

# Agenda



**Metro**

600 NE Grand Ave.  
Portland, OR 97232-2736

Meeting: CORE Monthly Meeting  
Date: Thursday, May 21, 2020  
Time: 5:30PM – 7:30PM  
Place: Virtual meeting via Zoom

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**5:30pm** Welcome and Introductions

**5:40pm** Public Comment  
Updates from Committee Members  
Committee Business

**6:00pm** Supportive Housing Measure Update  
*Metro Council President Lynn Peterson*

**6:15pm** Get Moving 2020 – Part 2 – Anti-Displacement Program  
Presenters: *Andy Shaw – Government Affairs and Policy Director*  
*Staff – Planning & Development*

**7:30pm** Adjourn

# Anti-Displacement and Community Stability

*Helping communities stay together*

Transportation improvements can make life better for community members of all incomes, abilities and backgrounds. However, investments have sometimes resulted in the displacement of nearby families and businesses due to construction and/or rising property values. In the Portland area, the negative economic, social and psychological impacts of displacement have been borne disproportionately by communities of color and low-income communities.

The Anti-Displacement and Community Stability program builds on the approach that Metro, local partners and community members pioneered to prevent displacement along the planned Southwest Corridor MAX light rail project. The program would bring neighbors and business owners together to identify strategies to prevent displacement and encourage equitable development in corridors where major investments are planned.

The program would also establish a regional coalition of community leaders to provide expertise, facilitate shared learning among communities, and allocate funds to implement local strategies. Community members who live and work in each corridor would advise Metro and its partners through corridor-based implementation committees and/or focus groups.

## Proposed investments

The scope of this program's investments in each corridor would be identified with and by community based on the needs, proposed Get Moving investments and previous anti-displacement and community organizing work in each. Program resources will be directed to these action areas through community-based decision-making:

- Housing advocacy (tenant engagement, anti-displacement services)
- Equitable Housing (investments to support development of affordable housing, such as community planning and site identification, to prepare for leveraging other affordable housing resources including the Get Moving Affordable Housing Opportunity Fund, and other public/private resources )
- Business Stabilization (business support services, lending and capital access)
- Workforce Stabilization (job training, career coaching for local residents)
- Capacity Building/Leadership Training (cohort-based, intergenerational leadership training led by community-based organizations, in partnership with Metro and other agencies)
- Community Investment and Placemaking (sub-grants to invest in neighborhoods and placemaking)

## Outcomes

- **Advance racial equity.** Engagement and community-led strategic planning focused on communities of color, facilitated by trusted community-based organizations.
- **Invest in long-term community stability.** Prevent displacement and expand access to affordable home ownership.
- **Leverage investments in affordable housing.** Increased access to affordable housing near transit. Expanded access to housing information, particularly for those with limited English proficiency.
- **Drive an equitable economic recovery.** Stabilize businesses and support workers.

## Considerations for implementation/practice

- Align funding from other regional investment programs
- Focus on community-led implementation of programs and practices
- Consider contracting equity standards during program implementation

# Transportation Corridor Housing Opportunity Fund

*Creating affordable homes near better transportation*

All people, regardless of income or background, need safe, reliable and affordable housing and transportation. People who live near areas where major transportation improvements are planned should be able to keep living there and enjoy the benefits of better transportation. This program would give Metro's housing staff a responsive financing tool and funding to quickly secure available land and build, preserve and rehabilitate affordable homes in coordination with the regional affordable housing bond and other resources. Funds through this program could support people who are in housing that is affordable and need it to stabilize and remain affordable.

## Proposed investments

**Regional Revolving Bridge Loan Fund.** This fund will allow Metro's housing partners to acquire land and build affordable housing quickly, so they don't miss opportunities due to financing red tape. Affordable housing developers would borrow from the fund to purchase land and buildings while they pursue financing for the construction of new affordable housing or the rehabilitation and conversion of existing housing into permanently affordable homes. Developers borrowing money would commit to affordability terms and applicable outcomes-based criteria at the time of program enrollment. Funds would be repaid when the project receives construction financing. The Regional Revolving Bridge Loan Fund would grow over time as developers repay their loans, creating a permanent regional endowment for securing land and buildings for affordable housing. The affordable housing projects supported by this fund would be focused along the Get Moving investment corridors so communities can stay together and realize the benefits of transportation investments.

