement a regional policy framework that is based on local community goals and aspirations. Because our economy, housing and transportation systems cross city and county lines, the regional framework allows for collaboration, leverage, and scale, but also requires agreement, compromise, and prioritization among many diverse partners and perspectives. Community input on these elements is critical to informing our decisions.

HOW WE ARE GOVERNED

The Metro Council plays a key role in directing the work of the Planning and Development department. Both the state and federal policy and planning requirements are overseen and decided by that body. In Metro's Charter, the Council is required to review the Urban Growth Boundary to ensure an adequate 20-year land supply. Metro Council combined with the Joint Policy Advisory Committee on Transportation (JPACT), which includes representatives from cities and counties and transportation agencies is the federally designated body to approve the Regional Transportation Plan and any activities funded with federal transportation funds.

Unlike any other metropolitan region in the country, being guided by a body of regional elected officials emphasizes the importance of more than just strong programmatic and planning work. It also highlights the importance of ensuring these decisions are made and influenced by those who will be most impacted by their consequences. It also means that there must be strong and meaningful partnerships in place to both accomplish the work and to ensure accountability to the community over the long-term. Metro Councilors are elected to represent a regional view, and Metro Councilors often engage the public to inform their policy positions.

Unlike cities and counties, the Metro Planning and Development department does not provide urban services such as maintaining roads, operating transit, managing public housing, issuing permits or collecting fees. For Metro, it is critical to effectively integrate regional policy goals with the work of each local government and the public to efficiently integrate the appropriate role of regional government with the appropriate role of each local government and public service providers.

AREAS OF INFLUENCE

To most effectively align with the goals outlined in Metro's Racial Equity Strategy*, the Planning and Development department's portfolio can be organized around four key areas of influence, where there are tools, decisions, choices, and opportunities that can be intentionally directed to ensure and emphasize racial equity in the areas where Metro has most influence at a regional level.

Metro Planning and Development Department Racial Equity Action Plan

Green denotes program activities that are maintained and upgraded on an ongoing basis.
Blue denotes activities that occur on a cyclical basis, both policy decisions and grant awards.
Orange denotes areas where new programs targeted specifically to advance racial equity are emerging.

Policy and Regulation

Regional Framework and Functional Plan	GOAL A, B
Regional Transportation Plan	GOAL A, B
Research and Data	GOAL A, B, E

Land and Infrastructure

Urban Growth Boundary	GOAL A, B
Equitable Housing	GOAL A, B, D, E
Transit Oriented Development	GOAL A, B, D, E
Investment Areas (e.g. SW Corridor)	GOAL A, B, D, E

Funding and Finance

Safe Routes to Schools Program	GOAL A, B, D, E
Regional Travel Options Program	GOAL A, B, D, E
Regional Flexible Fund Allocation	GOAL A, B, E
2040 Planning and Development Grants	GOAL A, B, E

Community Capital

Placemaking Grants	GOAL A, B, D, E
Youth Partnerships	GOAL A, B, E
Regional Snapshots	GOAL A, B,
Partnership and Engagement	GOAL A, B, E

* Below are the five goals from Metro’s Strategic Plan to Advance Racial Equity, Diversity and Inclusion:

Five Strategic Plan goals

Goal A	Metro convenes and supports regional partners to advance racial equity
Goal B	Metro meaningfully engages communities of color
Goal C	Metro hires, trains and promotes a racially diverse workforce
Goal D	Metro creates safe and welcoming services, programs and destinations
Goal E	Metro's resource allocation advances racial equity

Metro Planning and Development Department Racial Equity Action Plan

ACCOMPLISHING METRO'S RACIAL EQUITY GOALS

When aligning these influence areas with the goals of Metro's Racial Equity Strategy, it is evident that the Planning and Development department's work focuses on three of the five goals most directly: Goals, A, B, and E (further discussion of Goal C described in the section below).

