

## Metro | Agenda

Meeting: Equitable Housing Working Group – Meeting #1  
Date: Tuesday, June 9, 2015  
Time: Noon to 2 p.m. (Lunch available at 11:45 a.m.)  
Place: Metro Room 401  
Purpose: First meeting of the Equitable Housing Working Group  
Outcome(s): Group introductions  
Project overview and working group agreements  
Feedback on Stakeholder Engagement and Technical Framework

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**12:00 p.m. Welcome and introductions**

*Metro Councilors Craig Dirksen and Sam Chase  
Working Group Members*

- Share a little about your background and your organization.
- Provide one example of an innovative approach to housing that you've seen or been a part of in our region or elsewhere.

**12:30 p.m. Equitable Housing Initiative Background, Goals, and Work Plan**

*Emily Lieb, Senior Project Manager, Equitable Housing Initiative*

- Working Group questions and clarifications

**12:50 p.m. Working Group Charge, Process, and Agreement**

*Kirstin Greene, Cogan Owens Greene*

- Working Group questions and clarifications

**1:00 p.m. Overview of the Stakeholder Engagement Plan and Survey Instrument**

*Ruth Adkins, Oregon Opportunity Network*

- Working Group feedback on survey instrument

**1:20 p.m. Overview of the Technical Analysis Framework**

*Emily Lieb, Senior Project Manager, Equitable Housing Initiative*

- Working Group feedback on technical framework

**1:40 p.m. Logistics, Wrap Up, and Next Steps**

*Emily Lieb, Senior Project Manager, Equitable Housing Initiative*

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## EQUITABLE HOUSING WORKING GROUP OVERVIEW

### Working Group Members

- Metro Councilor Sam Chase, District 5
- Metro Councilor Craig Dirksen, District 3
- Alisa Pyszka, VP Business Recruitment & Expansion, Greater Portland Inc.
- Alma Flores, Community Development Director, City of Milwaukie
- Bill Van Vliet, Executive Director, Network of Oregon Affordable Housing
- Betty Dominguez, Director of Policy and Equity, Home Forward
- Cat Goughnour, Radix Consulting
- Gordon Jones, Developer
- Margaret Salazar, Director, HUD NW Field Office
- Rachel Loftin, Executive & Government Relations Assistant, Home Builders Association
- Rey Espana, Executive Director, Native American Youth and Family Center
- Sheila Greenlaw-Fink, Executive Director, Community Partners for Affordable Housing

### Working Group Purpose

The Equitable Housing Working Group will **evaluate short- and long-term opportunities for Metro and its partners to support equitable housing development and preservation.**

Specifically, the Working Group will advise on three components of the Initiative:

#### **(1) Developing a shared understanding of challenges and opportunities:**

The Working Group will advise Metro staff and partners on the development of a framework for assessing regional housing affordability challenges, national and local best practices, and barriers and opportunities to advance regional housing efforts. Based on assessment findings, the Working Group will help to present challenges and opportunities to regional stakeholders at an Equitable Housing Summit in the fall of 2015.

#### **(2) Identifying short-term opportunities for Metro to provide technical assistance to jurisdictions seeking to eliminate barriers to or create incentives for equitable housing development:**

Based on assessment findings, Working Group members will advise staff on short-term opportunities to advance equitable housing at the local level—including identifying technical assistance needs for implementation efforts that could move forward in 2016.

#### **(3) Starting to develop long-term strategies for supporting equitable housing development:**

Based on assessment findings, the Working Group will advise Metro staff on longer-term opportunities that Metro could advance through research and partnership development in 2016. This feedback will help to ensure that resources and staff efforts are focused on opportunities with the strongest feasibility and potential for impact.

## Participant Roles and Expectations

Working Group members will be asked to participate **in six to seven meetings (approximately 90-120 minutes each), and a half-day summit between June and November 2015**, including reviewing materials in advance and actively participating in discussions. All meetings with the exception of the housing summit will take place at Metro Regional Center. Working Group members may also be asked to participate in presentations of findings and recommendations.

