

## Southwest Corridor Equitable Housing Strategy Work Plan

### A. Project Description

Planning is underway for light rail in the SW corridor from Downtown Portland to Tualatin. This multi-billion-dollar infrastructure investment will attract additional private and public investments that would bring more jobs, businesses, improved community services, and housing options to the area. The cities of Portland and Tigard are developing a SW Corridor Equitable Housing Strategy to leverage this once-in-a-life time investment in public transit with housing policies and investments. A comprehensive housing strategy for the whole corridor will help ensure housing options along the new light rail line meet the needs of and are affordable to a wide range of household types and incomes.

At the end of this year-long process, the project team will deliver a set of actionable recommendations to the Portland and Tigard City Councils:

- **Housing targets to guide action and track progress:** Long-term targets for the preservation and new construction of housing along the corridor.
- **Proposals for affordable housing financing and development tools:** Preservation and stabilization tools along with land acquisition for new construction and supportive land use regulations to meet the corridor’s affordable housing goals.
- **Recommendations for the organizational structure(s):** Strategies to support housing organizations working together to champion and implement the Equitable Housing Strategy.
- **Prioritizing opportunity sites:** A number of opportunity sites identified for the City and its partners to acquire and develop or preserve.



## B. Relationship to Transit Process and Other SW Planning Grants

The planning for the transit route and station locations is underway with final decisions by Metro, Trimet, and the local cities in 2018. The Portland City Council and other jurisdictions will finalize these decisions when they approve the Local Preferred Alternative in the spring of 2018. The Portland City Council has directed the Bureau of Planning and Sustainability and the Portland Housing Bureau to develop a housing strategy for the corridor to be approved with the LPA and the City's financial match commitment.

Metro has received a federal grant to develop a SW Equitable Development Strategy over the next two years for equitable transit oriented development along the MAX line. Metro will work with a consortium of partners to design and implement coordinated policy and investment strategies related to housing, business and workforce development, property investment, and infrastructure.

The strategic corridor-wide view of the SWEDS and EHS will be complemented by the site-specific work in Tigard's SW Corridor Affordable Housing Predevelopment project. That project will assess displacement, preservation and new housing development issues for specific sites in Tigard's Downtown and Tigard Triangle.

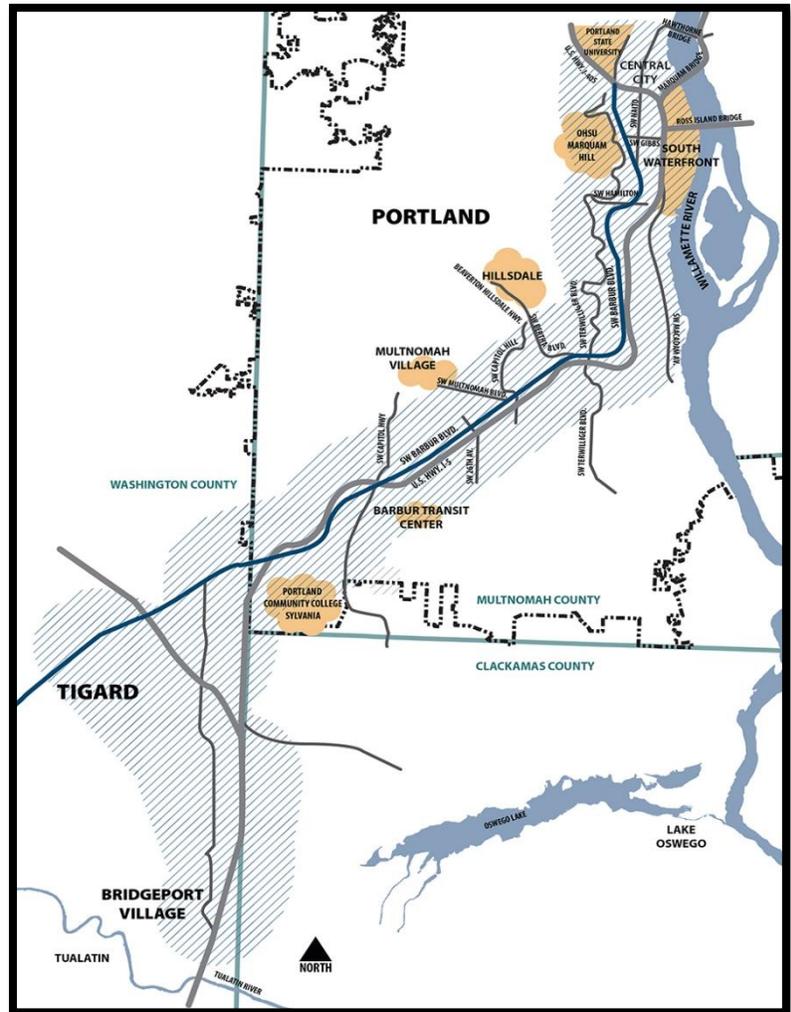
The shared goals of these housing and equitable development planning processes are to conduct coordinated research and community engagement to identify needs and create implementation strategies that reflects the community's vision. To achieve our shared goals and maximize our partners' participation in this process, we are sharing a governance structure for our planning processes (see Section F). While the transit project planning will continue to have a separate process, there will be some opportunities for coordination.