Through our policy and program work, we are able to convene decision makers and provide research and technical support to shape outcomes and approaches that reduce disparities and improve outcomes for people of color (Goal A). Through community partnership, engagement and relationships, we are able to co-create processes and outcomes, learn from collective wisdom, and invest in building community capacity to engage in our work (Goal B). When we award grants, we are able to advance racial equity through resource allocation (Goal E). Our work can also invest in safe and welcoming environments throughout the community, though Planning and Development is not responsible for specific Metro facilities (Goal D).

The influence areas point us toward how best to use our policy, planning, program and partnership tools to advance racial equity and help us set achievable and measurable goals. The fact that we have policies that are updated regularly provides us an opportunity for oversight and accountability and allows for continuous improvement and adjustment. The influence areas also clarify what types of decisions are needed and who will be part of making them. Programs tied to state and federal requirements often have additional agency partners besides Metro (Oregon Dept. of Transportation, US Dept. of Transportation, DLCD) that must approve and oversee our work and performance.

Aligning the areas where Planning and Development has most influence and ability to direct tools, resources, processes and decisions to accomplish Metro's overarching goals for racial equity requires the recognition that we are doing more than just evolving Metro's work. As noted, while our region is celebrated for our success in the discipline of urban planning and development, this field's historic practices have been rooted in bias and discrimination. Our success in accomplishing this specific plan will also indicate success in changing the field of urban planning. We will expect all of the agencies we partner with in the region to similarly evolve their practices, policies, and processes so that we will be able to accomplish our goals. Without partnership from other local governments and agencies, our success will be limited.

WHO WE ARE AND HOW WE WORK

The Planning and Development department places equal importance on accomplishing Goal C in Metro's Racial Equity Plan:

Metro has an organizational culture that is welcoming and inclusive of all people of color. Through training and hiring practices that break down barriers for applicants of color, Metro achieves a racially diverse workforce with opportunities for advancement and strong retention

Metro Planning and Development Department Racial Equity Action Plan

and promotion rates for staff of color. All Metro staff receives the training and support necessary to become culturally proficient and equitably serve all residents of the Portland metropolitan region.

Like the field of urban planning itself, and particularly in Oregon, the Planning and Development department staff has historically been made up disproportionately of white people. While in recent years, there has been a small increase in people of color on staff, other factors such as staff reductions and low turnover have led to very few opportunities to hire new staff in the department. Planning and Development has been working closely with Human Resources to improve recruiting, hiring, onboarding, and training processes for applicants and employees. We have invested in a wide range of staff training to emphasize and empower everyone to be part of a welcoming and inclusive organizational culture.

We particularly have emphasized training current staff to be more culturally proficient with the communities we serve. We have built partnerships with a broad range of community members and culturally specific organizations who help connect us to the communities we serve and provide them with entry points into our areas of influence, so that they can meaningfully affect the outcomes. We have awarded grants and hired organizations to work side by side with Metro in engaging the community in major planning and project efforts and will continue this practice. Similarly, we ensure that we pay stipends to those who provide expertise when serving on a committee that advises Metro on decisions and areas of influence.

Our goal is to be more reflective of the regional community we serve. Planning and development's work affects how people live, work, and get around, and the voices and skills and perspectives of people of color are critical if our work is to serve everyone in this region as we intend. Through our annual internships, we will continue to recruit and retain students of color and seek opportunities to find them long term employment in the planning field in the metro region.

This is also another area in which Metro can change the field of urban planning at a larger scale: by making the planning profession open, accessible, welcoming, and empowering to people of color. Our goal is not just to make change in the department but to make change at a larger scale in the region and at a national level. To do this, as in other areas, we need partners.

ACTION PLAN AND NEXT STEPS

Department Goals:

- Use Influence. Intentionally direct tools, resources, processes and decisions in areas of influence to ensure that people of color and all individuals and communities benefit from quality jobs, living wages, a strong economy, stable and affordable housing, safe and reliable transportation, clean air and water, a healthy environment, and sustainable resources that enhance our quality of life. Do this in ways that the community will be able to notice and that we will be able to measure.

