

# Agenda



**Metro**

600 NE Grand Ave.  
Portland, OR 97232-2736

Meeting: CORE Monthly Meeting  
Date: Thursday, October 17th, 2019  
Time: 6 p.m. to 8 p.m.  
Place: Metro Regional Center, Council Chamber

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- 6:00pm** Welcome and Public Comment  
Updates from Committee Members
- 6:30pm** Council Update
- 6:45pm** 2040 Planning & Development Grants  
*Metro Planning Department Presenters:*  
*Lisa Miles - Principal Project Manager*  
*Megan Gibb - Land Use & Urban Development Manager*  
*Tim O'Brien – Principal Regional Planner*
- 7:30pm** 2019 CORE By-laws Review & Discussion
- 8:00pm** Adjourn

# Memo



Metro

600 NE Grand Ave.  
Portland, OR 97232-2736

Date: Thursday, Oct 24, 2019  
To: Committee on Racial Equity  
From: Lisa Miles, 2040 Planning and Development Grants Manager  
Subject: Committee Recommendations from Oct. 17, 2019 CORE Meeting

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On behalf of Metro's Planning and Development Department, we appreciate the opportunity to review the 2040 Planning and Development Grant program with the Committee on Racial Equity (CORE) and to obtain your feedback and insights as we work with the Metro Council to revise the program.

Staff will be reviewing the proposed new program approach with the Metro Council at a work session next Tuesday, Oct. 29. As part of the discussion, staff will share the following key recommendations and issues raised by CORE members at last week's meeting:

- **Grants Screening Committee:** A member of the Screening Committee should have experience working with community-based organizations and/or a representative of CORE should participate on the Grants Screening committee.
- **Assistance with Applications:** Metro should provide resources or technical assistance to community-based organizations to help develop partnerships and improve knowledge on how to put together a successful proposal
- **Equitable Community Engagement by Jurisdictions:** Metro should not only look at how local governments interact with underrepresented communities but also where are they lacking coordination for robust engagement with underrepresented communities; focus should also be given to the communities that have the least access and whose perspectives are not represented by community based organizations (or who are overshadowed)
- **Capacity Building:** Focus on how to build long-term capacity for engagement of underrepresented communities; emphasis should be less on the particular project and more on the greater goal of building ongoing capacity for community members to be engaged in planning and development policy discussions.
- **Equity Lens and Metro Grants:** This topic needs to be discussed more broadly across all of Metro's grant programs.

The 2040 Grants staff will work to keep CORE members updated as the revisions to the grant program and policies are finalized (likely Dec. 2019), the next grant application cycle begins (likely Feb. 2020) and as the next round of Equitable Development and Community Engagement grants are awarded (likely Summer 2020.) In the meantime, if the committee or individual members have any further reflections, ideas or comments to share, please do not hesitate to reach out to me at [Lisa.Miles@oregonmetro.gov](mailto:Lisa.Miles@oregonmetro.gov) or (503) 797-1877.



2040 Planning and Development Grants  
Committee on Racial Equity  
October 17, 2019

Esteemed Committee Members,

We look forward to our upcoming discussion with you and the opportunity to obtain your collective insights and feedback as we realign our grant program to better accomplish Metro's equity and development goals. We aspire to use our limited time together for constructive dialogue so we may gather the creative ideas and critical thinking of committee members. We have attempted to distill essential background information into a few brief pages which we hope will enable you to understand the key goals of program as we ask you to consider and comment on the upcoming changes staff propose. We will take time at the outset of our conversation to answer any questions you may have regarding past program operations and the proposed adjustments. We will then jump into our discussion regarding the two case studies described on pages 5-8 of this handout.

Both case studies are excerpts of past project applications that were awarded funds in recent grant cycles, though they did not apply under in the Equitable Development project category. We invite your help to "test drive" our proposed new grant requirements by considering how these projects, each with laudable regional planning goals, might hypothetically be expanded and revised to also deliver the impactful equity outcomes emblematic of the innovative, win-win projects that Metro aspires to support to help build thriving communities and advance racial equity throughout our region. Your ideas and input will help us better describe potential approaches, projects and programs to grant applicants, and help to provide inspiring examples of successful outcomes.

### **Program History and Goals**

Since its inception in 2006, Metro's 2040 Planning and Development Grant program has supported a range of local planning and development projects across the region. Funding for the program is generated from a regional excise tax on construction permits issued within the Metro service district. Over the course of seven grant cycles conducted to date, Metro has awarded more than \$26 million in funding to 110 projects across the region.

The initial grant cycles of the program funded planning of lands at the edges of the region that had recently been brought into the urban growth boundary (UGB) in order to make it ready for development. Over the years, the program has evolved to respond to changing local and regional development priorities. In subsequent grant cycles, projects that removed barriers to infill development in existing urban areas already served by infrastructure were prioritized over planning of lands at the edges of the region, where the lack of infrastructure and financing had stalled development. However, the central mission of the program has remained essentially consistent: to support planning and pre-development activities that remove barriers to development, make land ready for development, and help existing developed sites to be ready for redevelopment, in order to implement the region's long term plan for livability and to facilitate needed housing development to meet the demands of a growing region.

