



600 NE Grand Ave.  
Portland, OR 97232-2736

## Metro Policy Advisory Committee (MPAC)

### agenda

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Wednesday, October 14, 2020

5:00 PM

[https://zoom.us/j/93396107515?  
pwd=RGNua2lVam1DdENKTUtOdW1RUjREZ  
z09](https://zoom.us/j/93396107515?pwd=RGNua2lVam1DdENKTUtOdW1RUjREZz09)

Meeting ID: 933 9610 7515, Passcode:  
860206

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Revised - 10/13

<https://zoom.us/j/93396107515?pwd=RGNua2lVam1DdENKTUtOdW1RUjREZz09>

Meeting ID: 933 9610 7515, Passcode: 860206

Please note: To limit the spread of COVID-19, Metro Regional Center is now closed to the public. This meeting will be held electronically. You can join the meeting on your computer or other device by using this link: <https://zoom.us/j/93396107515?pwd=RGNua2lVam1DdENKTUtOdW1RUjREZz09> or by calling +1 669 900 6833 or 877 853 5257 (Toll Free)

If you wish to attend the meeting, but do not have the ability to attend by phone or computer, please contact the Legislative Coordinator at least 24 hours before the noticed meeting time by phone at 503-797-1916 or email at [legislativecoordinator@oregonmetro.gov](mailto:legislativecoordinator@oregonmetro.gov).

1. **Call To Order, Declaration of a Quorum & Introductions (5:00 PM)**
2. **Public Communication on Agenda Items (5:05 PM)**

Public comment may be submitted in writing and will also be heard by electronic communication (videoconference or telephone). Written comments should be submitted electronically by emailing [legislativecoordinator@oregonmetro.gov](mailto:legislativecoordinator@oregonmetro.gov). Written comments received by 4:00 pm on Tuesday, October 13 will be provided to the committee prior to the meeting.

Those wishing to testify orally are encouraged to sign up in advance by either: (a) contacting the legislative coordinator by phone at 503-797-1916 and providing your name and the agenda item on which you wish to testify; or (b) registering by email by sending your name and the agenda item on which you wish to testify to [legislativecoordinator@oregonmetro.gov](mailto:legislativecoordinator@oregonmetro.gov). Those requesting to comment during the meeting can do so by using the "Raise Hand" feature in Zoom or emailing the legislative coordinator at [legislativecoordinator@oregonmetro.gov](mailto:legislativecoordinator@oregonmetro.gov). Individuals will have three minutes to testify unless otherwise stated at the meeting.

3. **Council Update (5:10 PM)**
  4. **Committee Member Communication (5:15 PM)**
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**5. Consent Agenda (5:20 PM)**

- 5.1 Consideration of September 23, 2020 MPAC Minutes

[COM](#)  
[20-0372](#)

Attachments: [September 23, 2020 MPAC Minutes](#)

**6. Information/Discussion Items (5:25 PM)**

- 6.1 MPAC Discussion of its Role and Composition (60 min)

[COM](#)  
[20-0366](#)

Presenter(s): Elissa Gertler, Metro  
Eryn Kehe, Metro

Attachments: [MPAC Roles and Composition Survey Summary](#)

- 6.1.1 Recess to breakout groups for small group discussion

- 6.1.2 Reconvene for a large group discussion

- 6.2 Site Readiness Toolkit Update (30 min)

[COM](#)  
[20-036](#)  
[5](#)

Presenter(s): Jeff Raker, Metro

Attachments: [MPAC Worksheet](#)

**8. Adjourn (7:00 PM)**

**Upcoming MPAC Meetings:**

- *Wednesday, December 9, 2020*

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

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600 NE Grand Ave.  
 Portland, OR 97232-2736  
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## 2020 MPAC Work Program

*as of 10/07/20*

*Items in italics are tentative*

<p><b><u>Wednesday, September 9, 2020 - cancelled</u></b></p>	<p><b><u>Wednesday, September 23, 2020</u></b></p> <ul style="list-style-type: none"> <li>• MTAC Nominations for MPAC consideration (consent)</li> <li>• State housing legislation rulemaking update (DLCD; 5 min)- during Chair comments</li> <li>• Building Blocks Workshop (Sasha Pollack, Metro; 45 min)</li> <li>• Regional Waste Plan code update (Jennifer Erickson, 20 min )</li> <li>• Federal Agenda item for Affordable Housing (Jes Larson, Metro; 45 minutes)</li> </ul>
<p><b><u>Wednesday, October 14, 2020</u></b></p> <ul style="list-style-type: none"> <li>• Site Readiness Toolkit Update(Jeff Raker, Metro; 30 min)</li> <li>• MPAC discussion of its role and composition (Commissioner Jayapal &amp; Vice Chair Callaway; Facilitated by Eryn Kehe Metro; 90 min)</li> </ul> <p><i>October 15-17: League of Oregon Cities Annual Conference, Salem, OR</i></p>	<p><b><u>Wednesday, October 28, 2020 - cancelled</u></b></p>
<p><b><u>Wednesday, November 11, 2020- Veteran's Day- cancelled</u></b></p>	<p><b><u>Wednesday, November 25, 2020 - cancelled (day before thanksgiving)</u></b></p>

<p><b><u>Wednesday, December 9, 2020</u></b></p> <ul style="list-style-type: none"> <li>• <i>Regional Mobility Policy Update: Case Studies and Policy Approaches (Kim Ellis, Metro/Lidwien Rahman, ODOT; 40 min)</i></li> <li>• <i>Regional Emergency Transportation Routes Update: Draft Map and Recommendations for Future Work (Kim Ellis, Metro/ Laura Hanson, RDPO40 min)</i></li> </ul>	<p><b><u>Wednesday, December 23, 2020 – cancelled</u></b></p>
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Parking Lot & notes:

- 2020 Census Follow Up
- Regional forecast distribution (Metro staff TBD; 30 min)
- Community Partnerships Program
- Regional Data Strategy
- 2040 Planning and Development Grants: Tigard Triangle Urban Renewal Implementation Project (TBD; 45 min)
- Regional supportive housing services program update (Jes Larson, Metro; 30 min)
- Regional Site Readiness Toolkit (Alex Joyce, Cascadia Partners/ Lise Glancy, Port of Portland /Brittany Bagent or Matt Miller, GPI/ Jeff Raker, Metro, TBD)
- Minority Contracting discussion
- Agenda on Reimagine Oregon updates –suggested early priority for 2021
- Metro’s role in planning and investing in our economic future (Jeff Raker

**5.1 Consideration of September 23, 2020  
MPAC Minutes**

*Consent Agenda*

Metro Policy Advisory Committee  
Wednesday, October 14, 2020



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

**METRO POLICY ADVISORY COMMITTEE (MPAC)**

Meeting Minutes

September 23, 2020

Metro Regional Center, Council Chamber

MEMBERS PRESENT

Susheela Jayapal  
Martha Schrader  
Christine Lewis  
Sam Chase  
Juan Carlos González  
Don Trotter

Dick Schouten  
Ed Gronke  
Theresa M. Kohlhoff  
Gordon Hovies  
Linda Glover  
Peter Truax  
Denny Doyle  
Amanda Fritz  
Steve Callaway  
Jerry Hinton  
Kathy Hyzy  
Emerald Bogue  
Mark Watson

Kathy Wai  
Terri Preeg Riggsby

MEMBERS EXCUSED

None

ALTERNATES PRESENT

Brett Sherman

AFFILIATION

Multnomah County  
Clackamas County  
Metro Council  
Metro Council  
Metro Council  
Clackamas County Fire District #1, Special Districts in Clackamas County  
Washington County  
Citizen of Clackamas County  
City of Lake Oswego, Largest City in Clackamas County  
Tualatin Valley Fire & Rescue, Special Districts in Washington County  
City of Vancouver  
City of Forest Grove, Other Cities in Washington County  
City of Beaverton, Second Largest City in Washington County  
City of Portland  
City of Hillsboro, Largest City in Washington County  
City of Gresham, Second Largest City in Multnomah County  
City of Milawaukie, Clackamas County  
Port of Portland  
Hillsboro School District Board of Directors, Governing Body of a School District  
TriMet  
Special Districts in Multnomah County

AFFILIATION

AFFILIATION

City of Happy Valley

OTHERS PRESENT: Abby Hall, Paige Spence, Kristin Greene, Gordon Howard

STAFF Carrie MacLaren, Sasha Pollack, Jennifer Erickson, Sara Kirby, Jes Larson and Tyler Frisbee, Jaye Cromwell, Megan Gibb Jeff Raker, Nubia Milpas Martinez

**1. CALL TO ORDER, INTRODUCTIONS, CHAIR COMMUNICATIONS**

Chair Susheela Jayapal called the virtual meeting to order at 5:00 PM. She thanked members for their patience.

**2. PUBLIC COMMUNICATIONS ON AGENDA ITEMS**

*There were none.*

**3. COUNCIL UPDATE**

Councilor Lewis spoke on Metro's role in disaster response. She noted Metro staff's response to the Metro South transfer station evacuation, the emergency centers in the Expo Center and Oregon Convention Center, and the evacuation of animals in the Oregon Zoo.

Councilor Lewis provided updates on the Parks and Nature Bond. She shared that the Metro Council would be discussing the bond's refinement process during the September 24, 2020 Council Meeting. She stated that she planned to introduce specific recommendations during the meeting. Councilor Lewis discussed the bond's local share program and program guidelines.

Councilor Lewis shared that Metro was accepting applications for the Supportive Housing Services measure's oversight committee. She added that Metro staff was working on a new model for wet waste allocation.

**4. COMMITTEE MEMBER COMMUNICATIONS**

Mayor Truax recognized Justice Ruth Bader Ginsburg.

Kristin Greene and Gordon Howard provided brief updates on House Bill 2001 and House Bill 2003.

Megan Gibb issued a reminder for MPAC members and alternates to participate in the MPAC Roles and Composition survey. She stated that the survey would close on September 25, 2020.



## 5. CONSENT AGENDA

**MOTION:** Commissioner Dick Schouten moved and Mayor Denny Doyle seconded to approve the consent agenda.

**ACTION:** With all in favor, motion passed.

## 6. INFORMATION/DISCUSSION ITEMS

### 6.1 Building Blocks for Resilience Workshop: Regional Mitigation

Chair Jayapal introduced Sasha Pollack, Metro staff, and Abby Hall, United States Environmental Protection Agency (EPA) staff, to present on natural hazard mitigation plans.

*Key elements of the presentation included:*

Ms. Hall provided a brief background on the EPA's Regional Resilience Toolkit developed by the EPA and the Federal Emergency Management Agency (FEMA). She explained that the Toolkit sought to provide the Portland region with technical assistance to build large-scale resilience to natural disasters.

Ms. Pollock explained that the workshop would allow the five-county region (including Clark and Columbia counties) to reduce their vulnerability by coordinating natural hazard mitigation plans, establishing regional priorities, and expanding equity in local Natural Hazard Mitigation Plans. She noted that the Portland Metropolitan Region's workshop would focus on the hazards of extreme heat and wildfire smoke. She emphasized that this topic would allow the region to meet the workshop goal of expanding equity and better integrating the impacts of climate change in local Natural Hazard Mitigation Plans.

Ms. Hall outlined the five steps of the toolkit: engage, assess, act, fund, measure. She noted stakeholders' roles within the steps and the step timeline for the region.

Ms. Pollock described the Natural Hazard Mitigation Plan Cycle required by FEMA. She explained that plan cycles outlined what natural hazards counties and larger cities are threatened by, what infrastructure and other assets these hazards might compromise and suggest projects that could be undertaken in order to mitigate or reduce risk.

Ms. Hall reviewed the ten ranked hazards described by the region's natural hazard mitigation plans. Ms. Pollock outlined the hazards not included in the region's mitigation plans and described additional components missing in the plans: equity lens, project cost estimates, actionable action items, and connection to other plans and agencies.

*Key elements of the discussion included:*

- Chair Jayapal thanked the presenters.