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- Change Culture. Break down barriers to people of color working the field of urban planning by providing internship opportunities, and by hiring staff that help the department become more reflective of the communities we serve. Provide leadership in the community and in the field of planning by participating in organizations and events that provide professional development to people of color.
- Access to Power. Recognize the power of decision making by providing access to committees and other groups that advise policy makers. Create engagement and participation structures that empower people of color and make space for their voices to be heard and included.
- Keep Moving. Continue innovation and reflection. Recognize trends and emerging issues (e.g. housing, placemaking, technology) where new ideas, practices, and approaches can be established with a foundation of racial equity and inclusion to mitigate indirect effects before they occur. Recognize and retire old approaches and practices and replace them with those that are aligned with Metro's overarching racial equity goals.
- Be Accountable. Continue to ensure the community can participate in, see, provide feedback on, and give advice about how we best accomplish the overall goals of the department, and particularly how we accomplish our racial equity goals. Hold each other accountable through both formal performance evaluations and department culture so we can continue to improve.



Homes for greater Portland

Regional housing measure: Draft framework

Everyone deserves a safe, stable, affordable place to call home. Working together, we can give more families the housing opportunity they need.

Metro has a long history of working with partners to protect quality of life by supporting new homes and jobs where it makes sense, with good access to jobs, schools, transportation, parks and nature.

As in many metropolitan areas, thousands of Portland-area families are struggling to find a stable, affordable home. This challenge affects every community in the region.

The Metro Council is considering a regional general obligation bond measure that would help partners build and protect affordable homes throughout the region.

Creating a draft framework

In January, Metro convened stakeholder and technical advisory tables with nearly 50 total members, each with unique experience in housing, community, business and related topics.

The stakeholder advisory table has identified values to guide creation and implementation of the measure framework. The technical advisory table has advised on feasibility, costs, modeling, implementation, and other technical considerations.

To explore need and opportunity, Metro has also funded community partner engagement with diverse communities, conducted detailed analysis of capacity and need, and listened to input from jurisdictional partners, housing providers and other key stakeholders.

The draft framework is a major milestone in that effort. It is a vision of what we can achieve together, and how. It is now being released for review and discussion by the advisory tables, jurisdictional partners, advocates, impacted communities and the general public.



What happens next

In late May, the Metro chief operating officer will recommend to the Metro Council what should be included in a regional affordable housing measure that creates homes for people who need them, reflects community values, and ensures technical feasibility and accountability. The final measure framework will be a central part of the COO's recommendation.

The council is expected to make a referral decision in early June. The measure would appear on the November 2018 ballot. If voters approve, Metro's goal is to achieve the measure's outcomes within five to seven years.

Learn more

Visit oregonmetro.gov/housing to learn more and sign up for emails to stay informed.

Share your thoughts

Metro wants to hear how you would prioritize investments in affordable homes across greater Portland. Our online survey will also help provide guidance on implementing the bond if the Metro Council refers a measure that is passed by voters.

To add your voice, visit oregonmetro.gov/housing.

Draft framework summary

Regional outcomes

Serving as many as 10,000 people by creating 3,200 affordable homes if a statewide constitutional amendment is approved (see below); 6,300 people and 2,000 homes if amendment disapproved \$516.5 million general obligation bond, less than \$50 annually for average Portland-area homeowner

Strong accountability & oversight

A community oversight committee will monitor bond investments' progress toward regional targets and priorities. Annual reporting and auditing will be required. Seven percent of funds will be reserved for administration of the bond.

Homes throughout the region

Most affordable homes are expected to be created through local jurisdictions and providers.

To create opportunity and respond to needs in many communities, we will seek to create homes throughout the region:

- Clackamas County: 21%
- Multnomah County: 45%
- Washington County: 34%

Approximately 10 percent of funds will be reserved for a Metro program to buy land for affordable homes near transit.