## C. Project Area

The project area generally encompasses a 1/2-mile buffer around Highway 99W/Barbur Boulevard in Portland between South Portland and SW 65th Avenue; and in Tigard, the Tigard Triangle and downtown Tigard around and near the probable alignments of the light rail investment. Light rail will continue on to Bridgeport village.

## D. Major Tasks

The project will include four main tasks over the next year:



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## Task 1: COMMUNITY ENGAGEMENT

1.1 *Equity and Housing Advisory Group.* We have invited leaders from government, community, finance, philanthropy and real estate development sectors to provide direction to the project team as priorities and recommendations are developed and vetted. The group will be co-staffed by Metro and the City of Portland. See section F for more detail on jurisdictional coordination.

*Outcomes:* 5-6 advisory group meetings, documented preferences and use of an equity lens on key decision and policy points related to major deliverables, documented preferences on community engagement strategies, approval of sub-grants for community engagement, endorsement of final strategy.

1.2 *Community Grants Program.* We will deploy and manage a grant program to resource community-based organizations with missions that include serving low-income households, communities or color and/or marginalized communities to participate in the development of the strategy through the advisory group and also direct engagement of those communities in the project.

*Outcomes:* Documented use of an equity lens on key decision and policy points related to major deliverables, communication materials used, lists of groups engaged, and results from engagements (surveys, interviews, focus groups, etc.), and a case study capturing the outcomes and lessons of the grant program.

1.3 *Open Houses and Web Presence.* The project team will co-host events with grantees to engage the broader public through 2-3 open houses held in the corridor. Open houses will raise awareness of the project, educate the public on housing and transit needs and issues in the corridor, and solicit input on housing concerns and the final strategy. A parallel virtual open house will be hosted on the project webpage along with regular project updates, also to be shared via a community listserve and BPS blog posts.

*Outcomes:* 2-3 open houses, documented results from planning exercises, participants are representative of the diversity of the region, and analysis of participants' demographic information.

## Task 2: HOUSING NEEDS AND GOALS

2.1 *Collect Data.* We will aggregate existing relevant planning and housing policies, local existing housing strategies and tools, best practices in transit-oriented housing strategies, data on opportunity sites, housing market data, demographic data, and housing growth projections.

*Outcomes:* Package of policies, best practices, and data.

2.2 *Estimate Housing Need.* We want to understand the housing market and household needs along the corridor. We especially want to better understand where households vulnerable to displacement live and how to meet their needs. The project team in coordination with the Metro SWEDS consultant will analyze existing housing conditions and estimate housing development potential, and the demand for housing at different income levels along the corridor.

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Through this project, PSU is studying the naturally occurring affordable housing in the SW corridor. Their analysis will help the project team understand the housing vulnerabilities and demographic issues in the corridor as well as the potential for displacement with multifamily building conversions and sales.