- Mayor Peter Truax noted the importance of mitigating wildfire and smoke hazards. He spoke on the challenges of mitigating climate change posed by the current federal administration. He inquired about the asterisk next to dam failure on the hazard lists
- Commissioner Martha Schrader emphasized the harm caused September fires, and asked about Metro's role in hazard mitigation within areas outside of its jurisdictional boundaries.
- Mayor Denny Doyle expressed appreciation for the region's natural hazard mitigation plans.
- Councilor Kathy Hyzy emphasized the importance of regional natural hazard mitigation plan. She discussed the importance of ensuring shelter and emergency facilities are accessible to everyone and providing resources to smaller cities in the region.

## **6.2 Regional Update on Proposed Changes to Metro Code Chapter 5.10 and Associated Administrative Rules**

Chair Jayapal introduced Jennifer Erickson and Sara Kirby, Metro staff, to present on proposed changes to the 2030 Regional Waste Plan.

*Key elements of the presentation included:*

Ms. Erickson provided a brief background on the proposed changes to Metro Code Chapter 5.10 and associated Administrative Rules and a brief overview of the 2030 Regional Waste Plan. She explained that the waste plan was a blueprint for policy direction, goals and roles and responsibilities on region's garbage and recycling system. Ms. Erickson outlined the proposed changes: reorganize Metro Code Chapters to increase readability and reflect the new Plan, remove obsolete language, move detail out of Code into to Administrative Rules, and add rules that reflect the new Plan.

Ms. Erickson explained that the existing code chapter would be split into two chapters. She then added that chapter 5.10 would cover the overall Regional Waste Plan and Chapter 5.15 would focus on requirements specific to local governments. Ms. Erickson noted that confusing sections of chapter 5.10 would be reorganized and grouped by sectors: residential service, business service and recycling requirement, business food waste requirement, and general education.

Ms. Kirby discussed the new standards for multifamily services to implement new and high-priority Regional Waste Plan actions. She explained that the most significant substantive changes to the code include: per unit service volume minimums for garbage, mixed recycling and glass streams, weekly minimum collection frequency for all streams, collection container color standard for all material streams, and required use of regional signage on bins and in collection areas. She noted that these changes were a direct response to input received from community members.

Ms. Kirby explained that local governments would need to update their waste service standards to match the changes to the code. She added that many cities in the region already had these standards in place. She stated that local government would need to annually report that service standards are in place. Ms. Kirby listed the next steps for the proposed changes.

*Key elements of the discussion included:*

- Chair Jayapal thanked the presenters.
- Mayor Callaway thanked staff for the updated and expressed support for the updates.

### **6.3 National Housing Solutions for Greater Portland**

Chair Jayapal introduced Jes Larson and Tyler Frisbee, Metro staff, and Paige Spence, Washington County staff, to present on National Housing Solutions for Greater Portland.

*Key elements of the presentation included:*

Ms. Frisbee provided a brief background on the development of the Greater Portland's principles for national housing solutions. Ms. Larson shared snapshots of greater Portland's housing needs. Ms. Larson reviewed the local housing solutions created by governments, community, philanthropic, and business partners.

Ms. Larson provided an overview of the six principles for national housing solutions. She outlined the six principles: strengthen fair housing policy, prevent economic evictions and foreclosures, stabilize extremely low-income households, create and construct more affordable homes, deploy proven homelessness solutions, and prioritize homeownership among Black, Indigenous, and people of color (BIPOC).

Ms. Spence discussed how these principles could community members in Washington County. She highlighted housing issues experienced by Washington County.

*Key elements of the discussion included:*

- Chair Jayapal thanked the presenters.
- Commissioner Martha Schrader asked for clarification on the development of the principles.
- Councilor Chase thanked staff for the presentation and their commitment to advocating for housing solutions in Greater Portland.
- Ed Gronke asked about the methodology of the homeownership statistics.
- Mayor Peter Truax emphasized the importance of participating in the census.
- Councilor Lewis expressed appreciation for the presentation. She emphasized the importance of working with the federal government to create housing solutions.
- Dick Schouten expressed appreciation and support for the housing principles.

- Kathy Wai expressed appreciation for the inclusion of homeownership disparities within the presentation.

**6.0 ADJOURN**

Chair Jayapal adjourned the meeting at 7:00 PM.

Respectfully Submitted,



Nubia Milpas  
Recording Secretary

**ATTACHMENTS TO THE PUBLIC RECORD FOR THE MEETING OF SEPTEMBER 23, 2020**

ITEM	DOCUMENT TYPE	DOC DATE	DOCUMENT DESCRIPTION	DOCUMENT No.
6.1	Presentation	09/23/20	Building Blocks for Resilience Workshop: Regional Mitigation	092320m-01
6.2	Presentation	09/23/20	Regional Service Standards Update	092320m-02
6.3	Presentation	09/23/20	National Housing Priorities for Greater Portland	092320m-03

## **6.1 MPAC Discussion of its Role and Composition**

*Information/ Discussion Items*

Metro Policy Advisory Committee  
Wednesday, October 14, 2020



# Metro Policy Advisory Committee (MPAC) Roles and Composition Survey Summary

This report has been prepared in support of facilitating a discussion and restructuring of MPAC's Role and Composition.

October 2020

Prepared by: Metro

If you picnic at Blue Lake or take your kids to the Oregon Zoo, enjoy symphonies at the Schnitz or auto shows at the convention center, put out your trash or drive your car – we’ve already crossed paths.

**So, hello. We’re Metro – nice to meet you.**

In a metropolitan area as big as Portland, we can do a lot of things better together. Join us to help the region prepare for a happy, healthy future.

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Lynn Peterson

**Metro Councilors**

Shirley Craddick, District 1

Christine Lewis, District 2

Craig Dirksen, District 3

Juan Carlos González, District 4

Sam Chase, District 5

Bob Stacey, District 6

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## INTRODUCTION

Established by the Metro Charter in 1992, the Metro Policy Advisory Committee (MPAC) advises the Metro Council on the amendment or adoption of the Regional Framework Plan. Policy areas MPAC addresses include regional transportation, management of the urban growth boundary, protection of lands outside the urban growth boundary for natural resources, future urban zoning, or other uses, planning responsibilities required by state law, and other growth management and land use planning matters deemed by Metro Council to be of the region's concern. MPAC comprises 21 voting members representing cities, counties, special districts and the public, and six non-voting members. Three Metro Councilors also participate as non-voting liaisons.

Over the years, MPAC has largely shifted from advising the Metro Council on policy matters to acting as a forum for information and best practices. While these forums have been engaging, the shift in MPAC's role has resulted in less frequent meetings, reduced attendance, and frustration from attendees about how Metro is listening and responding to their advice and input.

To help inform a discussion on MPAC's role and composition, the MPAC coordinating team developed an anonymous online survey to ask MPAC members and alternatives about their thoughts and opinions on MPAC's core responsibilities, composition, and meeting efficiency. The survey was open from September 10, 2020 through September 25, 2020. Participants were asked open ended and closed ended questions.

## SUMMARY

The online survey provided a mechanism for MPAC members and alternatives to share their opinions about MPAC's core responsibilities, member composition, meeting logistics, and member demographics. 13 survey responses were collected.

Overall, participants strongly advocated for increased opportunities to engage in discussions and advise the Metro Council on policy. Many reported noticing facilitation, organization, and technical issues within remote meetings. Participants raised concerns when asked about transitioning to shorter and less frequent MPAC meetings. Lastly, when asked about the perspectives represented by MPAC members and alternates were predominantly from government perspectives. Members of MPAC today are over 40 years old, white and have higher than average incomes. Many said that MPAC doesn't represent a racial diversity and could include perspectives from youth, people living with disabilities and other advocates. The information and comments shared by participants will help staff better understand the concerns and interests among committee members and alternatives.

## OUTREACH

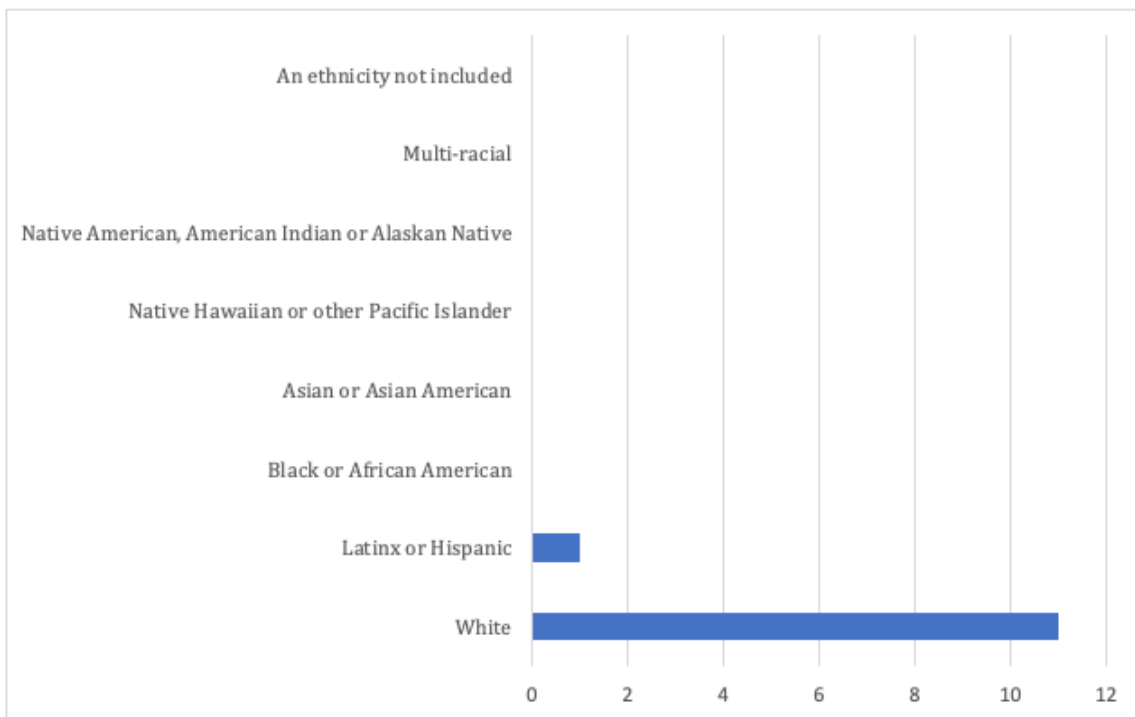
On September 10, 2020 staff sent an email to MPAC committee members and alternates informing them of the survey and its closing date. To encourage participation, two email reminders were sent before the closing date, and a reminder was issued during the September 23, 2020 MPAC meeting.

## DEMOGRAPHICS OF PARTICIPANTS

The online survey included an optional multiple-choice demographic section. 12 participants provided responses to the demographic questions. The results, based on information available, indicated that survey participants were largely between the ages of 45 and 74. Participants primarily reported annual incomes over \$75,000 but below \$149,999. All participants identified as homeowners. More men than women participated in the survey, and a strong majority of participants identified as white. A single person identified as Latinx or Hispanic. Two participants reported a disability.

More information and charts to display these results are included in Appendix A.

### Chart 1: Ethnicity and Race Demographics



## RESULTS AND COMMENTS

The online survey asked participants to share their thoughts and opinions on four components of MPAC: core responsibilities, member composition, meeting logistics, and member demographics. Survey questions were divided into sections according to these components. A brief context about the questions was included at the start of each section. The survey primarily consisted of open-ended questions and provided space for participants to write their responses. A full list of survey questions is provided in Appendix B.

### Core Responsibilities

*(13 responses were received for this section)*

When asked which discussion topics they found most productive, a large majority of participants stated discussions related to the management of the urban growth boundary, regional transportation, and affordable housing. Others mentioned land use history topics, environmental protections, and park expansions. When asked why they found these topics most productive, many indicated that these topics enabled substantive discussions and opportunities to advise the Metro Council on policy.

When asked which discussion topics they found least productive, few participants listed a specific topic. Rather, a large number of participants stated that presentation arrangements in which there were no opportunities to speak and advise on topics were least productive.

