

# Metro | Agenda

Meeting: Metro Policy Advisory Committee (MPAC)  
Date: Wednesday, May 27, 2015  
Time: 5 to 7 p.m.  
Place: Metro, Council Chamber

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|----------------|------------|--|--|
| <b>5 PM</b>    | <b>1.</b>  | <b>CALL TO ORDER, SELF INTRODUCTIONS, CHAIR COMMUNICATIONS</b>   | <b>Peter Truax, Chair</b>  |
| <b>5:05 PM</b> | <b>2.</b>  | <b>CITIZEN COMMUNICATIONS</b>  |  |
| <b>5:08 PM</b> | <b>3.</b>  | <b>COUNCIL UPDATE</b>  | <b>Metro Council</b>   |
| <b>5:12 PM</b> | <b>4.</b>  | <b>MPAC MEMBER COMMUNICATION</b>   |  |
| <b>5:18 PM</b> | <b>5.</b>  | <b>CONSENT AGENDA:</b>   |  |
|                | *          | • Consideration of April 22, 2015 minutes  |  |
|                | *          | • Consideration of May 13, 2015 minutes  |  |
|                | <b>6.</b>  | <b>INFORMATION/DISCUSSION ITEMS</b>  |  |
| <b>5:20 PM</b> | <b>6.1</b> | * Diversity, Equity, and Inclusion: Responding to the Changing Demographics of Our Communities – <u>INFORMATION</u>                      | <b>Emmett Wheatfall, Clackamas County</b><br><b>Patty Unfred, Metro</b><br><b>Alexis Ball, City of Beaverton</b> |
| <b>5:50 PM</b> | <b>6.2</b> | * Urban Growth Management Decision: Likelihood of Development in UGB Expansion Areas, including Damascus – <u>INFORMATION/DISCUSSION</u> | <b>Ted Reid, Metro</b><br><b>Mayor Diana Helm, City of Damascus</b>  |
| <b>6:30 PM</b> | <b>6.3</b> | * Equitable Housing Initiative Update - <u>INFORMATION</u>   | <b>Elissa Gertler, Metro</b><br><b>Emily Lieb, Metro</b><br><b>John Miller, Oregon Opportunity Network</b>       |
| <b>6:50 PM</b> | <b>6.4</b> | Regional Communication and Relationships Follow-up - <u>DISCUSSION</u>   | <b>Peter Truax, Chair</b>  |
| <b>7:00 PM</b> | <b>7.</b>  | <b>ADJOURN</b>   | <b>Peter Truax, Chair</b>  |

\* Material included in the packet

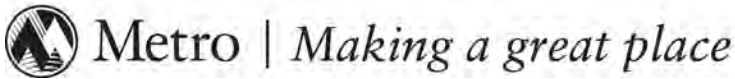
# Material will be provided at the meeting

**Upcoming MPAC Meetings:**

- Wednesday, June 10, 2015
- Wednesday, June 24, 2015
- Wednesday, July 8, 2015

For agenda and schedule information, please contact Alexandra Eldridge: 503-797-1916 or [Alexandra.Eldridge@oregonmetro.gov](mailto:Alexandra.Eldridge@oregonmetro.gov).

To check on closure or cancellations during inclement weather please call 503-797-1700.



## 2015 MPAC Work Program

*As of 05/19/15*

*Items in italics are tentative; **bold** denotes required items*

<p><b><u>Wednesday, May 27, 2015</u></b></p> <ul style="list-style-type: none"> <li>• Diversity, Equity, &amp; Inclusion: Responding to the Changing Demographics of Our Communities - <u>Information</u> (Emmett Wheatfall, Clackamas Co.; Patty Unfred, Metro; Alexis Ball, City of Beaverton; 30 min)</li> <li>• 2015 Urban Growth Management Decision: Development trends in past UGB expansion areas such as Damascus – <u>Information/Discussion</u> (Ted Reid, Metro; Mayor Diana Helm, City of Damascus; 45 min)</li> <li>• Equitable Housing Update - <u>Information</u> (Elissa Gertler, Emily Lieb, Metro; John Miller, Oregon Opportunity Network; 20 min)</li> <li>• Regional Communication and Relationships Follow-up – <u>Discussion</u> (Chair Pete Truax)</li> </ul>	<p><b><u>Wednesday, June 10, 2015</u></b></p> <ul style="list-style-type: none"> <li>• <i>Oregon Legislature update – <u>Information</u> (Randy Tucker)</i></li> <li>• <i>City of Beaverton presentation - <u>Information</u></i></li> <li>• <i>City of Hillsboro presentation - <u>Information</u></i></li> </ul>
<p><b><u>Wednesday, June 24, 2015</u></b></p> <ul style="list-style-type: none"> <li>• 2018 Regional Transportation Plan Update Kick-off - <u>Information/Discussion</u> (Elissa Gertler, Kim Ellis, Metro; 35 min)</li> <li>• Regional Transit Plan and Coordination with TriMet Service Enhancement Plans and SMART Master Plan Update – <u>Information/Discussion</u> (Elissa Gertler &amp; Jamie Snook, Metro; Eric Hesse, TriMet; Stephen Lashbrook, SMART; 25 min)</li> <li>• 2015 Urban Growth Management Decision: Planning within a range forecast for population &amp; employment growth – <u>Information/Discussion</u> (Ted Reid, Metro; 45 min)</li> </ul>	<p><b><u>Wednesday, July 8, 2015</u></b></p> <ul style="list-style-type: none"> <li>• <i>Recap of Spring 2015 Growth Management Discussions (Ted Reid, Metro; 30 min)</i></li> <li>• <i>Powell-Division Transit and Development Project – <u>Information</u> (Brian Monberg, Metro; 30 min)</i></li> <li>• <i>Clackamas County and Washington County Industrial Land Readiness Projects (Erin Wardell, Washington County; Jamie Johnk, Clackamas County; 45 min)</i></li> </ul>
<p><b><u>Wednesday, July 22, 2015</u></b></p> <ul style="list-style-type: none"> <li>• <i>Possible Tour Date, if desired by MPAC, or cancel</i></li> </ul>	<p><b><u>Wednesday, August 12, 2015</u></b> - Cancelled</p>

<p><b><u>Wednesday, August 26, 2015</u></b></p> <ul style="list-style-type: none"> <li>• <i>Community Planning and Development Grants update – <u>Information/Discussion</u> (Gerry Uba, Metro)</i></li> </ul>	<p><b><u>Wednesday, September 9, 2015</u></b></p> <ul style="list-style-type: none"> <li>• 2018 Regional Transportation Plan Update – Review draft work program – <u>Discussion</u> (Kim Ellis, Peggy Morell, Metro; 40 min)</li> <li>• Regional Transit Plan – Review draft Regional Transit Vision – <u>Discussion</u> (Jamie Snook, Metro; 40 min)</li> </ul>
<p><b><u>Wednesday, September 23, 2015</u></b></p> <ul style="list-style-type: none"> <li>• 2015 Urban Growth Management Decision: Metro Chief Operating Officer Recommendation to Council - <u>Information/Discussion</u> (John Williams, Ted Reid, Metro; 35 min)</li> <li>• <i>Discuss Regional Snapshot (John Williams, Ted Reid, Metro; 40 min)</i></li> </ul>	<p><b><u>Wednesday, October 14, 2015</u></b></p> <ul style="list-style-type: none"> <li>• Endorse 2018 Regional Transportation Plan Update Work Plan – <u>Action</u> (Kim Ellis, Metro; 30 min)</li> <li>• 2015 Urban Growth Management Decision - <u>Recommendation to Metro Council</u> (Ted Reid, Metro; 45 min)</li> <li>• <i>Equity Initiatives in the Region (Patty Unfred, Metro; 30 min)</i></li> </ul>
<p><b><u>Wednesday, October 28, 2015</u></b></p> <ul style="list-style-type: none"> <li>• Solid Waste Roadmap Update – <u>Information/Discussion</u> (Paul Slyman, Tom Chaimov, Metro; 60 min)</li> <li>• Metro Enterprising Places program - <u>Information/Discussion</u> (Lisa Miles, Metro; 45 min)</li> </ul>	<p><u>Wednesday, November 11, 2015</u> – Cancelled (holiday)</p>
<p><u>Wednesday, November 25, 2015</u> - Cancelled</p>	<p><b><u>Wednesday, December 9, 2015</u></b></p> <ul style="list-style-type: none"> <li>• <i>Equitable Housing Summit Update (Elissa Gertler, Emily Lieb, Metro; 45 min)</i></li> </ul>
<p><u>Wednesday, December 23, 2015</u> - Cancelled</p>	

**Parking Lot:**

- Presentation on health & land use featuring local projects from around the region
- Affordable Housing opportunities, tools and strategies
- Greater Portland, Inc. update
- “Unsettling Profiles” presentation by Coalition of Communities of Color

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ការគោរពសិទ្ធិពលរដ្ឋរបស់ ។ សំរាប់ព័ត៌មានអំពីកម្មវិធីសិទ្ធិពលរដ្ឋរបស់ Metro ឬដើម្បីទទួលបានក្បួនលក្ខណ៍រើសអើងសម្រាប់សេវាកម្មរបស់យើង [www.oregonmetro.gov/civilrights](http://www.oregonmetro.gov/civilrights)។  
បើលោកអ្នកត្រូវការការបកប្រែភាសានៅពេលអង្គប្រជុំសាធារណៈ សូមទូរស័ព្ទមកលេខ 503-797-1890 (ម៉ោង 8 ព្រឹកដល់ម៉ោង 5 ល្ងាច ថ្ងៃធ្វើការ) ប្រាំពីរថ្ងៃ ថ្ងៃធ្វើការ មុនថ្ងៃប្រជុំដើម្បីអាចឲ្យគេសម្រួលតាមសំណើរបស់លោកអ្នក ។

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## Metro txoj kev ntxub ntxaug daim ntawv ceeb toom

Metro tributes cai. Rau cov lus qhia txog Metro txoj cai kev pab, los yog kom sau ib daim ntawv tsis txaus siab, mus saib [www.oregonmetro.gov/civilrights](http://www.oregonmetro.gov/civilrights). Yog hais tias koj xav tau lus kev pab, hu rau 503-797-1890 (8 teev sawv ntxov txog 5 teev tsaus ntuj weekdays) 5 hnub ua hauj lw m ua nte ntawm lub rooj sib tham.





**METRO POLICY ADVISORY COMMITTEE (MPAC)**

Meeting Minutes

April 22, 2015

Metro Regional Center, Council Chamber

MEMBERS PRESENT

Sam Chase  
Carlotta Collette  
Tim Clark, *1<sup>st</sup> Vice Chair*  
Denny Doyle  
Maxine Fitzpatrick  
Mark Gamba  
Jeff Gudman  
Dick Jones  
Marilyn McWilliams  
Martha Schrader, *2<sup>nd</sup> Vice Chair*  
Bob Stacey  
Peter Truax, *Chair*  
Jerry Willey

AFFILIATION

Metro Council  
Metro Council  
City of Wood Village, Multnomah Co. Other Cities  
City of Beaverton, Washington Co. 2<sup>nd</sup> Largest City  
Multnomah County Citizen  
City of Milwaukie, Clackamas Co. Other Cities  
City of Lake Oswego, Clackamas Co. Largest City  
Oak Lodge Water District, Clackamas Co. Special Districts  
Tualatin Valley Water District, Washington Co. Special Districts  
Clackamas County  
Metro Council  
City of Forest Grove, Washington Co. Other Cities  
City of Hillsboro, Washington Co. Largest City

MEMBERS EXCUSED

Jerry Hinton  
Craig Prosser

AFFILIATION

City of Gresham, Multnomah Co. 2<sup>nd</sup> Largest City  
TriMet Board of Directors

ALTERNATES PRESENT

Chad Eiken  
Ed Gronke  
Jeff Swanson

AFFILIATION

City of Vancouver  
Clackamas County Citizen  
Clark County

OTHERS PRESENT: Tom Armstrong, Anne Debbaut, Kathryn Harrington, Emily Klepper, Zoe Monahan, Kelly Ross, Jeannine Rustad

STAFF: Kathleen Brennan-Hunter, Nick Christensen, Andy Cotugno, Elissa Gertler, Alison Kean, Brian Kennedy, Emily Lieb, Laura Odom, Nellie Papsdorf, Ted Reid, Randy Tucker, Nikolai Ursin, John Williams, Ina Zucker

**1. CALL TO ORDER AND DECLARATION OF A QUORUM**

MPAC Chair Peter Truax called the meeting to order 5:05 p.m. and declared a quorum at 5:20 p.m.

## **2. SELF INTRODUCTIONS & COMMUNICATIONS**

All attendees introduced themselves.

## **3. CITIZEN COMMUNICATION ON NON-AGENDA ITEMS**

There were none.

## **4. COUNCIL UPDATE**

Councilor Carlotta Collette notified MPAC members of the following items:

- Metro has released its draft 2015-2016 budget. The budget includes 513.6 million dollars in appropriations ranging from management of Metro's visitor venues and natural areas to operations of the solid waste system. The draft budget is available online and is open for public comment until mid-June.
- The Metro Council President and Councilors, as well as the Chief Operating Officer Martha Bennett and Metro staff, are participating in a series of forums across the region called Our Shared Region to talk about Metro and its role in the region, and to discuss with local jurisdictions how to best achieve their shared goals. Councilor Collette noted that the last meeting would be April 23 in Fairview and encouraged MPAC members to attend.
- Metro's Let's Talk Trash series continues May 5 with a discussion of food scraps and the role they play in achieving greater benefits from the region's waste stream. The event is in conjunction with Science on Tap with doors open at 6 p.m. at the Clinton Street Theater.

## **5. CONSENT AGENDA**

### **5.1 Consideration of April 8, 2015 Minutes**

### **5.2 MTAC Member Appointment**

MOTION: Councilor Jeff Gudman moved and Councilor Mark Gamba seconded, to adopt the consent agenda.

ACTION: With all in favor, the motion passed.

## **6. INFORMATION/DISCUSSION ITEMS**

### **6.1 Metro Parks and Natural Areas System Plan**

Councilor Collette introduced the Parks and Natural Areas System Plan, Metro's management plan for the future of its system of parks, trails, and natural areas. Councilor Collette noted that in the past two decades voters passed two bond measures and a levy to invest in regional parks, trails, wildlife, and natural areas. She noted that Metro now owns around 17,000 acres of parks and natural areas and added that Metro staff hoped to receive input on the plan from MPAC.

Chair Truax introduced Metro's Interim Director of Sustainability Kathleen Brennan-Hunter. Ms. Brennan-Hunter gave an overview of Metro's history managing many of the region's natural areas, beginning with the first Metro-owned natural area, the Smith and Bybee Wetlands. She provided

insight into fundamental aspects of the management of Metro's parks and natural areas, including funding from the bond measures and levy as well as numerous partnerships with local neighborhoods, community groups, watershed councils, and non-profits.

Ms. Brennan-Hunter explained that a strategic path for moving forward could elevate Metro's network into a world-class parks and natural areas system. She noted that the System Plan would help organize Metro's work in this effort by guiding future decision-making, continuing beneficial stewardship, and increasing public access to parks and natural areas.

Ms. Brennan-Hunter then reviewed how the Parks and Natural Areas system operates today, including its investments in local communities. She explained that a total of 69 million dollars was dedicated to help local cities and counties buy additional natural areas, transform parks and trails, and improve existing areas. She also noted that about 200 Nature in Neighborhoods grants have been distributed across the region representing 15 million dollars of investment. Ms. Brennan-Hunter gave some examples of Nature in Neighborhoods projects and noted that the projects were the result of successful partnerships between Metro and its local partners.

Ms. Brennan-Hunter provided an overview of the parks, trails, and natural areas managed by Metro on behalf of the public and went over some new nature parks and trails Metro has recently developed, including future plans for Chehalem Ridge in Washington County.

Ms. Brennan-Hunter noted that another of the Parks' significant focuses was engaging diverse and historically underserved communities with the region's parks and natural areas and gave examples, including partnerships with the Center for Intercultural Organization, the Immigrant and Refugee Community Organization, and Self Enhancement, Inc. She added that Metro's Parks and Natural Areas also provide more traditional programs, such as conservation education, wildflower walks, and outdoor skills classes.

Ms. Brennan-Hunter then went over different forms of public outreach that Parks and Natural Areas staff have used to engage the public in the management of Metro's sites, including surveys and event booths. She explained that initial outreach efforts culminated with a set of six values to provide a foundation for the System Plan: nature, outdoor recreation, equity, connections with nature, vibrant communities, and stewardship.

Ms. Brennan-Hunter noted that the System Plan would be considered by the Metro Council in 2016 and thanked MPAC for its ongoing support.

*Member discussion included:*

Members discussed upcoming Natural Areas projects.

Councilor Mark Gamba thanked Natural Areas staff for their work with underserved communities, noting in particular the bridge over Kellogg Lake in the City of Milwaukie. He explained that providing connections to nature for underserved communities was important, and added that many low-income neighborhoods in Milwaukie have no parks within easy distance. He also noted a need for increased funding for local governments' parks projects.

Councilor Carlotta Collette agreed that funding is the number one need she hears from local governments and community groups. She added that Metro's grants programs such as the Nature in Neighborhoods capital grants are an essential part of Metro's commitment to maintaining and



improving the region's natural areas.

Chair Truax noted that the City of Forest Grove is continuing its work with the Fernhill Wetlands and stressed the importance of wildlife areas.

Ed Gronke stated that he found the Metro's Greenspaces Master Plan program to be a tremendous success. He asked if Metro was involved with other organizations such as the Nature Conservancy in order to expand available resources. Ms. Brennan-Hunter responded that Metro works closely with the Nature Conservancy and also partners with groups such as Columbia Land Trust that can leverage different funds.

Mayor Denny Doyle noted that the City of Beaverton would like to connect with Metro staff to discuss purchasing available land for natural areas and how to collaborate on such projects.

Marilyn McWilliams asked about the status of the Tonkin Trail. She also added that the community uses the water trails along the Tualatin River and asked if Metro works with the Tualatin Valley Riverkeepers. Ms. Brennan-Hunter responded that Metro partners with the Riverkeepers and currently has a project in the pipeline concerning development of a new river access site on Farmington Road.

Ms. Brennan-Hunter asked committee members about the role they would like to play in the development of the System Plan moving forward. Chair Truax noted that he would like MPAC to have ample time to provide input in developing the System Plan. Mayor Willey agreed with Chair Truax, and added that regular updates and discussions would be needed to have successful regional collaboration.

## **6.2 2015 Legislative Session Update**

Chair Truax introduced Randy Tucker, Metro's Legislative Affairs Manager. Mr. Tucker provided an update on legislative affairs at the Oregon Legislature. He noted that several bills died on April 21, as they did not meet the end-of-the-day deadline for a committee vote. Mr. Tucker then gave an overview of some of the key bills that did not make it through committee, including a number of land use bills.

Mr. Tucker noted that the possibility of a transportation package coming out of the 2015 legislative session had been somewhat complicated by the controversy concerning the Clean Fuels Program but that there was still interest from some parties, noting Governor Kate Brown's focus on a transportation package in her State of the State address. He also added that the Oregon Transportation Forum would reconvene to organize a plan for moving forward and that a number of its provisions survived in other bills.

Mr. Tucker then gave an overview of some land use bills that survived the deadline, including a bill that would require conditional work permits to build new trails in farm zones and several bills related to the City of Damascus. Mr. Tucker also gave an overview of some economic development bills that survived, including an industrial site readiness funding bill and a brownfields clean-up and redevelopment bill.

Mr. Tucker noted that the City of Beaverton is leading an effort to lift the sunset on the vertical housing program which provides property tax abatements for multistory, mixed-use development. Mr. Tucker added that the bill is moving forward with significant leadership from the City of

Beaverton's lobbyists and has the support of Metro and the League of Oregon Cities.

*Member discussion included:*

Members discussed the pending legislation concerning the City of Damascus and its context.

Councilor Chase asked about possible legislation related to accessibility issues in Metro's Smith and Bybee Wetlands Natural Area. Mr. Tucker responded that the legislation was still being devised and was projected to head to the legislature next session.

Commissioner Martha Schrader thanked Randy Tucker for the update. She noted that although it wasn't passed, House Bill 3211 did provide leverage for Clackamas County to meet with people to discuss the remand, and added that she felt there was a positive outcome in terms of constructive conversation.

Members discussed Senate Bill 27 concerning the proposed Oregon Convention Center hotel.

Members discussed the inclusionary zoning bill and its conditions. Members also discussed affordable housing and potential budgeting issues related to the Oregon tax rebate.

Councilor Jeff Gudman asked about possible transportation package funding in light of the Clean Fuels program. Mr. Tucker responded that funding was uncertain. Members discussed different approaches to a transportation package. Chair Truax stated that there seemed to be a renewed focus on transportation needs. Mr. Tucker added that the focus seemed to be on maintenance as it is generally the first priority for local governments.