Participating organizations are asked to designate one person to participate in the Working Group.

As an advisory working group, we will strive to reach shared understanding and agreement on recommendations. If full agreement or consensus is not possible, individual concerns will be included in the meeting summaries.

All meetings are open to the community.

## Working Group Makeup

Working Group members were selected by Metro staff for their knowledge of housing issues, diverse geographical perspectives, and disciplines/sectors. These include housing authority staff, jurisdiction staff, non-profit and for-profit developers, Metro Councilors, and representatives from philanthropy, economic development, and advocacy organizations. The group has been intentionally kept small to ensure that all members are able to actively engage in the conversation.

## Preliminary Working Group Schedule

Meeting Schedule	Anticipated Agenda Items
Meeting #1 (early June)	<ul style="list-style-type: none"><li>• Introductions and perspectives</li><li>• Review assessment framework and stakeholder strategy</li></ul>
Meeting #2 (July)	<ul style="list-style-type: none"><li>• Review of 2006 Housing Choice Task Force recommendations</li><li>• Preliminary assessment findings</li></ul>
Meeting #3 (early August)	<ul style="list-style-type: none"><li>• Assessment findings</li><li>• Discussion of short-term implementation opportunities</li></ul>
Meeting #4 (September)	<ul style="list-style-type: none"><li>• Discussion of short-term implementation opportunities</li></ul>
Meeting #5 (early October)	<ul style="list-style-type: none"><li>• Discussion of long-term policy and funding opportunities</li></ul>
Meeting #6 (late October)	<ul style="list-style-type: none"><li>• Development of summit presentation</li><li>• Framing of key policy questions</li></ul>
Regional Summit (November)	<ul style="list-style-type: none"><li>• Presentation of assessment findings</li><li>• Panel discussions on best practices</li><li>• Additional components TBD</li></ul>

## Metro Staff and Partners

- Emily Lieb, Equitable Housing Project Manager
- Megan Gibb, Development Center Manager
- Elissa Gertler, Planning & Development Director
- Ruth Adkins, Oregon Opportunity Network
- John Miller, Oregon Opportunity Network
- Kirstin Greene, Cogan Owens Greene, Facilitator

## Initiative Background

Metro has a long history of commitment to equity and housing affordability dating back to Metro's creation in 1978. In 2000, Metro adopted Title 7 of the [Urban Growth Management Functional Plan](#), which requires local jurisdictions to support the preservation and development of affordable housing through their comprehensive plans and provides voluntary targets for affordable housing production.

In 2006, Metro accepted the [Regional Housing Choices Implementation Strategy](#), which included recommendations to integrate housing considerations into policy decisions, develop new resources to fund affordable and workforce housing, reduce regulatory and cost barriers for affordable and workforce housing, and develop technical assistance to support local government efforts. While progress has been made on some of the 2006 recommendations, other components have not moved forward. Housing affordability and housing choice continue to be a significant regional challenge, as witnessed by record-low vacancy rates, rapidly rising housing costs (both owner and rental), and growing concerns about displacement and lack of housing choice.

Metro's Equitable Housing Initiative ("Initiative") is the result of a FY2014-2015 budget amendment of \$200,000 for Metro's Planning & Development Department to (1) develop and deploy technical support tools for jurisdictions seeking to eliminate barriers to equitable housing; (2) develop and promote local, regional, and statewide policies to support equitable housing; (3) develop a long-range strategy for funding affordable housing.

The Initiative will build on Metro's previous efforts and connect to other ongoing policy conversations across the region. It will seek to identify areas of consensus and support for short-term implementation of best practices at the local level, using these early successes to build momentum for longer-term funding and policy strategies at the local, regional, and state level.