When asked for their vision of MPAC's role in the future, a large majority of participants reported an interest for MPAC to function as an advisory body for the Metro Council and serve as an environment for members to discuss and collaborate on region-wide initiatives. Others recommended that MPAC function as a place for relationship building between cities and with Metro.

### Member Composition

*(13 responses were received for this section)*

When asked which perspectives they brought into MPAC, the majority of participants reported knowledge on government service. Others mentioned environmental protection, diversity, equity and inclusion and community engagement. When asked which perspectives they thought were well represented, they stated perspectives from elected officials. Three participants mentioned that white perspectives were disproportionately represented.

When asked which perspectives they thought were missing, many commented on the need to include the perspectives of people from diverse ethnic backgrounds. Others expressed interest in including perspective from younger people, community leaders of faith, and special districts.

## Meeting Logistics

*(13 responses were received for this section)*

When asked how less frequent, shorter meetings could impact MPAC, a large majority of participants stated that shorter and less frequent meetings would hinder the effectiveness of MPAC's core responsibilities. Others shared recommendations to enhance member engagement within MPAC even if meetings were less frequent.

When asked how less frequent, shorter meetings would impact the organization or group they represented, many people mentioned that less frequent and shorter meetings would negatively impact MPAC's relationship and relevance with the communities it serves. Only 2 participants stated that it would make meetings more impactful. When asked if they would still participate in MPAC under these conditions, 9 people responded yes. Others specified that their participation would depend on MPAC's member engagement.

When asked what additional changes staff could consider to address budget constraints, participants provided a variety of responses. Most indicated that they did not consider MPAC a financial burden on Metro. Others recommended a reduction of informational presentations by Metro.

Other recommendations included:

- "Have other organizations sponsor and staff MPAC meetings on a rotating basis."
- "Use MPAC as more of a 'Spotlight' format to create learning opportunities."
- "I am not familiar with MPAC's budget in a way that would allow me to suggest budget cuts."

When asked if they had suggestions for making remote meetings more productive, many participants raised concerns about the facilitation, organization, and technical issues of MPAC's remote meetings. Others raised concerns about the length of presentations and recommended MPAC integrate time limits for speakers.

Examples of comments received included:

- "Clear meeting objectives and adherence to an agenda are very beneficial, as is advance practice on the host's part to ensure that technical glitches are identified and resolved in advance of meetings."
- "Breakout rooms are good for fostering conversation. Begin presentations with framing questions MPAC members should be considering for discussion after the presentation."

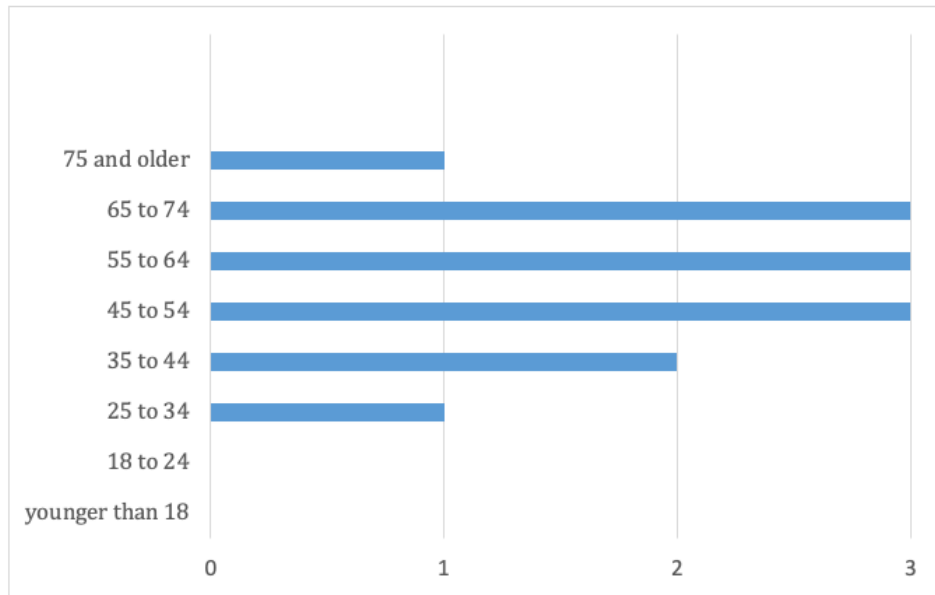
- “Send PowerPoints and presentations out ahead of time so we can have them to follow along with.”

## **NEXT STEPS**

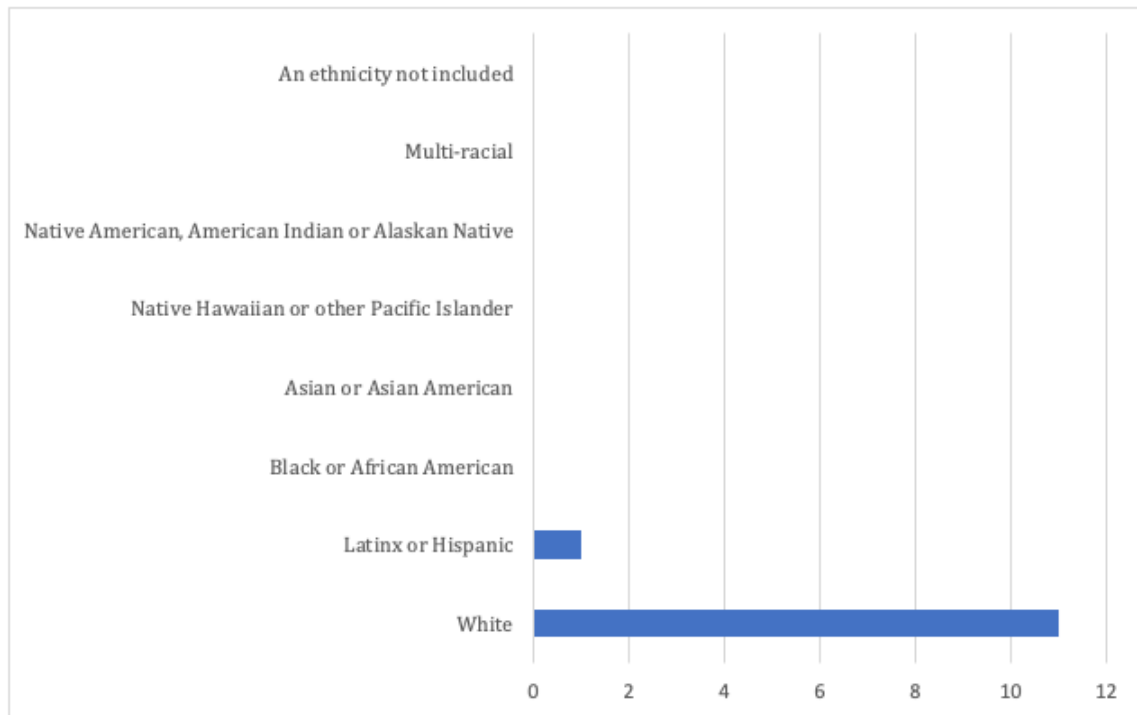
During the October MPAC meeting, staff will utilize the survey findings to facilitate a discussion on MPAC’s roles and composition.

## APPENDIX A: DEMOGRAPHIC CHARTS

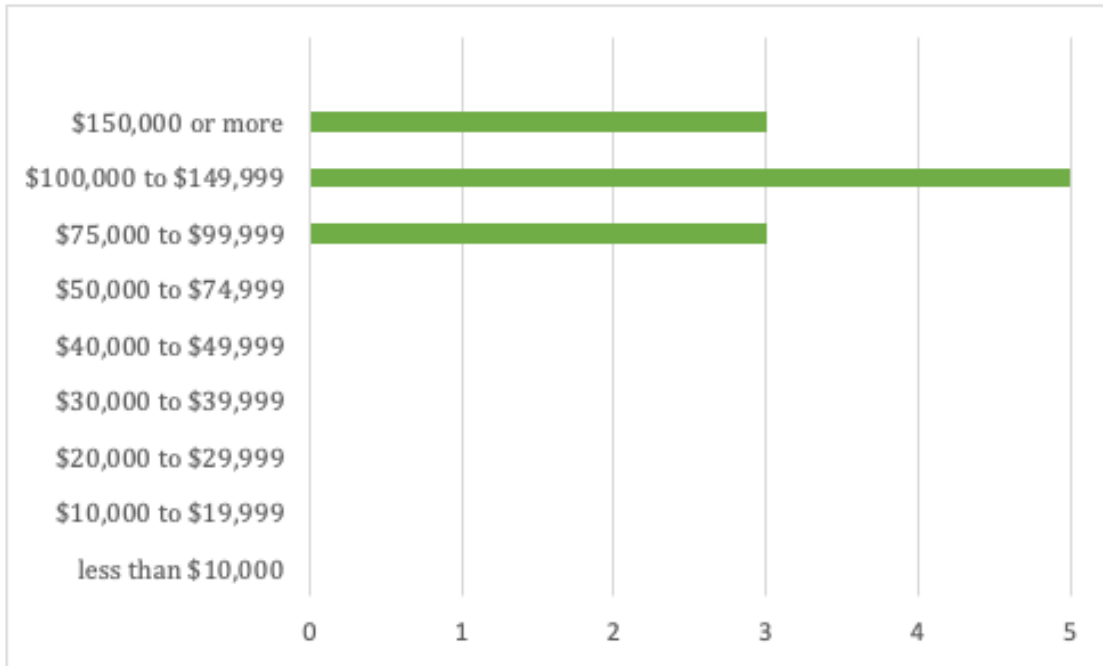
**Chart 1: Age Demographics**



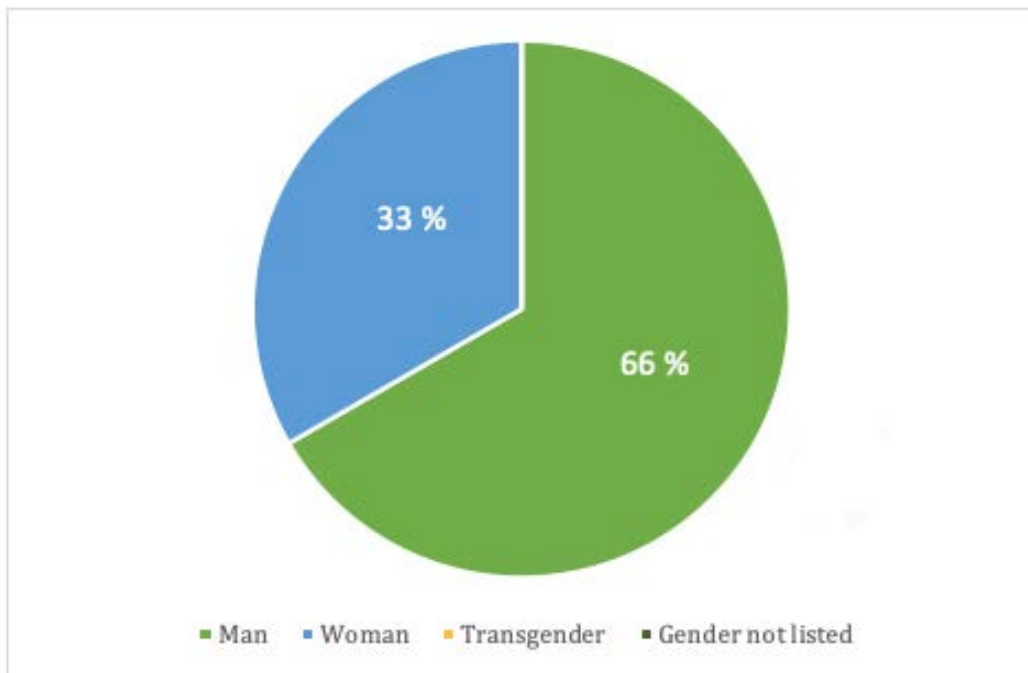
**Chart 2: Ethnicity and Race Demographics**