### **Evolution of the Equitable Development Program Focus**

In 2016, in order to use unallocated funds left from the grant cycle in 2015, Metro offered one round of Equitable Housing Planning and Development Grants to support local implementation of projects that would reduce barriers to construction of affordable housing across the region. In this first round of grants focused on equity-related topics, Metro awarded \$575,000 to seven local governments for projects that addressed equitable housing planning and development issues.

| Grant Cycle  | Types of planning and development projects targeted  | Dollars Awarded | Total Projects |
|--|--|-----------------|----------------|
| Cycle 1<br>FY 2006-07  | Concept planning for areas recently brought into UGB   | \$6.2 million   | 25             |
| Cycle 2<br>FY 2009-10  | Community and economic development inside the UGB  | \$3.7 million   | 17             |
| Cycle 3<br>FY 2013-14  | Community and economic development inside the UGB with 50% for planning new urban areas and urban reserves.                                  | \$4.5 million   | 19             |
| Cycle 4<br>FY 2015-16  | Community and economic development inside the UGB and 25%-30% for planning new urban areas and urban reserves.                               | \$4.7 million   | 16             |
| Cycle 4EQH<br>FY2016-17  | Planning related to development of equitable housing   | \$575,000       | 7              |
| Cycle 5<br>FY 2017-18  | Equitable development projects (\$984,000) infill development projects within the UGB (\$602,746) and new urban area planning (\$400,000)    | \$1.99 million  | 9              |
| Cycle 6<br>FY 2018-19  | Equitable development projects (\$895,000) infill development projects within the UGB (\$580,000) and new urban area planning (\$520,000)    | \$1.99 million  | 10             |
| Cycle 7<br>FY 2019-20  | Equitable development projects (\$835,000), infill development projects within the UGB (\$250,000) and new urban area planning (\$1,343,000) | \$2.43 million  | 7              |
| <b>Approximate Total of Grant Dollars and Projects Awarded in Cycles 1-7</b> |  | \$26.33 million | 110            |

At the outset of the 2017 grant cycle, the Council authorized additional program adjustments, continuing to prioritize the use of CET funds to promote equity across the region. The Council established a policy target designating 50% of the \$2 million total grant funds available to fund equitable development projects. Equivalent investment targets for equitable development projects were established for the grant cycles in 2018 and 2019. Metro continued to refine guidelines regarding the types of projects that could be eligible for consideration in the Equitable Development funding category. For the 2019 grant cycle, eligible equitable development projects could include, but were not limited to:

- Planning or pre-development work for equitable housing (diverse, physically accessible, affordable housing choices with access to opportunities, services and amenities);
- Planning or pre-development work for facilities and community investments that will advance quality of life outcomes for marginalized communities, including communities of color, such as quality education, living wage employment, healthy environments, and transportation;
- Facilitation of development-related efforts in partnership with a community organization whose primary mission is to serve communities of color;
- Planning or pre-development for projects that will serve a specific neighborhood or geography with a high percentage of residents that are people of color or historically marginalized communities;

#### **Grant Application Process 2017-2019**

Although the application processes and criteria have been refined each year since 2017, the process has been generally consistent over the last several grant cycles. Applicants submit a draft letter of intent, and then have a pre-application conference with Metro staff to receive feedback on their proposal. Following the conference, they submit a final letter of intent incorporating any desired revisions. Metro staff review and approve all letters of intent that

meet the program’s basic eligibility requirements. Applicants submit a final application which includes a detailed project scope and budget and responds to questions regarding all aspects of the grant evaluation criteria. (See page 10 for a list of the current criteria.)

### Grant Screening Committee Review

The nine members of the 2040 Planning and Development Grant Screening Committee are appointed by the Metro Chief Operating Officer (COO). The current composition of the committee includes 4 members who are people of color. The members of the screening committee are selected to bring a wide range of expertise in the following areas, as set forth in the program’s administrative rules:

- Economic development;
- Urban planning;
- Real estate and finance;
- Infrastructure finance relating to development or redevelopment;
- Local government;
- Urban renewal and redevelopment;
- Business and commerce;
- Neighborhood Association or Community Planning Commission with an understanding of community livability issues;
- Environmental sustainability relating to development or redevelopment; and
- Social equity relating to community development and redevelopment planning.

The committee members review and consider the various applications and make a recommendation to the Metro COO. The COO subsequently makes a recommendation to the Metro Council, who ultimately determine the final awards.

### Screening Committee Concerns and Suggestions

At the conclusion of their review of the 2019 grant proposals, members of the committee reflected on the program, the types of proposals received in

#### 2040 Grant Screening Committee (2019 Grant Cycle)

|                      |  |
|----------------------|--|
| Damien Hall, Chair   | Ball Janik, LLP                              |
| Felicia Tripp Folsom | Portland Leadership Foundation               |
| Diane McKeel         | Mt. Hood Community College                   |
| Ed McNamara          | Retired Housing Developer                    |
| Michael Parkhurst    | Meyer Memorial Trust                         |
| Andrea Sanchez       | Housing Development Center                   |
| Charri Schairer      | Tualatin Hills Parks and Recreation District |
| Tony Weller          | CESNW, INC.                                  |
| Janet Young          | Retired Economic Development Professional    |

recent grant cycles, and offered additional comments and recommendations for potential future adjustments to the grant program and requirements. While the Committee members would like to see Metro continue to prioritize the funding of equitable development projects, many of the applications received in this category over the last several cycles have not been as strong as the committee would like to see and did not merit funding. Committee members suggested additional program adjustments Metro might make prior to the next grant cycle, including:

- Customize the grant evaluation criteria so that the each of the three funding categories have more specific and applicable criteria
- Host a meeting at the outset of each grant cycle to emphasize what is expected in an equitable development project approach;
- Consider how Metro could best cultivate involvement of community based organizations and other non-government entities
- Tap the expertise of Metro’s Committee on Racial Equity (CORE) to further consider program adjustments that could result in better applications for equitable development projects.