For the purpose of developing a work plan, staff have been using the following working definition of equitable housing, adapted from Metro's [Equity Framework Report](#) (February 2015): ***Promoting equitable housing means ensuring diverse, quality, affordable housing choices with access to jobs, schools, and transportation options.***

## Initiative Timeline

*Note: The Working Group will advise Metro staff on Phases 1 and 2.*

### Phase 1 | Assessment and analysis (Spring-Summer 2015)

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

### Phase 2 | Building a shared understanding (Fall 2015)

- Convene a regional summit on equitable housing
- Develop a platform for sharing best practices

### Phase 3 | Short-term implementation / Long-Term Development (Winter 2015-Summer 2016)

- Launch a technical assistance to support short-term implementation opportunities
- Analyze feasibility and develop partnerships for long-term opportunities

### Phase 4 | Recommendations for future direction (Fall-Winter 2016)

- Provide recommendations for next steps and future directions to Metro Council

## Outputs for Phase 1 and 2

Output	Description
<b>A Look at Housing Affordability and Choice in the Metro Region</b> <i>Lead: Metro Research Center</i>	Drawing on the Urban Growth Report, Census, market data, and Metro's inventory of rent regulated housing, staff and consultants will analyze the current state and trends in housing supply, housing needs, and gaps at both the regional scale and within market sub-areas.
<b>Assessment of Local Best Practices &amp; Capacity</b> <i>Lead: Oregon Opportunity Network</i>	Oregon Opportunity Network (OON) will identify and document local best practices and assess regional capacity in terms of policies, resources, and tools to support equitable housing development and preservation. This includes engaging local government staff, for-profit and non-profit housing developers, funders, advocacy groups, community-based organizations, elected officials, and other key stakeholders. Stakeholder input will be gathered through surveys, roundtable discussions, and interviews.
<b>National Best Practice Scan</b> <i>Lead: Metro staff</i>	Staff will review literature and interview experts and practitioners across the country to learn about innovative partnerships and approaches, including collaborative funding models, innovative policies, incentives, etc.
<b>Housing Market Typology</b> <i>Lead: TBD</i>	Staff and/or consultants will develop a <b>market typology framework</b> that broadly categorizes the types of housing market dynamics across the region and the tools and best practices that work best in each market type. This could include a pro forma based analysis of development feasibility and/or a more qualitative analysis of challenges and opportunities.
<b>Housing Innovation Lab</b> <i>Lead: Metro staff, Oregon ON</i>	Oregon ON will work with Metro staff to develop an online clearinghouse of tools and case studies.
<b>My Place in the Region Storytelling Packages</b> <i>Lead: Metro staff</i>	Building on stakeholder engagement efforts, Metro communications staff will document stories and experiences of people who build, live in, live near, and are seeking housing that meets their income levels and needs.
<b>Short- and Long-Term Opportunity Analysis</b> <i>Lead: Equitable Housing Working Group</i>	The Equitable Housing Working Group will review technical and stakeholder information to develop a list of short- and long-term opportunities for Metro and its partners to support equitable housing development and preservation.



## **Metro Equitable Housing Initiative - Assessment of Local Best Practices and Capacity**

### **DRAFT Survey/discussion guide**

*Note to Working Group: In preparation for your June 9 meeting, please review this draft survey that we plan to broadcast widely to housing/community development jurisdiction staff, developers, and others. The survey will be qualitative in nature – it is not a scientific survey with quantifiable results but rather is intended to provide a snapshot of current opinions around equitable housing barriers and opportunities.*

*The survey questions will form the basis of a discussion guide for several roundtable meetings/focus groups that Oregon ON will be convening around the region. We will also use this as a framework for discussion as we attend meetings of various groups and conduct other targeted outreach/interviews over the next few months.*

*We would greatly appreciate your feedback! If you have additional suggestions or edits following the June 9 meeting, please provide them to Ruth Adkins ([ruth@oregonon.org](mailto:ruth@oregonon.org)) no later than Monday, June 15. Thanks very much for your help.*

### **Introduction to survey:**

As part of its Equitable Housing Initiative, Metro has partnered with Oregon Opportunity Network (Oregon ON) to identify and document local best practices and assess local jurisdictions' capacity in terms of policies, resources, and tools to support equitable housing development and preservation. (For the purposes of this study, we are defining “equitable housing” as “diverse, quality, affordable housing choices with access to jobs, schools, and transportation options.”)