### **6.3 Urban Growth Management Decision: Likelihood of development in urban centers such as Portland**

Chair Truax introduced the topic, explaining that it related to the urban growth management (UGM) decision and focused on the likelihood of development in urban centers such as Portland over the next 20 years. He introduced Ted Reid from Metro's Planning Department. Mr. Reid reminded MPAC members that Metro staff had proposed to focus policy discussions related to the UGM decision on the following three topics related to regional housing needs: 1. Residential development potential in urban centers such as Portland. 2. Residential development potential in areas brought into the urban growth boundary (UGB) such as Damascus. 3. Choosing a point in the range forecast. Mr. Reid noted that the meeting's discussion of likelihood of development in urban centers such as Portland was the second of three installments focused on the Portland area.

Mr. Reid gave a brief overview of the last sixteen years of residential development in the region, demonstrating Portland's preeminence in terms of residential growth. Mr. Reid then gave some examples of the growth, including areas of Northwest Portland, North Williams Street, North Mississippi Street, and Southeast Division Street. Mr. Reid noted that the changes caused concern in communities as well, particularly in terms of gentrification and the lack of affordable housing.

Mr. Reid finished by emphasizing the need to consider who the region is planning for. He reminded MPAC members that 60% of new households will include just one or two people and will make less than \$50,000 per year. He also noted that half will be headed by someone over the age of 65.

Mr. Reid then introduced Tom Armstrong from the City of Portland's Bureau of Planning and

Sustainability.

Mr. Armstrong provided an overview of more recent development in the City of Portland, highlighting the city's ongoing focus on its centers and corridors. He noted that 50% of residential growth allocation will focus on centers and corridors, while 30% of residential growth allocation will focus on the central city, and the last 20% on residential neighborhoods. Mr. Armstrong noted that these focuses follow population trends for Portland over the past 14 years and also look ahead to Metro's 2035 regional forecast distribution.

Mr. Armstrong explained that there have been shifts in development activity in past years. He gave the example of East Portland, noting that its neighborhoods had not yet returned to pre-recession development levels, compared to the significant amount of growth in the inner neighborhoods. Mr. Armstrong noted that part of helping East Portland recover would rely on investing in the infrastructure gaps between neighborhoods, and gave a brief overview of a transportation planning project called East Portland in Motion that hopes to minimize these gaps.

Mr. Reid and Mr. Armstrong then introduced Ben Kaiser, an architect and general contractor as well as Principal and Owner of the Kaiser Group, a firm that has been very active in development in the City of Portland.

Mr. Kaiser shared his perspective as a developer in the Portland area. He noted the progression of development in Portland following the recession and added that the city is in its largest phase of construction ever, with more square footage in permits than ever before, particularly in East Portland. He explained that a large amount of the development is coming from companies based outside of Oregon, who have significant funding available for quick construction. As a member of the Design Commission, Mr. Kaiser noted that he has had telling experiences with many of the firms coming to Portland and gave insight into their role in Portland's development. Mr. Kaiser also went over the role of the urban growth boundary (UGB) in the city's development, noting that he felt the UGB helped Portland recover relatively quickly from the effects of the recession, as it helped maintained the built environment and strong core that attracts many develops to the area.

*Member discussion included:*

Marilyn McWilliams asked if Mr. Kaiser's firm built with Oregon's seismic risk in mind. Mr. Kaiser gave an overview of some steps firms take to prepare for seismic events.

Ed Gronke noted that he understood Metro's residential growth forecast but questioned aspects of its housing predictions. He added that he has seen a lot of resistance to upzoning neighborhoods in order to accommodate population in his district.

Mr. Kaiser expressed a need for better education of consumers in regards to zoning and housing. He proposed that citizen outreach might improve the public's understanding of the region's neighborhoods and how they are developed.

Mr. Armstrong added that zoning is an issue that continues to develop and argued that frequent reviews and revisions of the city's zoning codes were necessary to keep up with the region's development needs.

Mayor Willey noted that many of the mayors in the region had concerns about the Urban Growth Report, specifically regarding a potential lack of housing options, and pointed out that in all areas

except Multnomah County, single-family housing outweighs multi-family housing. He also shared concerns about housing affordability and focusing most of the residential growth in the Portland area.

Maxine Fitzpatrick noted that in terms of the UGM discussion, it was important to consider impacts of residential growth not only on newcomers, but also on the region's existing population. She explained that at the city's Development Review Advisory Committee meetings, residents often share concerns about the significant amount of development in their neighborhoods. She added that there is also a serious issue of displacement that the region needs to consider and respond to.

Dick Jones noted that parking and congestion often come with multistory developments, particularly in suburban areas of the region without nearby access to transit.

Mayor Doyle expressed concern about Metro's projection that 60 percent of new households will earn less than \$50,000 per year, noting that the region should focus on improving that statistic. He explained that addressing this issue would be significant hurdle for local governments to overcome in the years ahead.

Councilor Gamba agreed with concerns about the projected income levels, adding that he felt many residents in the region were struggling to pay for housing. He inquired about other forms of single-family housing that might reduce the cost of housing and still allow people to enjoy the kinds of housing they would like to have. Mr. Kaiser agreed that there was large demand for alternative forms of single-family housing, particularly in high-density areas.

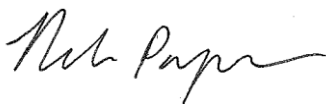
## **7. MPAC MEMBER COMMUNICATION**

- Councilor Jeff Gudman asked about his request that the Metro Technical Advisory Committee (MTAC) review Metro's deadline requirement for local jurisdictions to provide Metro notice of proposed land use actions. Metro's Deputy Director of Planning John Williams responded that Metro's Planning Department intended to adjust its deadline to match the Oregon Department of Land Conservation and Development's (DLCD) new deadline the next time it updated its codes. He added that in the meantime, DLCD's deadline of 35 days would be observed by Metro staff.
- Chair Truax alerted members to a discussion topic he proposed for the May 13 MPAC meeting concerning regional relationships. He noted that he would distribute more information soon and hoped for a vibrant discussion.

## **8. ADJOURN**

MPAC Chair Peter Truax adjourned the meeting at 7:04 p.m.

Respectfully Submitted,



Nellie Papsdorf  
Recording Secretary

**ATTACHMENTS TO THE PUBLIC RECORD FOR THE MEETING OF APR. 22, 2015**

<b>ITEM</b>	<b>DOCUMENT TYPE</b>	<b>DOC DATE</b>	<b>DOCUMENT DESCRIPTION</b>	<b>DOCUMENT No.</b>
<b>2.0</b>	Handout	04/22/15	Updated 2015 MPAC Work Program	042215m-01
<b>4.0</b>	Memo	N/A	Let's Talk Trash Invitation	042215m-02
<b>5.0</b>	Flyer	04/13/15	MTAC Nomination for MPAC Consideration	042215m-03



**METRO POLICY ADVISORY COMMITTEE (MPAC)**

Meeting Minutes

May 13, 2015

Metro Regional Center, Council Chamber

MEMBERS PRESENT

Sam Chase  
Tim Clark, *1<sup>st</sup> Vice Chair*  
Carlotta Collette  
Denny Doyle  
Mark Gamba  
Dick Jones  
Anne McEnerny-Ogle  
Marilyn McWilliams  
Martha Schrader, *2<sup>nd</sup> Vice Chair*  
Bob Stacey  
Peter Truax, *Chair*

AFFILIATION

Metro Council  
City of Wood Village, Multnomah Co. Other Cities  
Metro Council  
City of Beaverton, Washington Co. 2<sup>nd</sup> Largest City  
City of Milwaukie, Clackamas Co. Other Cities  
Oak Lodge Water District, Clackamas Co. Special Districts  
City of Vancouver  
Tualatin Valley Water District, Washington Co. Special Districts  
Clackamas County  
Metro Council  
City of Forest Grove, Washington Co. Other Cities

MEMBERS EXCUSED

Jeff Gudman  
Jerry Hinton

AFFILIATION

City of Lake Oswego, Clackamas Co. Largest City  
City of Gresham, Multnomah Co. 2<sup>nd</sup> Largest City

ALTERNATES PRESENT

Jackie Dingfelder  
Jennifer Donnelly  
Ed Gronke  
Jeff Swanson

AFFILIATION

City of Portland  
Department of Land Conservation and Development  
Clackamas County Citizen  
Clark County

OTHERS PRESENT: Tom Armstrong, Adam Barber, Eric Chambers, Dan Chandler, Eric Hesse, Emily Klepper, Zoe Monahan, Jeannine Rustad, Jonathan Schlueter

STAFF: Nick Christensen, Alexandra Eldridge, Elissa Gertler, Alison R. Kean, Nellie Papsdorf, Ramona Perrault, Ted Reid, Becca Uherbelau, Nikolai Ursin, John Williams, Ina Zucker

**1. CALL TO ORDER AND DECLARATION OF A QUORUM**

MPAC Chair Peter Truax called the meeting to order at 5:05 p.m. but was unable to declare a quorum due to low attendance.

**2. SELF INTRODUCTIONS & COMMUNICATIONS**

All attendees introduced themselves.

### **3. CITIZEN COMMUNICATION ON NON-AGENDA ITEMS**

There were none.

### **4. COUNCIL UPDATE**

Councilor Chase notified MPAC members of the following items:

- Metro recently held two community forums for its four properties in the North Tualatin Mountains natural area. The area has generated significant community input concerning its best uses, including interest from the biking and hiking communities, neighborhood groups, and others. Metro is evaluating how to best to share the properties while maintaining its key priority of protecting the wildlife and natural areas.
- Governor Kate Brown signed Senate Bill 927 on May 5. The bill clarified Metro's ability to issue construction bonds for the proposed Convention Center Hotel.
- The Rose Apartments, a 90 unit development with a mix of market-rate and income-restricted units, had its grand opening in the Portland Gateway district. Metro contributed over \$500,000 to the project, cooperating with private and public interests to cover the \$10.5 million construction cost.
- The Urban League of Portland released its annual State of Black Oregon Report for 2015. The report provides in-depth information about disparities that Black Oregonians face and policy recommendations for alleviating them. Councilor Chase encouraged committee members to read the meaningful and sobering report.

### **5. CONSENT AGENDA**

#### **5.1 Consideration of April 22, 2015 Minutes**

As there was not a quorum, consideration of the April 22, 2015 minutes was postponed to the MPAC meeting on May 27.

### **6. INFORMATION/DISCUSSION ITEMS**

#### **6.1 Regional Communication and Relationships**

Chair Peter Truax introduced the item by referencing the memo he shared as part of the May 13 MPAC packet. He explained that he hoped to discuss regional relationships and communication with the committee and hear their feedback. He provided some preliminary questions to prompt discussion including:

- How can MPAC members address issues more effectively and cooperatively?
- What's working and what's not?
- How can we make sure MPAC is a venue where disagreements can be worked through?

Chair Truax requested that the committee split up into smaller groups. He asked that the groups discuss their concerns and comments as well as how to improve discussion and deliberation at MPAC. Chair Truax also invited the audience, which included several Metro Technical Advisory Committee (MTAC) members, to participate. Chair Truax reconvened the three smaller groups and asked a representative from each to provide an overview of their key comments and

recommendations.

Second Vice Chair Martha Schrader acted as representative for the first group and went over some of its key remarks. Some of the comments and suggestions included: provide more time for discussion on controversial issues that all of the region's jurisdictions share such as the Urban Growth Report, urban growth boundary expansion, brownfields, economic development, and transportation funding; organize themed meetings to help focus discussion; and communicate each other's narratives in an effort to share best practices and work towards common successes. Councilor Carlotta Collette of the same group mentioned some additional comments and suggestions including: bring in guest speakers to share experiences and perspectives about relevant issues; coordinate a 2040 Growth Concept check-in to see how Metro is progressing; and bring mayors into discussions, either at MPAC or a separate forum, to get a better understanding of their thoughts on the topics and to work more closely with them as projects develop.

Vice Chair Tim Clark acted as representative for the second group and went over some of its key remarks. Some of the comments and suggestions included: continue having small group discussions to encourage open dialogue and deliberation; break topics up into smaller pieces that are easier to discuss thoroughly; commit to reading packets in order to decrease the time needed for staff presentations of materials and provide more time for discussion; bring items to MPAC earlier and more often instead of all at once to give members greater opportunity to comment; have staff ask probing, framing questions to prompt constructive discussion; and encourage members to share minority opinions in a productive way to make sure that all perspectives are accurately represented.

Nikolai Ursin, Metro staff, acted as representative for the third group and went over some of its key remarks. Some of the comments and suggestions included: staff presentations should be shortened to allow more time for deliberation and discussion at meetings; timing between presentations and votes should be sufficient to allow for members to discuss items with their respective councils, commissioners, and other constituencies; the reasoning behind affirming and dissenting votes of various MPAC members should be captured and taken into consideration when forwarding decisions on controversial issues to the Metro Council; it is sometimes difficult for the chair to join in on important discussions while facilitating the meeting and could be helpful to bring in additional facilitators; and consider allowing MPAC to revisit decisions if more information concerning the topic is discovered after the vote.

*Member discussion included:*

Chair Truax added that Mayor Jerry Willey was unable to make the meeting due to a prior commitment, but had shared his comments on the topic with the Chair to be added to the record. Jeannine Rustad, a Planning Manager with the City of Hillsboro, participated in the discussion and was also able to share some of Mayor Willey's comments.

Ed Gronke agreed with the proposal of inviting more guest speakers to present at MPAC. He added that it might be helpful to revisit the history of MPAC and the reason for which it was established.

Marilyn McWilliams noted that focusing on shared issues such as polarizations of communities and financing of infrastructure would generate helpful discussions.

Mayor Denny Doyle thanked Chair Truax for organizing the discussion.



Second Vice Chair Martha Schrader asked that there be time allotted for a follow-up to the discussion at the next MPAC meeting. Chair Truax agreed and asked members to review their comments and suggestions before revisiting the discussion at the next meeting and planning how to move forward with the recommendations.

Councilor Carlotta Collette added that she hoped to submit a budget amendment to the Metro Council in order to allot funds for the creation of a speaker's bureau, noting that Metro has made allotments for such programs in the past.

John Williams, Deputy Director of Metro's Planning & Development Department, noted that he felt the discussion was positive and constructive. He added that Metro staff could work with the committee to evaluate the current MPAC work program and think about how to apply some of the discussion's suggestions going forward.

Second Vice Chair Schrader suggested that MPAC's three chairs meet with Metro staff more often, at least initially, to further discuss the work program and how to implement the committee's ideas.

Chair Truax thanked everyone for the vibrant discussion.

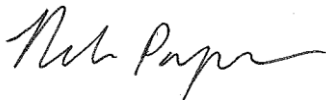
**7. MPAC MEMBER COMMUNICATION**

There were none.

**8. ADIURN**

MPAC Chair Peter Truax adjourned the meeting at 6:24 p.m.

Respectfully Submitted,



Nellie Papsdorf  
Recording Secretary

**ATTACHMENTS TO THE PUBLIC RECORD FOR THE MEETING OF MAY 13, 2015**

<b>ITEM</b>	<b>DOCUMENT TYPE</b>	<b>DOC DATE</b>	<b>DOCUMENT DESCRIPTION</b>	<b>DOCUMENT No.</b>
<b>N/A</b>	Handout	05/13/15	Updated MPAC Work Program	051315m-01
<b>6.0</b>	Handout	06/30/11	Metro Policy Advisory Committee (MPAC) Bylaws	051315m-02
<b>6.0</b>	Letter	05/12/15	Correspondence from Hillsboro Mayor Jerry Willey, RE: Regional Relationships and Communication Discussion	051315m-03
<b>N/A</b>	Handout	05/01/15	Metro Hotsheet	051315m-04

# MPAC Worksheet

**Agenda Item Title:** Diversity, Equity and Inclusion: Responding to the changing demographics of our communities

**Presenter(s):**

- Emmett Wheatfall, Diversity, Equity and Inclusion Program Director, Clackamas County
- Patty Unfred, Diversity, Equity and Inclusion Program Director, Metro
- Alexis Ball, Equity Outreach Coordinator, City of Beaverton

**Contact for this worksheet/presentation:** Cassie Salinas, ext. 7586

**Date of MPAC Meeting:** May 27, 2015

**Purpose/Objective**

Discuss how diversity, equity and inclusion programs across the region are addressing the changing demographics of our communities to ensure that everyone has the opportunities necessary to advance their well-being and achieve their full potential.

**Action Requested/Outcome**

- Learn about several diversity, equity and inclusion programs in the region.
- Solicit feedback from MPAC members on general approach to diversity, equity and inclusion at their jurisdictions.
- Offer follow-up presentations about Metro's Equity Strategy Program to each member's jurisdictions.

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

This is the first joint presentation to MPAC on diversity, equity and inclusion programs.

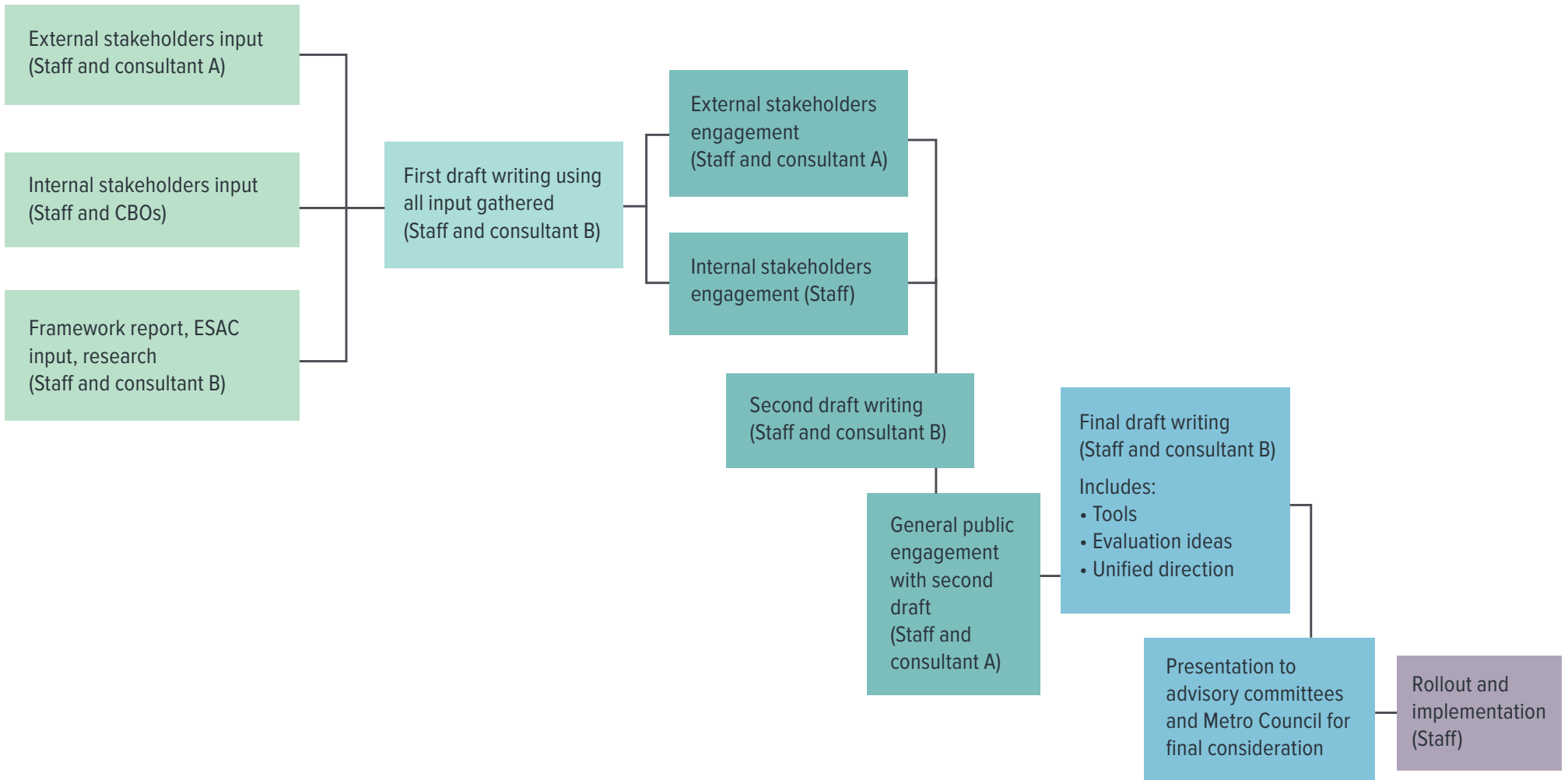
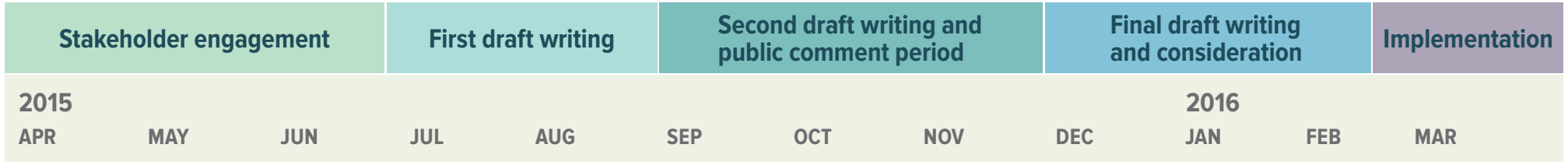
Metro's Equity Strategy Program staff made a presentation to MPAC on June 25, 2014. In January, 2015, six community based organizations contracted by Metro delivered an Equity Framework Report, which defined and evaluated equity in the region from their perspectives. Metro's Equity Strategy Advisory Committee and Chief Operating Officer provided recommendations and direction to staff (respectively) which has enabled staff to begin the process of developing an Equity Strategy and Action Plan for Metro.