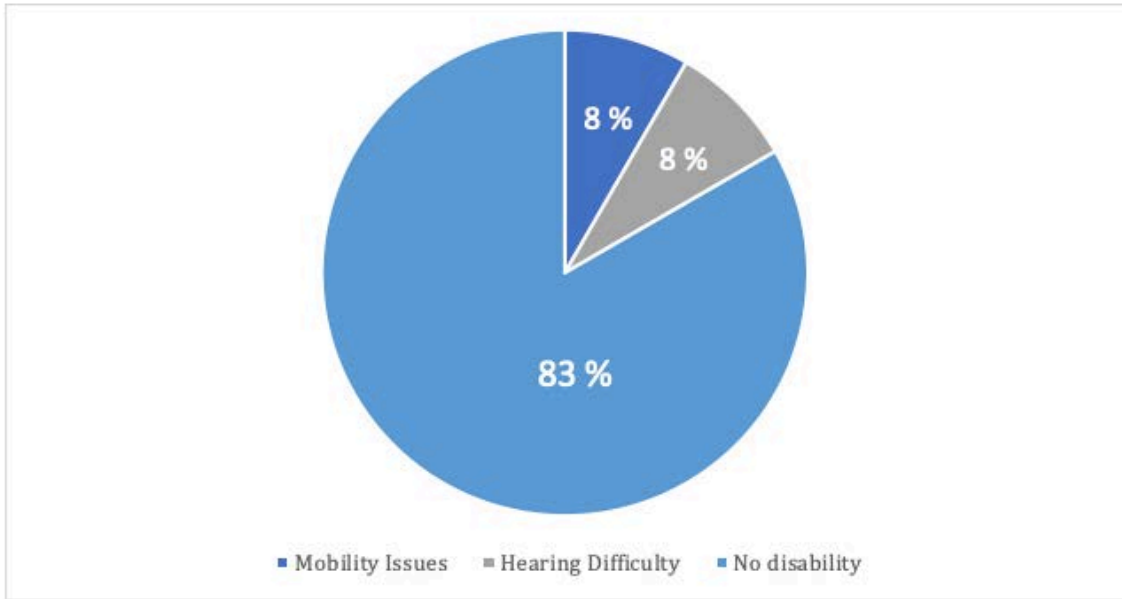
**Chart 3: Income Demographics**



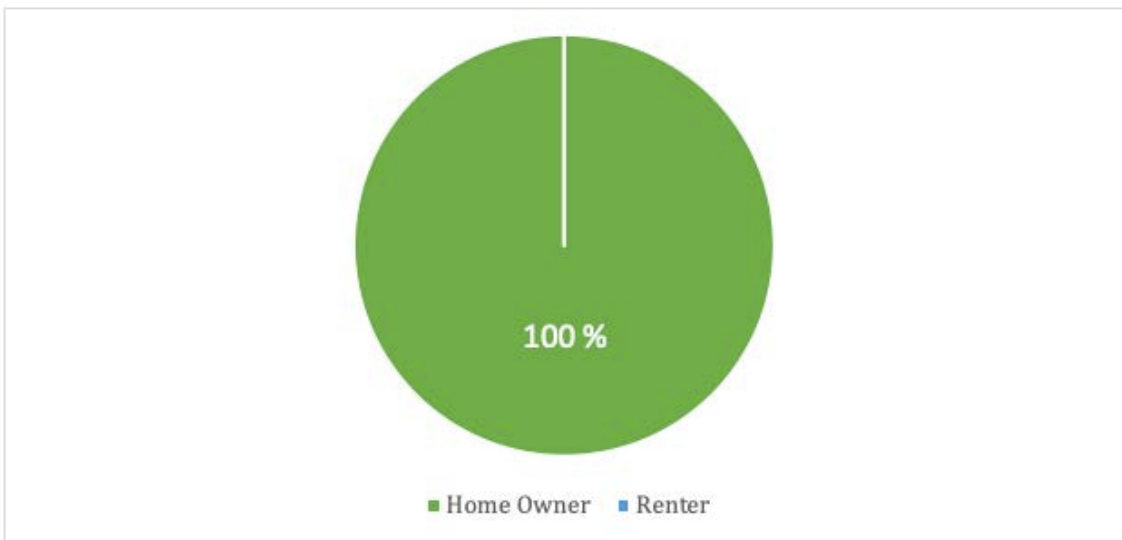
**Chart 4: Gender Identity Demographics**



**Table 5: Disability Demographics**



**Chart 6: Real Estate Demographics**





## APPENDIX B: MPAC SURVEY QUESTIONS

### Section 1: MPAC Core Responsibilities

1. Thinking back, what topics has MPAC discussed that you felt were most productive?
1a. Why were those discussions productive?
2. Thinking back, describe the general topics that MPAC has discussed that you felt were least productive.
2a. Why were those discussions unproductive?
3. Do you have a vision for what MPAC's role should be in the future?

### Section 2: MPAC Composition

1. What perspectives or expertise do you bring to MPAC?
2. What perspectives do you think are well-represented on MPAC?
3. What, if any, perspectives or expertise are currently missing at MPAC?

### Section 3: MPAC Meeting Logistics

1. How might less frequent, shorter meetings impact MPAC?
1a. How would that change impact the organization or group you represent?
1b. Would you still participate? <ul style="list-style-type: none"><li><input type="radio"/> Yes</li><li><input type="radio"/> No</li><li><input type="radio"/> Other (please specify)</li></ul>
2. What other changes could staff consider to address these budget constraints?
3. Do you have suggestions for how to make remote meetings productive?

### Section 4: MPAC Member Demographics

1. Which of the following ranges includes your age? <ul style="list-style-type: none"><li><input type="radio"/> younger than 18</li><li><input type="radio"/> 18 to 24</li><li><input type="radio"/> 25 to 34</li><li><input type="radio"/> 35 to 44</li><li><input type="radio"/> 45 to 54</li><li><input type="radio"/> 55 to 64</li><li><input type="radio"/> 65 to 74</li><li><input type="radio"/> 75 and older</li><li><input type="radio"/> Prefer not to answer</li></ul>
---

2. Within the broad categories below, where would you place your racial or ethnic identity?  
(pick all that apply)

- Native American, American Indian or Alaskan Native
- Asian or Asian American
- Black or African American
- Latinx or Hispanic
- Native Hawaiian or other Pacific Islander
- White
- Multi-racial
- Prefer not to answer
- An ethnicity not included above (please specify)

3. Which of the following best represents the annual income of your household before taxes?

- less than \$10,000
- \$10,000 to \$19,999
- \$20,000 to \$29,999
- \$30,000 to \$39,999
- \$40,000 to \$49,999
- \$50,000 to \$74,999
- \$75,000 to \$99,999
- \$100,000 to \$149,999
- \$150,000 or more
- Don't know/prefer not to answer

4. How do you identify your gender? (pick all that apply)

- Transgender
- Woman
- Man
- Prefer not to answer
- Gender not listed above (please describe)

5. How do you identify your gender? (pick all that apply)

- Hearing difficulty (deaf or serious difficulty hearing)
- Vision difficulty (blind or serious difficulty seeing, even when wearing glasses)
- Cognitive difficulty (because of a physical, mental or emotional problem, difficulty remembering, concentrating or making decisions)
- Ambulatory difficulty (unable or having serious difficulty walking or climbing stairs)
- Self-care difficulty (unable or having difficulty bathing or dressing)
- Independent living difficulty (because of a physical, mental or emotional problem, difficulty doing errands alone)
- No disability
- Prefer not to answer
- A disability not listed above (please describe)

6. Do you rent or own your primary residence?

- Rent
- Own
- Prefer not to answer

## **6.2 Site Readiness Toolkit Update**

*Information/ Discussion Items*

Metro Policy Advisory Committee  
Wednesday, October 14, 2020

# MPAC Worksheet

**Agenda Item Title** (include ordinance or resolution number and title if applicable): Site Readiness Toolkit Update

## **Purpose/Objective**

(what do you expect to accomplish by having the item on *this meeting's* agenda):(e.g. to discuss policy issues identified to date and provide direction to staff on these issues)

Discuss the 2040 Grant: Employment Lands Site Readiness Toolkit that developed in partnership with Port of Portland, Greater Portland Inc. and 13 jurisdictional partners from around the region.

## **Action Requested/Outcome**

(What action do you want MPAC to take at *this meeting*? State the **policy** questions that need to be answered.)

Review and accept the Employment Lands Site Readiness Toolkit. Committee members will be provided with a project overview. The project extends on previous work conducted in collaboration with regional partners on the [2017 Regional Site Readiness Inventory](#) to understand how to improve the development-readiness of sites in the region to better utilize employment and industrial land in the region.

The project confronts the following seven site readiness challenges:

- Site assembly/aggregation
- Infrastructure
- Natural resource mitigation
- Local entitlements
- Redevelopment
- Brownfield remediation
- Gravel pit conversion

The project was comprised of four primary tasks:

- Task 1 – National Best Practices Research
- Task 2 - Formation of New Tools
- Task 3 – Modification to Existing Tools
- Task 4 – Site Readiness and Development Roadmaps (3 representative employment sites selected based on criteria and feedback provided by involved regional partners)

The project also incorporates models for considering and advancing equity outcomes in connection to the development of employment lands. Additionally, the report provides analysis and recommendations specific to the 3 site roadmaps that reference data established from Metro's [Economic Value Atlas](#) and [Equitable Development Index Tool](#).

## **What has changed since MPAC last considered this issue/item?**

Not Considered Previously.

**What packet material do you plan to include?**

(Must be provided 10 calendar days prior to the actual meeting for distribution)

Draft Presentation: [https://drive.google.com/file/d/1\\_akk\\_6NDuQ1YidPJeZq0pLCArEwryL4v/view](https://drive.google.com/file/d/1_akk_6NDuQ1YidPJeZq0pLCArEwryL4v/view)

Materials following this page were distributed at the meeting.





Metro



# MPAC member survey

September, 2020

# Desires for MPAC role

- Learning from each other – sharing ideas and best practices
- A forum for regional voices to be heard
- Advise on Metro policy
- Discussion among members; consensus-building where possible.

# Other suggestions

- Better connection to MTAC
- More small group discussions
- More discussion and less presentations (work sessions, small group discussion, etc.)
- Invite national experts to present

# Perspectives missing in MPAC

- Nothing is missing
- Youth
- People of color
- People experiencing disabilities or poverty
- Faith, non-profit and business
- Additional special districts
- Activists

# Meeting logistics

- Professional facilitation – better timekeeping
- Reduce material and meeting time for informational topics
- More discussion; limit presentation time
- Raise hand feature to queue speakers; limit chat
- Polls/Breakout rooms

**oregonmetro.gov**





# Employment Lands Site Readiness Toolkit Project Overview

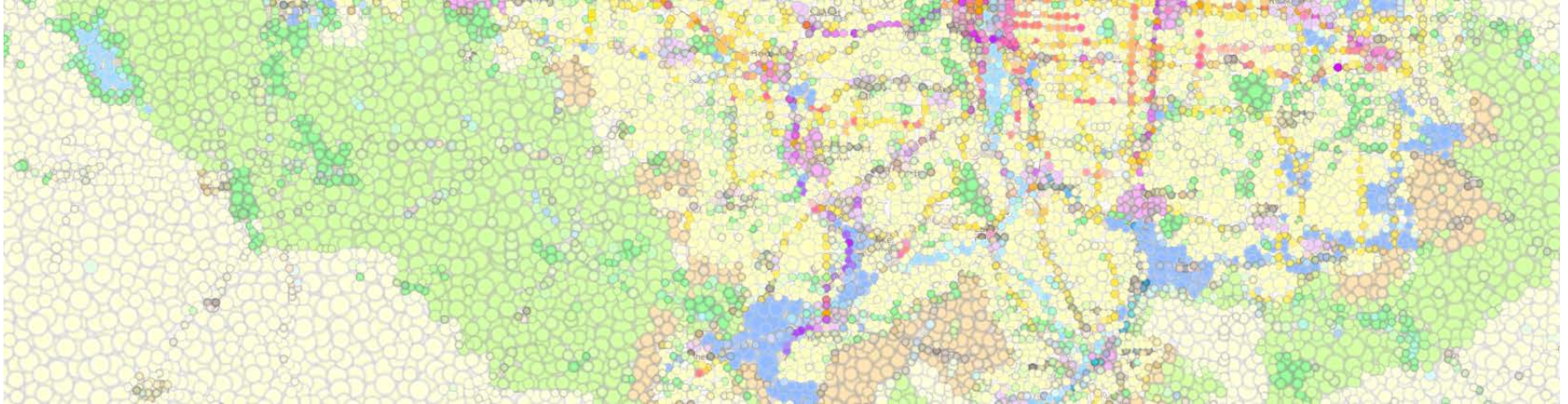
Stakeholder Presentation  
September 2020



# Project Purpose

The **Employment Land Readiness Toolkit project** is designed to help find tools to move challenged industrial and commercial employment sites within the Metro urban growth boundary to development-readiness to accommodate projected population growth.