Throughout the summer, Oregon ON will engage with local government staff, for-profit and nonprofit housing developers, funders, advocacy groups, community-based organizations, and other key stakeholders to identify barriers and develop solutions.

As a first step, we invite you to take this survey—it should take you no more than about 15 minutes.

Results will be shared with Metro's Equitable Housing Working Group, which will review, refine, and synthesize findings along with other inputs and will share recommendations for short- and long-term opportunities at an Equitable Housing Summit in the fall. You can read more about Metro's Equitable Housing Initiative here: [link to website]

Thank you very much for sharing your perspectives and insights!

1. Which of the following best describes your role?

- Local jurisdiction staff (city or county)
- Other public agency staff
- For-profit housing developer
- Nonprofit housing developer
- Other nonprofit organization
- Funder/lender
- Elected official
- Other (please describe)

2. There is general agreement that our region faces multiple barriers to equitable housing development. (Again, we are defining “equitable housing” as “diverse, quality, affordable housing choices with access to jobs, schools, and transportation options.”)

Several commonly cited barriers are listed below. Please select the top 3 (three) barriers to equitable housing development that you perceive in your community.

*[note: item lists will be randomized]*

- Land availability in the right place at the right price
- Lack of infrastructure (roads, sewers, etc.)
- Lack of public funding (federal/state)
- Lack of local government funding/fiscal base
- Difficulty of raising necessary capital (public or private)
- Inadequate purchasing power among lower-income households
- Market forces/consumer preferences
- Legislative pre-emptions (inclusionary zoning, rent control, etc.)
- Regulatory barriers (zoning requirements, permit fees, charter provisions, etc.)
- Lack of political leadership
- Restrictive development & design standards
- Neighborhood/community resistance
- Local jurisdictions do not recognize a need to do more for affordable housing than they are already doing
- Other (please describe)



3. Do you see any specific short-term opportunities or potential areas for gains in equitable housing development or preservation in your community? If so, please describe.

4. Longer-term, what would you prioritize in terms of action strategies to increase equitable housing development/preservation? Please rank the following in order of your preference, and feel free to add other ideas.

- Revolving loan fund
- Land banking strategy
- Overturn state ban on rent control
- Overturn state ban on inclusionary zoning
- Secure a long-term revenue source (levy, tax, bonds, etc.) dedicated to housing
- Streamline regulatory/development requirements
- Support innovative/alternative housing types
- Other (please describe)

5. Looking specifically at how Metro can help support equitable housing opportunities, please indicate which of the following you think would be helpful in eliminating barriers or creating incentives for equitable housing development and preservation. Check all that apply.

Would it be helpful for Metro to...

- ...Convene funders?
- ...Advocate for state/federal policy changes?
- ...Provide development data and research?
- ...Assess equitable housing needs?
- ...Develop/evaluate tools to incentivize private development of affordable housing?
- ...Identify land for affordable housing development?
- ...Identify subsidized housing to target for preservation efforts?
- ...Partner with developers on site planning?
- ...Identify opportunities for conversion of market-rate housing?
- ...Provide an online “clearinghouse” of housing tools and policies?
- ...Provide any other type of assistance (please describe)?

6. Can you suggest examples of specific best practices or exemplary projects that we could use as case studies for equitable housing development/preservation? These could include policies or programs from cities in Oregon or elsewhere, as well as examples of housing projects or partnerships.

7. Please provide your contact information (name, title, organization, email). We will not associate your name with your comments, but we may follow up with additional questions.

Thank you again for taking the time to complete this survey. Your responses will be very helpful in developing a shared understanding of challenges and opportunities for equitable housing development in our region. Look for more information and updates from the Equitable Housing Initiative in the coming months.