Affordable homes for families' needs

- 45% of homes reserved for households at 30% median family income (MFI) or below
- Half of homes large enough for families (2+ bedrooms)
- Maximum 10% of homes reserved for 60-80% MFI

How we'll create affordable homes

Through regional programs and supporting local action, the bond will create affordable home opportunities in several ways:

- Buying land for affordable homes
- Buying and renovating low-cost market rate housing to create permanently affordable homes
- Construction of new affordable homes
- Public ownership of affordable homes without Constitutional amendment; potential private/non-profit ownership with amendment

Who to serve, and where to invest

- Prioritize people least well-served by the market, including communities of color, veterans, seniors, families, people with disabilities and people experiencing or at risk of homelessness
- Increase access to transportation, jobs, schools, parks and other opportunities
- Support mixed-income and mixed use communities with a variety of housing types
- Prevent displacement in changing neighborhoods

Potential Constitutional amendment

The Oregon Constitution requires that general obligation bond dollars be used only for publicly owned capital projects. In November, Oregon voters will consider a Constitutional amendment to allow local bonds to support affordable housing created by nongovernmental entities. Depending on whether this potential amendment is approved by voters, a regional bond would have different outcomes and eligible activities.

A commitment to racial equity

This investment can help address generations of barriers faced by communities of color in accessing affordable, stable homes in the region. A racial equity lens can also increase affordable housing opportunity for other marginalized people and low-income residents.

To advance racial equity through this investment, Metro will:

- Include communities of color in decision-making and oversight roles
- Work with partners to conduct further engagement with communities of color
- Consider racial equity as a factor in all investment decisions
- Work with community to track impacts and benefits of investments for communities of color

Looking to the future

Several strategies can help ensure regional investments are efficient, equitable and responsive as the bond is implemented, including:

- Prioritize racial equity and advance fair housing in project selection
- Work with local governments to identify and act on local needs and opportunities
- Require projects to have screening criteria and marketing that reduce barriers to marginalized groups finding a home
- Partner with culturally-specific organizations and community partners for project selection, design and evaluation
- Create equitable workforce targets for investments