**Capital grant program.** This program will fund types of affordable homes that are critical to community stability but currently difficult to finance. These include home ownership, rehabilitation of multifamily housing for conversion to affordable housing, and the creation of affordable housing developments with ground floor space reserved for amenities like child care centers and community event spaces. Like the Revolving Bridge Loan Fund, the Capital Grant Program will focus on investments along the Get Moving corridors, to help more people in our region realize the benefits of these transportation investments.

## Outcomes

The Transportation Corridor Housing Opportunity Fund will advance the following outcomes in the Get Moving measure:

- **Leverage investments in affordable housing.** The program will increase affordable housing near transportation investments.
- **Advance racial equity.** Research shows that in our region and across the country, people of color are the most likely to suffer from housing insecurity. Addressing the significant gap in housing availability, and increasing the tools that our region has to help build more affordable housing, will have disproportionately strong benefits for people of color. In addition, the Capital Grant Program could be used to support home ownership opportunities for lower income households, including communities of color, through grants to support affordable home ownership developments.
- **Drive an equitable economic recovery.** Both the Revolving Bridge Loan Fund and the Capital Grant Program will put people back to work building and rehabilitating affordable housing.
- **Stabilize housing.** This program will help keep families in existing housing as well as providing opportunities for new housing by supporting housing affordability throughout the region. The programs will strengthen

communities by investing in community amenities like early childhood learning centers, after school program space, and community event space.

#### Considerations for implementation

- The program will develop eligibility criteria that prioritize racial equity, serve priority populations, and focus investments in areas with the greatest need and opportunity through a stakeholder process created in collaboration with Metro's Diversity Equity and Inclusion team and informed by consultation with the Regional Equity Coalition.
- Projects would apply to Metro for project funding through a clearly defined and transparent application process. Recommendations for grant awards would be vetted by a community stakeholder committee developed in consultation with Metro's Diversity Equity and Inclusion Team.
- The revolving loan fund would be managed by one or more federally certified CDFI eligible institution(s) selected through a competitive solicitation process. Modest interest rates or loan fees would sustain the financial management and implementation of the program. Affordability could be secured by a deed restriction or other forms of security at the time of issuance of the revolving loan.
- Staff recommends a balance between annual funding for the Regional Revolving Bridge Loan Fund and the Capital Grants Program. Based on experience, staff anticipates that sites acquired through the Regional Revolving Bridge Loan Fund will have a minimum development capacity of 50 units and a cost of \$20,000 to \$50,000 per unit of development capacity. To ensure meaningful impact on funded projects, staff anticipates that grants from the Capital Grants Program would be in the range of approximately \$500,000 or more depending on project need and benefit to underserved communities.

# Opportunities in equitable development: Southwest Corridor

## Overview

Historically, decisions on major public investments have not fully involved the people impacted by the immediate or downstream effects of these investments.

Without bringing in the perspectives of the full range of impacted stakeholders, the social and economic implications of major transportation, land use and economic development decisions are not adequately explored. This lack of direct dialogue results in missed opportunities to effectively address key concerns, develop sustainable solutions and, ultimately, achieve equitable outcomes.

### An opportunity in the Southwest Corridor

Housing and education costs are rising significantly in the greater Portland region, and changes in workforce demands and rising population growth continue to put pressure on the region's existing infrastructure and social services.