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

- The Equity Strategy and Action Plan development timeline

# Equity Strategy and Action Plan Development TIMELINE April 2015 – February 2016

April / 2015  
Draft



## MPAC Worksheet

**Agenda Item Title:** Urban growth management decision: Likelihood of development in UGB expansion areas, including Damascus

**Presenter:** Ted Reid, Principal Regional Planner, Metro  
Diana Helm, Mayor of Damascus

**Contact for this worksheet/presentation:** Ted Reid, [ted.reid@oregonmetro.gov](mailto:ted.reid@oregonmetro.gov), 503-797-1768

**Council Liaison Sponsor:** none

**Purpose of this item (check no more than 2):**

Information      x    
Update                
Discussion      x    
Action              

**MPAC Target Meeting Date:** April 22, 2015

Amount of time needed for:

Presentation      10    
Discussion        30  

**Purpose/Objective:**

Provide MPAC with the opportunity to discuss one of the growth management topics that it and the Metro Council identified for further discussion: residential development potential in UGB expansion areas, including Damascus.

**Action Requested/Outcome:**

No MPAC action requested at this time.

**Background and context:**

The urban growth report (UGR) that the Metro Council accepted in its draft form in December 2014 provides the Council, MPAC and others with an opportunity to review challenges and opportunities associated with implementing regional and local plans. The draft UGR found that, with currently adopted city and county plans, the region can accommodate expected population and employment growth inside the existing urban growth boundary (UGB). On MPAC's advice, when accepting the draft UGR, the Metro Council identified a number of topics that would benefit from additional discussion in 2015.

Since that time, the state Land Conservation and Development Commission, in response to a Court of Appeals ruling, remanded parts of the region's urban and rural reserves. As discussed at previous MPAC meetings in 2015, this remand has implications for the Council's urban growth management decision. At the February 17, 2015 work session, Council directed staff to proceed with a revised work program. MPAC heard an overview of that work program at its February 25, 2015 meeting. The revised work program leads to a Metro Council process decision in fall 2015:

Option 1: conclude the urban growth management decision in 2015, prior to resolution of the urban reserves in Clackamas and Multnomah counties.<sup>1</sup>

Option 2: request an extension from the state for the urban growth management decision to wait for the resolution of urban reserves and to allow for additional discussion of housing needs.

In order to inform the Council’s decision-making on which growth management process option to pursue in fall 2015, Council directed staff that it wished to focus discussions in spring of 2015 on the following three topics:

- How much residential development should be assumed is likely in the region’s centers and corridors, including those in Portland?
- How much residential development should be assumed is likely in the City of Damascus?
- Should the region plan for the midpoint of the forecast range, which has the highest probability, or should the region plan for higher or lower growth?

At the May 27 meeting, MPAC will have the opportunity to residential development potential in UGB expansion areas, including Damascus.

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

At its April 22 meeting, MPAC discussed the likelihood of development in urban centers such as those in Portland.

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

Urban growth management topic paper: likelihood of development in UGB expansion areas, including Damascus

**What is the schedule for future consideration of item?**

<b>Date</b>	<b>Meeting</b>	<b>Topic</b>
2-17-15	Council	Work program
2-25-15	MPAC	Work program
3-31-15	Council	Portland’s comprehensive plan update
4-8-15	MPAC	Portland’s comprehensive plan update
4-15-15	MTAC	Portland’s comprehensive plan update
4-22-15	MPAC	Likelihood of development in urban centers such as Portland
5-5-15	Council	Likelihood of development in urban centers such as Portland
5-6-15	MTAC	Development trends in past UGB expansion areas and the likelihood of development in Damascus
5-12-15	Council	Development trends in past UGB expansion areas and the likelihood of development in Damascus (joint work session with Damascus City Council)
5-20-15	MTAC	Likelihood of development in urban centers such as Portland
5-27-15	MPAC	Development trends in past UGB expansion areas and the likelihood of

<sup>1</sup> The Council could also choose to initiate a new growth management decision cycle before the next state-mandated urban growth report would be due.

		development in Damascus
6-10-15	MPAC with Council invited	Planning and development activities in Beaverton and Hillsboro
6-16-15	Council	Planning within a range forecast
6-17-15	MTAC	Planning within a range forecast
6-23-15	Council	Recap of spring 2015 growth management discussions; opportunity to request additional discussion at MPAC
6-24-15	MPAC	Planning within a range forecast
7-8-15	MPAC	Recap of spring 2015 growth management discussions
9-15-15	Council	Discuss COO recommendation Request recommendations from MPAC
9-16-15	MTAC	Review COO recommendation
9-23-15	MPAC	Discuss COO recommendation <b>Action:</b> MPAC recommendation to Council
Fall 2015 (TBD)	Council	<b>Action:</b> decision on how to proceed (conclude decision in 2015 or ask for extension)

# Urban growth management decision topic paper: Residential development potential in UGB expansion areas, including Damascus

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## Topic paper purpose

Policy makers have indicated an interest in further discussion of several topics raised in the draft Urban Growth Report (UGR). This topic paper is intended to frame policy dialogue about the likelihood of development of housing in UGB expansion areas, particularly the City of Damascus, over the next 20 years.

## Background

The Metro region's original UGB was adopted in 1979. Under state law, the UGB can only be expanded when there is a demonstrated need that cannot reasonably be accommodated on lands already inside the UGB. Over the years, the UGB has been expanded in most locations around its perimeter, adding approximately 32,000 acres.

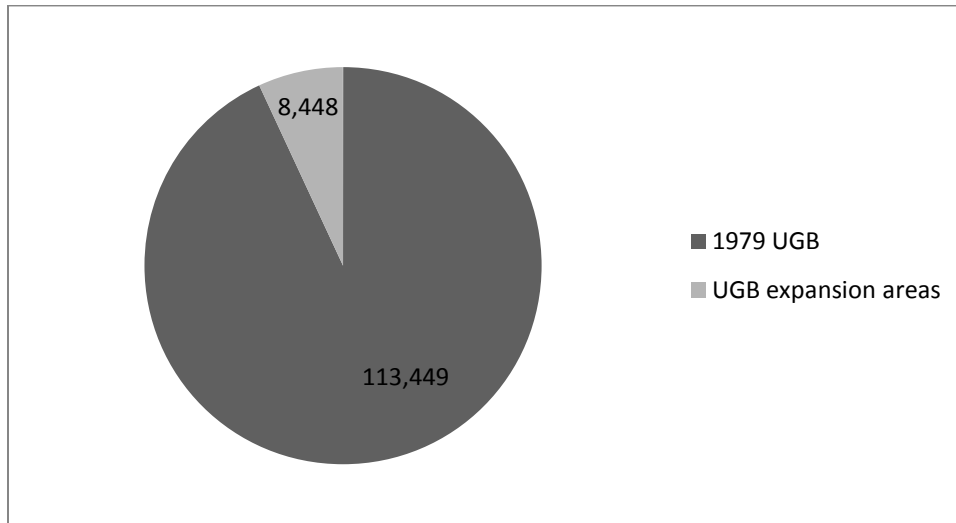
Map 1: UGB expansions since 1979



However, housing production has been slow in many of the past UGB expansion areas because of challenges with governance, infrastructure finance, and market demand.

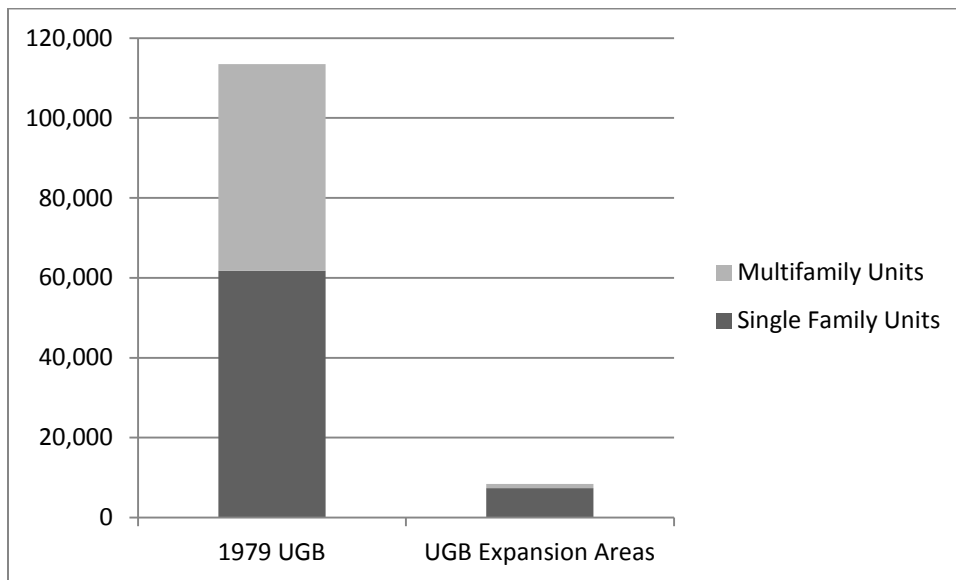


**Figure 1: Permitted new residences in original 1979 UGB and expansion areas (1998 through 3rd quarter 2014)**



As depicted in Figure 1, 93 percent of the new residences permitted over the last 16 years have been inside the original 1979 Metro UGB. UGB expansion areas contributed seven percent of the region’s new housing.

**Figure 2: Permitted new residences by type in the original 1979 UGB and expansion areas (1998 through 3rd quarter 2014)**



As depicted in Figure 2, 54 percent of the new housing permitted inside the original 1979 UGB has been single-family housing. In UGB expansion areas, single-family housing represents 87 percent of the new housing.

The area that is now the City of Damascus was added to the UGB in 2002 and provides the region's most clear example of development challenges in UGB expansion areas. MPAC, Council, and others have expressed an interest in discussing the challenges associated with Damascus and its implications for the urban growth management decision.

Other areas that have been added to the UGB through the years are at varying stages of readiness. Some have not yet begun planning; others have adopted plans but are still grappling with infrastructure funding or annexation challenges; others have begun producing housing. Examples around the region include:

- The Springwater area outside of Gresham was added to the UGB in 1998 and has infrastructure funding challenges.
- The Park Place and Beaver Creek Rd. areas outside of Oregon City were added to the UGB in 2002 and have city annexation challenges with voter-approved annexation.
- The Coffee Creek area outside Wilsonville was added to the UGB in 2002 and requires infrastructure investment and site assembly.
- The Brookman Rd. area outside of Sherwood was added to the UGB in 2002. Its annexation to the city has been rejected by voters.
- The South Hillsboro area was added to the UGB in 2011 after years of planning. The city is working on a financing plan to address the hundreds of millions of dollars of needed investments in infrastructure.
- The Villebois area of Wilsonville was added to the UGB in 1992 and 2000 and is about half built out with residences.
- The Witch Hazel area of Hillsboro was added to the UGB in 2002 and is mostly built out with residences.
- The N. Bethany area of Washington County was added to the UGB in 2002 and has begun seeing residential construction after much effort to fund the needed infrastructure.

One consistent theme has been clear – it takes significant time, focused attention and resources to successfully develop UGB expansion areas.

### **Policy questions**

- What are the risks and opportunities of assuming that the City of Damascus will sort through its many challenges and begin producing housing over the next 20 years?
- If development in Damascus appears unlikely over the next 20 years, household growth may either happen elsewhere (under existing plans) or the region may see lower household growth rates (in the range forecast). Are there good policy reasons to plan for one or the other of these two potential outcomes?
- Are there reasons to believe that future UGB expansions would produce significant amounts of housing over the next 20 years when past experience indicates otherwise?
- Is it good policy to add more land to the UGB sooner (assuming there is a need) since it appears that it will take time to produce housing?

- What additional actions or investments may be needed to spur housing construction in past and future UGB expansion areas?

**What are some of the reasons why the draft UGR forecasts growth in Damascus?**

Single-family housing remains the preferred housing type in the region. Recognizing preferences for single-family housing, Metro’s economic model shows some absorption of Damascus’ single-family housing capacity over the next 20 years.

**What are some of the reasons why it will be challenging to produce this much housing in Damascus?**

While Metro has attempted to build into its economic model proxy assumptions for the many challenges faced by Damascus, those assumptions may not fully recognize the significant governance and finance challenges faced by Damascus. With a model assumption that there will be a ten-year delay before land in Damascus becomes developable, the model indicates that about half of the city’s housing capacity is absorbed by the year 2035. Those model assumptions and results may be overly optimistic given the political climate in Damascus. As noted in the draft UGR, the question of what may be feasible in Damascus should be resolved by policy makers instead of through additional analysis. The community’s ongoing challenges include:

- Continued attempts at disincorporation
- Continued attempts at property deannexation
- City Charter limitations on spending
- Shortfalls in infrastructure funding
- City Charter requirements for a public vote on a comprehensive plan
- Continued voter rejections of proposed comprehensive plans

**If Damascus is not viable over the next 20 years, where might that household growth otherwise occur?**

To inform policy dialogue, Metro staff conducted a rough analysis of where regional growth may occur if Damascus remains rural. This analysis does not represent any Metro policy direction or decision.

Though Damascus’ situation has captured a lot of attention and covers thousands of acres, it is important to keep in mind a sense of proportion with the rest of the region. In the draft UGR’s buildable land inventory, Damascus’ residential capacity represents about 5 percent of the overall capacity inside the Metro UGB. Consequently, if Damascus is unavailable for urban development, additional household growth is likely elsewhere around the region, all within the bounds of what is allowable under locally-adopted plans and without additional major increases in household growth in any particular location. If Damascus remains rural, Metro staff expect:

- Little discernible change in the number of households that chose to live outside the Metro UGB (for instance in Clark County).
- Little discernible change in average housing costs around the region.
- Little discernible change in average commute distances around the region.

# MPAC Worksheet

**Agenda Item Title:** Equitable Housing Initiative Update

**Presenter:** Elissa Gertler, Planning & Development Director, Metro  
Emily Lieb, Equitable Housing Project Manager, Metro  
John Miller, Executive Director, Oregon Opportunity Network

**Contact for this worksheet/presentation:** Elissa Gertler, [Elissa.Gertler@oregonmetro.gov](mailto:Elissa.Gertler@oregonmetro.gov)  
Emily Lieb, [Emily.Lieb@oregonmetro.gov](mailto:Emily.Lieb@oregonmetro.gov)

## **Purpose/Objective**

Provide an update on initial work planning for Metro's Equitable Housing Initiative and request support in identifying participants to attend a series of roundtables exploring best practices, opportunities, and barriers to equitable housing.

## **Action Requested/Outcome**

No MPAC action requested at this time.

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

MPAC has not previously discussed this item.

The Equitable Housing Initiative is a new Metro work program focused on developing a regional framework for addressing the growing challenge of housing affordability and housing choice. The program is the result of a \$200,000 Metro Council special budget amendment for FY2015-2016.

In 2006, Metro Council adopted the *Regional Housing Choices Implementation Strategy*, which included recommendations related to integrating housing considerations into regional policy decisions, developing new resources to fund affordable and workforce housing, reducing regulatory and cost barriers for the development and preservation of affordable and workforce housing, and developing technical assistance to support local government efforts. While progress has been made on some of the 2006 recommendations, other components have not moved forward, and housing affordability and housing choice continue to be pressing challenges for the region.

The Equitable Housing Initiative will build on previous efforts and develop new partnerships and processes to support implementation efforts. For the purpose of developing a work plan, staff have been using the following working definition of "equitable housing," adapted from the *Equity Framework Report* completed by six community-based organizations in February 2015: *Promoting equitable housing means ensuring diverse, quality, affordable housing choices with access to jobs, schools, and transportation options.*

Specific program objectives for 2015-2016 include:

- Develop a shared understanding among elected officials, jurisdictional staff, developers, funders, and other stakeholders regarding challenges, best practices, and opportunities for collaboration about equitable housing.
- Develop and deploy technical assistance to support local implementation of best practices to overcome barriers to equitable housing development.
- Research collaborative funding models and identify and pursue opportunities for

partnerships between public and private funders to fill the financing gap for equitable housing development and preservation.

- Develop long-term recommendations for future directions Metro could pursue to continue to support equitable housing development and preservation.

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

N/A

Materials following this page were distributed at the meeting.



## 2015 MPAC Work Program

*As of 05/27/15*

*Items in italics are tentative; **bold** denotes required items*

<p><b><u>Wednesday, May 27, 2015</u></b></p> <ul style="list-style-type: none"> <li>• Diversity, Equity, &amp; Inclusion: Responding to the Changing Demographics of Our Communities - <u>Information</u> (Emmett Wheatfall, Clackamas Co.; Patty Unfred, Metro; Alexis Ball, City of Beaverton; 30 min)</li> <li>• 2015 Urban Growth Management Decision: Development trends in past UGB expansion areas such as Damascus - <u>Information/Discussion</u> (Ted Reid, Metro; Mayor Diana Helm, City of Damascus; 45 min)</li> <li>• Equitable Housing Update - <u>Information</u> (Elissa Gertler, Emily Lieb, Metro; John Miller, Oregon Opportunity Network; 20 min)</li> <li>• Regional Communication and Relationships Follow-up - <u>Discussion</u> (Chair Pete Truax)</li> </ul>	<p><b><u>Wednesday, June 10, 2015</u></b></p> <ul style="list-style-type: none"> <li>• City of Beaverton presentation - <u>Information</u> (TBD, Beaverton; 25 min)</li> <li>• City of Hillsboro presentation - <u>Information</u> (Jeannine Rustad, Hillsboro; 25 min)</li> <li>• Regional Communication and Relationships Follow-up - <u>Discussion</u> (Chair Pete Truax; 25+)</li> <li>• <i>Oregon Legislature update - <u>Information</u> (Randy Tucker)</i></li> </ul>
<p><b><u>Wednesday, June 24, 2015</u></b></p> <ul style="list-style-type: none"> <li>• 2018 Regional Transportation Plan Update Kick-off - <u>Information/Discussion</u> (Elissa Gertler, Kim Ellis, Metro; 35 min)</li> <li>• Regional Transit Plan and Coordination with TriMet Service Enhancement Plans and SMART Master Plan Update - <u>Information/Discussion</u> (Elissa Gertler &amp; Jamie Snook, Metro; Eric Hesse, TriMet; Stephen Lashbrook, SMART; 25 min)</li> <li>• 2015 Urban Growth Management Decision: Planning within a range forecast for population &amp; employment growth - <u>Information/Discussion</u> (Ted Reid, Metro; 35 min)</li> </ul>	<p><b><u>Wednesday, July 8, 2015</u></b></p> <ul style="list-style-type: none"> <li>• <i>Recap of Spring 2015 Growth Management Discussions (Ted Reid, Metro; 30 min)</i></li> <li>• <i>Powell-Division Transit and Development Project - <u>Information</u> (Brian Monberg, Metro; 30 min)</i></li> <li>• Clackamas County and Washington County Industrial Land Readiness Projects (Erin Wardell, Washington County; Jamie Johnk, Clackamas County; 45 min)</li> </ul>
<p><b><u>Wednesday, July 22, 2015</u></b></p> <ul style="list-style-type: none"> <li>• <i>Possible Tour Date, if desired by MPAC, or cancel</i></li> </ul>	<p><u>Wednesday, August 12, 2015</u> - Cancelled</p>

<p><b><u>Wednesday, August 26, 2015</u></b></p> <ul style="list-style-type: none"> <li>• <i>Community Planning and Development Grants update – <u>Information/Discussion</u> (Gerry Uba, Metro; 30 min)</i></li> </ul>	<p><b><u>Wednesday, September 9, 2015</u></b></p> <ul style="list-style-type: none"> <li>• 2018 Regional Transportation Plan Update – Review draft work program – <u>Discussion</u> (Kim Ellis, Peggy Morell, Metro; 40 min)</li> <li>• Regional Transit Plan – Review draft Regional Transit Vision – <u>Discussion</u> (Jamie Snook, Metro; 40 min)</li> </ul>
<p><b><u>Wednesday, September 23, 2015</u></b></p> <ul style="list-style-type: none"> <li>• 2015 Urban Growth Management Decision: Metro Chief Operating Officer Recommendation to Council - <u>Information/Discussion</u> (John Williams, Ted Reid, Metro; 35 min)</li> <li>• <i>Discuss Regional Snapshot (John Williams, Ted Reid, Metro; 40 min)</i></li> </ul>	<p><b><u>Wednesday, October 14, 2015</u></b></p> <ul style="list-style-type: none"> <li>• Endorse 2018 Regional Transportation Plan Update Work Plan – <u>Action</u> (Kim Ellis, Metro; 30 min)</li> <li>• 2015 Urban Growth Management Decision - <u>Recommendation to Metro Council</u> (Ted Reid, Metro; 40 min)</li> <li>• <i>Equity Initiatives in the Region (Patty Unfred, Metro; 30 min)</i></li> </ul>
<p><b><u>Wednesday, October 28, 2015</u></b></p> <ul style="list-style-type: none"> <li>• Solid Waste Roadmap Update – <u>Information/Discussion</u> (Paul Slyman, Tom Chaimov, Metro; 60 min)</li> <li>• Metro Enterprising Places program - <u>Information/Discussion</u> (Lisa Miles, Metro; 40 min)</li> </ul>	<p><u>Wednesday, November 11, 2015</u> – Cancelled (holiday)</p>
<p><u>Wednesday, November 25, 2015</u> - Cancelled</p>	<p><b><u>Wednesday, December 9, 2015</u></b></p> <ul style="list-style-type: none"> <li>• <i>Equitable Housing Summit Update (Elissa Gertler, Emily Lieb, Metro; 45 min)</i></li> </ul>
<p><u>Wednesday, December 23, 2015</u> - Cancelled</p>	

**Parking Lot:**

- Presentation on health & land use featuring local projects from around the region
- Greater Portland, Inc. update
- “Unsettling Profiles” presentation by Coalition of Communities of Color



# MAKING A GREAT PLACE TOGETHER



[oregonmetro.gov](http://oregonmetro.gov)

## DIVERSITY, EQUITY AND INCLUSION AT METRO

Metro strives to cultivate diversity, advance equity and practice inclusion in all of its work.