### **Overview of Staff Proposal for Program Re-alignment**

Program staff have developed a proposal for a new program framework for the 2040 Planning and Development Grants, which will be reviewed with the Metro Council in an upcoming work session on October 29. The primary changes proposed by staff include:

- Create a separate, more streamlined path for consideration of New Urban Area Planning grants that aligns with the urban growth management decision process; requests for grants for concept planning of urban reserves would continue to be considered on an annual basis but would be reviewed by staff and approved by the Council, rather than be considered by the Grant Screening Committee. Set aside 25% of CET Revenues each year so that these grants continue to have adequate resources available, even if grant requests and awards may not happen every year.
- Focus the bulk of Metro's investments within the UGB towards a smaller number of higher impact, multi-year efforts that are focused on Metro's dual priorities of implementing the 2040 Growth Concept and advancing racial equity across the region. Require that local governments and community partners apply as a team to accomplish the grant objectives. Require robust public engagement (including involvement of communities of color and other historically marginalized groups) and additionally require that proposals must also incorporate project components specifically designed to advance racial equity in the near term.
- Offer a limited number of smaller grants to support inclusive and equitable engagement practices as part of local planning and development projects related to implementation of the 2040 Growth Concept. Grant funds would specifically provide resources to enable the involvement of community organizations and/ or community liaisons to help engage communities of color and historically marginalized communities in planning and development initiatives
- Revise the application process in order to streamline the process for the applicants and allow Metro to work collaboratively with potential grantees to develop and refine project proposals and thereby co-create the kinds of robust equitable development projects and partnerships that will truly advance racial equity. The Grant Screening Committee will review letters of intent, invite a short-list of applicants to present their project in person, and recommend select finalists to the COO. The COO would then make a recommendation to the Metro Council. The Council will review the recommendation and ratify the selection of finalists. Metro staff will work with each of the finalists to further explore partnership opportunities, refine the project approach and develop detailed project scopes. The Council would review and approve the final, fully developed project proposal.

## Case Study #1:

### Applicant: City of Beaverton

### Downtown Design and Development Readiness

#### Project scope and development goals:

The Downtown Design and Development Readiness Project is about taking concrete steps to make development happen. Past Beaverton projects, including the important and award-winning Community Vision Plan, have done the valuable work of defining what the community wants Downtown Beaverton to be. This project is about allowing and encouraging that future. This project will fix the Development Code; remove obstacles to development; make sure density comes with design; and integrate thinking and actions about buildings, streets, parks, plazas and other essential urban elements to ensure a vibrant and livable Downtown.

The project will implement the community's high-level vision for a vibrant Downtown by:

- Better defining Downtown and establishing mini-districts within it so strategies can be more fine-grained.
- Removing obstacles to development and rethinking site and building design rules.
- Encouraging new buildings, jobs and housing.
- Working closely with our partner Tualatin Hills Park & Recreation District (THPRD) to define the role of urban public spaces and how these can support development and improve livability.
- Promoting safe, inviting streets and sidewalks that work with adjacent development and promote a variety of ways to travel and improving connections between Old Town and Beaverton Central to unite the two parts of Downtown.

- Developing implementation next steps, including identifying "quick wins."
- Conducting the project with significant and inclusive public engagement, including property owners and the development community members who will build Downtown's future buildings.

Beaverton is already making efforts in this area. The Beaverton Urban Renewal Agency has funded a storefront improvement program, subsidized tenant improvements, been a partner in development projects and offers a Predevelopment Assistance Grant Program to help property owners/developers evaluate development options for sites. However, development rules and Beaverton design standards remain a significant obstacle. The code currently has only two zoning districts for this large area, which creates a "one-size-fits-all" environment in a location where market conditions, optimal building form, uses and other factors can change from one block or street to another. In addition, Beaverton's design standards are outdated, sometimes unclear and are not crafted specifically for Downtown. Many existing rules actually make a quality, dense, active urban environment illegal, such as residential parking minimums, vision triangle requirements at intersections, and low building height limits.

Beaverton has the vision and the will to create an active Downtown. This project will create an urban design framework, code changes and an implementation plan supported by the Beaverton community members, city leaders and the development community in order to facilitate development and help achieve the city's vision. The city's partnerships with THPRD and the Beaverton Downtown Association will provide a strong foundation for a holistic and inclusive approach.

### How the project proposed to advance racial equity:

With additional housing downtown, more current and future residents will be able to live near jobs (Nike, nearby industrial areas, etc.) and easily commute to others, such as in Hillsboro or Downtown Portland. Increasing the housing supply also will reduce rent pressure. Beaverton received a Metro Equitable Housing Grant to study preventing displacement and preserving and adding affordable housing. Lessons learned can be applied in Downtown, and will help the city remove obstacles to increasing the housing supply, including affordable housing.

Equity is an important value in Beaverton. We will work with our Diversity Advisory Board to craft an inclusive public engagement strategy and ensure people have the opportunity to comment on how the benefits and burdens the project might generate are evaluated and distributed. Adding housing units -- including affordable units -- in a high-opportunity area like Downtown will promote equity. Beaverton also has received a Metro Equitable Housing Grant, and this project will coordinate with those efforts to preserve the affordable housing.

As part of the city's project management approach, we will create (in coordination with the consultant team selected) a public engagement plan that involves tools such as mailing lists, e- newsletters, brochures, promotion through partners, web pages, online open houses, interactive in-person community meetings, focus groups, charrettes, exhibits, maps, reports, media announcements, legal notices and other methods. Throughout, we will make these accessible to all by using plain language, spreading the word through trusted community leaders, translating materials, providing interpretation and other methods (including meeting people where they are already gathered).