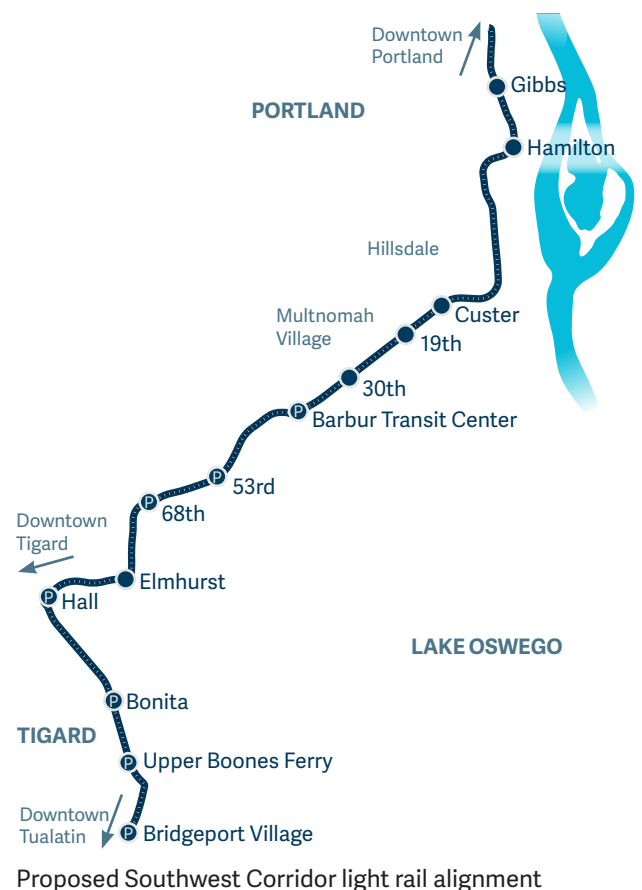
The Southwest Corridor – stretching from downtown Portland to Tigard and Tualatin – is home to more than 10 percent of the region's population and more than 250,000 jobs. One of the fastest growing areas in the state, the Southwest Corridor is experiencing increased traffic congestion, growing demand for transit service and unsafe conditions for people walking and biking.

**Thanks to an initial Federal Transit Administration grant, Metro has worked with its partners to explore how a proposed light rail and other investments in the Southwest Corridor can support community development and improve the quality of life for people of all incomes and backgrounds.**

Emerging best practices in equitable community development demonstrate that new approaches are needed to engage with and ensure that planning efforts – and the public benefits – extend to people of all incomes, races and ethnicities. The Southwest Corridor Equitable Development Strategy continues to be an unprecedented opportunity to engage community as active partners in developing and implementing a strategy to achieve more equitable outcomes as the light rail extension is built.

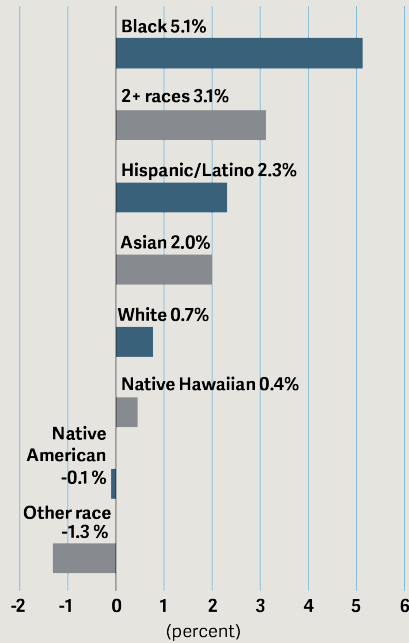
### Southwest Corridor Equitable Development Strategy goals

- Expand the breadth and depth of influence among affected people
- Reduce disparities and improve conditions for affected people
- Preserve and expand affordable housing
- Advance economic opportunity and build community capacity for wealth creation
- Address residential and business displacement
- Promote transportation mobility and connectivity
- Develop healthy and safe communities



## SW Corridor population growth and diversity

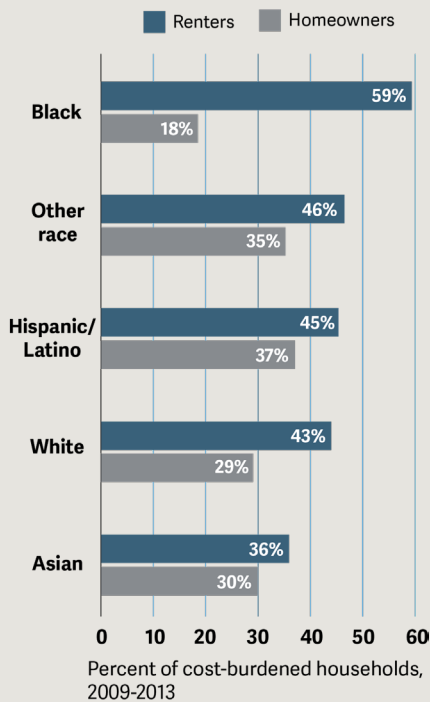
2000, 2011-15 population growth by race



Source: SW Corridor Equitable Housing Strategy, Cities of Portland and Tigard, 2018.