The project is funded by a Metro Community Development and Planning Grant with matching funds from 18 regional partners.





# Project Advisory Team

## Project Managers

Lise Glancy and Ken Anderton, Port of Portland

Jeffrey Raker, Metro

Brittany Bagent and Matt Miller, Greater Portland Inc.



## Regional Partners

Michael Williams, *City of Beaverton*

Jon Legarza, *Clackamas County*

Ryan Wells, *City of Cornelius*

Sarah Selden, *City of Fairview*

Jeff King, *City of Forest Grove*

Erika Fitzgerald, *City of Gresham*

Joseph Briglio, *City of Happy Valley*

Dan Dias, *City of Hillsboro*

Kelly Ross, *NAIOP Oregon chapter of National Association of Industrial and Office Parks)*

Erin Maxey, *City of Milwaukie*

Alma Flores and Lori Bell, *City of Oregon City*

Isaac Barrow and Melissa Rogers, *Portland General Electric*

Joana Filgueiras, *Prosper Portland*

Julia Hadjuk, *City of Sherwood*

Jonathan Taylor, *City of Tualatin*

Christina Deffebach, *Washington County*

Jordan Vance, *City of Wilsonville*

# Consultant Team

## Consultant Team

Alex Joyce, Cascadia Partners



In partnership with:

**MACKENZIE.**



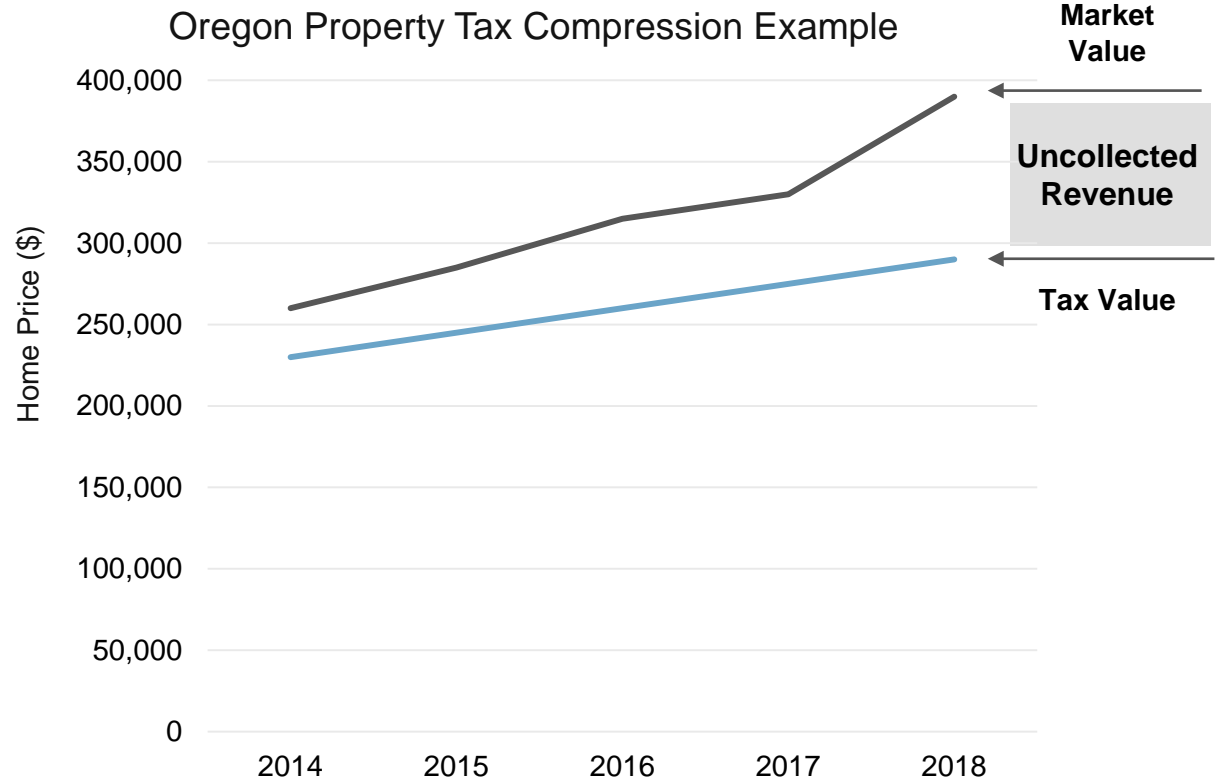
**ECONorthwest**  
ECONOMICS • FINANCE • PLANNING



**Caudaloso**

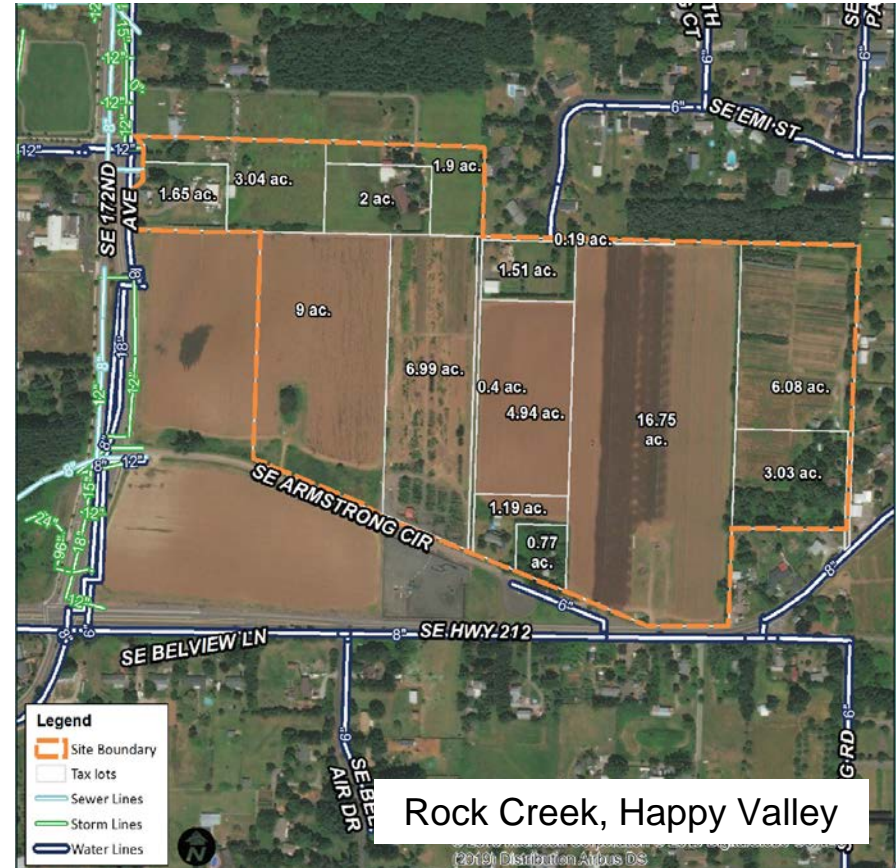
# Oregon is Particularly Revenue Challenged

- Property tax revenue growth is limited over time
- Does not keep up with market changes
- No sales tax
- Few economic development financing tools and districts
- Lack of seed capital or revolving loan funds at the state or regional level



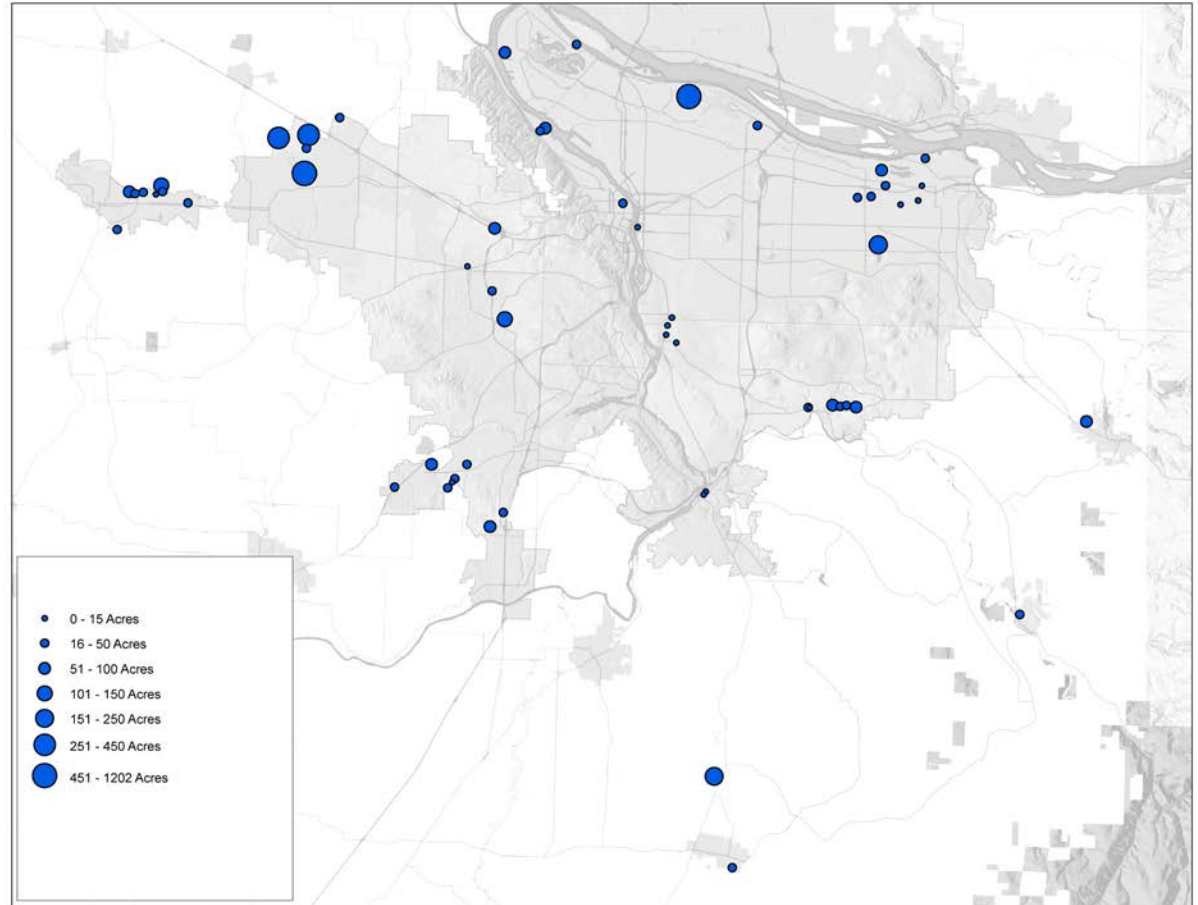
# Seven Recurring Development Challenges

- Site assembly/aggregation
- Infrastructure (i.e., transportation, water, sewer, fiber, stormwater)
- Natural resource mitigation
- Local entitlements (i.e., annexation, zoning, concept planning)
- Redevelopment
- Brownfield remediation
- Gravel pit conversion



# New Tools & Action is Needed

- Large cost challenges facing regional employment land development
- New, innovative approaches and resources needed to enable investment and job growth
- State, regional and local leadership and action needed



# Site Readiness Toolkit



## Task 1

National Best Practices



## Task 2

New Tools



## Task 3

Modifications  
to Existing  
Tools



## Task 4

Development  
Roadmaps  
and  
Tool Testing

# Task 1 – National Best Practices Research



**Purpose:** Identify tools, strategies, and policies that could expedite the creation of development-ready employment lands and support equity outcomes.