In addition, Beaverton has a Diversity, Equity and Inclusion Plan and language access policies that put inclusive public engagement as a high priority and provide resources to achieve it. We plan to work with the city's Diversity Advisory Board early and often as we proceed with this project. Inclusive engagement is particularly important because about 50 percent of Downtown's residents

identify themselves as Hispanic on the U.S. Census, about 30 percent of households in Downtown are below the poverty level and Beaverton in general is one of the more diverse cities in Oregon.

Meaningful public engagement will be conducted at each phase of the project. During the initial research and analysis phase, staff and consultants will work to identify existing conditions, obstacles to desired development and opportunities to make Downtown a vibrant, active place. Public engagement activities with a variety of stakeholders (including developers and design professionals) will help the city determine if we have correctly identified the areas strengths, weaknesses, opportunities and constraints, providing a good footing for the next phase.

During the development of the urban design framework, iterative public engagement will help the city create a framework that is supported by the community and includes principles for future development as well as more detailed, specific urban design approaches for different sections/districts/blocks of Downtown. This is important because the development rule changes (including the design guidelines and standards) and the implementation plan will be based on trying to achieve the urban design framework. Having a wide variety of stakeholders (residents, business owners, property owners, developers, design professions, institutions, underrepresented populations, etc.) work together, hear each other and come to agreement about the future of Downtown will build support for the implementation work that is part of this project and other implementation projects to come.



## Case Study #2:

### Applicant: Port of Portland

### Employment Lands Site Readiness Toolkit

#### Project scope and development goals:

To more fully utilize existing employment lands in the Portland metropolitan urban growth boundary (UGB), local jurisdictions at the regional, county and city level and their private-sector development partners need a range of site development tools to address pre-development challenges on employment lands. This project will develop a site readiness toolkit for the region's existing employment lands. For the purpose of this project, employment lands are broadly defined as land that could be used for employment-generating activities, including land zoned for industrial and commercial uses.

The region has a limited area for growth inside the existing Metro UGB, and must make wise use of existing employment lands and smart investments within that boundary. One solution to reducing development pressure is to more efficiently use the region's existing supply of employment lands to support an economy expected to expand its workforce by 85,000 to 440,000 by the year 2040 (Metro's forecast).

The deliverable for the grant will be a toolkit that jurisdictions and their private-sector partners can use to move existing vacant, under-utilized, and redevelopment sites to market-ready status. The long-term development outcome will be an increase in the use of the *existing* supply of employment lands in the region. This project focuses on a more efficient use of the region's supply of employment lands as a necessary condition for continued economic growth and employment capacity.

The Port of Portland is one of 19 regional partners ready to participate in the Employment Lands Site Readiness Toolkit project. This partnership includes active participation and leadership by: 2

counties (Clackamas and Washington); 13 cities (Fairview, Gresham, and Portland in Multnomah County; Happy Valley, Milwaukie, Oregon City, and Wilsonville in Clackamas County; Beaverton, Cornelius, Forest Grove, Hillsboro, Sherwood, Tualatin, and Wilsonville in Washington County); and 4 regional partners including Greater Portland Inc. (GPI), National Association of Industrial and Office Properties (NAIOP), Portland General Electric (PGE) and Port of Portland.

These partners recognize there are vacant, under-utilized and redevelopment employment lands with complex development challenges in varying degrees of readiness and a decreasing supply of market-ready sites within their jurisdictions. This project will build their capacity to implement the tools and strategies identified by the consultant team. Through this process, economic development practitioners, policymakers, and land use professionals with the responsibility for assisting private sector development will gain a shared set of practices and solutions they can use to remove development barriers on existing employment lands.

#### How the project proposed to advance racial equity:

Greater Portland 2020, the regional economic development strategy, is committed to creating economic prosperity for all. This project will include research into an equitable development assessment impact model for site investment analysis - similar to the model adopted by King County, Washington. With a tool like this ready for adoption here, communities can add an equitable development perspective to their site analysis and development investment decision-making process.

Many of the vacant, under-utilized and redevelopment employment sites located within the Metro UGB are located near underserved/underrepresented residents. This is especially true for larger, vacant industrial sites in the outer edges of the UGB where underserved/ underrepresented residents have moved in part due to

housing affordability. When cities, counties, the port and private sector partners adopt and apply pre-development tactics to bring underperforming sites to market, the region will see an increase in proximity to employment opportunities for our growing regional population and underserved/underrepresented residents. Creating opportunities for employment in these areas will help create a more equitable and prosperous region for all. As noted in response #3F, job creation in closer proximity to these underserved and/or underrepresented residents increases access to employment opportunities and reduces commute times for these residents. Metro's Equity desired outcome #6 of the Regional Framework Plan (the benefits and burdens of growth and change are distributed equitably) will be well served by this project.

This project will produce a toolkit that helps jurisdictions identify tools and strategies to improve site readiness. Each jurisdiction will engage their public (including marginalized communities) and other stakeholders (including property owners and possible development professionals) in the application of these tools on employment lands consistent with their practices and standards. GPI, the Port, and most of the jurisdictions in the project cohort have adopted engagement practices that are designed to reach into all communities. A deliverable of this project is the presentation of an equitable development impact analysis tool that jurisdictions can use to better understand and refine equity impacts resulting from site development.

The toolkit, tools and strategies developed through this project will be broadly distributed throughout the region by GPI, NAIOP, Metro and the network of economic development practitioners and stakeholders.