### PREPARING FOR THE FUTURE

Our region is changing – the community of the future will be more racially and ethnically diverse. Historically, communities of color have experienced disparities in income, health and education. In addition, our population will have higher percentages of younger and older residents than today, potentially creating new challenges for inclusion.

Addressing these diversity and equity-related issues is central to our region's future prosperity.

Metro's Diversity, Equity and Inclusion team helps develop standards and provides coordination and resources to create inclusive processes and conditions that allow everyone to participate in making this a great place today and for generations to come.

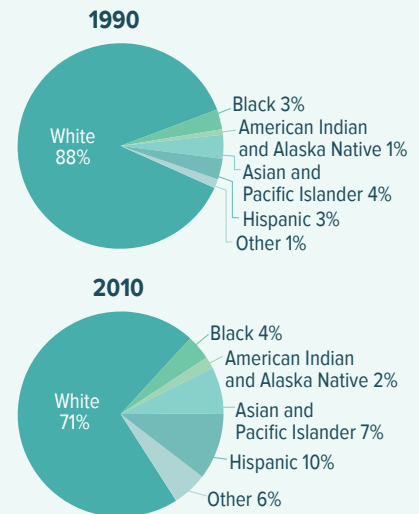
**Imagine** a region where every person, regardless of race, ethnicity, gender or ability,

- can enjoy clean air and water and explore nature nearby
- has safe and reliable transportation choices
- earns equal incomes across education levels
- lives in affordable housing in a safe neighborhood
- contributes to our region's leadership on climate change.

Learn more visit [oregonmetro.gov/diversity](http://oregonmetro.gov/diversity)

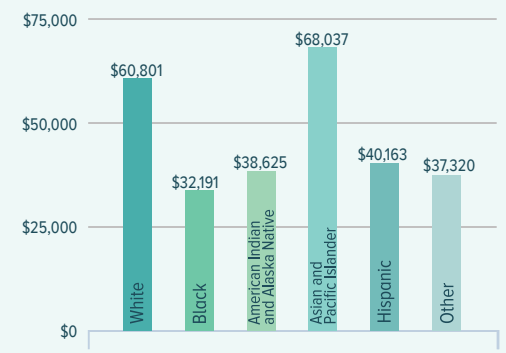
### The region is diversifying ...

PERCENT OF POPULATION BY RACE/ETHNICITY  
Tri-county region. Source: US Decennial Census, 1990, 2010 SF1-QTP6



### ... but regional inequities persist.

MEDIAN HOUSEHOLD INCOME, BY RACE/ETHNICITY  
Portland MSA, 2011-2013. Source: US Census, American Community Survey three-year estimates



## DEFINING DIVERSITY, EQUITY AND INCLUSION

### Diversity

Honoring differences among people while upholding our value for respect is central to our diversity philosophy. At Metro, we define diversity to encompass the full breadth of our region's populations, including differences in race, ethnicity, gender, age, religion, nationality, language preference, socioeconomic status, disability, sexual orientation, gender identity and other characteristics. These characteristics - combined in ways unique to each individual - are tied to a variety of other aspects of diversity such as experience, work styles, life experience, education, beliefs and ideas.

Diversity is the variation of social and cultural identities among people.

### Equity

Our region is stronger when individuals and communities benefit from quality jobs, living wages, a strong economy, stable and affordable housing, safe and reliable transportation, clean air and water, a healthy environment, and sustainable resources that enhance our quality of life. We share a responsibility as individuals within a community and communities within a region. Our future depends on the success of all, but avoidable inequities in the utilization of resources and opportunities prevent us from realizing our full potential. Metro is committed with its programs, policies and services to create conditions which allow everyone to participate and enjoy the benefits of making this a great place today and for generations to come.

Equity is when everyone, including members of diverse communities, has the opportunities necessary to satisfy their essential needs, advance their well-being and achieve their full potential.

### Inclusion

At Metro, we strive to create and maintain an environment where everyone feels welcomed, respected and valued. Inclusion ensures diverse individuals are able to participate in and affect the decisions that affect them and their communities.

Inclusion means that everyone can participate and everyone belongs.







## METRO'S DIVERSITY, EQUITY AND INCLUSION PROGRAM

Metro created the Diversity, Equity and Inclusion (DEI) program in September 2014 to better coordinate its efforts to cultivate diversity, advance equity and practice inclusion. The DEI team aligns ongoing work in the Diversity Action Plan, Equity Strategy, and inclusive public involvement practices to strategically coordinate efforts to achieve equitable outcomes and strengthen relationships with diverse communities.

### PROGRAM GOALS INCLUDE:

#### **Diversity**

- Increase internal awareness and sensitivity to diversity issues.
- Increase recruitment, hiring and retention of diverse employees.
- Ensure Metro's public engagement and committees serve and represent the diversity of the region.
- Increase contracting opportunities for minority and women-owned businesses.

#### **Equity**

- Develop and implement a Metro-specific strategy to advance equity across the region's desired outcomes.
- Build institutional capacity inside Metro to understand, adopt and practice equity.
- Create meaningful engagement and capacity-building opportunities for underserved communities.

#### **Inclusion**

- Build and maintain long-term, meaningful relationships with community based organizations that serve diverse communities.
- Engage community members using the language or communication method that meets their needs.

## HELPING YOU MAKE A DIFFERENCE

Each of us has a role to play to help address systemic inequities that impact our communities and help create an equitable region for everyone who calls this area home. The DEI team is available to help support you, your program or your project with strategy guidance and useful resources and tools.

## RESOURCES AND TOOLS

### **Consultation**

The DEI team serves as a resource for Metro staff on matters related to diversity, equity and inclusion. The DEI team can help offer best practices and connect you to useful resources.

### **Community partnerships**

The DEI team works with staff across the agency to develop standards, best practices and resources to build and maintain long-term, meaningful relationships with community based organizations.

### **Youth internship program**

Summer internships through Worksystems' SummerWorks program build the pipeline for a more diverse applicant pool for Metro jobs, provide employment and work experience to youth seeking opportunity, increase Metro staff cultural competency and diversity of thought, and benefit our region.

### **Language resource guide**

The DEI language resource guide provides an overview of translation or interpretation services for community members that do not speak English well. The guide outlines effective practices in written translation, identifies steps to consider when translating materials for a program or project, and provides resources when an event or a community member requires interpretation.

## CULTURAL COMPETENCY OPPORTUNITIES

### **Cultural events**

Metro hosts learning events during nationally recognized awareness months for ethnic and cultural groups. Previous learning events include months devoted to Black history, Hispanic heritage, women's history and Native American cultures. Metro also hosts occasional speakers on equity, diversity and inclusion to raise awareness and learn from experts.

### **Diversity, Equity and Inclusion roundtable**

The DEI engagement roundtable is an informal meeting where you can learn about ongoing or future engagements with leaders from underserved communities. The roundtable seeks to leverage and coordinate Metro's outreach efforts, while

reducing the burden placed on community-based organizations that may have limited capacity to engage with Metro. At every other meeting, roundtable members will dig deeper into topics pertaining to Title VI of the Civil Rights Act, the Executive Order on Environmental Justice, data analysis and research.

### **"Ouch!" training**

This facilitator-led DVD/video-based training program helps you build confidence and skills to speak up when you hear stereotypes or other demeaning comments.

### **Unconscious bias initiative**

All people experience unconscious bias in which socialization and experiences create assumptions and conclusions about groups of people – both positive and negative. This initiative is designed to help Metro staff develop a greater understanding of the issues of unconscious bias and its impact on our thoughts and behaviors.

### **Uniting to understand racism training**

This six-week dialogue on race, periodically offered through the Metro Learning Center, focuses on helping you raise your level of awareness concerning unexamined bias and encouraging proactive change. The course offers resources to stimulate discussion and self-examination.

## DIVERSITY, EQUITY AND INCLUSION TEAM

Patty Unfred,  
Diversity, Equity and  
Inclusion program director

Bill Tolbert,  
Diversity program manager

Juan Carlos Ocaña-Chiu,  
Equity Strategy program  
manager

Cassie Salinas,  
Diversity, Equity and  
Inclusion project manager

Nyla K. Moore,  
Diversity, Equity and  
Inclusion administrative  
coordinator



City of Beaverton

# Diversity, Equity, and Inclusion Plan



Recommendations from the Diversity Advisory Board



## Mayor's Message

I'm proud to live in one of the most diverse cities in Oregon. The richness of the cultural diversity that has come to characterize our city is part of what makes us such a vibrant community.

We recognize that to be the Best of Oregon, we must understand how our community is evolving and how we can best meet the needs of those who live here. We need to promote and harness the capacity of all members of our community if we want to stay economically competitive and socially and politically relevant in the world today.

What you'll see on the following pages is a reflection of several years of conversations and groundwork laid for cultural inclusion. In 2009 we hosted the first city-sponsored multicultural community forums, bringing together over eighty community leaders from communities of color, immigrant and refugee, and ally communities to talk about priorities and the future of Beaverton. From that process, an ad-hoc Mayor's Diversity Task Force began to work together to help us strategize how to address issues of cultural inclusion. One of their key recommendations was to create a community advisory board on par with other boards and commissions to help lead this work—today known as the City of Beaverton's Diversity Advisory Board.

Kudos to members of the Diversity Advisory Board, who in their first year of hard work have developed this wonderfully comprehensive, yet realistic document. It provides a clear outline of priorities and direction for how we can help all members of our community thrive. Their vision (and that of all who helped shape it through their input) speaks volumes to the importance and momentum of this work today.

This plan will require all of us to come together as a community to bring these goals to fruition. We all have a role to play and our collective future depends on its success. Please join us in committing to make equity and inclusion a reality for all in Beaverton.



DENNY DOYLE, MAYOR

A handwritten signature in black ink that reads "Denny Doyle". The signature is written in a cursive, slightly slanted style.

## Table of Contents

- 1 Letter from the Diversity Advisory Board
- 2 A Word about the Plan's Focus; Definitions
- 3 How the Plan Comes Together; The Life of the Plan
- 4 Diversity and Racial Disparity in Beaverton
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  - 6 Language Access
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  - 10 Public Safety
  - 12 Economic Opportunity
  - 14 Infrastructure & Livability
  - 16 Health & Wellness
  - 18 City Practices
  - 20 Multicultural Community Center
- 22 Implementation & Accountability
- 24 Community Feedback
- 25 Acknowledgements

# Beaverton's Diversity, Equity, and Inclusion Plan: A Vision for the Community

Diversity, equity, and inclusion matter because we have a shared fate as individuals within the Beaverton community. We share prosperity when everyone living in Beaverton achieves their full potential. Research shows that inequality hinders economic growth while inclusion promotes economic growth.

Working towards equity and inclusion will benefit us all by supporting a healthier, more competitive, more diverse workforce and business sector. This stronger workforce will have increased purchasing power to support local businesses and generate a higher tax base to support necessary government services. A more diverse local business community will attract customers from around the region and stimulate the local economy.

Supporting diversity, equity, and inclusion makes not only economic sense – it is also the ethical choice. The City of Beaverton and community partners can fulfill their mission by working to transform our institutions around these concepts to ensure fairness and opportunity for all. Feedback collected during the development of the Beaverton Community Vision produced a goal of building a friendly and welcoming community. This shows that the people of Beaverton value a community that is inclusive.

This document is a directional plan, identifying where we should start and what we should focus on first. There are likely many issues not yet articulated here that can be addressed later as they are identified. The plan is a living document; it is meant to be revisited and revised periodically. This plan will give the City of Beaverton and its community partners a place to start strategizing its diversity, equity, and inclusion work.

Sincerely,

Beaverton's Diversity Advisory Board 2014

Nael Saker, Chair  
Jane Yang, Vice Chair  
Samira Godil, Secretary  
Paolo Esteban  
Faridah Haron  
Ali Houdroge  
Edward Kimmi

Esther Lugalia-Imbuye  
Cynthia Moffett  
Shariff Mohamed  
Ruth Parra  
CeCe Ridder  
Mari Watanabe

## A Word About the Plan's Focus

In order to have an impact we know we must make choices about how to focus our work in addressing the issues of diversity, equity, and inclusion. This plan places a special emphasis on racial/ethnic diversity and eliminating the barriers that exist specifically for communities of color, immigrants and refugees in our community. This is for three principal reasons:

- 1) The demographic shift in our community has been dramatic and demands attention. While Beaverton was once an overwhelmingly homogenous community, today it is one of the most racially/ethnically diverse cities in the state. The makeup and needs of our community have changed and we must recognize this and be responsive.
- 2) Data on racial disparities in Beaverton demonstrates strong evidence of institutional barriers still present today that impact the wellbeing and success of certain sectors of our community, evident along racial/ethnic lines. Everyone in our community has the right to feel safe and be treated with respect and dignity in all contexts. We have a responsibility to do what we can to ensure equitable outcomes and access to opportunities for all.
- 3) As the Diversity Advisory Board, we have been tasked to focus on cultural inclusion primarily as it relates to racially/ethnically diverse populations. As a public institution, the City of Beaverton recognizes the need to intentionally work to incorporate populations that have been historically underrepresented and underserved by government.



### Definitions

How do we define *diversity*, *equity*, and *inclusion*?

- **Diversity** is the variation of social and cultural identities among people existing together in a defined setting.
- **Equity** is when everyone has access to the opportunities necessary to satisfy their essential needs, advance their well-being and achieve their full potential.
- **Inclusion** means that everyone can participate and everyone belongs.



# How the Plan Comes Together

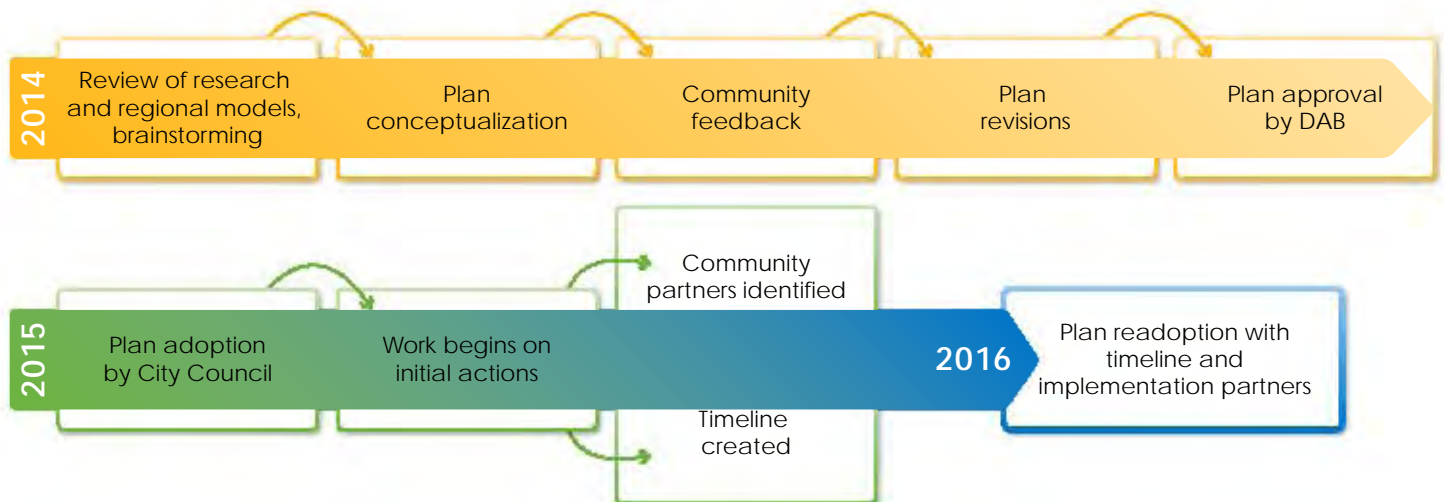
The key areas that follow identify opportunities and barriers to equity across eight themes. The areas are broad ranging and interdependent, meaning that overlap necessarily exists and progress in one area is expected to have a ripple effect across other areas.

Each focus area begins with a brief description of why the area was chosen as a priority. It then states an overarching goal followed by several descriptive, aspirational statements. The final part of each area spells out recommendations for concrete actions that we see as opportunities to reach that goal.



## The Life of the Plan

You may notice that this initial version of the Diversity, Equity, and Inclusion Plan focuses on articulating an overall vision for this work and does not spell out the details of implementation. Many of the ideas contained here will take broad community support to bring to life, so over the next year the Diversity Advisory Board will work to recruit partners and develop a timeline for implementation. This is how our process has looked and how we see it moving forward:

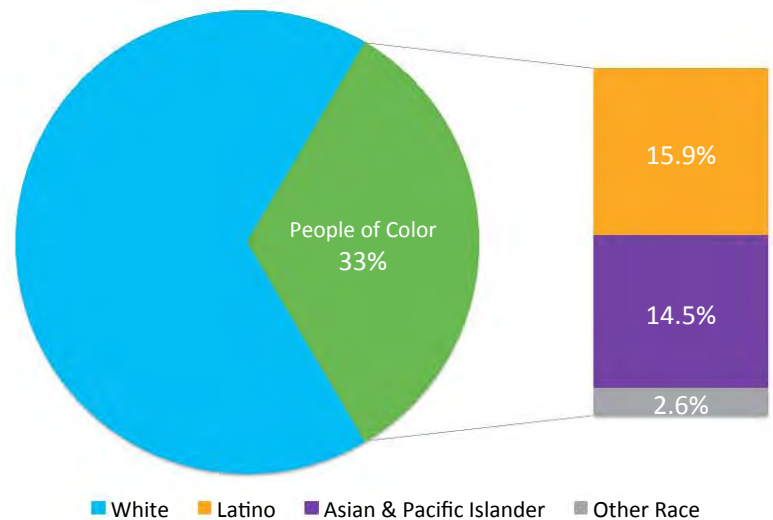


## Diversity and Racial Disparity in Beaverton

Today Beaverton stands out because of its diversity. The makeup of our city has grown and diversified at a dramatic rate over the past several decades and this plan is an effort to strategically address and respond to these changes. Overall local demographic data shows that:

- One in three people living in Beaverton today is a person of color, compared to just 1% of the population that was recorded as non-white in the 1970 census. Communities of color in Beaverton are currently growing six times as quickly as the white population.
- The largest communities of color in Beaverton are Latinos and then Asian & Pacific Islanders, each representing close to one-sixth of the total population. The Latino population is projected to rise to almost a quarter of the Beaverton population by 2020. Certain tracts of the city contain some of the highest concentrations of Asians in the state. Black and African Americans make up 2.8 percent and Native Americans 1.9 percent of the city's population.
- Almost 1 in 4 people in Beaverton was born outside of the US. Twenty-eight percent speak a language other than English at home and 1 in 8 are not fully fluent in English. Over ninety different languages are spoken in the homes of students in the Beaverton School District.