*Outcomes:* PSU report, project team memo documenting the housing need, feedback from engagement activities listed in Task 1.

*2.3 Housing goals and funding.* The project team will use the findings from Task 2.2 to develop housing preservation and production targets for the corridor. These targets will be used to quantify the financing gap needed to achieve those targets.

*Outcomes:* Project team memo that documents housing goals and funding needed, feedback from engagement activities listed in Task 1.

### **Task 3: HOUSING TOOLS, FUNDING, AND IMPLEMENTATION RECOMMENDATIONS**

- 3.1 *Housing Strategies.* We want to scale up proven housing tools and/or advance proposals for new innovative tools needed to reach the goals in Task 2. These tools will require we grow existing or develop new funding sources to capitalize the housing strategy. Recommendations for promising tools and ways to capitalize those tools will be included in the final strategy.

We will research nation-wide best practices and assess the current performance of local housing tools and funding sources. Some include how to use value capture to support housing development, growing local dedicated funding sources for housing, and front-loading funding to get ahead of land speculation and displacement pressures in existing naturally occurring affordable housing.

Through Task 1 activities we will prioritize a few promising housing tools and funding strategies for further research. More developed recommendations will be included in the final strategy with clear next steps for implementation.

*Outcomes:* Consultant report with recommendations for implementing housing tools and capitalizing the overall housing strategy, feedback from engagement activities listed in Task 1.

- 3.2 *Capacity Building Structure(s) for Implementation.* We've learned from past light rail planning and community development efforts that establishing housing goals does not guarantee they will be achieved. Dedicated funding and high capacity organizations committed to implementing and championing the strategy are needed. The dearth of housing organizations in the SW corridor presents a challenge given the volume of opportunity sites and buildings. The EHS will include recommendations for how different actors including the City can support growing the capacity of housing and community-based organizations in the corridor. Recommendations will include different options for structures to steward the plan such as government sponsored oversight bodies, a community-based coalition of organizations, or other structures with more focused responsibilities for elements of the strategy.

*Outcomes:* Consultant report with recommendations for implementation and organizational structure(s), feedback from engagement activities listed in Task 1.

## Task 4: OPPORTUNITY SITES PRIORITIZATION

4.1 *Inventory Sites.* Another lesson learned from past housing strategies involving a major transit investment is land speculation begins as soon as station areas are announced. Purchases of land early on for community uses allows us to get ahead of the anticipated rise in property values once light rail plans are finalized. The project team will identify potential sites for affordable and mixed-income housing by inventorying publicly owned parcels, coordinating with the transit agency in their acquisition of land for the transit project, and conducting market research to identify potential preservation opportunities.

4.2 *Assess Needs and Opportunities.* Sites will be prioritized based on their opportunity to meet a set of strategic criteria and begin to achieve the goals set in Task 2. Recommendations will include the timing, pre-development needs, funding needs, and other next steps.

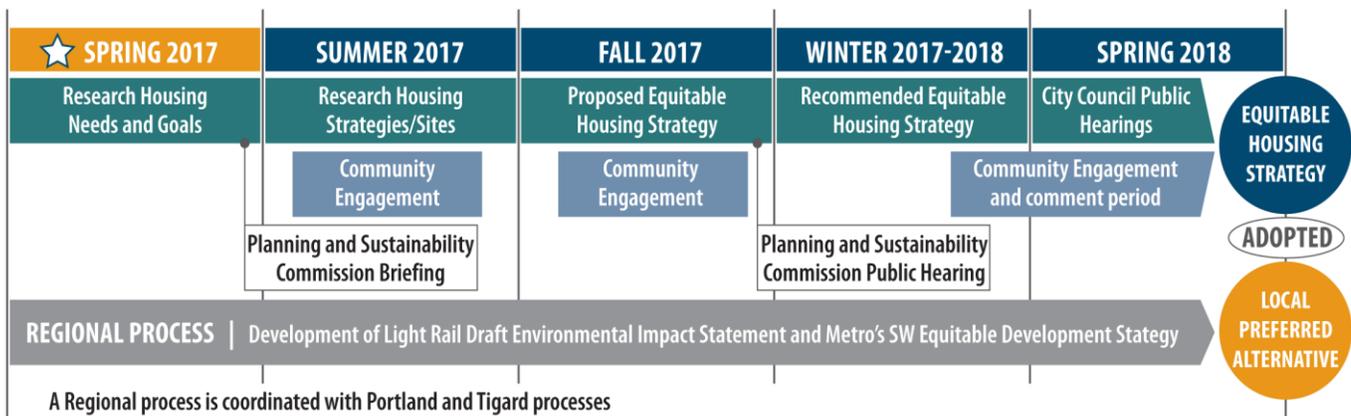
*Outcomes:* Consultant report recommending opportunity sites for affordable housing and next steps to advance pre-development activities.