### Test driving the proposed grant requirements

#### Questions for the CORE to consider and discuss on Oct. 17

1. If the applicants were seeking to expand the scope of their projects to incorporate related project components that could meaningfully advance racial equity in the near term, what potential elements would complement the proposed work?
2. What sorts of additional community partners might the applicants invite to join their project team to help implement this work, develop equity-focused project approaches, and deliver both short term and long term equity outcomes?
3. What advice would you offer Metro planning and development staff working with this applicant to refine the proposed project approach in order to better address equity issues?
4. If you were a Screening Committee member or a Metro Councilor considering the prospect of investing in this project, what factors do you think are the most important to consider?

## Grant Evaluation Criteria

(2017, 2018, and 2019 Grant Cycles)

**Clear development outcomes.** Proposal presents a compelling project concept with specific, impactful outcomes to facilitate development. Performance measures are clearly articulated.

**Advances and complements regional goals and policies.** Proposed project will support Metro's established regional policy goal of advancing racial equity. Proposed project will also help to advance established regional development goals and outcomes expressed in the 2040 Growth Concept, the Urban Growth Management Functional Plan, and the following Six Desired Outcomes stated in the Regional Framework Plan, adopted by the region to guide future planning:

- People live and work in vibrant communities where their everyday needs are easily accessible;
- Current and future residents benefit from the region's sustained economic competitiveness and prosperity;
- People have safe and reliable transportation choices that enhance their quality of life;
- The region is a leader in minimizing contributions to climate change;
- Current and future generations enjoy clean air, clean water and healthy ecosystems;
- The benefits and burdens of growth and change are distributed equitably.

**Aligns with local goals and/or maximizes community assets.** Proposed project will help realize community plans and goals, accommodate expected population and employment growth, and/or maximize existing community assets such as public transit, parks, natural features, historic districts and employment areas.

**Likelihood of implementation.** Relevant key stakeholders (property owners, policy makers, jurisdictions, service providers, etc.) have committed full support for the project goals and timelines, will be meaningfully involved in guiding the project, and have the capacity and authority to implement actions/investments as needed to bring the project to fruition. Opportunities and threats to project commitments have been identified.

**Public involvement.** Proposal incorporates best practices for public involvement; strategies for meaningfully engaging neighbors, businesses, property owners and key stakeholders (including historically marginalized communities and residents with lower incomes) are clearly articulated and well-conceived; proposal indicates how public input will be used to strengthen the project outcomes, and/or increase the likelihood of successful implementation.

**Team roles and capacity.** Roles and responsibilities of the applicant, as well as any additional partners have been clearly defined; proposed staff has the skill sets, experience and time needed to successfully manage all aspects of the grant project and oversee the work of the consultant team or teams on behalf of the project partners.

**Applicant track record.** Applicant has proven capability to successfully implement community development projects, especially past Planning and Development Grant projects; prior grants have fully delivered expected products and outcomes according to the approved schedule of milestones; any grant projects still underway are on track and/or scheduled for completion prior to initiation of proposed project.

**Grant leverage.** The extent to which partners have committed additional in-kind or direct financial contributions to the project beyond the required minimum match.

**Replicable best practices.** Proposed project will develop best practices that could be replicated in other locations. (Note: This criterion may not be applied to all projects).

## Completed Equitable Development Grants

|   |            |
|---|------------|
| City of Beaverton<br><b>Anti-Displacement Housing Strategy</b>  | \$ 100,000 |
| City of Milwaukie<br><b>Cottage Cluster Feasibility Analysis</b>  | \$ 65,000  |
| City of Oregon City<br><b>Equitable Housing Strategy</b>  | \$ 100,000 |
| City of Portland<br><b>Equitable Housing Strategy for the SW Corridor</b>   | \$ 100,000 |
| City of Tigard<br><b>SW Corridor Affordable Housing Predevelopment</b>  | \$ 50,000  |
| Washington County<br><b>Affordable Housing Site Evaluation, Barriers &amp; Solutions</b>                            | \$ 97,500  |
| Portland/Multnomah Office of Homeless Services<br><b>Tri-county Strategy to Expand Permanent Supportive Housing</b> | \$ 150,000 |
| Housing Authority of Clackamas County<br><b>Hillside Master Plan for Housing Opportunity</b>                        | \$ 214,000 |

## Equitable Development Grants In Progress

|  |            |
|--|------------|
| City of Cornelius<br><b>Urban Renewal Plan, Town Center Plan, and Site Planning</b>                | \$ 315,000 |
| Clackamas County – DTD<br><b>Park Avenue Development and Design Standards</b>                      | \$ 180,000 |
| City of Portland<br><b>Opportunities for Affordable Housing in Faith Communities</b>               | \$ 125,000 |
| City of Portland<br><b>Southwest Corridor Equitable Housing Strategy</b>                           | \$ 230,000 |
| City of Wilsonville<br><b>Equitable Housing Strategic Plan</b>                                     | \$ 62,500  |
| Albina Vision Trust<br><b>Community Investment Prospectus</b>                                      | \$ 375,000 |
| City of Portland<br><b>Cully Community Centered Equitable Development</b>                          | \$ 160,000 |
| Clackamas County - DTD<br><b>82<sup>nd</sup> Ave: Affordable Housing and Mixed-Use Development</b> | \$ 300,000 |

**\*Edits discussed during the September CORE meeting are highlighted in yellow.**

## Committee on Racial Equity (CORE) - By-Laws

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### **Article I NAME**

The Committee shall be known as the Committee on Racial Equity ("CORE").

### **Article II PURPOSE**

The purpose of the CORE is to provide input and support to Metro Council and staff in advancing racial equity to fulfill the purpose of good government, which is to serve all people effectively and create greater opportunities for people of color to thrive in the region.