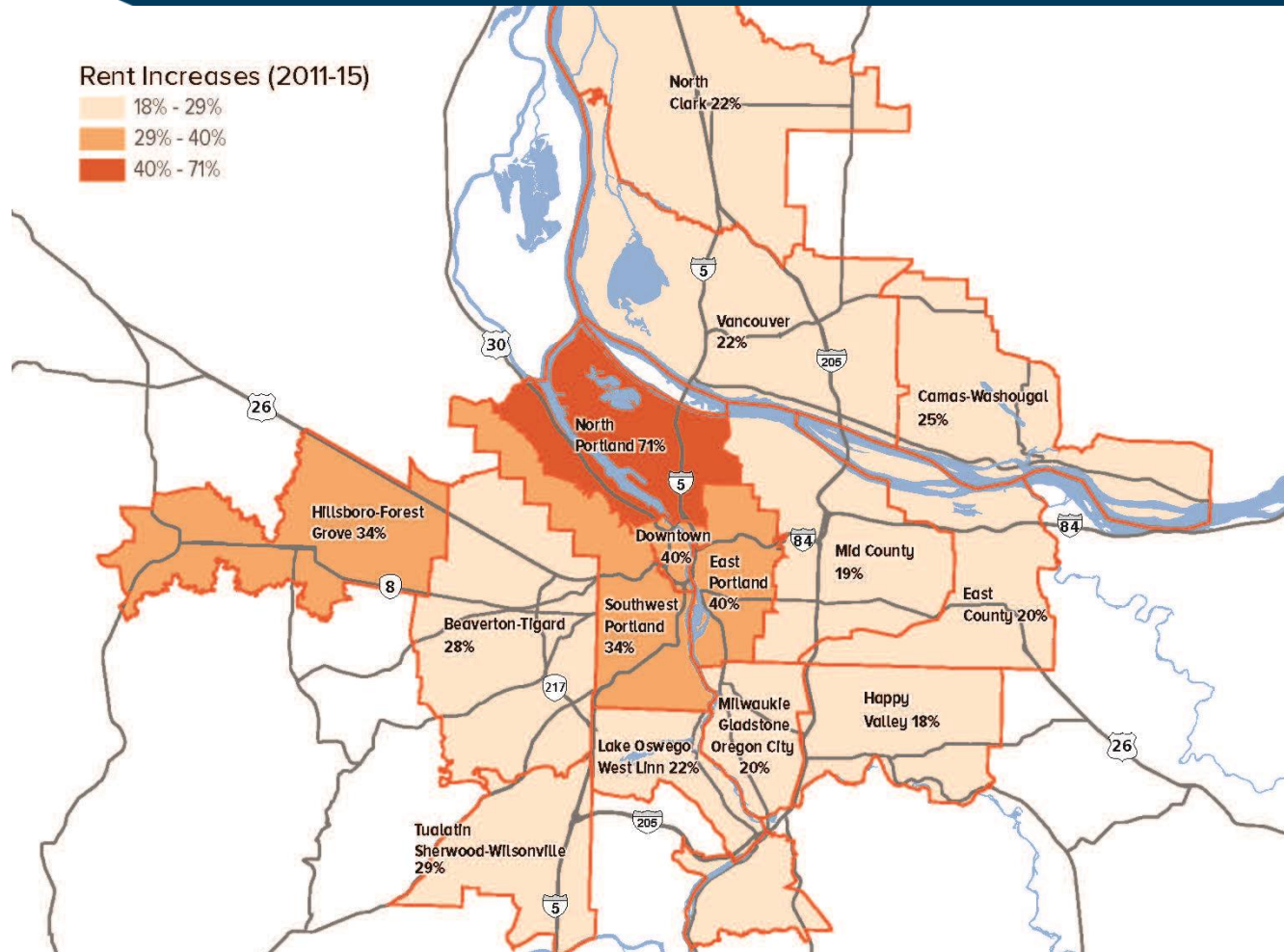
Metro

Affordable homes: Draft framework

Committee on
Racial Equity
May 17, 2018



Regional context



Source: Axiometrics, Multifamily NW, Johnson Economics

Regional housing bond: Where we started

General obligation bond

New homes and acquisition of
land and affordable homes

Homes created in partnership with
local governments and providers



Creating the framework



Draft Stakeholder table values

Draft, 3/30/18

Racial equity: Overarching value integrated throughout

People: Who to serve

- Youth, seniors, families and people experiencing or vulnerable to homelessness
- Racial equity as well as equity in age, ability, inclusivity
- Serve those least well served by market

Places: Where to invest

- Increase community access to transportation, employment, education, food and services
- Geographic diversity – regional distribution of revenue
- Support mixed-income communities and mixed housing types
- Protect residents in changing neighborhoods and prevent displacement

Program: How to ensure success

- Ensure fiscally sound projects that permanently preserve affordability
- Accountability, community oversight

Process: How to build a successful framework

- Leverage expertise of private market and non-profit partners

Community Partnership Program

Grants to community partners, a total of \$110,000

Projects engage a diverse range of communities in each of greater Portland's three counties.

- Community discussion groups
- Workshops
- Leadership development
- Canvassing and home visiting
- Community education
- Mobilizing organizations and individuals to champion affordable housing effort