## **Key Findings**

- 28 tools to support key site readiness challenges
- Access to financing for development-readiness costs is a major challenge
- “Low hanging fruit” opportunities exist  
*(9 of 28 tools require low effort to implement)*
- National models available for integrating equity into process

# Mixed-Use / Industrial Density Bonuses



## Cross Subsidize

---

- Industrial uses have locational disadvantage and lower rents compared to other uses
- Susceptible to gentrification
- Cross subsidize use mix:
  - - NYC 5-to-1 bonus
  - - SFO 3-to-1 bonus
- Solution for core area industrial locations



# Streamlined Adaptive Reuse / Building Code



## Incent Adaptation

- Two-track Building Code permitting
- Fast-track adaptive reuse
- Allows rapid repositioning of old structures at lower rents levels
- Alleviates demolition pressure

# Task 1 = 28 Tools Summarized



## Entitlements

- Expanded Uses in Commercial Zoning
- Industrial Mixed-Use Zone & Bonus
- Denser Industrial Entitlements
- Adaptive Reuse Incentives

## Redevelopment

- Metropolitan Districts
- Major Public Site Repurpose
- Land Value Tax
- Single Parcel URA/TIF Districts
- Title to Foreclosed Properties
- Micro Commercial Spaces

## Site Assembly / Aggregation

- Enhanced Redevelopment Authority
- Graduated Density Bonus
- Industrial Land Bank

## Infrastructure

- Major Streets Transportation Improvement Program
- Community Facilities District (CFD)
- Transportation Benefit Districts
- Enhanced Finance Infrastructure District
- Reimbursement District

## Brownfield Remediation

- Tax Incentives
- Surcharge-based Cleanup Funds
- Non-governmental Technical Assistance Provider

## Gravel Pit Conversion

- Aggregating Sites
- Required Exit Planning
- Strategic Phasing and Reuse
- Local Government Collaboration / Planning Assistance

## Natural Resource Mitigation

- Regional Advance Mitigation Planning
- Wetland/Floodplain Mitigation Bank
- Regional Green Infrastructure

A Resource for State and Local Actions

Level of **Effort** and **Impact** Provided for Each Tool

# Models for Considering Equity

## Three Case Studies Evaluated

1. King County Equitable Impact Review - King County, WA
2. Equitable Development Scorecard - Twin Cities, MN
3. Collective Impact – Accelerate Change Together - Anaheim, CA

## Incorporating Equity in Site Development

- Large sites represent major opportunities
- Consider equity at each stage: planning, development, and operations

ECONOMIC DEVELOPMENT/ LAND USE	
<p>Economic development opportunities and land use on the West Side should reflect residents and small business of the West Side as a priority. Equitable economic development and land use positively impact livability on the West Side. Projects should create and provide job opportunities that drive long-term wealth opportunities for individual residents and the community. Upward mobility* for the low-income residents and residents of color in the West Side is essential for economic justice*.</p> <p>____ / 40 Add up scores below for Economic Development and Land Use Practices</p> <p><b>SCORE</b> Give each score on a scale of 1 (low) to 5 (high)</p>	
____ / 5	a. New capital and investment opportunities are created to promote local small business development, arts/cultural-based businesses, and entrepreneurial opportunities, especially for women and people of color. These opportunities include affordable rental spaces for new businesses and skill-building for residents interested in starting their own business.
____ / 5	b. A diverse array of businesses owned by people of color are created and provide job opportunities for full-time employment of diverse skill sets.
____ / 5	c. Lease agreements give priority to neighborhood business opportunities.
____ / 5	d. Developers use workforce/education programs, such as HUD Section 3*, to connect residents to jobs and long-term employment and offers West Side residents first chance at these opportunities.
____ / 5	e. Developers give local community preference when hiring consultants, contractors, sub-contractors and developers.
____ / 5	f. Public funding decisions reward applicants who ensure that workers have living wage* jobs with benefits and the right to organize for labor agreements without fear of retaliation. Contractors must agree to sign the Sub-contractor Certification (see Exhibit A).
____ / 5	g. Project will ensure that there is a community-supported plan to maintain neighborhood affordability and avoid cultural and physical displacement.
____ / 5	h. Design contributes to distinct identities of local cultural heritage* through the presence, preservation, or addition of architectural assets with a Universal Design*.

Example of page from Twin Cities Equitable Development Scorecard

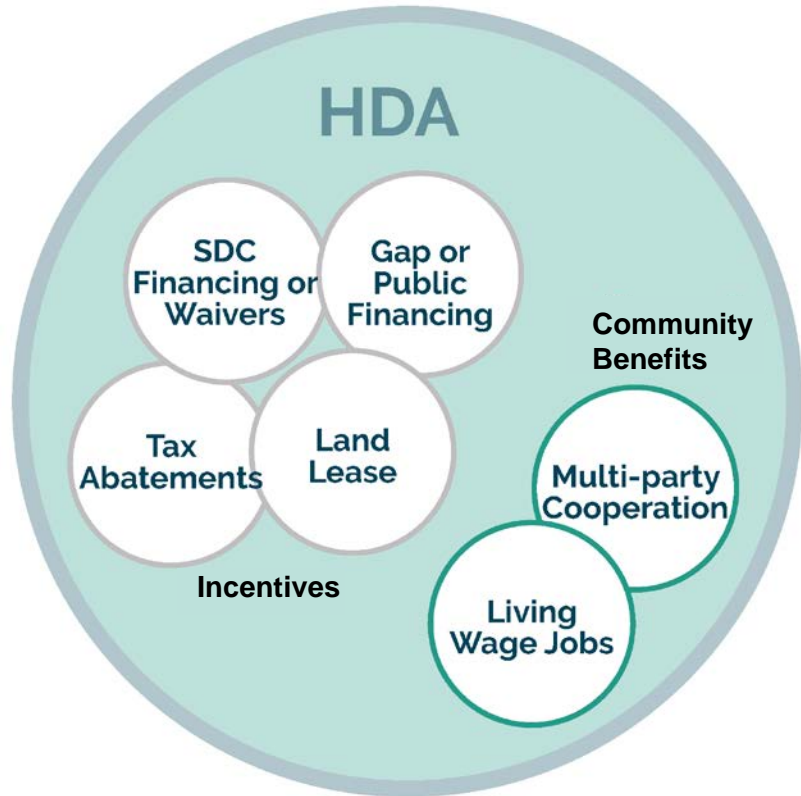
# Task 2 – New Tools

**Purpose:** Develop new tools to help jurisdictions overcome land assembly and infrastructure development challenges.

- Two new tools created
- ***One is legal and available today:***  
Horizontal Development Agreement (HDA)
- ***One is big lift with big potential impact:***  
Regional Employment Land Investment Fund (RELIF)



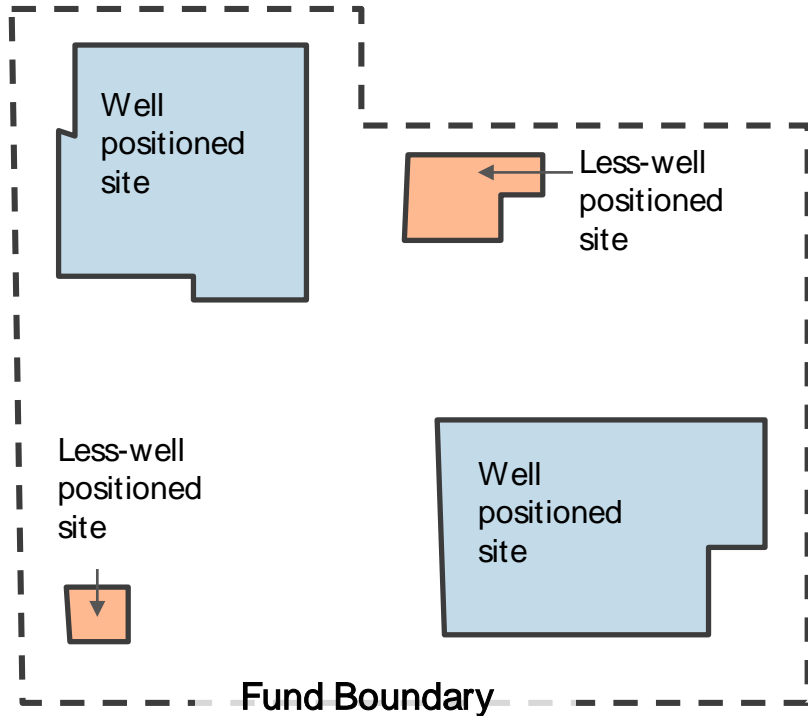
# Horizontal Development Agreement (HDA)



## Incentivize assembly of parcels and property owner cooperation by leveraging a package of tools

- Leverage is the greatest when there are incentives to offer (i.e., earlier in the planning process)
- Incentives include pre-development funding, annexation, zoning and other development entitlements, and infrastructure planning and construction
- Pressure can be put on uncooperative landowners to motivate development with a common vision

# Regional Employment Land Investment Fund (RELIF)



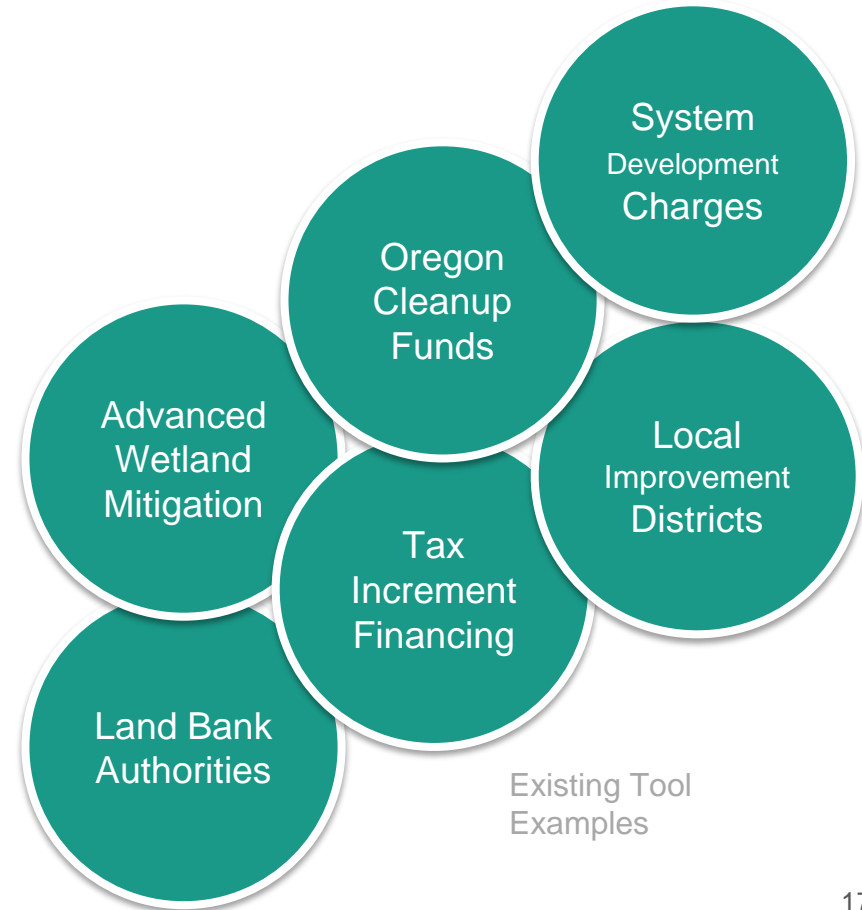
## Pool and focus funds – Share upside, mitigate risk

- Modeled after traditional investment fund: shared risk and reward; diversified geography and portfolio
- Pool investment funds from public and / or private partners for developing sites
- Invest in full spectrum of development, not just site readiness to enable up-side
- Diversification of location, investors and holding types mitigates downside risks
- Can prioritize larger, pooled fund dollars to jumpstart well-positioned sites, share up-side with all investors

# Task 3 – Modifications to Existing Tools

**Purpose:** Explore modifications to existing tools to make them more effective at creating development-ready employment lands.