The CORE will achieve this purpose by:

- Providing input and advising on direction to Metro Council and staff for the successful implementation of the Strategic Plan to Advance Racial Equity, Diversity and Inclusion ("Strategic Plan")
- Providing community oversight and opportunities for Metro to increase its accountability to the community in the implementation of the Strategic Plan
- Providing an independent perspective to assess Metro's progress in implementing the Strategic Plan
- Assisting Metro Council and staff in communicating the agency's progress in implementing the Strategic Plan
- Assisting Metro staff in the creation and implementation of the Strategic Plan evaluation
- Providing input, feedback and ideas to Metro Council and staff at times when significant changes to the Strategic Plan are contemplated or required
- Making recommendations to, and communicating with, Metro Council about the subjects indicated above

### **Article III AUTHORITY**

The CORE was created to act as an advisory committee to the Metro Council and staff.

### **Article IV MEMBERSHIP**

This volunteer committee shall be comprised of up to 15 members, two (2) non-voting Metro Council liaisons to the committee, and one (1) non-voting Metropolitan Exposition Recreation Commission liaison to the committee. Voting committee members shall be appointed by the Metro Council President and confirmed by a vote

of the entire Metro Council. Liaisons shall be appointed in accordance with the Council Rules and Procedures by the Metro Council President.

#### Criteria for membership

The primary criteria for selection of CORE members are:

- Demonstrated connections to local historically marginalized communities
- Demonstrated ability to communicate Metro’s work to advance racial equity to the communities with whom they have connections, and to bring feedback from those communities back to Metro
- Ability to provide insights and advice to Metro in the implementation of its Strategic Plan
- Ability to contribute to the evaluation of Metro’s Strategic Plan

Members will also be selected to balance the representation of all districts in the Metro region.

Members serve on the advisory committee as individuals, not as representatives of their respective agency, organization or company.

#### Terms of membership

The CORE members will be appointed to an initial two-year term. Members are eligible to be reappointed to a second one or two year term but may not serve any additional terms on the CORE.

#### Stipends

Metro shall provide a monthly stipend to CORE members in recognition of their expertise, services to, and participation on the committee. This stipend shall be aligned with agency-wide guidelines for offering stipends to volunteers. The CORE members shall have the option of declining the stipend.

Receipt of the stipend shall not be tied to a member’s participation in meetings or their performance evaluation. If a member’s participation becomes a problem, instead of a stipend penalty, CORE leadership or staff shall explore with the member what issues are causing the problem and how to remedy it.

#### Responsibilities of members

The CORE members shall actively participate in all aspects of the committee’s work in the following ways:

- Foster a sense of trust and openness within the Committee
- Share information openly and honestly
- Honor and value all members’ lived experience and learned experience
- Act with a sense of urgency to move forward the Committee’s work in the time available
- Identify the skills that each CORE member brings to the Committee and use that information to strategize where they can be most effective in moving the CORE work forward
- Prepare for and participate in meetings

- Take on committee assignments
  - Actively participate in the CORE subcommittees
  - Act as ambassadors of their respective communities
  - Share information about the CORE and Metro with their communities
- Volunteer for Metro events

Responsibilities of Metro

Metro shall provide managerial and support staff as well as the facilities, supplies, and external consultants (as needed) to support the successful completion of activities of the CORE. Metro staff shall set up the electronic tools needed by the CORE, including file-sharing solutions, and shall provide outside resources that can help inform the work of CORE members.

Metro shall provide a monthly stipend, explained in more detail in the “Stipends” section on page 2 of this document.

Metro shall also pay reasonable costs associated with accommodations for people when such costs are directly associated with the conduct of the CORE meetings and related activities. Examples of accommodations include access to the meetings for people with disabilities, and translation and interpretation services.

Metro shall ensure that all CORE related documents, meeting locations and discussions are accessible for all members.

Attendance requirements

The Committee on Racial Equity members understand the importance of regular attendance in order to be heard and have their opinion factored into the process and decisions. The CORE members shall be allowed a maximum of three excused absences or two unexcused absences in a calendar year.

The CORE shall have an empathetic process for holding its members accountable for attendance expectations. The process shall include a self-evaluation for each member to answer the question: “Am I moving work forward in the CORE?”

**Commented [A1]:** Clear direction needed on whether/how to update this language

**Article V OFFICERS**

Selection and election of officers

The CORE members will annually elect Co-Chairs by a majority vote at the last meeting of the calendar year. The Co-Chairs shall serve for a one-year term and can be reelected as many times as possible while they are members of the CORE.

Officers’ responsibilities

The Co-Chairs’ duties include:

- Acting as the Committee’s representatives and spokespersons, when the Committee is not in session
- Setting the regular meetings’ agendas in partnership with the Metro Equity Strategy Program Manager
- Presiding over the CORE regular meetings

- Ensuring that the CORE operates according to this by-laws document
- If neither of the Co-Chairs are in attendance at the CORE meeting, the longest termed CORE member will preside over the meeting.

## **Article VI GOVERNANCE**

### Annual work plan and reporting

The CORE shall establish an annual work plan outlining the activities, deliverables and timelines it hopes to achieve each year. The CORE co-chairs shall lead the committee in reviewing progress on work plan implementation twice each year. The results of the work plan review shall be used to make course corrections and to inform the creation of the following year's work plan.

The CORE shall provide written and oral reports to Metro Council on the following items:

- Implementation of Metro-wide Strategic Plan goals, objectives and action items
- Successes, challenges and adjustments in the implementation of the Strategic Plan and department- and venue-specific action plans
- Development and implementation of evaluation measures for the Strategic Plan at the goal, objective and action item levels

The CORE shall make at least one annual presentation on the results of the committee's work to the Metro Council. This presentation will take place during a Metro Council work session scheduled toward the end of each calendar year.