Latino Network

**Native American
Youth and
Family Center**

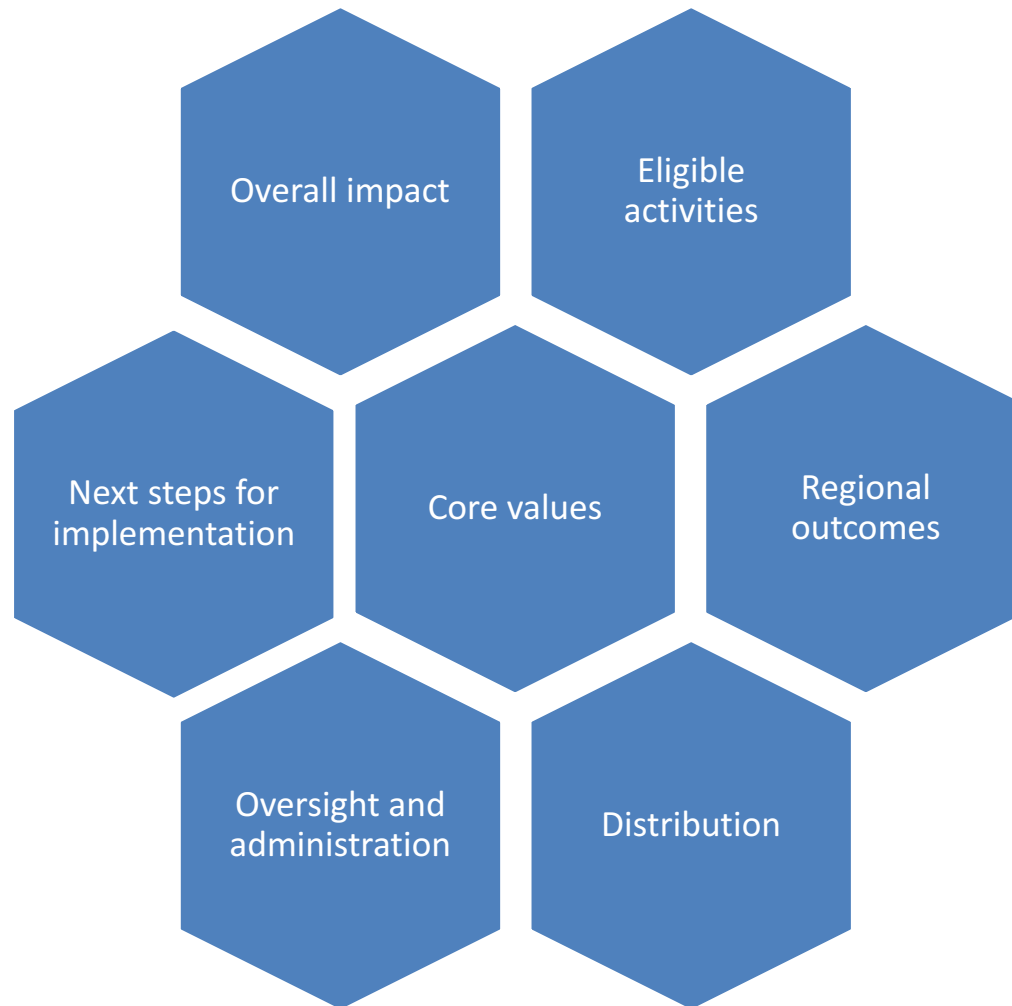
**Rosewood
Initiative**

Verde

Unite Oregon

**Welcome Home
Coalition**

What is in the framework?



What is the framework



Core values

- Lead with racial equity
- Prioritize people not served by the market
- Access to opportunities
- Prevent displacement
- Mixed-income communities, variety of housing types
- Make good use of public dollars 9



Overall impact



Overall impact

- Total homes / total people
 - Without amendment: 2,000 homes, about 6,300 people
 - With amendment: 3,200 homes, about 10,000 people
- Recommended scope: \$516.5 million general obligation bond
- Average annual cost to Portland-area homeowner: Less than \$50/year



Eligible activities



Eligible activities

Acquisition of land for affordable homes

Acquisition and rehabilitation of low-cost market rate housing for conversion to permanently regulated affordable homes

Construction of new affordable homes

Public ownership of affordable homes (subject to change if constitutional amendment is approved by voters)



Regional outcomes



Regional outcomes

- 45% of homes below 30% MFI
- At least half of homes sized for families (two or more bedrooms)
- All homes affordable for families and individuals with less than 80% MFI
- Max 10% of homes at 60-80% MFI



Distribution



Distribution

Homes to be distributed throughout the region based on assessed value:

- Clackamas County: 21%
- Multnomah County: 45%
- Washington County: 34%



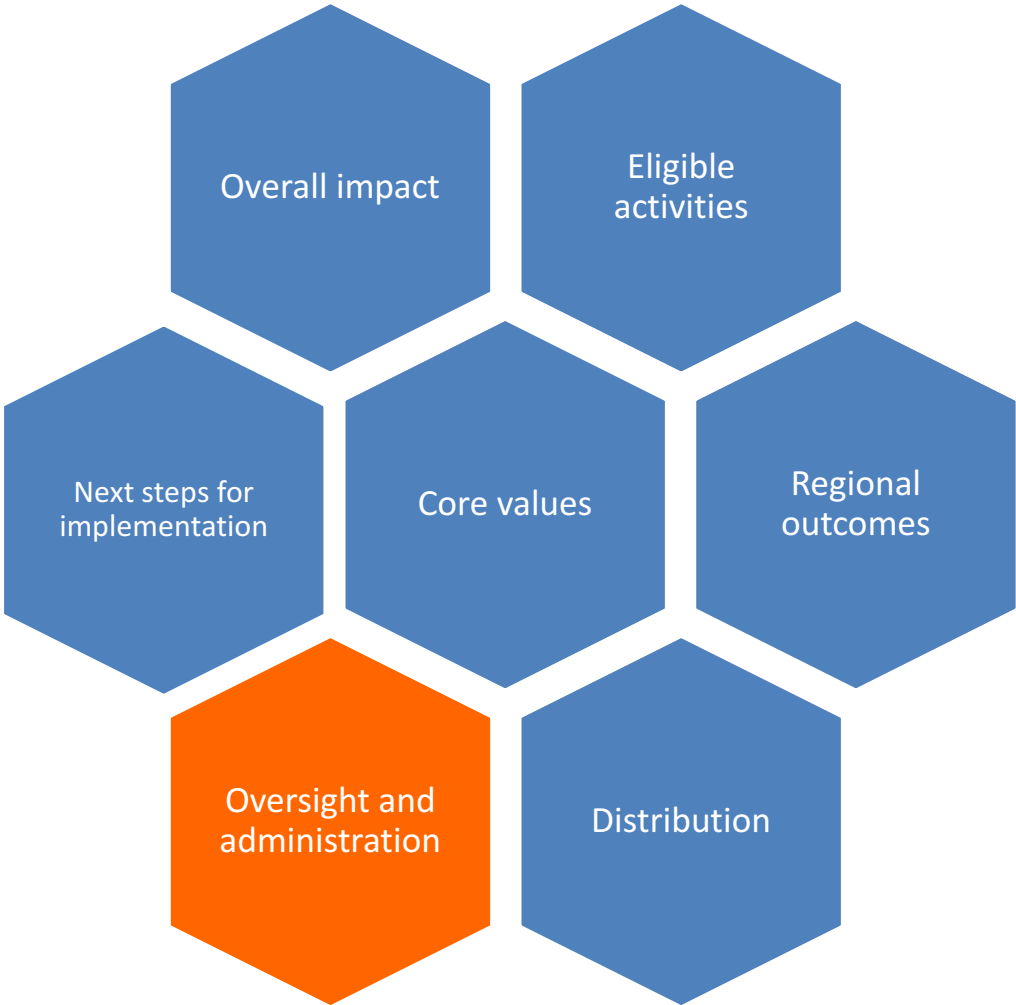
Distribution

90% of funds anticipated to be spent by local partners

10% of funds reserved for land acquisition for affordable homes near transit (regional program)



Oversight & Administration



Oversight and administration

Intergovernmental agreements;
Local implementation strategies

Community oversight committee,
reporting and auditing

7% cap for regional/local program
administration, including oversight,
compliance, transaction costs



Next Steps: Implementation considerations




Next Steps:

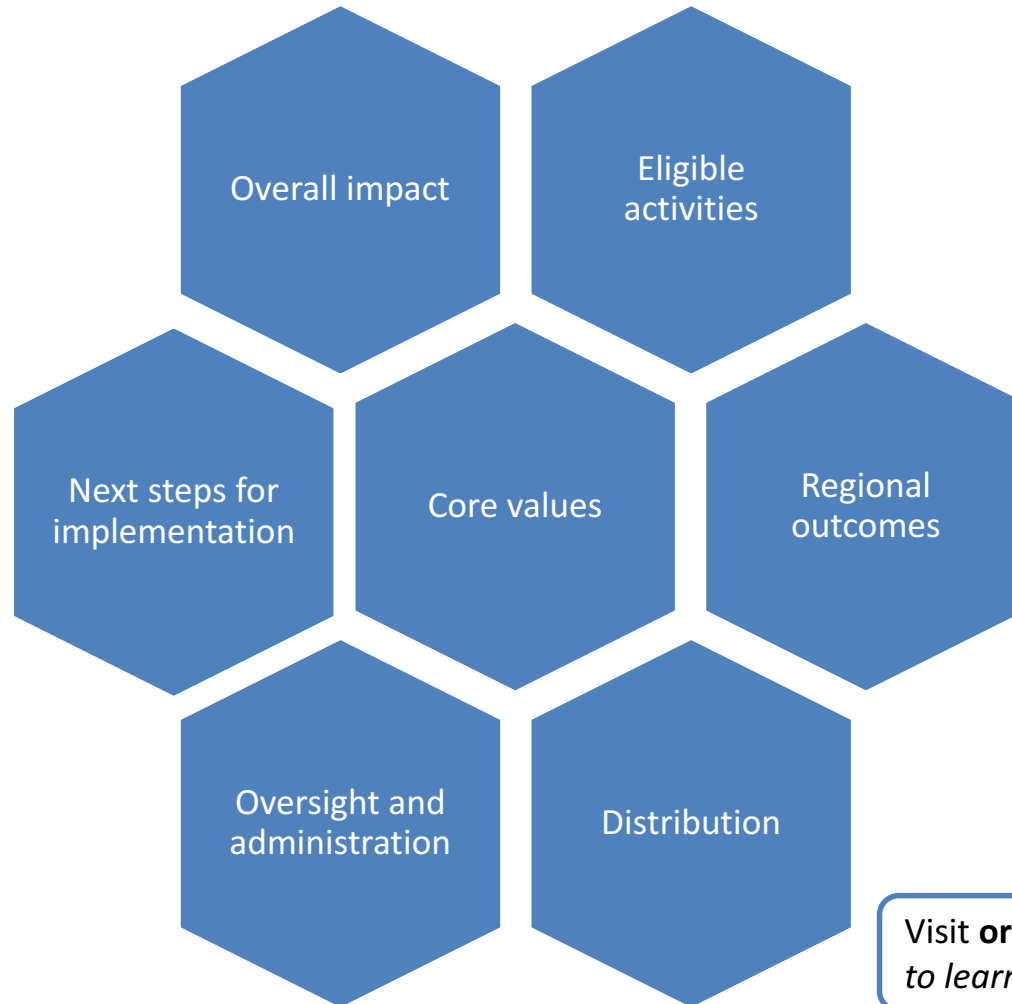
Implementation requirements

- Local implementation strategies incorporate and advance regional goals and values
- Community engagement for implementation strategies include communities of color
- Project selection processes include racial equity and affirmatively furthering fair housing
- Partnerships with culturally-specific organizations and partners support project selection, design, and evaluation
- Ensure projects have screening criteria and marketing plans that increase access to homes for marginalized groups
- Create equitable workforce targets for investments

Referral Decision Timeline

	Week of 4/23	Week of 4/30	Week of 5/7	Week of 5/14	Week of 5/21	Week of 5/28	Week of 6/4	
METRO COUNCIL	Work session			Work session: Framework		Work session: Recommendation		
ADVISORY TABLES	Technical Advisory Table: Draft framework	Stakeholder Advisory Table: Draft framework		Advisory tables: Recommendation				
JURISDICTION PARTNERS			MPAC (not on agenda)		MPAC			
COMMUNITY	Regional Snapshot	Community partners engagement						
		Local partner presentations						
		Opt In survey						

Questions?



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to learn more and subscribe

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