### People of Color in Beaverton

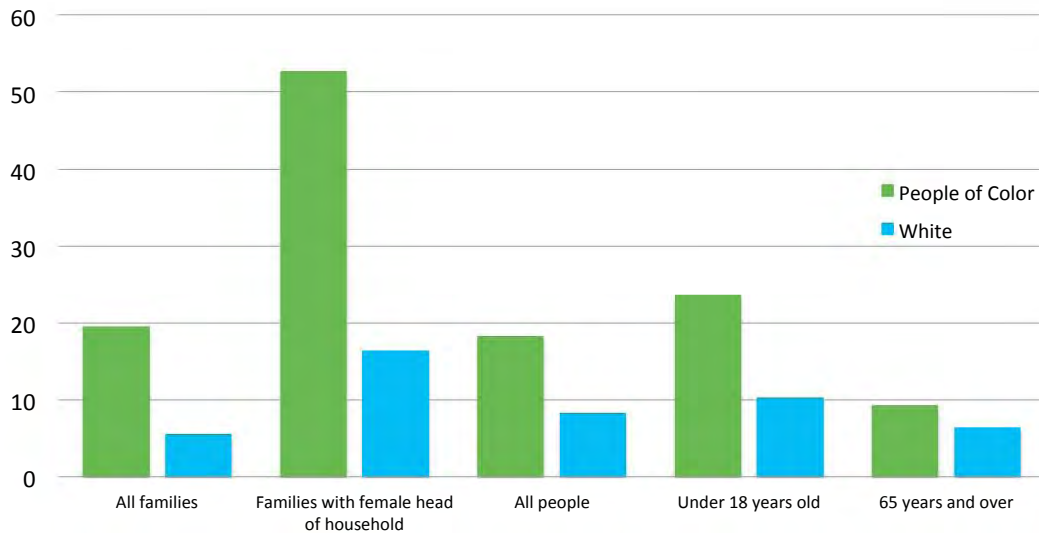


We know that the growth of diverse populations in our city has meant valuable contributions to the city's business sector, local tax base, and community fabric.

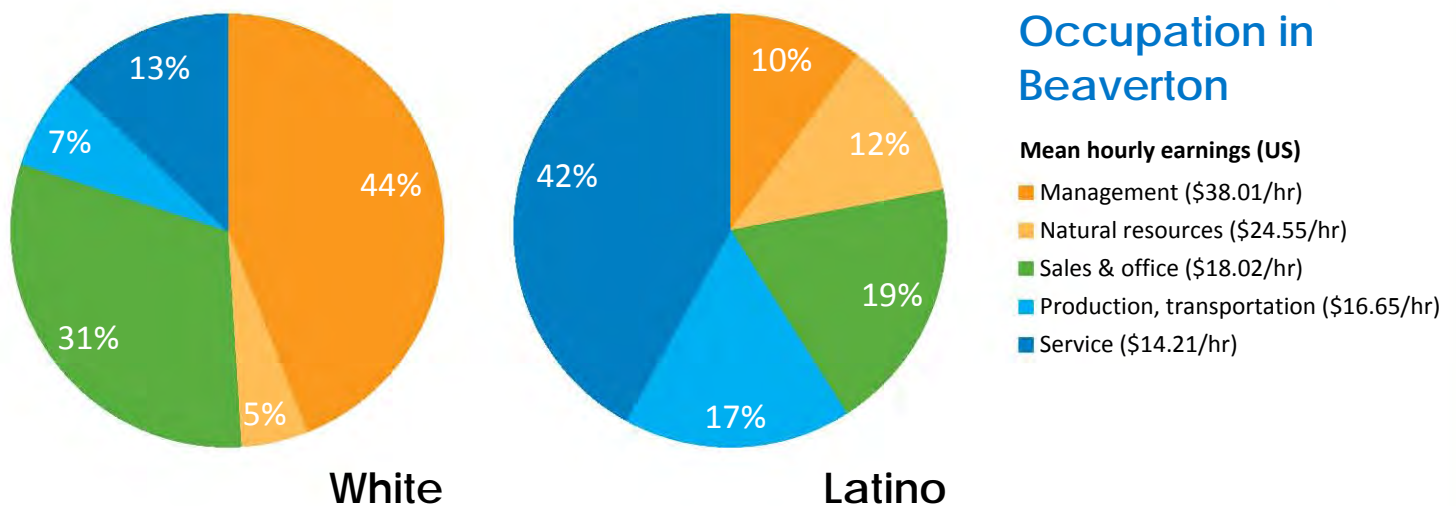
However, data on racial disparities shows that severe and lasting inequities impact these populations on a daily basis. Addressing these inequities will create a more vibrant and prosperous community for everyone as we better utilize the collective talent, energy and productivity of all members of our community. Racial disparities data shows us that locally:

- Over half of the white population owns their home in Beaverton compared to just one third of the populations of color. A greater percentage of people of color live with unaffordable rental and mortgage payments every month.
- Neighborhoods across the city show vastly different levels of racial diversity. The Vose neighborhood has one of the highest rates of diversity in the city, with 55% residents of color. In contrast, the West Slope neighborhood shows just 16% of its residents identifying as people of color.

## Disproportionate Poverty Rates in Beaverton (by %)



- Communities of color fare worse across all poverty indicators in Beaverton; families of color have 3 ½ times the rate of poverty as white families.
- Almost a quarter of adults of color in Beaverton have an educational level less than high school, compared with just 5% of the white population. Around 40% of Latinos and Native Americans lack the benefit of any diploma or degree.
- 1 in 2 students in the Beaverton School District identifies as a youth of color, while only 12% of staff are people of color. Students of color experience disproportionately higher rates of exclusionary discipline. While 1 in 50 white students are lost to dropout, the rate of dropout is 1 in 21 for students of color overall and 1 in 7 for Native American students.
- Over 40% of white workers in Beaverton occupy higher paying, better quality management jobs, while a similar percentage of Latinos (and Native Americans) work in low-end service sector jobs with an estimated earnings differential of \$23.80 per hour. The Black and African American population has an unemployment rate of more than 1 ½ times that of the white population in Beaverton. ▼



Data in this section are from Ball, Alexis (2014). *Examining racial disparities in Beaverton*. Portland, OR: Center to Advance Racial Equity, Portland State University. Available at <http://www.centertoadvanceracialequity.org/publications/4585054222>

## Language Access

**Language Access** is a key area due to the large number of immigrant and refugee newcomers to Beaverton that speak languages other than English at home. Executive Order 13166 related to Title VI of the Civil Rights Act stipulates that public entities receiving federal funds must ensure that people with limited English proficiency have meaningful access to programs and activities.

**Goal:** Everyone has access to and is treated with respect and dignity in receiving the services provided by the City of Beaverton regardless of English proficiency.

- The City of Beaverton provides consistent, high-quality, culturally appropriate translation and interpretation services through the use of trained professionals to remove barriers for people with limited English proficiency in accessing city services, programs and activities.
- City employees demonstrate competence in interacting with people with limited English proficiency, have the ability to access supports for translation and interpretation, and are increasingly multilingual.
- City programs regularly provide materials in other languages to improve access for people with limited English proficiency.
- The public is aware of and accesses materials and services in other languages besides English.







## Individual & Family Support

**Individual & Family Support** was chosen as a key area to encompass a focus on meeting basic needs for stability and wellbeing throughout the lifespan. This area focuses on the role of social services, education, enrichment, and civic opportunities within the community.

**Goal:** Everyone has access to the services they need throughout their life journey from infants to seniors.

- Beaverton provides culturally appropriate services to youth, seniors, and families with young children.
- Increasingly strong public education opportunities exist from birth through high school and serve as the foundation for development and success of all youth in Beaverton. The gap in high school graduation rates between students of color and white students no longer exists and rates for all students improve.
- All youth are supported and have meaningful opportunities to engage in positive social and civic activities.
- Schools and libraries are regularly utilized for community education and gathering centers to stimulate lifelong learning and intergenerational learning.
- Opportunities exist for midlife and older adults to actively connect and participate in community life.



## Concrete Actions to Realize Goal:

- Facilitate collaboration between local service providers, culturally specific organizations, and community non-profits to identify and address the community's basic needs for education, training, health care, and social services.
- Expand access and opportunities to apply for social service funding among culturally-specific organizations and organizations that serve communities of color, immigrants and refugees in Beaverton. Increase the overall funding allocation to these organizations to reflect community demographics and need.
- Develop a city resource guide with multiple access points (e.g. online, print, phone, etc.) in multiple languages that connects community members to existing resources and basic services (food, shelter, medical, transportation, etc.).
- Support high-quality, affordable childcare and senior care options for low-income, working families as a key to improving educational results for students who miss school to help out at home.
- Advocate for the expansion of early childhood education and literacy programs in libraries, Head Start, etc. Increase promotion of and access to Beaverton's strong international schools among youth of color.
- Boost Upward Bound educational talent search and TRiO-like programs in high schools. Fund campus visits to local colleges and universities. Support mentoring programs for youth of color (e.g. Big Brothers/Big Sisters).
- Collaborate to promote a statewide legislative agenda on racial equity in education to develop strategies to eliminate disproportionality in school discipline rates (a key factor to which low graduation rates are attributed).
- Continue supporting PCC's Future Connect<sup>1</sup> program as a way to promote opportunities for continuing education for youth transitioning to adulthood.
- Promote internship and volunteer opportunities in the city and community based organizations for youth of color and of low-income backgrounds to engage in learning about and shaping their community. Expand the reach of youth leadership opportunities, such as the Mayor's Youth Advisory Board and the Teen Library Council, to regularly pull representatives from across all schools.
- Expand arts and library programming for all ages, income levels, and neighborhoods. Focus on historically underserved populations and offer intergenerational opportunities to intentionally engage seniors alongside younger populations.

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<sup>1</sup> PCC Future Connect provides scholarships, career guidance and advising to first generation and low-income students attending community college.



## Public Safety

**Public Safety** was chosen as a key area in recognition of the fundamental importance of a sense of security and fairness in the institutions tasked to protect the community, and the trust and communication necessary for a successful community policing model.

**Goal:** Everyone feels safe and is treated with respect and dignity in Beaverton's public safety system.

- Demographics of public safety personnel reflect and honor the racial/ethnic diversity of the city.
- Public safety personnel demonstrate cultural responsiveness in interactions with members of all of Beaverton's diverse communities.
- Beaverton's public safety system is responsive and operates with maximum accountability and transparency.
- Everyone feels comfortable initiating contact with public safety personnel regardless of identity and knows what to expect from these interactions.
- Community members have access to interpreters and advocates in interactions with the public safety system.
- The public safety system actively protects vulnerable populations and addresses issues that disproportionately impact communities of color, immigrants and refugees.





## Concrete Actions to Realize Goal:

- Prioritize recruitment of diverse racial/ethnic applicants to fill new public safety positions in Beaverton. Research successful models on how to intentionally diversify public safety personnel and implement new strategies to meet this goal. Create metrics and evaluate regularly to show progress made in this area.
  - Institutionalize mandatory training in cultural responsiveness for all public safety personnel.
  - Regularly collect and analyze disaggregated data on police stops, arrests and prosecutions to proactively address any potential issues of racial disparity.
  - Evaluate the experience of defendants in the local court system and recommend improvements.
  - Educate the community on the existing process for bringing complaints and concerns forward about police interactions, as well as the accountability process following complaints. Create more opportunities for dialogue between the community and police.
  - Promote the city's Human Rights Advisory Commission (HRAC) as another channel to bring forward concerns about Beaverton's public safety system.
  - Reaffirm the Beaverton Police Department's commitment to not "use agency moneys, equipment or personnel for the purpose of detecting or apprehending persons whose only violation of law is that they are persons of foreign citizenship present in the United States in violation of federal immigration laws."<sup>2</sup>
- Continue the efforts of public safety personnel to build strong community relationships and trust through outreach and hosting informational events. Expand the presence of police at culturally specific community events.
  - Prioritize recruitment of diverse racial/ethnic community members to participate in programs such as the Citizens Academy, Victim's Advocates, and the Community Emergency Response Team (CERT). Continue support of PAL (Police Activities League) to expose youth of all backgrounds to the police department.
  - Proactively address the issue of sexual exploitation and trafficking of individuals in Beaverton.



<sup>2</sup> ORS 181.850 Enforcement of federal immigration laws

## Economic Opportunity

**Economic Opportunity** is included here as a key area because it is a crucial element that allows individuals and families to meet their basic needs, maintain self-determination, and have the opportunity to build stability and wealth into the future.

**Goal: Everyone has the opportunity to thrive economically.**

- Everyone has access to employment at a living wage.
- All racial/ethnic communities are proportionally represented across job sectors in Beaverton, from service to managerial positions.
- Everyone in Beaverton has access to the education and/or training necessary to enter skilled jobs, both in the trades and office-based professions.
- Existing business resources are well connected and provide support to all of Beaverton's racial/ethnic communities.
- The City of Beaverton actively supports local businesses that have been historically underutilized in government contracting. Programs and resources exist to support the success of existing small businesses as well as stimulate new business development in communities of color.
- Collective economy and micro-entrepreneurship initiatives are fostered through community programs and policy.
- Measures are in place to prevent displacement of local workers and businesses as development happens across the city.



### *Concrete Actions to Realize Goal:*

- Expand adult basic education programs (i.e. GED, English and literacy classes) and target populations with the lowest education levels in Beaverton to participate.
- Expand access to job training, internship and apprenticeship programs through partnerships with community colleges, businesses, and organizations, targeting populations with the highest unemployment rates. Explore the development of low barrier internship and open learning programs with large employers.

- Offer opportunities related to youth employment beginning in grades 8 or 9. Link PCC Future Connect participants and local high school students to summer internship and work opportunities at the city. Expand city partnership with programs that target low-income youth of color (e.g. Summer Works).
- Expand workforce development programs and efforts to connect underserved communities with existing job readiness programs (e.g. employment-specific language training, job and interview clothing resources, preparation skills).
- Provide culturally-specific and targeted employment resource information for communities with the highest unemployment rates.
- Create economic development programs that target business owners of color and link to the city's microfinance program to support the success of these businesses. Convene gatherings to raise awareness about business-owner needs and city resources. Create a community buy local/buy diverse campaign that promotes local, racially/ethnically diverse small businesses. Prioritize economic development that creates living-wage jobs in the city.
- Expand availability and awareness of opportunities for financial literacy training.
- Actively support leadership opportunities for professionals of color through scholarships, networking opportunities, and job promotion.
- Host an annual job fair sponsored by the City of Beaverton, chambers of commerce, and other existing business resource organizations for local businesses and job-seekers to connect. Include information relevant to teens.
- Evaluate and improve how current partnerships (e.g. tech incubator and executive suites business that the city supports) serve populations of color.
- Remove barriers to micro-entrepreneurship and allow incubator space for a variety of sectors (i.e. allow food carts, continue to support the farmer's market, etc.). Advance food cart research project as a way to promote entrepreneurship. Actively promote the Allen Blvd. corridor study.
- Create an MWESB (minority-owned, woman-owned, and emerging small businesses) policy for procurement at the City of Beaverton. Provide outreach and education to local business owners who may qualify for state MWESB certification. Give preference to hiring contractors that pay living wages.
- Create a database where local vendors can register to supply city government. Work with Finance to improve procedures for payment to small businesses who cannot invoice and wait for payment.
- Ensure there is a jobs/housing balance in plans for zoning so people throughout the community can live near where they work. Consider ways to facilitate development of new businesses in Beaverton that hire and supply locally as a preventative measure against the negative impacts of gentrification.
- Create an international night market with traditional foods, providing a space for cross-cultural exchange and economic opportunity for food entrepreneurs. Combine with a monthly international flea market.
- Create more community supports for collective economy such as neighborhood tool libraries and co-working spaces (e.g. labs, kitchens, office space, fly-in desks).



## Infrastructure & Livability

The **Infrastructure & Livability** key area addresses the physical structures, systems, and city planning that facilitate life, work, mobility, play, and other essential life activities for everyone in the community.

**Goal:** Everyone has access to the infrastructure to support good quality of life, including adequate housing, public transportation, and parks and recreation centers.

- Everyone can access safe, decent, affordable and fair housing<sup>3</sup> within city limits. Neighborhoods include a diversity of housing types to maximize choice for people of all economic and social circumstances.
- Demographics in each of Beaverton's neighborhoods reflect overall city demographics. People of color, immigrants and refugees feel welcome and comfortable in any Beaverton neighborhood.
- Neighborhoods are increasingly walkable and provide access to basic services.
- Everyone can access affordable public transportation near their home and work.
- Everyone can access parks and recreation centers near their home.
- The impacts of gentrification are regularly evaluated in housing policy, land use and planning decisions and measures are in place to prevent displacement.



<sup>3</sup> Fair housing: prohibits discrimination of home sales, rentals and financing based on race, color, national origin, religion, sex, familial status or those with disabilities.


## Concrete Actions to Realize Goal:

- Create a multi-faceted strategy to address homelessness in Beaverton that includes a plan for accessing emergency shelters, supportive housing, medical and social services, and job training.
- Implement the 2012 Fair Housing Plan with Washington County.
- Fund a rental inspection program in Code Compliance to ensure that rental properties meet minimum health, safety, and accessibility standards.
- Support community education and advocacy on tenants' rights to give everyone the knowledge and resources to prevent housing discrimination.
- Support the Metro Brownfields Coalition Legislative Agenda for 2015 addressing land banks, rent control, and inclusionary zoning.
- Expand programming to support first-time homebuyers. Direct funding toward underserved populations with the goal of reaching proportional levels of homeownership across all racial/ethnic communities in Beaverton.
- Work to create a housing trust to purchase properties and expand public housing for low-income populations across city neighborhoods. Provide funds to promote and incentivize the supply of multigenerational housing and improve programs to retrofit housing for accessibility.
- Partner with community banks to provide low to no-interest loans to existing low-income housing outside the downtown core that needs improvement so that people do not have to move.
- Prioritize street improvements that provide families with safe routes to work, school, and recreation (e.g. mid-block crossings between family housing units and parks, bike lanes, street lighting).
- Work with TriMet to improve transit stops and times in Beaverton. Prioritize active transportation projects and public transit near low-income housing. Ensure that representatives of racial/ethnic communities who use public transit the most are at the table when discussing current and future public transit options.
- Create a program to help teens become familiar with public transit.
- Continue to prioritize close proximity to parks and recreation centers in land use decisions and city expansion. Ensure that planning in new areas is not car-focused so that new housing options are not limited to the wealthy, but also provide options for low and middle class families.
- Clean up areas of town that require trash removal, maintenance of overgrown spaces, etc.
- Support and provide information on affordable broadband access for all.

## Health & Wellness

The **Health & Wellness** key area was chosen in recognition of the fundamental importance of fostering a healthy community. Priorities in this goal are aligned with the Washington County Community Health Improvement Plan (CHIP) and the City of Beaverton's comprehensive plan health chapter.

**Goal:** Everyone has access to resources that support holistic health, well-being, and extended life.

- Actions are taken to reduce the predictive nature of race/ethnicity on health outcomes and life expectancy through access to preventative health measures for everyone.
  - Everyone lives in a clean, safe community free of environmental hazards to public health. Monitoring of environmental justice issues ensures communities of color are not experiencing disproportionate health impacts.
  - Everyone has access to healthy, affordable foods that reflect their culture.
  - Everyone has access to affordable, quality prenatal, medical, dental, mental health, and emergency care.
  - Health initiatives are coordinated to address the three core priority areas identified in the county-wide assessment: chronic disease prevention, access to integrated care, and suicide prevention.
  - Community education exists on multiple levels to encourage preventive health behaviors to support well-being and longevity.
- 
- Health care providers demonstrate cultural responsiveness, including protecting patient privacy and cultural and religious dietary concerns.
  - A wide variety of affordable and accessible recreation options exist to serve the needs and interests of everyone living in Beaverton, regardless of age, income, lifestyle, or ability. Parks and recreation facilities are equitably distributed throughout the city.
  - Safety net programs exist that promote long-term health and maximize independence among vulnerable populations in Beaverton.



## Concrete Actions to Realize Goal:

- Support sustainable, local food systems, food hubs, and food retailers to increase access to healthy food throughout the city. Promote location of full-service grocery stores, fresh produce markets, and ethnic markets within ½ mile of residential neighborhoods.
- Participate in the Healthy Eating Active Living (HEAL) Cities campaign.<sup>4</sup>
- Reduce barriers to siting community gardens and increase access to fresh, local agricultural products. Support the creation of community gardens in apartment complexes and in every neighborhood, through programming that intentionally links underserved communities to these spaces.
- Promote location of preventive and urgent care medical facilities within Medically Underserved Population Census Tracts.
- Ensure that critical health care education is provided to students in elementary and secondary schools. Partner with community based organizations, health foundations, and clinics to promote community education on how to access appropriate health care services.
- Work to connect everyone to primary care through strategies such as school-based health clinics.
- Implement cultural responsiveness training for local medical providers, including education about health conditions that impact specific populations differently.

<sup>4</sup> A partnership of the League of Oregon Cities and the Oregon Public Health Institute, with support from Kaiser Permanente to make healthier choices accessible, affordable, attractive, and convenient to help fight the epidemic of weight-related illnesses, including Type II diabetes, hypertension, stroke, heart disease, infertility, and depression. [www.healcitiesnw.org](http://www.healcitiesnw.org)

- Increase awareness among communities of color of existing opportunities for organized recreation. Expand opportunities for culturally specific programming.
- Create more off-street trails to make walking and biking to do errands a regular part of a healthy lifestyle.
- Do a study of access to healthy food, walkability and food deserts<sup>5</sup> in the city.
- Support culturally-specific coordinated service delivery and access to information and referral for food, housing, health care, and other basic necessities of life. Encourage public and private efforts that support food pantries and other supplemental programs, especially to meet the nutritional needs of infants, youth, and seniors.