## SW Corridor cost-burdened households by race and ethnicity

Households spending more than 30 percent of income on housing, 5-year ACS estimate, 2011-2015



Percent of cost-burdened households, 2009-2013

Source: American Community Survey (ACS)

# Implementation

## Southwest Equity Coalition

The vision for building on the existing community oversight of the Southwest Equitable Development Strategy, or SWEDS, is for a Southwest Equity Coalition to continue forward through the implementation of the strategy.

The coalition will work to prepare current residents in the Southwest Corridor for the economic forces that will accompany the new light rail line and to ensure that existing residents are able to remain and experience the opportunities that this major public investment will bring. This work is beyond the reach of any single agency or organization – advancing equitable development in the corridor requires a more intentional and collaborative approach.

The coalition leverages existing partnerships and action plans in the SWEDS to stabilize existing residents and businesses while offering opportunities for new residents of all incomes and backgrounds to participate in the community's prosperity.

### The 10-year vision

The Southwest Equity Coalition would serve as the collaborative organization for implementation and advocacy in the corridor over the next 10 years.

The goal for the initial two years of local government assistance is to test effective methods and establish a sustainable, community-led, collective impact model with a 10-year, \$10 million target (combining the initial local government support and staffing with new resources from philanthropic investment).

This support and fundraising would allow community-based organizations in the corridor to continue ownership and leadership of SWEDS implementation.

The design of the coalition will be up to partner organizations that can lift up the voice of the community and leverage existing efforts to advance equitable development.

Considerations for the coalition include:

- the future vision of the Southwest Corridor and this initial strategy
- existing and ongoing commitment or involvement by public sector partners
- community-led or collective impact model
- the long-term (10+ years) local and national philanthropic, federal government and philanthropic resource commitment.

# Coalition 2-5 year action initiatives and current status



	2-5 year initiative	Lead/possible lead organization	Status
Influence	Formation and operationalization of the Southwest Equity Coalition	Unite Oregon and Community Alliance of Tenants	<span style="display: inline-block; width: 15px; height: 15px; background-color: green; border: 1px solid black;"></span>
	Leadership trainings and targeted engagement to empower low-income residents, communities of color and community-based organizations	Unite Oregon	<span style="display: inline-block; width: 15px; height: 15px; background-color: yellow; border: 1px solid black;"></span>
Equity	Community Preservation Work Group to provide anti-displacement services and provide parity of tenant protections	Community Alliance of Tenants	<span style="display: inline-block; width: 15px; height: 15px; background-color: green; border: 1px solid black;"></span>
	Implementation of the Southwest Equitable Housing Strategy	City of Portland and City of Tigard	<span style="display: inline-block; width: 15px; height: 15px; background-color: green; border: 1px solid black;"></span>
Equitable housing	Implementation of Regional Affordable Housing Bond in the Southwest Corridor	Metro, Washington County and City of Portland	<span style="display: inline-block; width: 15px; height: 15px; background-color: blue; border: 1px solid black;"></span>
	Multi-jurisdictional Memorandum of Understanding to coordinate acquisition and redevelopment of public properties and station area planning	TriMet, Metro, cities and counties	<span style="display: inline-block; width: 15px; height: 15px; background-color: blue; border: 1px solid black;"></span>
	Extension of SWEDS pilot projects to implement housing design and siting criteria refinements identified through outreach on culturally specific needs	Home Forward and Community Partners for Affordable Housing	<span style="display: inline-block; width: 15px; height: 15px; background-color: yellow; border: 1px solid black;"></span>
	Identification of sites for directing outside capital to affordable housing in Southwest Corridor through a Real Estate Investment Trust	Meyer Memorial Trust	<span style="display: inline-block; width: 15px; height: 15px; background-color: green; border: 1px solid black;"></span>
Workforce stability	Major employers engagement to train entry level workers from diverse backgrounds for middle skill/wage career advancement pathways among major employers	Immigrant and Refugee Community Organization, Worksystems Inc. and OHSU	<span style="display: inline-block; width: 15px; height: 15px; background-color: yellow; border: 1px solid black;"></span>
	Aligned and expanded workforce development resources and programs between Multnomah and Washington counties	Worksystems Inc.	<span style="display: inline-block; width: 15px; height: 15px; background-color: grey; border: 1px solid black;"></span>
	Exploration of community and/or public benefits agreements in the Southwest Corridor	Metro and O'Neill Construction	<span style="display: inline-block; width: 15px; height: 15px; background-color: grey; border: 1px solid black;"></span>
Business stability	Inventory and survey of disadvantaged businesses to establish improved representation and activate anti-displacement financial and technical resources	Prosper Portland and Mercy Corps Northwest	<span style="display: inline-block; width: 15px; height: 15px; background-color: yellow; border: 1px solid black;"></span>
	Improved access to affordable commercial space for disadvantaged businesses	Craft 3 and Prosper Portland	<span style="display: inline-block; width: 15px; height: 15px; background-color: grey; border: 1px solid black;"></span>
Community Development	Exploration of Community Investment Trust to leverage successful model in East Portland to capture increased property values for community wealth creation in the Southwest Corridor	Mercy Corps	<span style="display: inline-block; width: 15px; height: 15px; background-color: grey; border: 1px solid black;"></span>
	Establishment of community land bank organization to secure property for community assets such as affordable housing and/or job/service centers	Proud Ground	<span style="display: inline-block; width: 15px; height: 15px; background-color: green; border: 1px solid black;"></span>
	Groundwork for a tax increment finance district in the Southwest Corridor that advances equitable development outcomes	Prosper Portland	<span style="display: inline-block; width: 15px; height: 15px; background-color: yellow; border: 1px solid black;"></span>
	Tigard Triangle equitable tax increment finance district implementation	City of Tigard	<span style="display: inline-block; width: 15px; height: 15px; background-color: blue; border: 1px solid black;"></span>
Health	Collaboration with coordinated care organizations to improve healthy food access and address other health equity needs in corridor	Oregon Health Authority	<span style="display: inline-block; width: 15px; height: 15px; background-color: green; border: 1px solid black;"></span>
Mobility	Identification of resources and construction of MAX light rail line along with walking, biking and roadway projects in the Southwest Corridor	Metro and TriMet	<span style="display: inline-block; width: 15px; height: 15px; background-color: yellow; border: 1px solid black;"></span>