- Changing existing programs can be faster and less costly than inventing new programs
- 8 existing tools evaluated
- Both light and heavy lift changes proposed



# Enhanced Redevelopment Authority

## Enhanced Revenue and Scope

Broader ability to raise funds:

- Capture frozen base
- Fees
- Comingle private sources
- Generate profit
- More flexible geographic boundaries
- Condemnation Authority



Menomonee Valley Industrial Center | Milwaukee WI



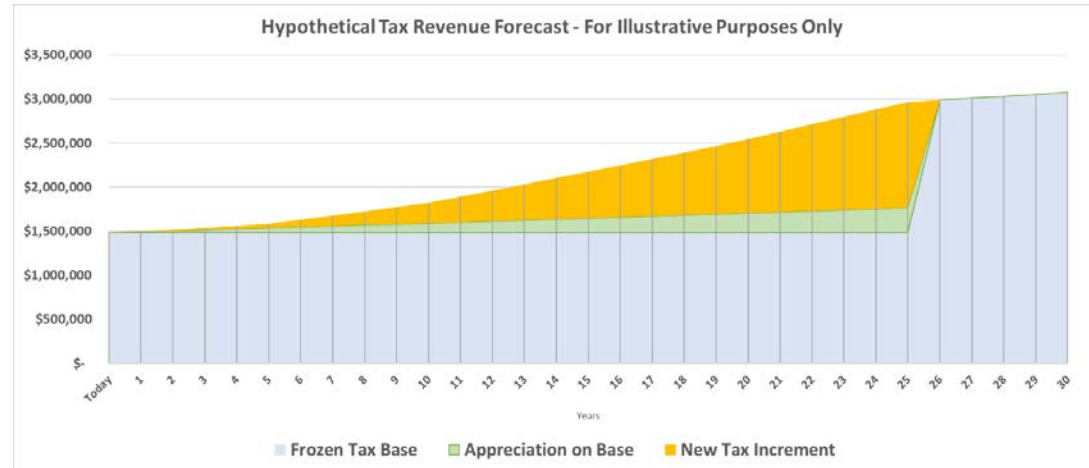
# Region-wide Revolving Loan Fund

## Jumpstart with Seed Funds

- ***Seed capital would greatly enhance power of RDAs, LBAs, LIDs***
- TIF revenue is backloaded
- Capital needs often frontloaded
- Early stage financing is a major limitation

Existing programs could be expanded:

- Oregon Transportation Infrastructure Bank
- Brownfields Revolving Loan Fund
- Oregon Business Development Fund



# Task 4 - Site Readiness and Development Roadmaps

**Purpose:** Create site readiness and development roadmaps with an equity lens for three sites, and model the impact of tools on development feasibility

- 3 representative employment sites
- Large, vacant, suburban
- Common issues: inadequate infrastructure, multiple owners
- Significant site readiness cost hurdles limit development potential



# Example of Development Roadmap

## ROCK CREEK SITE (HAPPY VALLEY) - BASE DEVELOPMENT SCENARIO

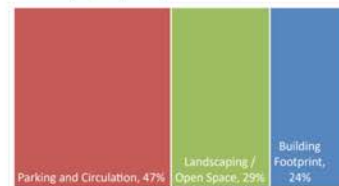
### Development Concept



Multi-building single user high tech campus; includes office and clean room manufacturing buildings; similar uses such as Novellus Systems

Buildings	Size (sq ft)	Use
Building A	16,000	Office
Building B	16,000	Office
Building C	16,000	Office
Building D	12,000	Office
3-Story Office	150,000	Office
Manufacturing / Fabrication	155,000	General Manufacturing/Flex
Warehouse / Fabrication	132,000	Warehouse
<b>Total</b>	<b>497,000</b>	

Site Use	Size (sq ft)	%
Building Footprint	397,600	24%
Parking and Circulation	769,808	47%
Landscaping / Open Space	483,516	29%



### Development Timeline



Total Development Timeline: 27 months

### Site Readiness Challenges

- | On-site Issues       | Off-site Issues  | Land Use Issues |
|----------------------|------------------|-----------------|
| ● Brownfield Cleanup | ● Water          | ● Aggregation   |
| ● Wetland Fill       | ● Sewer          | ● Annexation    |
| ● Floodplain Fill    | ● Storm          |                 |
| ● Slope Mitigation   | ● Transportation |                 |

### Development Programs Details

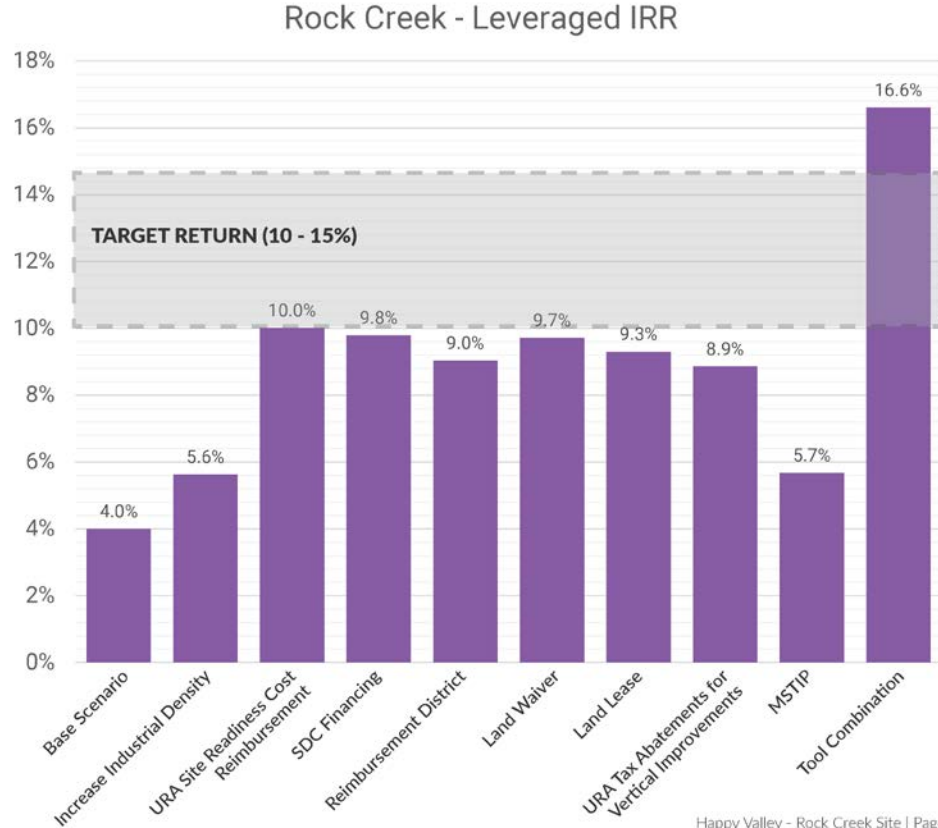
#### DEVELOPMENT PROGRAM

	Size (ac)	Size (sq ft)
Lot Area	37.9	1,650,924
Net Development Area	37.9	1,650,924
Office	4.1	178,500
General Industrial	3.0	131,750
Warehouse	2.6	112,200

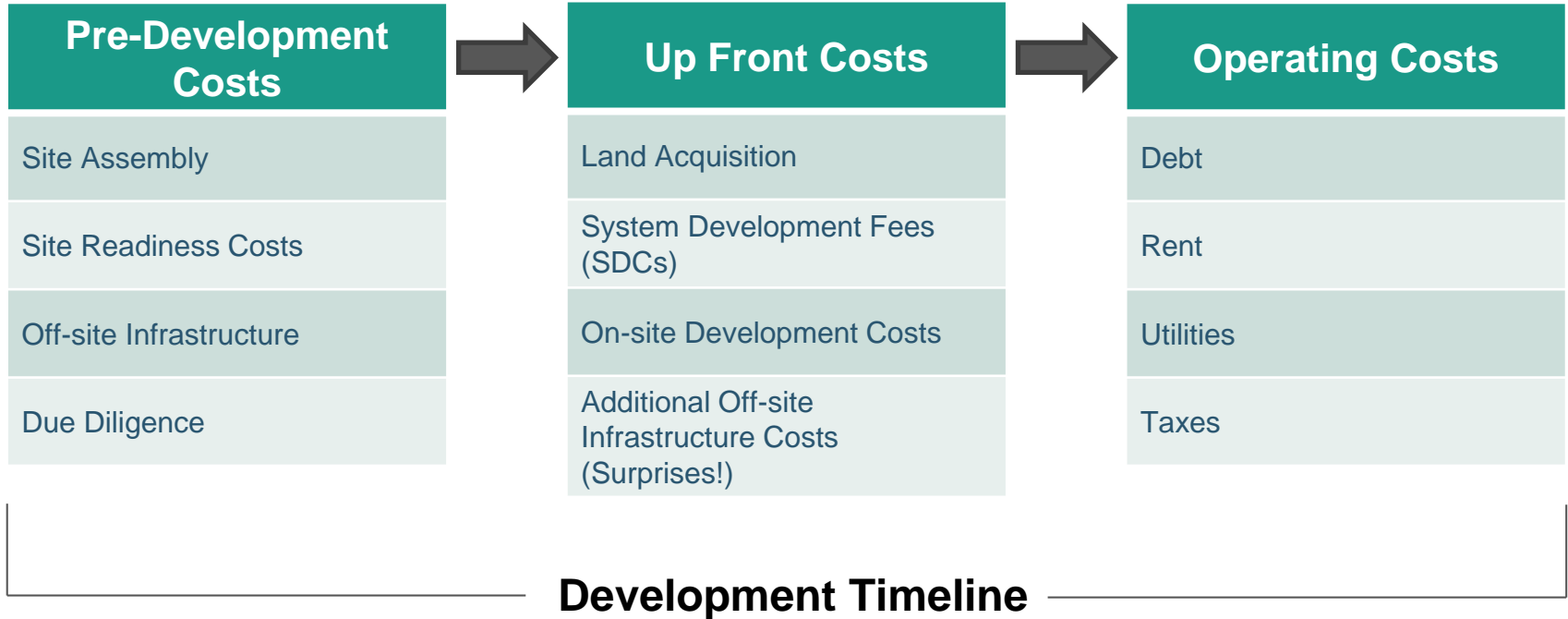
Rent Assumptions	Office: \$28 / Sq Ft	Warehouse: \$14 / Sq Ft
	Industrial: \$15 / Sq Ft	

# Detailed Individual & Layered Tool Financial Testing

- No silver bullet tools – Layering needed
- Not all tools created equal
- Biggest Impact: Tackling infrastructure costs (specifically transportation), SDCs and Tax Abatements