### CORE structure to fulfill its purpose

The CORE may establish subcommittees in order to fulfill the purpose for which the Committee was created by the Metro Council.

### Decision-making process

The CORE will support an open, transparent and inclusive decision-making process. The Committee will strive to reach decisions through consensus. Consensus means that all parties can live with a recommendation, though they may not agree with it in its entirety. The Committee will consider and value minority or dissenting opinion, and provide a safe space for members to disagree and share their feelings. The specific mechanism for consensus will be determined later.

If consensus is not achievable in a specific decision, the CORE members will make decisions by simple majority voting.

When decisions are made by the CORE, Metro staff shall capture the discussion, synthesize the comments and send all notes and materials back to the Committee in a timely manner.

The CORE shall operate in a way that demonstrates appropriate and timely decision-making.



The CORE subcommittees shall make recommendations or proposals to the full Committee as appropriate. The CORE shall consider the subcommittees' recommendations and proposals and make decisions about them.

#### Quorum

Quorum for the CORE to make decisions will be half of its regular voting members plus one. Since the maximum voting membership of the CORE is fifteen, a quorum is nine voting members.

#### Manner of voting

The CORE shall follow Robert's Rules of Order for any decisions that requires a vote. An affirmative vote shall require a majority of voting members present at the meeting.

#### Amendment of by-laws

The CORE shall be responsible for the approval and maintenance of its by-laws. After the approval of the original by-laws, the document will be reviewed once per year, on the CORE meeting closest to the anniversary of the by-laws approval. As part of the by-laws review, the CORE shall decide whether to amend the by-laws according to the Committee's decision-making process.

CORE members shall be able to request changes to the by-laws, outside of the annual review process. Committee members shall work with the CORE co-chairs to bring any by-laws amendment requests for the full Committee consideration at its regular meetings.

### **Article VII MEETINGS**

#### Schedule of meetings

The CORE shall have general CORE meetings every month **unless a subcommittee meeting takes place in which case the Co-Chairs shall decide whether to hold a general meeting of the CORE**. In order to effectively conduct its work, the CORE agrees to the following operating principles to guide its meetings and decision making process:

- We will work to make CORE meetings a safe space for members and other participants
- We will value communications that allow for differences in perspectives
- We will acknowledge the power differential among members and work to minimize it while conducting the work of the CORE
- We will promote openness to facilitate honest communication
- We will respect each other by focusing on issues and ideas, not individuals
- We will listen to learn and to understand
- We will be committed to staying engaged in the work of the CORE

#### Meeting logistics

While it is preferred that committee members attend meetings in person, members will have the following options for participation (determined in advance of meetings, allowing Metro staff time to accommodate meeting needs):

- Conference calls
- Video conferencing

- Meeting at other locations beyond Metro to accommodate committee members in other parts of the region

Minutes

Metro staff will attend the CORE meetings and take notes as appropriate. Staff will then create the meeting minutes, which will be shared with the CORE at least one week prior to the next CORE meeting.

The CORE members shall review the minutes, request changes as needed and/or approve the minutes at the next Committee meeting.

**These by-laws were reviewed and approved by the members of the CORE.**

**SIGNATURES/DATE**

CORE Co-chair: \_\_\_\_\_ Date: \_\_\_\_\_

CORE Co-chair: \_\_\_\_\_ Date: \_\_\_\_\_

## **Committee on Racial Equity Charter, Purpose and Operating Principles**

### **Section I. Charter and authority**

#### **A. Purpose**

The purpose of the Committee on Racial Equity (CORE) is to provide input and support to Metro Council and staff in advancing racial equity to fulfill the purpose of good government, which is to serve all people effectively and create greater opportunities for people of color to thrive in the region.

The CORE will achieve this purpose by:

- Providing input and advising on direction to Metro Council and staff for the successful implementation of the Strategic Plan to Advance Racial Equity, Diversity and Inclusion (Strategic Plan).
- Providing community oversight, and opportunities for Metro to increase its accountability to the community in the implementation of the Strategic Plan.
- Providing an independent perspective to assess Metro's progress in implementing the Strategic Plan.
- Assisting Metro Council and staff in communicating the agency's progress in implementing the Strategic Plan.
- Assisting Metro staff in the creation and implementation of the Strategic Plan evaluation.
- Providing input, feedback and ideas to Metro Council and staff at times when significant changes to the Strategic Plan are contemplated or required.
- Making recommendations to, and communicating with, Metro Council about the subjects indicated above.

#### **B. Formation**

The Metro Council shall approve the formation of the Committee on Racial Equity .

#### **C. Character and authority**

The purpose and authority of the CORE is to convene periodically to support the implementation of Metro's Strategic Plan, provide constructive comments and input to Metro Council and staff, assist staff in evaluation of the Strategic Plan, and provide community oversight and accountability.

The CORE shall deliver input and advice to the Metro Council primarily through the Council members who will serve as non-voting members of said Committee, and through presentations at Metro Council work sessions or meetings, as needed.

The CORE shall deliver input and advice to the Metro Chief Operating Officer, Senior Leadership Team members, Diversity, Equity and Inclusion Program staff and other Metro staff implementing the Strategic Plan in several ways:

- At the CORE meetings
- Through additional communications with the Metro staff identified above

Throughout all of its activities, the CORE members will strive to provide oversight on the implementation of Metro's Strategic Plan in order to increase transparency and accountability to local communities, especially to people of color and other historically marginalized groups. Metro staff will work proactively with CORE members to support the community oversight and accountability function of this body.