<sup>5</sup> Food deserts: "...urban neighborhoods and rural towns without ready access to fresh, healthy, and affordable food. Instead of supermarkets and grocery stores, these communities may have no food access or are served only by fast food restaurants and convenience stores that offer few healthy, affordable food options. The lack of access contributes to a poor diet and can lead to higher levels of obesity and other diet-related diseases, such as diabetes and heart disease," (USDA website).

## City Practices

**City Practices** was defined as a key area to address the overall policies, practices, and culture of city government in Beaverton. This area addresses participation of underrepresented communities in city governance and ensuring that resources and services are accessible and equitably distributed.

**Goal: City practices reflect the needs of our diverse community. Programs, services and decision-making processes are accessible to and incorporate members of all of Beaverton's diverse communities.**

- Diversity, equity, and inclusion are core values in the planning, implementation and evaluation of programs and projects in the city. Departments link their strategies to metrics and measure progress in this area.
  - Historically underrepresented communities increasingly participate in decision-making at all levels of the city. City officials and staff reflect community diversity, Neighborhood Association Committee (NAC) membership reflects neighborhood demographics, and boards and commissions membership reflects city demographics.
  - Members of all backgrounds feel welcome in all city buildings. Strategies for outreach and mitigating language, cultural, economic, and transportation barriers to participation are in place and result in increased civic engagement.
- The City of Beaverton evaluates its programs and practices to ensure compliance with Title VI of the Civil Rights Act that prohibits exclusion, denial of benefits, or discrimination under any program or activity based on race, color, or national origin.
  - The City of Beaverton promotes data transparency through collection and sharing of disaggregated data where possible on programs and services to proactively address any potential issues of racial disparity.
  - City staff and elected officials participate in regular training and discussion on topics of diversity, equity, and inclusion. They demonstrate cultural responsiveness in interactions with members of all of Beaverton's diverse communities.
  - City staff and elected officials regularly attend cultural events and work closely with community partners to build trusting relationships and open channels for communication.





## Concrete Actions to Realize Goal:

- Complete an organizational assessment on current equity practices to identify areas of strength and opportunity.
- Research and implement best practice strategies for diversifying recruitment, hiring, and retention of employees of color. Create metrics and evaluate regularly to show progress made in this area.
- Regularly evaluate and take actions to improve accessibility, welcome and ease of navigating city buildings.
- Adopt a tool to ensure that diversity, equity, and inclusion are considered in policy and budget decisions, perhaps based on models of other regional governments. Define what types of proposals brought before council should be required to include a report of how deliberate engagement of underserved communities was incorporated. Report how budget expenditures, levels of service, and infrastructure conditions vary by community.
- Encourage and support city staff and elected officials in doing outreach to racially/ethnically diverse communities and attending multiple culturally-specific community events each year.
- Widen recruitment for city internships, seasonal and project positions to ensure underserved populations have access to opportunities to apply.
- Incorporate culturally-specific elements into city events programming (e.g. Flicks by the Fountain hosts a movie in Spanish or a Bollywood film for one of its showings).
- Support and participate in regional training opportunities with other jurisdictions. Establish a city employee equity team to create discussion opportunities for city staff and elected officials to increase cultural awareness and understanding of diversity, equity and inclusion. Educate city staff and elected officials about institutionalized racism, sexism and intercultural competency.
- Strengthen relationships with equity practitioners in partner agencies, regional governments, and community entities to collaborate and share best practices for promoting equity initiatives.
- Continue to support community leadership training programs such as the Beaverton Organizing and Leadership Development (BOLD) program to build capacity among underrepresented communities with the goal of fostering diverse leaders to serve in decision-making roles at the city. Offer trainings on how to run for office.
- Pass a data transparency policy for city departments to standardize the collection of data where possible on communities served that allows for disaggregation by race/ethnicity. Use this information to understand where disparities exist and to ensure that services are provided proportionately and successfully to historically underserved communities. Address shortcomings of official data sources by inviting collection and consideration of community-verified data to supplement knowledge.
- Become a STAR Community<sup>6</sup> to help link existing sustainability and equity work at the City of Beaverton and to utilize the metrics and evaluation tools provided to advance this work.

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<sup>6</sup> STAR Communities is a national certification program that encourages cities to become more healthy, inclusive and prosperous across seven goal areas: built environment, climate & energy, economy & jobs, education, arts & community, equity & empowerment, health & safety, and natural systems. <http://www.starcommunities.org/>

## Multicultural Community Center

The **Multicultural Community Center** has been discussed since the Mayor's Diversity Task Force (the ad-hoc committee that existed before the Diversity Advisory Board). The spirit of this center is to address the need for public spaces for communities of color, immigrants and refugees to congregate, organize, openly foster cultural expression, and to create an intentional space for cross-cultural exchange.

**Goal:** To promote diverse cultural interchanges and experiences through the creation of a multicultural community center that becomes the hub of city life.

- A multicultural community center exists where members of all racial/ethnic communities in Beaverton feel welcome and utilize it regularly.
- The center acts as a forum and convening space for cross-cultural dialogue, interaction, cultural/skills/knowledge-sharing among diverse community members. Monthly events are hosted to showcase the culture of diverse communities in Beaverton and promote community engagement.
- Community based and culturally-specific organizations have access to affordable event and meeting spaces, including kitchens. Cross-cultural and cross-organizational partnerships form naturally to leverage combined resources to meet community needs.
- The center provides programming to support the health and success of youth, including special outreach to target struggling youth.



- The center functions as a welcoming first point of contact for newcomers to Beaverton, incorporates already existing successful programs, and has the capacity to connect individuals to community resources, organizations, and affinity groups.

## Concrete Actions to Realize Goal:

- Work with entities like the Beaverton City Library, Tualatin Hills Parks and Recreation District (THPRD), and Beaverton School District to host community meetings and intercultural events at existing facilities in the interim period while the multicultural center is established.
- Conduct an inventory of current city properties to identify a possible existing space to house a temporary center as support is gathered to create the new facility.
- Utilize the Multicultural Center Feasibility Study (2011) and existing city research on potential sites for development as a foundation to build on to establish the center.
- Convene community members and organizations to create a collective vision for the design and operation of the future center, including what programming will exist (e.g. cultural activities, language and citizenship classes, meeting space, youth and senior activities, technology and media center, etc.) and how to conduct outreach to raise awareness and encourage its utilization.
- Begin to explore and gather support from private funders to create a public-private partnership to support a new facility. Establish a timeline for fundraising and center development.





## Implementation & Accountability

The *Diversity, Equity, and Inclusion Plan* is a guiding document that will help frame and direct the equity and inclusion work of the City of Beaverton and its partners in the coming years. What follows is a broad outline of the vision for its implementation and integration, as well as the accountability measures, tracking, and reporting that will bring these goals to life.

### Next Steps for Implementation

<i>What?</i>	<i>Who?</i>	<i>When?</i>	<i>Outcome</i>
City adoption	Mayor & City Council	Jan. 2015	Resolution passed to adopt plan
Prioritization of action items for the upcoming year	Diversity Advisory Board Staff liaison	Annually in Jan.	Work planning, developing focus for the year
Phase I: Short term actions	City staff Staff liaison Diversity Advisory Board	Jan. 2015–ongoing	Short-term actions identified and in progress Foundation laid for long term actions Community partners identified, working relationship established
Readoption of plan	Mayor & City Council	Jan. 2016	Action plan with partners and timeline
Phase II: Long term actions	City staff Staff liaison Diversity Advisory Board	Ongoing	Long-term actions identified and in progress Collaboration with community partners on actions
Monitoring	Staff liaison Diversity Advisory Board	Ongoing	System in place to track progress
Evaluation	Staff liaison Diversity Advisory Board	Annually in Dec.	Answering: <i>Are we doing the right thing?</i> <i>Are we doing it the right way?</i> <i>Are there better ways?</i>

## Integration

The *Diversity, Equity, and Inclusion Plan* does not stand alone. The plan is being actively integrated into other foundational city documents and processes to ensure that it will continue to move forward and build momentum. We're working closely with several other key city initiatives such as the Community Vision, revision of Comprehensive Plan's public involvement chapter, the city's sustainability program, and other city departments in their efforts to infuse equity into the work they do.



## Accountability Measures

<b>What?</b>	<b>Who?</b>	<b>When?</b>	<b>Outcome</b>
Community engagement: newsletters, updates, website postings	Diversity Advisory Board Staff liaison Community	Ongoing	Community is regularly informed and updated on plan implementation
City Council report on overall progress	Diversity Advisory Board Staff liaison	Annually in Jan.	Official report to city leadership on progress
Community report on overall progress	Diversity Advisory Board Staff liaison Community	Annually in Jan.	Open community forum on progress
Comprehensive evaluation and renewal	Diversity Advisory Board Staff liaison	Once every 3 years	Ensure continued relevancy, incorporate new goals and actions

## Community Feedback

This plan was carefully crafted over a year's time, with the hard work and input of many individuals. The Diversity Advisory Board created an initial draft that it took City Council for review in September, then posted the plan publicly and held over a dozen feedback sessions and meetings over the next two months to solicit input. Representatives of community-based organizations, agencies, businesses, city staff, volunteers, elected officials, diversity and equity practitioners, and other members of the public gave input during this feedback period. Their questions and comments were then used to strengthen and revise the draft into its current form.





# Acknowledgements

Many individuals and groups have donated their time and energy over the years to help the city move forward in the areas of diversity, equity, and inclusion. At the risk of omitting someone who should be acknowledged, the Diversity Advisory Board would like to recognize and thank the following individuals and groups upon whose efforts the foundation for this plan rests:

## Beaverton Leaders

Denny Doyle, Mayor

Beaverton City Council

Mayor's Diversity Task Force members

Community feedback participants – thank you to all of the people who gave input on the initial draft of this plan!

## Professional Assistance

Portland State University, Center for Public Service

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Fern Elledge

Mad Bird Design (report design)

Michele Neary

## City Staff

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Holly Thompson, Strategic Initiatives and Communications Manager



*The board would like to extend a special thanks to City Council Liaison, Mark Fagin*



**DAB members:** Faridah Haron, Edward Kimmi, Paolo Esteban, Ali Houdroge, CeCe Ridder, Samira Godil, Esther Lugalia-Imbuye, Jane Yang, Shariff Mohamed.  
Not pictured: Cynthia Moffett, Ruth Parra, Nael Saker, Mari Watanabe

## About the Board

The Diversity Advisory Board (DAB) is a newly created permanent advisory board to the Mayor and City Council that officially began meeting in January 2014. The board is composed of 13 members who are appointed for three year terms. The first major task taken on by the DAB has been to create the Diversity, Equity, and Inclusion Plan for the City of Beaverton.

## Public Meetings

Every second Monday of the month

## Website

[www.BeavertonOregon.gov/DAB](http://www.BeavertonOregon.gov/DAB)

## Contact

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**BOARD OF COUNTY COMMISSIONERS**

**PUBLIC SERVICES BUILDING**  
2051 KAEN ROAD | OREGON CITY, OR 97045

To: Metro Council  
Metro Policy Advisory Committee

From: Commissioner Martha Schrader   
Clackamas County MPAC Representative

Re: Employment Land Assumptions in Damascus

Date: May 26, 2015

---

The Draft Urban Growth Report (UGR) has generated significant discussion around the MPAC table and the region. To date, most of that discussion has centered on assumptions related to housing demand and the supply. In our view, there are also challenges with the assumptions regarding the supply of employment land.

Metro's May 14, 2014 memo "*Residential development potential in UGB expansion areas, including Damascus*" identifies a number of issues faced by the city in producing housing. All of these issues apply equally to employment land in Damascus.

Our review of information produced by the City of Damascus, and conversations with City staff, lead us to conclude that the UGR overestimates the amount of employment land likely to be available in Damascus by around 900 acres.

According to Metro staff, the estimates in the Urban Growth Report are based on the 2035 population forecast and distribution adopted in 2012. Based on that information, the UGR estimates that there are 1375 acres of employment land in Damascus. (*UGR Appendix 3, p.7*)

However, in late 2013 and early 2014, the City of Damascus prepared a Buildable Land Inventory (BLI), along with draft zoning and comprehensive plan maps. While these plans have not been approved by City voters, it is our view, and that of City staff, they represent the most likely development scenarios for the City, even in the event of disincorporation or de-annexation. First, the maps and Buildable Land Inventory were developed in conjunction with transportation and utility plans, along with inventories of sensitive areas. Second, they were developed following local public input. Third, the

city's BLI better reflects city topography<sup>1</sup>. For these reasons, we believe the January 2014 BLI provides a better basis for future decision making than the earlier-adopted forecast and distribution.

The January, 2014 buildable land inventory concludes that the city has only 664 gross acres of planned employment land. (*Buildable Lands Inventory January, 2014 p. 21*) To that would be added approximately 113 acres to the south and west of the city that are inside the UGB, for a total of around 777. However, some of that land lies to the east of what is being termed the "20 year line" which represents the portion of the existing city limits that can reasonably be served by gravity sewer. Therefore, it appears that only approximately 452 gross acres will likely be available in the next 20 years.

The difference of 900 acres is significant to the region, but it is particularly important to Clackamas County, since it represents around 30% of the County's supply of employment land identified in the UGR.

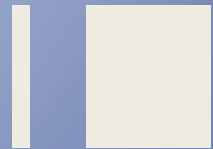
We request that Metro revisit the employment land assumptions in Damascus in conjunction with its reevaluation of housing assumptions.

Attachments:

Damascus Buildable Lands Inventory  
Damascus Zoning Map

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<sup>1</sup> For example, a report by Johnson Economics identifies 75% of the employment land identified in the UGR for Clackamas County as constrained or heavily constrained by slopes.



# City of Damascus: Buildable Lands Inventory



[July 11, 2011](#) [January 21, 2014](#)

~~July 11, 2013~~ [January 21, 2014](#)

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## Acknowledgements

### City Council

Steve Spinnett, Mayor  
Andrew Jackman, Council President  
Randy Shannon, Councilor  
Mary Wescott, Councilor  
Jim De Young, Councilor  
Bill Weir, Councilor  
Mel O'Brien, Councilor

### Planning Commission

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Dr. James Anderson, Commissioner  
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Denny O'Sullivan, Commissioner  
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---

~~July 11, 2013~~ [January 21, 2014](#)

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~~July 11, 2013~~ [January 21, 2014](#)

## Introduction

This report represents the results of the inventory of buildable land within the Damascus urban growth boundary (UGB) and identifies lands that are available for development. The inventory is sometimes characterized as *supply* of land to accommodate growth. Population and employment growth drive *demand* for land, and the amount of land needed depends on the density of development. Current state law requires that cities inventory residential, commercial, and industrial land within their UGB and maintain a 20-year supply of buildable land. Damascus represents a very large area of land with low-density subdivisions and larger properties with existing farms and tree nurseries. With the exception of areas near the west side boundary of the city, there is very little infrastructure in the city so that development is expected to begin on the west side and incrementally move to the east as sewer lines, water lines and transportation facilities are expanded.

The buildable lands inventory includes a determination of land need estimates (the land needed for employment and housing over the 20-year planning period) and a land capacity analysis used to demonstrate the city has sufficient land to meet these estimates. The land need estimates in this report were established using the Metro forecast of housing and employment accepted by the City Council in November, 2012. This forecast covers the 20-year planning period from 2015 to 2035 and is the basis for the Housing Needs Analysis (HNA) and Economic Opportunities Analysis (EOA) completed by Eco Northwest (ECONW) describe later in this report.

This report begins by describing the process used to determine land development capacity. It then compares the land capacity to the land need estimate in the HNA and EOA. The report also includes a determination of the average density and mix of housing types based on the City's Comprehensive Plan map to show compliance with the Metropolitan Housing Rule.

## Process for Determining Land Development Capacity

Land capacity is established by first excluding lands constrained by natural features and hazards established through the Goal 5 and Goal 7 processes. Developed land and land under public ownership is also excluded from the inventory and a sufficient area is set aside to account for needed infrastructure. This establishes a net buildable area for development that can be analyzed to determine employment and housing capacity. The methodology for this analysis comes from a combination of State and regional guidelines related to buildable land inventories, housing needs analyses, economic opportunities analyses and natural resources (or Goal 5) guidelines. The steps taken to determine land capacity are outlined below.

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### Steps to Determine Land Capacity

1. Estimate total acres of land both within the city limit inside the UGB; and estimate the total amount of land in each Comprehensive Plan designation area.
2. Identify and calculate constrained areas – i.e., those areas with natural resource features where development will be limited or restricted. These areas are subtracted from the total supply of land to estimate buildable land net of constraints.
3. Estimate land committed to existing development or other uses, including residential, employment and public lands (e.g., existing parks, schools or areas already committed to open space such as the Metro regional greenspace acquisition area in the north-central portion of the Buttes). These areas are subtracted from the total supply of land.
4. Estimate land needed for public and semi-public facilities including roads, schools, parks, utility easements, churches and other fraternal organizations. These areas and those committed to existing development are subtracted from buildable land net of constraints to determine net residential and employment lands. Subtract land needed for public and semi-public uses from each Comprehensive Plan designation area. The amount of land needed will vary by designation.
5. Estimate the capacity of each area in terms of jobs and housing units based on the following information:
  - a. Projected distribution of land used for housing and employment in each area.
  - b. Assumed net employment and housing densities in each area.
  - c. Additional housing density provided by Accessory Dwelling Units (ADUs) and Transfer of Development Credits (TDCs).
6. Add all estimated housing units and jobs, and calculate net residential density and housing mix.
7. Compare resulting capacity to 20-year estimates established in the EOA and the HNA provided by ECONW.

### Areas Excluded from the Land Capacity Analysis

Based on the City's GIS data, there are approximately 9,958 acres within the City limits and urban growth boundary (UGB) of Damascus. There are a total of 10,302 acres of land in the City limits, ~~and~~ approximately 519 acres of land ~~is within the City limits but~~ outside the UGB not urbanizable for land development at this time. The total combined land within the City limits and the planning area outside the city boundary is 10,478. ~~and both inside and outside the UGB is 10,478.~~

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*Land Constrained by Natural Resources and Hazards*

Based on recommendations from the Planning Commission, the following areas have been identified as constrained by natural resource features and will be removed for the inventory for the purposes of determining land available for housing and jobs. Some areas containing wildlife habitat, floodplains and landslide hazards including slope will be subtracted as constrained for inventory purposes but will be provided with potential density credit that can be transferred to less constrained areas and may provide additional development potential in those areas. This potential density will be added back into the inventory into the zones where these areas are located. This does not preclude transfer of this density to other areas.

- **Areas with slopes greater than 25%.** Very little development is expected to occur in these areas with the exception of limited development at very low densities and on existing lots of record. Areas with slopes greater than 25% will be subtracted as constrained for inventory purposes.
- **Landslide Topography including Historic Landslides and Potentially Rapidly Moving Landslide Topography.** Development is expected to be discouraged and restricted in these areas with development subject to requirements for analysis and monitoring of slope stability and other geological conditions. Given these limitations, these areas will be subtracted as constrained for inventory purposes.
- **Riparian Corridors / Wetlands / Floodplain.** The City expects to establish a buffer around significant riparian corridors consistent with the Metro Title 3 requirements. These areas include streams, locally-significant wetlands based on the City's Local Wetlands Inventory (LWI), and the 100-yr floodplain. With the exception of existing lots of record that fall entirely within these areas, development will be primarily restricted with some limited development allowed within the floodplain when other options are not available. These areas will be subtracted as constrained.
- **Scenic Waterways.** Development within one-quarter mile of the Clackamas River is expected to be allowed (assuming it is outside the floodplain) but with requirements related to visual impacts. These areas will not be subtracted as constrained unless they are in the river's floodplain.
- **Class A Wildlife Habitat.** Development is expected to be limited in Class A habitat areas especially where other constraints are present such as stream and wetland buffers, slopes 25% and greater and areas with landslide hazards. These limitations will be coupled with requirements to retain a portion of development sites as open space with Class A habitat being the first priority for protection. Density credit will be allocated for protected habitat areas when they exceed the open space requirement and maybe transferred either on-site or off-site to increase the potential for protection of habitat. These areas will be subtracted as constrained for inventory purposes.

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- **Class B Wildlife Habitat.** Development is expected to be limited in Class B habitat areas using the same process as described for Class A habitat. Class B habitat will be the second priority for protection as open space after Class A with the same incentives provided for density transfer. These areas have been subtracted from the inventory.

City of Damascus: Buildable Lands Inventory

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The following table summarizes land estimated as constrained by natural features and resources for the area inside the city limit and UGB.