## Next steps

The current model seeks to provide resources to a specific set of engaged SWEDS oversight committee partners dedicated to racial equity to develop, staff, and structure the Southwest Equity Coalition as it gets off the ground.

The coalition members are applying for philanthropic funding to support the initial phase of work. This group is exploring how to partner together as a funding or executive committee that can advance the initiative. The goal is for each organization to receive funding to staff and support the Southwest Equity Coalition in these crucial first years. This support will help leverage and enhance existing work to advance leadership training and empowerment.

This funding would also help advance developing a Community Preservation Work Group for anti-displacement services and tenant protections and would pay for staff time to participate in the committee.

The group is seeking additional resources to fund an Equity Coalition Coordinator to be housed at Unite Oregon. This position would be an external co-manager of the Southwest Equity Coalition, representing the overall coalition and managing the project alongside Metro staff.

Additional fundraising from local philanthropies will support specific implementation efforts prioritized by the coalition.



## Prospective Southwest Equity Coalition members

These current Southwest Project Oversight Committee members have expressed strong interest in continuing on as part of an equitable development coalition.

- Ascent Funding
- Business for a Better Portland
- City of Portland
- City of Tigard
- City of Tualatin
- Coalition for Communities of Color
- Community Alliance of Tenants
- Community Housing Fund
- Community Partners for Affordable Housing
- Constructing Hope
- Craft3
- Enterprise Community Partners
- Federal Reserve Bank of San Francisco
- Greater Portland Inc.
- Home Forward
- Immigrant and Refugee Community Organization
- Metro Regional Solutions Center
- Mercy Corps Northwest
- Meyer Memorial Trust
- Momentum Alliance
- Multnomah County Health Department
- Multnomah Village Business Association
- Muslim Education Trust
- Neighborhood House + Hillsdale Neighborhood
- Network for Oregon Affordable Housing
- O'Neill Construction
- OPAL Environmental Justice
- Oregon Health and Science University
- Portland Community College
- Prosper Portland
- Proud Ground
- Southwest Neighborhoods, Inc.
- State of Oregon
- TriMet
- UNITE Oregon
- Venture Portland
- Washington County
- WorkSystems Inc.