The CORE will foster positive communication outside of the committee regarding Metro's progress and outcomes in the Strategic Plan implementation, suggest other resources and approaches to implementation and evaluation, and act as a resource to the program team.

**D. Period of time necessary for the CORE to carry out its purpose**

The CORE shall work indefinitely, without a deadline to complete its charter.

**E. Membership**

This volunteer Committee shall be comprised of up to 15 members, and two (2) non-voting Metro Council liaisons to the committee, to be appointed by the Metro Council President and confirmed by a vote of the entire Metro Council.

The primary criteria for selection of CORE members are:

- Demonstrated connections to local historically marginalized communities
- Demonstrated ability to communicate Metro's work to advance racial equity to the communities with whom they have connections, and to bring feedback from those communities back to Metro
- Ability to provide insights and advice to Metro in the implementation of its Strategic Plan work
- Ability to contribute to the evaluation of Metro's Strategic Plan

Members will also be selected to balance the representation of all districts in the Metro region.

The two (2) Metro Council liaisons to the CORE will be appointed by the Council President and subject to confirmation by the Metro Council.

Members serve on the Advisory Committee as individuals, not as representatives of their respective agency, organization or company.

*Terms*

The CORE members will be appointed to a two-year term. They will be eligible to be reappointed to a second term but may not serve any additional terms on the CORE.

**F. Co-Chairs**

The CORE shall have two Co-Chairs, who shall preside over meetings of the CORE. When the CORE is not in session, the Co-Chairs' duties include acting as its representatives and

spokespersons. The Metro Council President shall designate two individuals to serve as the initial Co-Chairs of the CORE for the first year of the committee's existence.

At the first regular meeting after the one-year anniversary of the creation of the CORE, its regular members will elect Co-Chairs by a vote. The Co-Chairs shall serve for a one-year term and can be reelected as many times as possible while they are members of the CORE.

#### **G. Expected work results**

The CORE shall provide written and oral reports to Metro Council on the following items:

- Implementation of Metro-wide Strategic Plan goals, objectives and action items
- Successes, challenges and adjustments in the implementation of the Strategic Plan and department- and venue-specific action plans
- Development and implementation of evaluation measures for the Strategic Plan at the goal, objective and action item levels

#### **H. Metro responsibilities for providing necessary support**

Metro will provide managerial and support staff as well as the facilities, supplies, external consultants (as needed) to support the successful completion of activities of the CORE.

Regular Advisory Committee members will be compensated for their services, expertise and participation on the committee. Each regular CORE member will receive a monthly stipend of one hundred dollars (\$100.00), as long as they attend the regular meetings and participate in the committee-related activities.

Metro will also pay the reasonable costs associated with the provision of accommodations for people when such costs are directly associated with the conduct of the CORE meetings and related activities.

## **Section II. Operating principles**

In order to effectively conduct its work, the CORE agreed on the following operating principles to guide its meetings and decision making processes as follows:

#### **A. Productive communication**

- We will work to make CORE meetings and other business a safe space for members and other participants to speak his or her truth from their lived experiences.
- We value communications that allow for differences in perspectives.
- We acknowledge the power differential among members and will work to minimize it while conducting the work of the CORE.
- We assume committee members come with the best of intentions.
- We promote an openness that supports us in communicating our feelings.
- We make the commitment to stay engaged in the work of the CORE and its subcommittees.
- We expect to experience discomfort as the results of discussing challenging issues related to race and other forms of oppression.
- We respect each other by focusing on issues and ideas, not individuals.
- We listen for understanding.
- We allow ourselves to take risks when participating in the CORE.

## **B. Collaboration**

We all benefit from a collaborative working relationship between CORE members, program manager, Metro staff, and other individuals associated with the Committee.

## **C. Role of the program manager and supportive staff**

- The equity strategy program manager shares input and facilitates check-ins as needed with Metro Council liaisons and the Metro Council President, especially in regard to the development of any recommendations from the CORE.
- Metro staff keeps momentum going and helps advance the discussion by developing materials and content for CORE consideration.
- Metro staff provides outside resources that can inform the work of CORE members.
- Metro staff synthesizes discussions, tracks progress, and determines next steps and points of action needed.

## **D. Decision-making process**

- We support an open, transparent and inclusive decision-making process.
- The Committee on Racial Equity will strive to reach decisions through consensus.
- Consensus means that all parties can live with a recommendation, though they may not agree with it in its entirety.
- If consensus is not achievable in a specific decision, the CORE members will reach decisions by simple majority voting.
- When decisions are made by the CORE, Metro staff captures the discussion, synthesizes the comments, and sends all notes and materials back to the committee.

## **E. Meeting logistics**

### *Attendance*

We assume that since Committee members agreed to serve on the Committee on Racial Equity, they understand the importance of regular attendance in order to be heard and have their opinion factored into the process and decisions. The CORE members will be allowed a maximum of three justified absences in a calendar year. If a member incurs in two absences, the CORE Chair, Vice Chair, or the Metro program manager will contact the member to encourage them to continue participating. If a member incurs in a fourth unjustified absence, then the member will be automatically dismissed from the CORE.

### *Multiple options for committee participation*

While it is preferred that Committee members attend in person, members will have the following options for participation (determined in advance of meetings, allowing Metro staff time to accommodate meeting needs):

- Conference calls for those who cannot attend in person
- Video conferencing
- Meeting at other locations beyond Metro to accommodate committee members in other parts of the region.

## **F. Date of Charter, Purpose and Operating Principles**

The charter, purpose and operating principles of the Committee on Racial Equity were formally approved by the Metro Council on February 16, 2017.