**Table 1. Land Constrained by Natural Features and Hazards**

<b>Comprehensive Plan Designation</b>	<b>Slopes 25% and greater</b>	<b>Historic and Rapidly moving landslide areas</b>	<b>Metro Title 3 &amp; Habitat Conservation Areas Riparian Corridors Streams, Wetlands and Floodplains</b>	<b>Class A Wildlife Habitat</b>	<b>Class B Wildlife Habitat</b>	<b>Total Combined Area</b>
<b>City Limit and UGB</b>						
Legacy Neighborhood	104	39	34,44	41	95	155,218
Neighborhood	1223	321	621,722	1398	944	1,904,273
Village Mixed Use	32	13	109,122	90	61	150,212
Center	2	0	11,43	2	17	14,25
General Employment	19	2	19,64	30	79	38,433
Outside UGB	92	120	113,22	136	42	252
<b>Total</b>	<b>1,472</b>	<b>495</b>	<b>907,998</b>	<b>1,697</b>	<b>1,238</b>	<b>2,513,3,573</b>

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Land Committed to Existing Development or Other Uses

In addition to the land identified as constrained by natural features, other areas have been accounted for including land committed to existing residential development. Areas within existing subdivisions and adjacent areas developed at the same density and using the same accesses have been accounted for by designating these areas as “Legacy Neighborhood” zones. An average density of one unit per acre, similar to existing densities, is assumed in these locations.

Other areas within the city committed to existing residential, commercial and industrial development have been subtracted using a GIS layer developed by Metro’s Regional Land Information System (RLIS). This layer provides areas with existing residential development including homes, yards, and outbuildings; and areas committed to commercial and industrial uses such buildings and parking areas. Land committed to public or semi-public uses (i.e., schools, parks, other public facilities and dedicated open space) have also been subtracted for inventory purposes.



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**Table 2. Land Committed to Existing Uses and Under Public Ownership**

Comprehensive Plan Designation		
CITY LIMIT AND UGB	Areas Committed to Existing Uses (in acres)	Areas in Public Ownership (in acres)
Legacy Neighborhood	995	2
Neighborhood	1,426	200
Village Mixed Use	116	10
Center	78	2
General Employment	187	7
<b>Total</b>	<b>2,802</b>	<b>221</b>

Land Needed for Public Facilities

State, regional and local guidelines and standards vary for the percentage of land dedicated to public facilities. Estimates range from 25 percent (Metro Regional Growth Report) to 31 percent (Oregon Department of Land Conservation and Development: Residential Land Planning Guidebook which recommends a range of 25-31 percent). Damascus Comprehensive Planning team members have assumed percentages as high as 40 percent in some previous planning processes for other communities in the region, including for the Damascus-Boring Concept Plan. Ultimately the State and region will have to recognize the estimates in this process as reasonable and generally consistent with state and regional guidelines. Following is a detailed summary of factors considered and recommendations for these land needs.

- **Land for roads and pathways.** Metro’s regional growth report assumes an average of 13.5 percent of land is needed for roads. This assumes that 18.5 percent of land is needed for roads in residential areas based on a review of planned subdivisions in Metro area in late 1990s and assumes that significantly less land is needed in non-residential areas. Metro also assumes that most expansion of arterial and collector roads will occur within existing rights-of-way. Other factors influencing land needed for streets within Damascus include:
  - Emphasis on a combination of walkable neighborhoods and narrower streets in Damascus (for most street types), which also was factored into Metro’s analysis.
  - Assumption that not all arterial and collector expansion will occur within existing right-of-way (differs from Metro assumption) and increases the amount slightly.
  - Assumption of potentially higher needs for off-street multi-use walkways and trails, some but not all of which will be accommodated in natural areas.

Overall these factors argue for a somewhat (but not significantly) higher need than that assumed by Metro (e.g., 16% rather than 13.5%).

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- **Land for parks.** Metro assumes that approximately three percent of total land is needed for parks in newly developing areas. This assumption is based on a fiscally constrained approach to the ability to pay for new lands for active parks. Many jurisdictions (and historic national guidelines) assume an overall level-of-service (LOS) of approximately 10 acres of land per 1,000 residents for **both** developed/active park and recreation areas and passive open space areas although LOS goals can be significantly higher or lower than this average. On average, lower levels-of-service and land needs are assumed for developed park and recreational facilities (e.g., 6.5 acres per 1,000 residents in the Tualatin Hills Park and Recreation District).

Fiscal constraints are expected to be an issue in Damascus, particularly in light of the many restrictions placed on the city related to public funding by its residents. While Damascus residents may want more parks, the reality is that they'll have a hard time paying for them. At the same time, Comprehensive Planning is intended to be an aspirational exercise. Balancing a desire for more parks with the realistic ability to pay for them argues for a moderate estimate of land needed for active park space – somewhat higher than Metro guidelines but lower than what was assumed in the Damascus Boring Concept Plan. We have assumed a percentage equal to that used by the Tualatin Hills Park and Recreation District one of the region's most successful park and recreation providers. While it may overestimate Damascus' ability to pay for park and recreation facilities, it is a reasonable balance between the city's desires and funding ability. It does not incorporate land needed for more passive open space, given that a significant percentage of total land in Damascus has already been deducted for constrained/natural areas (about 33 percent). These areas are expected to meet a significant portion of those passive park and open space needs.

- **Land for infrastructure easements.** Metro's guidelines are used to estimate these land needs that do not tend to vary significantly among different jurisdictions. While Damascus may assume higher land needs than other jurisdictions to provide for stormwater management facilities, etc. many of these facilities will be accommodated in constrained areas, reducing the need for subtracting additional land from the unconstrained supply of buildable land.
- **Land for churches and fraternal organizations.** Metro's guidelines are used to estimate these land needs that do not tend to vary significantly among different jurisdictions.
- **Land for existing streets.** These areas have been subtracted based on a GIS analysis of land already used for public rights-of-way.

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The following table summarizes these assumptions and recommendations.

**Table 3. Estimated Land Needed for Public and Other Facilities: City Limit and UGB**

Element	Acres	Percent	Notes/Assumptions
Total Unconstrained	<del>4,321</del> <a href="#">4,695</a>		Clackamas County GIS Services
Churches, fraternal	<del>82</del> <a href="#">89</a>	1.9%	From Metro BLI calculations
Major infrastructure easements (non-roads)	<del>82</del> <a href="#">89</a>	1.9%	From Metro BLI calculations
New streets	<del>691</del> <a href="#">751</a>	16%	Slightly higher than Metro estimate - don't believe anything higher would be justifiable given goals for narrower streets in Damascus and center-focused development patterns
New schools	<del>216</del> <a href="#">235</a>	5%	Higher than Metro estimates and DLCDC push towards smaller school sites but assumed reasonable and consistent with earlier analysis and practice by other school districts
New parks	<del>216</del> <a href="#">235</a>	5%	Assumptions: LOS = 6.5 acres per thousand of developed parks; natural areas and open space accounted for in constrained/natural areas - higher than Metro estimate and probably high compared to ability to fund but equal to THPRD level of service
Existing streets (Damascus - all streets)	<del>86</del> <a href="#">94</a>	2%	From Damascus GIS data
<b>Net acres</b>	<del>2,988</del> <a href="#">3,209</a>		Based on varied percentages in different zones
<b>Percent subtracted</b>		<b>33%</b>	Percentage varies based on zone

The overall percentage of 33% is subtracted for inventory purposes. However, in determining land capacity the percentage will vary with higher percentages assumed in some residential areas (approximately 36%) and lower percentage in employment and mixed used areas (approximately 20-30%). The total acreage needed for public and other facilities is approximately ~~1,333~~ [1,486](#) acres.

After subtracting these areas, along with areas committed to existing development from the supply of constrained land, we find that there is approximately of ~~2,988~~ [3,209](#) acres of land available for development of residential and employment uses at assumed net densities.

## Residential and Employment Land Needs

### 20-Year Residential Land Needs

The City's Goal 10 analysis, the Housing Needs Analysis (HNA), prepared by ECONorthwest (ECONW) provides an estimate of needed housing in Damascus based on Metro's population forecast. ECONW's HNA indicates 7,081 new housing units will be needed in Damascus over the 20 year planning period (2015-2035). The Metro Housing Rule requires a 50-50 housing split between multifamily and single family attached, and single-family detached housing. It allows exceptions to the requirement if a jurisdiction can justify this by showing that specific

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conditions within the community and surrounding parts of the region support assuming a different mix of needed housing. The Metro Housing Rule also provides for cities to justify an alternative mix based on the Metro forecast of dwelling units by type. The HNA prepared by ECONW assumes a 60-40 housing split as more appropriate for Damascus based on Metro’s forecast indicates that less than 1% of the new housing developed in Damascus will be multifamily housing over the 20-year planning period (2015-2035). The HNA also includes statistics from the U.S. Census that indicates the portion of single-family housing has actually increased in Clackamas County by 3% between 2000 and 2011. Table 4 below shows the Estimated Needed Future Distribution of Housing Units.

**Table 4. Estimated Needed Future Distribution of Housing Units**

<b>Housing Type</b>	<b>Percentage by Type</b>
Single family detached units	59%
Manufactured homes in parks	1%
<b>Total Single family detached</b>	<b>60%</b>
Single family attached units	3%
Multi-family units	37%
<b>Total multifamily and Single family attached</b>	<b>40%</b>

The ECONW Goal 10 analysis goes on to estimate land needs associated with housing. The following table summarizes the 20-year land needs for the projected housing types needed in Damascus.

**Table 5. Estimated Needed Future Net Residential Land, ECONW**

<b>Housing Type</b>	<b>Needed Acres</b>
Single family detached	653
Manufactured homes in parks	10
Single family attached	12
Multi-family	85
<b>Total All Housing Types</b>	<b>747</b>

The Metro Housing Rule also allows for variability in the density requirements. The Rule applies a net density requirement of 10 units per net acre to specific jurisdictions within the region, including Multnomah County and the cities of Portland, Gresham, Beaverton, Hillsboro, Lake Oswego and Tigard (i.e., the most urban communities in the region). Lower thresholds are applied to other jurisdictions – eight units per net acre for Forest Grove, Gladstone, Milwaukie, Oregon City, Troutdale, Tualatin, West Linn and Wilsonville; and six units per net acre for Cornelius, Durham, Fairview, Happy Valley and Sherwood).

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No specific threshold was applied to Damascus since it was not a city at the time the Metropolitan Housing Rule was established. The land within the Damascus city limits also is subject to the Metro Functional Plan requirement that states land brought into the UGB for future development must be planned for development at an average residential density of 10 units per acre. To comply with Titles 1 and 11 of the Metro Functional Plan, a density of 10 units per acre is required to be applied for the City. There is a “substantial compliance” finding possible if the City can get close to, but not actually achieve, the 10 dwelling units per acre.

For the City to comply with Goal 10, the Department of Land Conservation and Development (DLCD) has determined Damascus should be held to a lower threshold of 8 units per net acre consistent with smaller communities.

20-Year Employment Land Needs

The City’s recently completed a Goal 9 analysis and report, the Damascus Economic Opportunities Analysis, prepared by ECONorthwest identifies future employment projections and associated land needs. They assessed land needs associated with two broad categories of employment: (1) retail, services and government; and (2) industrial.

The following tables summarize the Goal 9 analysis 20-year land needs. The higher job density ratios are based on job densities for employment uses and developments in communities similar to what is projected for Damascus. They are also similar to Metro regional guidelines for job densities for the same employment types.

**Table 6. Projected Employment, Damascus, 2015-2035, ECONW Report**

<b>Employment Type</b>	<b>New Employment (Jobs)</b>
Retail, services, government	1,719
Industrial	841
<b>Total</b>	<b>2,560</b>

**Table 7. Estimated Jobs per Acre, Damascus, 2015-2035, ECONW Report**

<b>Employment Type</b>	<b>Jobs per Acre</b>
Retail, services, government	30
Industrial	16



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**Table 8. Projected Total Employment Damascus, 2015-2035, ECONW Report**

<b>Employment Type</b>	<b>Acres</b>
Retail, services, government	57
Industrial	53
<b>Total</b>	<b>110</b>

Adding the total residential and employment land described in this section results in a 20-year total net land need for development of approximately 1,057 acres for residential and 110 for employment land. Residential land accounts for approximately 10 percent of the total needed net land area.

### Determining Land Capacity by Comprehensive Plan Designation

City staff has worked with the Planning Commission to develop a Comprehensive plan map (and a zoning map) that retains the character of existing neighborhoods, provides for employment and mixed-use centers, and new neighborhoods with a variety of housing types and neighborhood-scale commercial and employment areas.

City staff evaluated the Comprehensive Plan Map to assess the capacity for future development associated with it. This included the following steps described earlier in this report:

1. Estimate the total amount of land in each Comprehensive Plan designation
2. Subtract constrained areas from Comprehensive Plan designations
3. Subtract land committed to existing uses
4. Subtract land needed for public and semi-public uses from each Comprehensive Plan designation area; the amount of land needed varies by designation
5. Estimate the capacity of each area in terms of jobs and housing units based on the following information:
  - a. Projected distribution of land used for housing and employment in each area
  - b. Assumed net employment and housing densities in each area
  - c. Additional density provided by Accessory Dwelling Units (ADUs) and Transfer of Development Credits (TDCs)
6. Add all estimated housing units and jobs and determine density and housing mix
7. Compare resulting capacity to employment and housing development described above

**1. Estimate the total amount of land in each Comprehensive Plan designation**

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**2. Subtract constrained areas from Comprehensive Land designations**

Table 9 summarizes the amount of land in each Comprehensive Plan designation both in total and after subtracting for constraints.

**Table 9. Comprehensive Plan Map Designation—Total and Net of Natural Resource Constraints**

Comprehensive Plan Designation	Total Area	Unconstrained Area
<b>CITY LIMIT AND UGB</b>		
Legacy Neighborhood	1,479.3	1,303.4,255
Neighborhood	7,002.6,852	4,998.4,119
Village Mixed Use	631	481.419
Center	143	129.418
General Employment	708.859	670.726
<b>Total</b>	<b>9,963.9,958</b>	<b>7,581.6,637</b>

**3. Subtract land committed to existing uses; and**

**4. Subtract land needed for public and semi-public uses from each Comprehensive Plan designation area and zone**

Land committed to existing residential uses has been subtracted primarily from lower density residential areas based on the relative proportion of building land in each area. This approach assumes that more redevelopment will occur in higher density areas while redevelopment in lower density areas will be consistent with average future development densities in those areas. While this is an approximation, it is valid for the purposes of the BLI and should not have a significant effect on the accuracy of the analysis. Land needed for existing public facilities and in public ownership has also been subtracted from Comprehensive Plan designation areas and zones. Table 9 summarizes these calculations.

The percentage of land needed for future public and other facilities varies by Comprehensive Plan designation as described on page 8, with the highest percentage (36 percent) assumed in the Residential Neighborhood Medium and Village designations and the lowest (20 percent) assumed in the General Employment designations. Variations are based on the relative distribution of residential vs. employment land and the projected net density of residential development. The following table summarizes these calculations.

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**Table 10. Comprehensive Plan Map Designation Areas – Land Committed to Development and Needed for Public Facilities and Other Similar Uses**

Comprehensive Plan Designation			
CITY LIMIT AND UGB	Areas Committed to Existing Uses	Areas in Public Ownership	Area Need for Public Facilities
Legacy Neighborhood	<u>1,106,995</u>	2	<u>66,87</u>
Neighborhood	<u>1,747,426</u>	200	<u>1,211,012</u>
Village	<u>165,416</u>	10	<u>116,407</u>
Center	<u>89,78</u>	2	<u>14,5</u>
General Employment	<u>1887</u>	7	<u>46,412</u>
<b>Total</b>	<b><u>3,295,2,802</u></b>	<b>221</b>	<b><u>1,453,333</u></b>

**5. Estimate Mix of Uses and Residential and Employment Densities**

Within the each designation, a certain percentage of net developable land (after subtracting for constraints, existing development and public facilities) will be used for different types of uses – i.e., residential, retail, commercial or general employment. In addition, a certain average net residential or employment density is assumed for each area. The mix of land uses assumed and expected average net densities are shown in Tables 11 and 12.

**Table 11. Estimated Distribution of Land Uses by Zone**

Zone	Residential	Retail	Commercial/Office	General Employment
Legacy Neighborhood	100%	0%	0%	0%
Neighborhood Low	100%	0%	0%	0%
Neighborhood Medium	90%	10%	0%	0%
Neighborhood Commercial	5%	95%	0%	0%
Village	40%	50%	10%	0%
Center	20%	70%	10%	0%
General Employment	0%	5%	35%	60%
General Industrial	0%	5%	0%	95%

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**Table 12. Projected Residential and Employment Densities by Zone**

Zone	Base Residential (units/acre)	Retail (jobs/acre)	Commercial/Office (jobs/acre)	General Employment (jobs/acre)
<b>CITY LIMIT AND UGB</b>				
Legacy Neighborhood	1	0	0	0
Neighborhood Low	6.4	0	0	0
Neighborhood Medium	18	30	0	0
Neighborhood Commercial	15	30	30	0
Village	20	30	30	0
Center	36	30	30	0
General Employment	0	30	30	16
General Industrial	0	30	0	16

Following is a summary of the assumptions associated with the densities assumed in Table 12. In calculating residential land capacity and resulting average net density, jurisdictions in the Portland region typically assume densities somewhere between 80% and 100% of the maximum density since this calculation is intended to demonstrate that the jurisdiction has the “capacity” to achieve required average net densities. For example, in estimating residential capacity and average net densities as part of their recently housing needs analysis and Comprehensive Plan Housing element (reviewed by DLCD and Metro as consistent with Goal 10 and Metro Title 11 requirements), the City of Tigard generally assumed development at maximum residential densities for lower density residential zones. In higher density zones, where no maximums exist, they typically assumed development at net densities of approximately 40 dwelling units per acre in mixed use and high density residential zones. In the City of Hillsboro’s South Hillsboro Plan, the City generally assumed development at 80% of net densities. In neighborhood and town center areas, this assumed net residential densities between 24 and 40 units per acre. Consistent with these examples, Damascus assumed the following.

- **Legacy Neighborhood.** The Damascus Development Code does not include a minimum or maximum net density for future new development in this zone. The Comprehensive Plan establishes an average net density of one (1) unit per acre in this zone. That density was used as the assumed base density for this zone.
- **Neighborhood Low Density.** The City’s Development Code establishes a minimum net density of four (4) dwelling units per acre and a maximum net density of eight (8) units per acre. The capacity analysis assumes a base density of 80% of the maximum density, or 6.4 units per net acre.
- **Neighborhood Medium Density.** The City’s Development Code establishes a minimum net density of eight (8) dwelling units per acre and a maximum net density of 22 units per acre. The capacity analysis assumes a base density of 80% of the maximum density,

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or 17.6 units per net acre. While this is a relatively high density for a medium density residential zone, it is considered a reasonable estimate for two reasons. First, net available residential land zoned for medium density makes up a relatively low percentage of all net residential land (less than 10%). In addition, land zoned for even higher densities makes up a very small portion of land available for residential development. Residential land in the center, village and neighborhood commercial zones makes up a combined total of only about 4% of the total residential land supply. As a result, a significant percentage of land in the medium density zone will be needed for multi-family and single-family attached units to enable the City to meet its anticipated 60/40 single family detached to multi-family and single-family attached residential split.

- **Neighborhood Commercial.** The Development Code does not include minimum or maximum density requirements in this zone. Instead the code provides minimum lot size requirements that could result in a maximum net density of about 28 units per acre assuming single-story development. However, development in these zones would be in closer proximity to surrounding low and medium density zones, with an expected combination of single-family attached and smaller scale multi-family residential developments. As a result, a density of 15 units per acre (consistent with rowhouse/townhouse development) is assumed in this zone.
- **Village.** The Development Code does not include minimum or maximum density requirements in this zone. Instead the code provides minimum lot size requirements that could result in maximum net density of about 28 units per acre assuming single-story development. However, the zone also allows for building heights equivalent to 3-4 story buildings in this area. Similar to but more conservative than assumed densities in similar zones in other Metro area jurisdictions, the City assumes a net density of 20 units per acre in this zone.
- **Center.** Similar to the Village zone, the Development Code does not include minimum or maximum density requirements in this zone. Instead the code provides minimum lot size requirements that could result in maximum net density of about 28 units per acre assuming single-story development. However, the zone also allows for building heights equivalent to 4-5 story buildings in this area. Similar to but somewhat more conservative than assumed densities in similar zones in other Metro area jurisdictions, the City assumes a net density of 36 units per acre in this zone.

In addition to a base density provided for each zone, additional dwelling units have been added to the buildable lands inventory in three categories: accessory dwelling units (ADUs), senior housing and transfer of development credits. These densities are not based on the net acreage for the zone, but are calculated as added density and added to the overall density of the zone as described below.