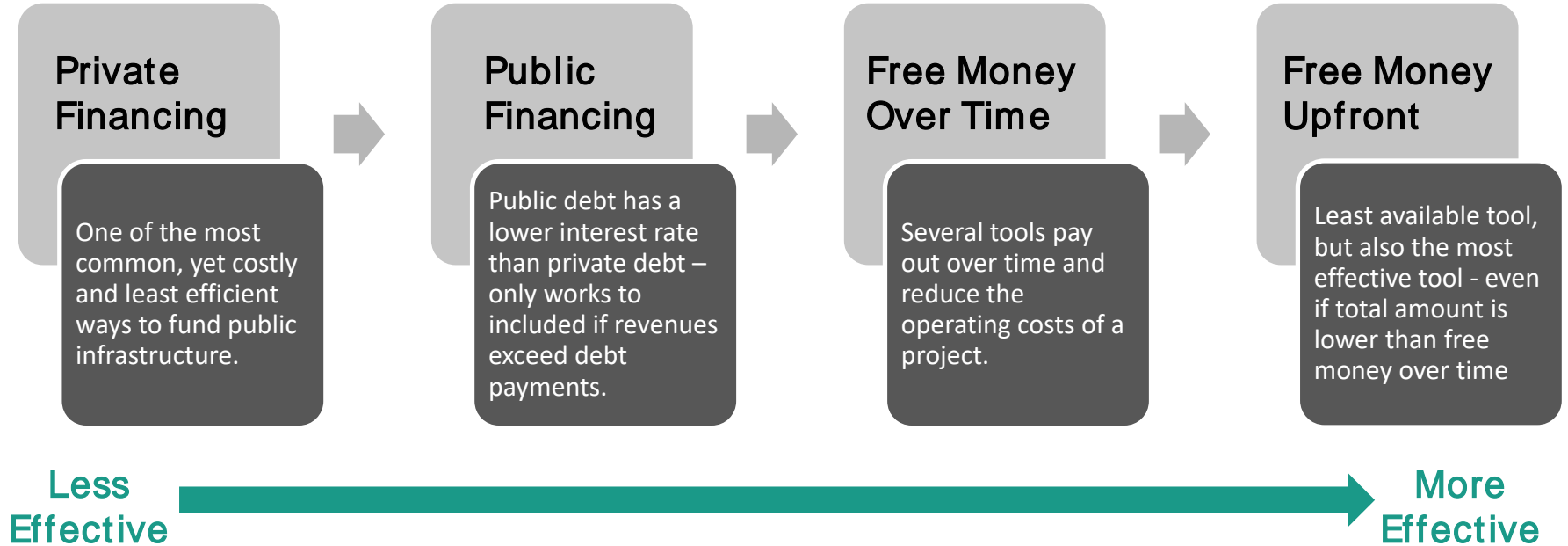
# Timing of Costs within Development Timeline



***Different Tools Influence Different Parts of this Timeline***

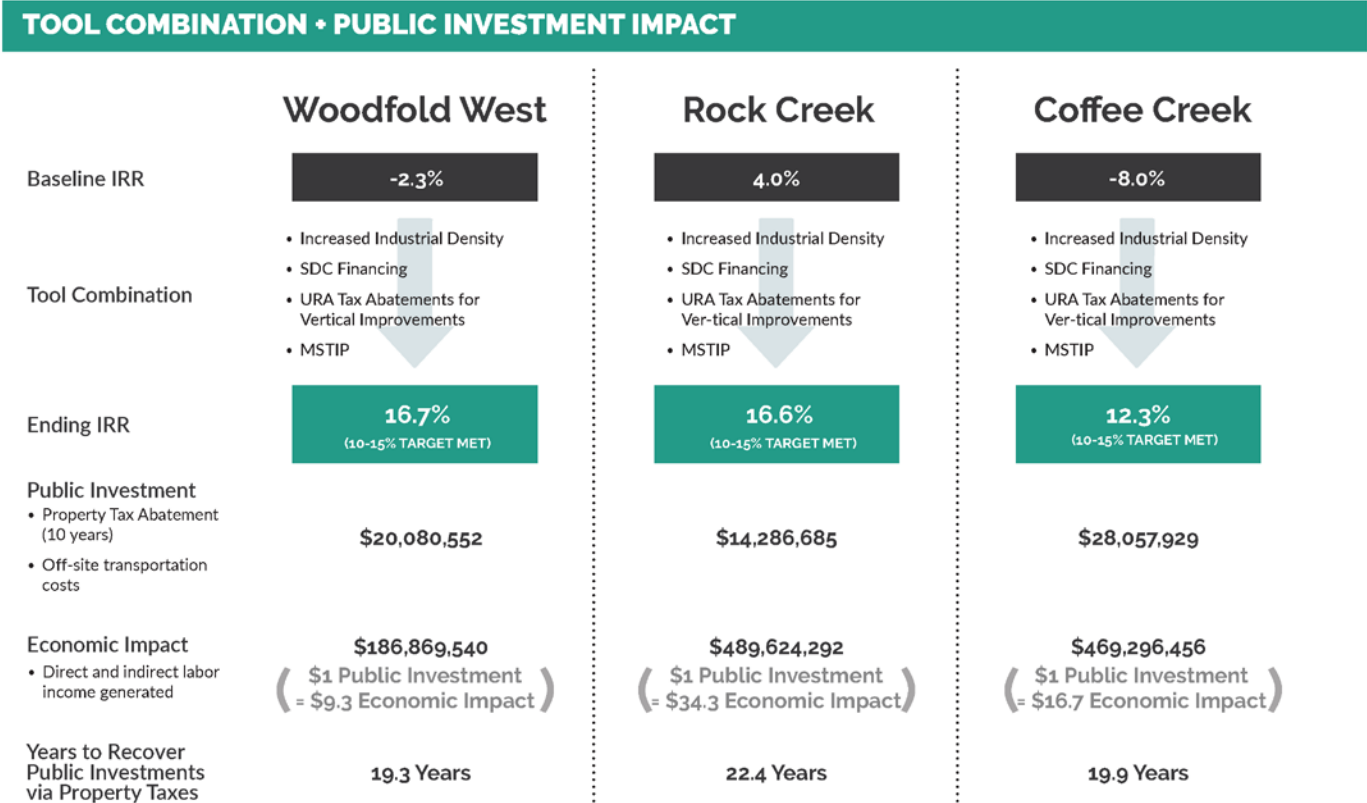
# Not All Tools Created Equal

## Effectiveness of Tools



# Tool Impact & Public ROI

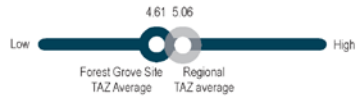
- None of three sites is feasible today: negative land value
- Layered incentives required for feasibility
- Current tools are too small
- Public Return On Investment (ROI) Range: 9x to 35x economic impact
- ~20-year payback on property tax revenue



# Demographic Comparison: Site, City, Region

## WOODFOLD WEST SITE (FOREST GROVE) - EQUITY AND ECONOMIC SNAPSHOT

### Access to Opportunity



### PERCENT IN POVERTY

REGIONAL TAZ AVERAGE	13.1%
FOREST GROVE SITE (TAZ AVERAGE)	27.7%

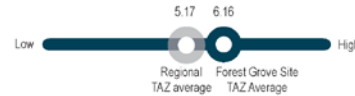
### MEDIAN HOUSEHOLD INCOME

REGIONAL TAZ AVERAGE	\$68,084
FOREST GROVE SITE (TAZ AVERAGE)	\$28,552

### HIGH SCHOOL GRADUATION %

REGIONAL TAZ AVERAGE	85.0%
FOREST GROVE SITE (TAZ AVERAGE)	81.2%

### Affordable Housing



### HOME OWNERSHIP %

REGIONAL TAZ AVERAGE	61.7%
FOREST GROVE SITE (TAZ AVERAGE)	34.7%

### MEDIAN GROSS RENT PER MONTH

REGIONAL TAZ AVERAGE	\$1,141
FOREST GROVE SITE (TAZ AVERAGE)	\$806

### MEDIAN SALES PRICE

REGIONAL TAZ AVERAGE	\$318,300
FOREST GROVE SITE (TAZ AVERAGE)	\$202,700

### Site-Specific Key Takeaways

Access to opportunity is limited in the site TAZ.

With a relatively high poverty rate (15% higher than region), significantly lower median household incomes (\$39,000 lower), and slightly lower than average graduation rates (3.8% lower), people residing within the site TAZ have more limited access to opportunities than the average resident living in the region.

Housing within the site TAZ is relatively more affordable.

Housing within the site TAZ is generally more affordable for both renters and home buyers. Despite a lower than average median sales price, home ownership rates remain 27% lower than the regional average, indicating a higher than average percentage of renters residing within the site TAZ.

### Compared regional and site metrics for:

- Access to Community Change
- Walkability and Transit Access
- Access to Opportunity
- Affordable Housing

### Identified Site Specific Key Takeaways

The Economic Value Atlas and Equitable Development Index Tool are offered as a public service, integrating various government records into a region-wide mapping system. Metro assumes no legal responsibility for the compilation of multi-source government information displayed herein. Users of this information are cautioned to verify all information with Metro staff.



# Identify Local Equity Efforts, Capacity, Issues

## WOODFOLD WEST SITE (FOREST GROVE) - SPECIFIC EQUITABLE DEVELOPMENT

### COMMUNITY ASSETS & NEEDS

#### Site Considerations

- The site is located in an Opportunity Zone and also an Enterprise Zone.
- A new roundabout and intersection improvements on Hwy 47 at NW Martin is planned for construction in the near future. Under the Forest Grove Transportation System Plan, an extension of 23rd/24th Ave is to select the Woodfold site and connect to the Hwy 47/Martin roundabout at a future unknown date.
- There is a rail line that abuts the site at Oak Street and the operator of the Forest Grove-Hillsboro short line has abandoned this track. This presents an opportunity for a bike/pedestrian trail, dedicated bus service or fixed rail bus, especially given that the track is within a quarter mile of a frequent bus line.

#### Affordable Housing Initiatives

- The Forest Grove City Council identified two objectives: "Promote Affordable Housing Including completion of a housing needs analysis" and "Partner to Address Homelessness" in its 2019 Goals and Objectives Plan.
- The city completed a Housing Needs Analysis.
- City Council approved a Non-profit Affordable Housing Property Tax Exemption and a SDC Deferral Program for affordable housing.
- City Council passed a modification to the standard Vertical Housing Tax Credit allowing it to be adapted to affordable housing.
- The city completed an analysis of city-owned vacant lots to determine if any could be viable for an affordable housing project.

#### Diversity & Inclusion Initiatives

- The Forest Grove City Council identified Equity Assessment and Education including an Equity Plan in its 2019 Goals and Objectives statement.
- Economic Development has translated a "Starting a Business Brochure" into Spanish and its broader "Starting a Business in Forest Grove Guide" into Spanish.
- Economic Development helped fund a Small Business Equity Research Project. The purpose of this research is to identify the successes, needs, and barriers to market entry for Latino owned small businesses in the area.

#### Local Organizations

- *Adeante Mujeres - the Empress* Small Business Development program - teaches and supports small business owners to create a vibrant local economy and open up opportunities for all individuals to pursue their business goals.
- *Siennor* is a local housing development corporation based in Hillsboro that builds affordable housing in the metro area.
- *GroveLink* is free public transportation for the Forest Grove community.
- *Centro Cultural* is an organization that provides business training, workshops and other social services.
- Other local organizations offer programs that provide workforce training and General Education Diploma for High School classes.

### KEY EQUITY CONSIDERATIONS

- Most existing initiatives revolve around housing production and affordability. More support for the program that boosts equitable economic development is needed.
- Area is lower income than average Forest Grove census tract and experiencing higher than average community change.
- Walkability and transit access scores in the site area are well below the regional average.

### POTENTIAL EQUITY ACTIONS

#### Engagement + Empowerment (ability for diverse community groups to exercise power and benefit from development outcomes)

- Consult the "Equity in the Context of Employment / Industrial Lands" of Task 4 for a general approach to community involvement and empowerment.
- Continue and expand on affordable housing equity work to provide larger context for industrial development equity strategies including but not limited to Community Benefit Agreements.

#### Workforce and Business Stability (access to finances, resources, and programming that help establish new employment uses)

- Foster relationships with local organizations that can help support small, minority-owned businesses that can provide services and supplies to site businesses.
- Connect Latino workforce and other communities of color with job opportunities, and affordable housing, workforce support and transit support.

#### Access (geographic access and increased mobility options)

- Include a bike/pedestrian trail to increase site access with the rail line abandonment.
- Consider opportunities to expand GroveLink services to regional employment sites to provide better access, especially to populations without access to vehicles.

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## Community Assets & Needs:

- Brainstormed and researched existing initiatives, local organizations, and other considerations

## Key Equity Considerations

## Potential Equity Actions:

- Steps the city can take to improve equitable results

# Conclusions & Recommendations

- Infrastructure costs are the single largest cost hurdle
- Current tools are too small in scale to move needle on these large sites
- State and regional action is needed to grow the toolbox and the revenue sources

## Recommendations for Local and State Action

1. Secure greater flexibility and funding for existing tools
2. Secure administrative and legislative support for a prioritized set of new tools
3. Develop a plan of action and next steps for 3 city roadmap sites
4. Explore ways to secure equitable development outcomes in employment land policies, programs and projects



# Questions?