## EQUITABLE HOUSING INITIATIVE – TECHNICAL FRAMEWORK

### Purpose of the Technical Analysis

One of the goals of Metro’s Equitable Housing Initiative is to develop a shared understanding of the challenge of housing affordability. To support that goal, Metro staff will analyze regional housing market data to provide elected officials, policymakers, government institutions, community organizations, and other partners with information to guide discussions and decisions on housing policy and resources.

Metro’s Urban Growth Report provides substantial data forecasting population growth, demographic change, and housing needs to inform the region’s growth management strategy. Metro also conducts a biennial inventory of regulated affordable housing (slated to be updated in 2015). However, these data sets do not include an analysis of current and recent market conditions to understand the drivers of housing affordability and how housing market trends affect household cost burdens.

Findings from the market analysis and affordability study will complement qualitative findings regarding barriers and opportunities identified through stakeholder engagement; local and national best practice research; and case studies and storytelling packages highlighting partnerships and policies as well as stories from people who build, live in, live near, and are seeking housing that meets their needs and income levels.

### Summary of Key Components

#### I. PROFILE OF AFFORDABLE UNITS

We’ll summarize the number and locations of both **regulated affordable units** (broken down by funding stream/program, target income levels, location, year built, and length of regulated affordability) and **unregulated market units** (broken down by location and year built).

#### II. SNAPSHOT OF CURRENT AFFORDABILITY GAP

We’ll be looking at **the gap between supply and demand by affordability levels**, segmenting *households* by income level and size and *housing stock* by existing housing units that are affordable and right-size to these households making 30%, 50%, 60%, 80%, 100%, and 120% area median income (AMI) (including both regulated affordable and market units). The gap equals the number of units needed (based on household income) minus the number of units available at that price.

#### III. HOUSEHOLD PROFILES: WHERE CAN HOUSEHOLDS AFFORD TO LIVE TODAY?

We’ll identify a number of **average household profiles** representing different segments of the region’s population and then map where within the region this average household can afford to rent/own. These will include household makeup, income level, and race categories.

#### IV. HOUSING COSTS, WAGES, AND HOUSING & TRANSPORTATION COST BURDEN

We’ll look at recent trend data for the **costs of owner/ rental housing, average wages, and combined housing and transportation cost burden**.

## V. AFFORDABILITY AND TRANSIT ACCESS

We'll look at regional **transit mode share by income level** and **housing affordability by transit proximity**.

## VI. CURRENT PRODUCTION TRENDS

We'll analyze **permits and rents for newly constructed single-family and multi-family** units from the past 3-5 years and **current housing production levels relative to projected housing needs** based on the UGR projections.

## VI. VULNERABILITY FOR GENTRIFICATION AND DISPLACEMENT

Building on recent methodologies developed at PSU, City of Portland, and elsewhere, we'll map **changes in housing cost, demographic changes, and other factors that indicate an elevated risk for displacement** in specific sub-areas.

## VII. MARKET TYPOLOGY

Building on other efforts such as Metro's *Transit Oriented Development Strategic Plan*, we'll develop a **market typology framework** broadly categorizing the types of housing market dynamics in place across the region and the tools and best practices that work best in each market type. This could include a pro forma based analysis of development feasibility and/or a more qualitative analysis of challenges and opportunities.

## VII. OPPORTUNITY MAPPING

Relevant highlights from Metro's opportunity mapping efforts will be summarized and incorporated as appropriate.

### Key Data Sources

- CoStar Rental Data, 2015
- Regional Multiple Listing Service (RMLS), 2015
- Metro Regulated Affordable Housing Inventory, 2007, 2011, 2015
- Construction Monitor Permit Data, 2010-2015
- 2010 Census (and American Community Survey for some annual estimates)
- Equity Atlas

### Key Studies and Methodologies

- *State of Housing in Portland* (Portland Housing Bureau, April 2015)
- *Metro Vancouver Housing & Transportation Cost Burden Study: A New Way of Looking at Affordability*
- *Affordable-Accessible Housing* (Victoria Transport Policy Institute, April 2015)