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**Accessory Dwelling Units.** Metro provides for cities to allow accessory dwelling units on properties developed with single-family detached homes. The City of Damascus expects that a moderate number of ADUs will be needed and desired to help expand the supply of affordable housing in Damascus and to meet the needs of an increasing percentage of older residents. This may be particularly important given the average age of Damascus residents which is higher than the regional average as documented in the City's Housing Needs Analysis. The City's buildable lands inventory assumes 10% of homes within the legacy neighborhood and low density neighborhood zones will contain an accessory dwelling unit. In the medium density neighborhood zone, only 5% of lots are assumed to include an ADU. The lower percentage reflects the higher percentage of single-family attached and multi-family units assumed in this zone. These are similar to percentages assumed in other jurisdictions in the Portland Metro region and elsewhere in the Willamette Valley. For example, the City of Keizer recently assumed that ADUs will be constructed on 5% of new and existing residential lots during their 20-year planning horizon. The estimated number of ADUs has been added back into in the density calculations for each zone where single family detached housing is allowed. The number of additional units is calculated based on the number of single-family attached units expected for each zone. Table 13 provides the expected amount of additional units provided by ADUs and senior housing developments.

**Senior Housing Developments.** The City of Damascus allows senior housing developments to be built in any residential zone except the legacy neighborhood zone, with no limits on residential density. The City expects a modest percentage of land within the low and medium density zones will be developed for this type of housing. As noted previously, the proportion of seniors is projected to continue to increase, with an even larger proportion of seniors in advanced age groups as the baby boomer generation ages. Senior living and adult residential care facilities in the Portland area are already seeing an increased demand for their facilities and relatively low vacancy rates. With a larger share of aging residents than the County or the region as a whole, Damascus is poised to accommodate a large share of senior housing. The City already has been approached by developers of two different proposed senior housing facilities in recent months. The BLI assumes that 2.5% of the supply of residential land in the low and medium density zones will be developed for senior housing facilities, a relatively modest proportion, given the size of this demographic group. Similar to accessory dwelling units, these units have been added back into the density calculation based on the additional number of units that could be constructed, but subtracting the base development from this portion of the land supply to avoid double-counting. The average net density for these developments is assumed to be approximately 30 net units per acre, consistent with the density of similar developments in other parts of the region. This density reflects relatively small-scale developments, consistent with height and other site design requirements in Damascus, rather than the very large-scale complexes that have been built in denser areas of Portland.

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**Table 13. Density from Accessory Dwelling Units and Senior Housing by Zone**

Zone	Base Housing Units	Additional ADUs	Additional Senior Housing Units	Total New Housing Units
Legacy Neighborhood	<del>199,260</del>	<del>19,26</del>	0	<del>19,26</del>
Neighborhood Low	<del>13,779,413,353</del>	<del>1,309,1,078</del>	<del>1,207,1,046</del>	<del>2,579,2,124</del>
Neighborhood Medium	<del>4,055,3,437</del>	<del>202,474</del>	<del>79,67</del>	<del>281,238</del>
Total	<del>18,033,45,050</del>	<del>1,530,1,275</del>	<del>1,349,1,113</del>	<del>2,879,2,388</del>

**Transfer of Development Credit.** Inventoried Class A and B wildlife habitat have been removed from the buildable lands inventory for the purposes of calculating density. This is based on a City policy that provides for 25% of each residential development site to be retained as open space and for wildlife habitat to be a priority for protection as open space. The density from these areas may be either transferred on-site or off-site to increase the overall density available on a property and the average density of the Comprehensive Plan designated area. Three areas are described as potential sending areas for transfer of density in Table 14 below. The net acreages available for each is based on GIS calculations along with the net density available for each area. This additional density has been added back into the density of the zone where it is located and allocated either as single-family attached units or non-single family attached units based on the housing types estimated for the zone.

**Table 14. Approximate Additional Density from Transfer of Development Credit by Zone**

Zone	Net Acres			Totals	
	Habitat with Slope-2 units per net acre	Habitat without Slope-4 units per net acre	Floodplain without other Constraints-4 units per net acre	Acres	Density Credits
Neighborhood Low	498	501	8	1,007	3,032
Neighborhood Medium	1	1	0	2	42
Neighborhood Commercial	1	1	0	2	6
Village	7	35	15	57	214
Center	1	5	0	6	22
<b>Totals:</b>	<b>1,012</b>	<b>2,208</b>	<b>92</b>	<b>1,074</b>	<b>3,316</b>

**6. Estimate Capacity in Housing Units and Jobs**

Applying the land use mix and density assumptions in Tables 11 and 12 to the land areas shown in Tables 9 and 10 and adding the additional density shown in Tables 13 and 14 results in the projected number of housing units and jobs and average residential density shown in Table 15. Residential density is shown as both a base density and potential density available for transfer. This shows the difference in what is designated as the base density of the zone and the density

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that can be achieved through either an on-site or off-site transfer and provides the opportunity for an average density of 9.5 units per acre for the city. It also assumes a portion of new single family units will develop with an attached dwelling unit and additional density will be added through the development of senior housing.

**Table 15. Estimated New Jobs, Housing Units, and Residential Density by Zone**

Zone	Jobs	Housing Units	Base Density	Potential Density Available with Transfer, ADUs and Senior Housing
Legacy Neighborhood	0	<del>218,377</del>	1	1.1
Neighborhood Low	0	<del>19,158</del> <u>15,784</u>	6.4	9.1
Neighborhood Medium	<del>77,65</del>	<del>4,375</del> <u>3,714</u>	17.6	19
Neighborhood Commercial	<del>417,985</del>	<del>17,33</del>	15	18.3
Village	<del>2,540</del> <u>2,348</u>	<del>2,094</del> <u>1,950</u>	20	22.5
Center	<del>618,665</del>	<del>252,374</del>	36	39.1
General Employment	<del>3,940</del> <u>8,304</u>	0	0	0
General Industrial	<del>2,271</del> <u>1,082</u>	0	0	0
<b>Total:</b>	<del>9,940</del> <u>13,449</u>	<del>26,114</del> <u>22,041</u>	7.3	9.5

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Table 16 shows the potential mix of housing based on the housing type supported in each zone. It provides a 60/40 mix of single family detached to non-single family attached housing as described on page 8.

**Table 16. Estimated Housing Units by Type**

Housing Type	Percentage by Type	Potential Units
Single family detached units	60%	<del>15,668</del> <u>13,225</u>
Single family attached and multi-family	40%	<del>10,446</del> <u>8,816</u>

**7. Compare Projected Needs to Estimated Capacity**

Table 17 provides a comparison of housing and employment needs compared to the capacity estimated in the Comprehensive Plan designations. It shows the capacity of the city inside the Damascus city limit and UGB is adequate to provide the number of jobs and housing units needed over the 20-year planning period. Table 17 also shows the projected new population based on the Metro forecasted average of 2.5 persons per household expected by the end of the 20-year planning period.

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**Table 17. Estimated and Projected Housing Units, Jobs, and Population**

<b>Housing Units, Jobs, and Population</b>	<b>Projected Housing and Employment Needs: 20-Year Planning Period</b>	<b>Estimated Capacity in City Limit inside UGB</b>
Commercial/Retail/Government Services jobs	1,719	<del>8,773</del> <u>3,940</u>
General Employment/Industrial jobs	841	<del>4,676</del> <u>2,271</u>
<b>Total Jobs</b>	<b>2,560</b>	<del>13,449</del> <u>9,940</u>
Single-family detached units	4,249	<del>13,225</del> <u>15,668</u>
Single family attached and multi-family	2,832	<del>8,816</del> <u>10,446</u>
<b>Total Residential Units</b>	<b>7,081</b>	<del>22,041</del> <u>26,114</u>
<b>Projected New Population (20-year Planning Period)</b>	<b>17,703</b>	

**CONCLUSIONS**

This analysis indicates the following for Damascus:

- After subtracting for land with environmental constraints and committed to existing uses, the city has a total supply of “buildable” land of approximately ~~4,695~~ 4,321 acres to meet future land needs for development. After subtracting for land needed for roads, schools, parks and other public and quasi-public facilities, the city has approximately 3,209 ~~2,988~~ net acres of land for development.
- The City’s Comprehensive Plan map designates approximately 3,209 ~~2,324~~ acres of land for residential uses and 664 acres for employment uses based on the estimated uses in each area.
- The City’s Comprehensive Plan Map has designated adequate land for residential uses to meet projected land needs and to protect and manage areas with environmental resources.

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Table 18 on the following page provides a summary of the Buildable Lands Inventory.

City of Damascus: Buildable Lands Inventory

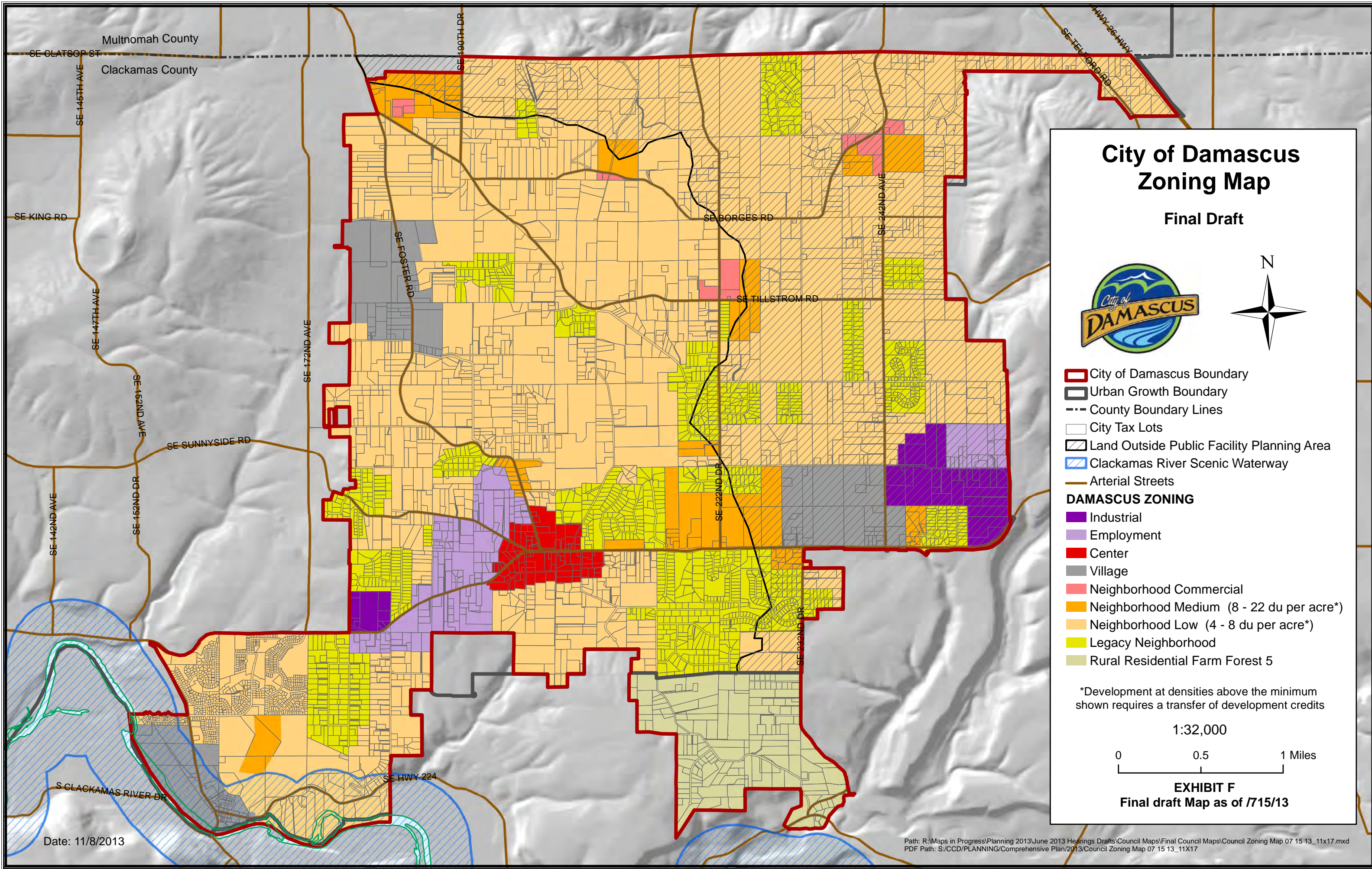
~~July 11, 2013~~ [January 21, 2014](#)

**Table 18. Summary of Buildable Lands Inventory (Areas shown in Acres)**

Zoning	Area inside the City limit and UGB	Areas constrained by natural features and hazards	Existing development and area used for public and semi-public uses	Total area excluded including overlap	Land remaining after all excluded areas are removed	Land needed for public facilities	Net land available for development
General Industrial	101	12	9	20	<del>170.81</del>	<del>34.16</del>	<del>136.65</del>
General Employment	759	121	179	278	<del>228.481</del>	<del>46.96</del>	<del>182.384</del>
Center	143	25	78	94	<del>46.49</del>	<del>14.15</del>	<del>32.35</del>
Village	630	212	116	307	<del>351.324</del>	<del>116.107</del>	<del>235.217</del>
Neighborhood Commercial	75	7	19	23	<del>22.52</del>	<del>7.16</del>	<del>15.36</del>
Neighborhood Medium	457	64	56	117	<del>400.340</del>	<del>144.122</del>	<del>256.217</del>
Neighborhood Low	6,320	2,662	1,380	3,673	<del>3,213</del> <del>2,647</del>	<del>1,060.874</del>	<del>2,153.1774</del>
Legacy Neighborhood	1,473	218	995	1,126	<del>265.347</del>	<del>66.87</del>	<del>199.260</del>
<b>Totals</b>	<b>9,958</b>	<b>3,321</b>	<b>2,832</b>	<b>5,638</b>	<del>4,695.321</del>	<del>1,486</del> <del>1,333</del>	<del>2,988</del> <del>3,209</del>

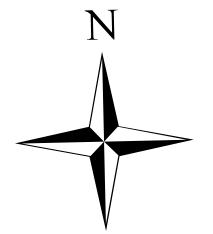
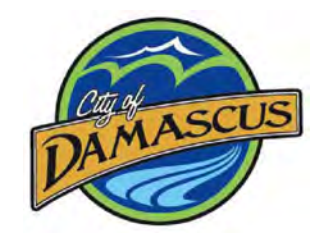
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# City of Damascus Zoning Map

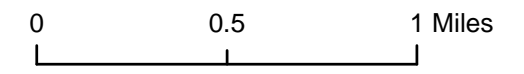
Final Draft



- City of Damascus Boundary
  - Urban Growth Boundary
  - County Boundary Lines
  - City Tax Lots
  - Land Outside Public Facility Planning Area
  - Clackamas River Scenic Waterway
  - Arterial Streets
- DAMASCUS ZONING**
- Industrial
  - Employment
  - Center
  - Village
  - Neighborhood Commercial
  - Neighborhood Medium (8 - 22 du per acre\*)
  - Neighborhood Low (4 - 8 du per acre\*)
  - Legacy Neighborhood
  - Rural Residential Farm Forest 5

\*Development at densities above the minimum shown requires a transfer of development credits

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**EXHIBIT F**  
Final draft Map as of /7/15/13

Date: 11/8/2013

Path: R:\Maps in Progress\Planning 2013\June 2013 Hearings Drafts\Council Maps\Final Council Maps\Council Zoning Map 07 15 13\_11x17.mxd  
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# DRAFT

May 27, 2015

*Promoting equitable housing means ensuring diverse, quality, affordable housing choices with access to jobs, schools, and transportation options.*

We know the Portland metropolitan region is stronger when we all have options for safe, quality, affordable housing with access to jobs, school, services and amenities to help preserve our region's economic competitiveness and quality of life.

As the region grows, options for a variety of housing types and sizes that meet our needs, regardless of income, family size, age or other characteristics are increasingly scarce.

Through the Equitable Housing Initiative, Metro is committed to working together with partners across the region to find opportunities for innovative approaches and policies that result in more people being able to find a home that meets their needs and income levels.

## **Why does equitable housing matter?**

Over the past two decades, housing development across the region has not kept pace with population growth. Vacancy rates are among the lowest in

the country, and the mix of new housing being built often does not match what is needed by those seeking housing. The costs of both ownership and rental housing are rising rapidly, so many residents cannot afford to live in the places they would choose.

There is no single solution to promoting balanced development and diverse housing types across the region's unique communities.

A combination of collaborative strategies and tools for different conditions are needed to help focus new housing in downtowns and main streets, adapt and diversify housing stock to align with demographic trends, and coordinate public investments to promote access to housing opportunity and choice for economically disadvantaged groups.

**The Equitable Housing Initiative will focus on ways to ensure there are diverse, quality, affordable housing options with access to jobs, schools and transportation options for residents across the region.**



## Why is a regional approach needed?

Our region needs a shared understanding of how future trends in lifespan, lifestyle and income can affect future demand for housing before we can develop tailored solutions and collaborative strategies.

Metro's Equitable Housing Initiative creates a regional platform for sharing best practices and developing partnerships between community-based organizations, housing and service providers, government, philanthropy and the private sector to identify strategies that promote housing, equity and access to opportunity through the following ways.

### Knowledge sharing

The region is home to an experienced and knowledgeable community of for-profit and nonprofit housing developers and lenders, as well as government staff and elected leaders working hard to remove barriers to equitable development. However, the region lacks a forum for sharing creative solutions and best practices – particularly among suburban partners where housing development models created for an urban context may not be the right fit.

### Economies of scale

Best practices from across the country suggest that collaborative funding mechanisms can maximize the effectiveness of limited public resources by creating flexible financing tools that leverage additional sources of private and philanthropic capital to support equitable housing development on a greater scale.



### Shared vision

Passionate advocates are working to advance affordable housing goals and develop coordinated responses to homelessness, yet the region lacks a broader lens for connecting this work to our shared 2040 vision for our communities. As the region considers how we grow, equitable housing must continue to be not only a shared priority, but also a framework for providing access to the resources that will allow us to achieve our shared vision for the future of our region.

### What will the Equitable Housing Initiative accomplish?

The Equitable Housing Initiative will begin with an analysis of housing market data to understand the current state of housing affordability and choice. With the help of Oregon Opportunity Network, Metro will research and document best practices and engage stakeholders across diverse geographies and sectors in identifying barriers and opportunities for equitable housing. A working group will be convened to help evaluate opportunities for Metro and its partners to support equitable housing development and preservation.





In fall 2015, Metro and its partners will convene a regional housing summit to share findings and discuss opportunities. In 2016, Metro will develop and launch a technical assistance program to help jurisdictions tackle short-term opportunities to advance equitable housing goals. In addition, the initiative will act as a platform to elevate a regional conversation about key long-term opportunities for collaboration and partnership.

### What are the goals and objectives of the Equitable Housing Initiative?

The goal of the Equitable Housing Initiative is **to provide a regional framework that can help Metro and local partners identify and pursue opportunities to build stronger partnerships with affordable housing developers, funders and community-based organizations** to support policies and programs that promote equitable housing.

The objectives identified to reach this goal include:

- **Develop a shared understanding** among elected officials, jurisdictional staff, developers, funders and stakeholders regarding best practices, needs and opportunities for collaboration.
- **Develop and provide technical assistance** to support local implementation of best practices to overcome barriers to equitable housing development.
- **Evaluate the feasibility of collaborative funding models** and identify opportunities for partnerships between Metro, foundations and other public and private funders to fill the financing gap for equitable housing development and preservation.
- **Develop long-term recommendations** for Metro and local partners to support equitable housing development and preservation through capacity building, technical assistance, policy development and funding partnerships.



Clean air and clean water do not stop at city limits or county lines. Neither does the need for jobs, a thriving economy and sustainable transportation and living choices for people and businesses in the region. Voters have asked Metro to help with the challenges and opportunities that affect the 25 cities and three counties in the Portland metropolitan area.

A regional approach simply makes sense when it comes to providing services, operating venues and making decisions about how the region grows. Metro works with communities to support a resilient economy, keep nature close by and respond to a changing climate. Together we're making a great place, now and for generations to come.

**Metro Council President**  
Tom Hughes

**Metro Council**  
Shirley Craddick, District 1  
Carlotta Collette, District 2  
Craig Dirksen, District 3  
Kathryn Harrington, District 4  
Sam Chase, District 5  
Bob Stacey, District 6

**Auditor**  
Brian Evans



## Timeline of activities

### Spring-Summer 2015

Phase 1 | Assessment and analysis

- Analyze regional housing market data and trends
- Engage stakeholders to identify opportunities and barriers
- Research local and national best practices

### Fall 2015

Phase 2 | Building a shared understanding

- Convene regional summit on equitable housing
- Share best practices for addressing local and regional opportunities and barriers

### Winter 2015-Summer 2016

Phase 3 | Short-term implementation and recommendations

- Launch a technical assistance demonstration program to support short-term implementation opportunities
- Develop framework for feasibility analysis and partnership development to support long-term policy and funding recommendations

### October-December 2016

Phase 4 | Recommendations for future direction

- Staff provides Metro Council with recommendations for next steps and future direction