### Final Product and Adoption

A final staff-recommended EHS will be endorsed by the Equity and Housing Advisory Group and then shared with the Planning and Sustainability Commission and presented at a community open house before being sent to the Portland and Tigard City Councils for adoption.

The EHS will be presented to the Portland and Tigard city councils for adoption in the spring or summer of 2018. Council action will approve housing targets, advance opportunity sites for further feasibility analysis, and approve the recommendations to further develop housing tools, funding resources, and implementation structure(s).

### E. Timeline

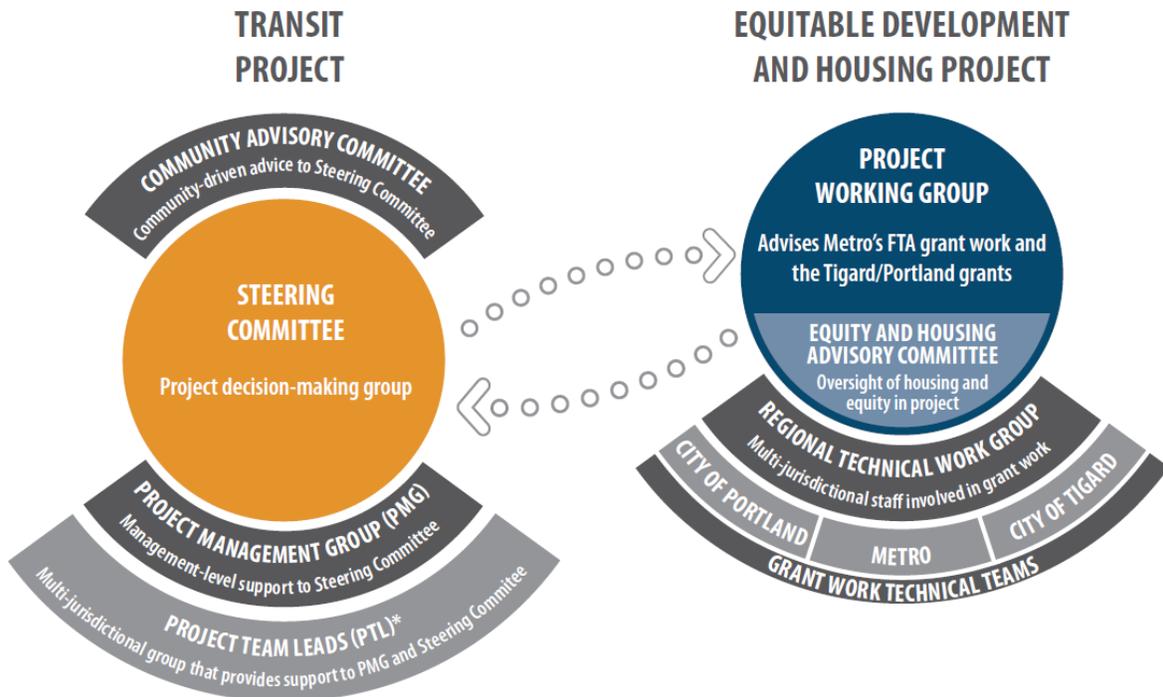


## F. Jurisdiction Coordination

Development of the EHS is a Portland and Tigard project with Portland staff managing the project. It is tightly coordinated with Metro’s SWEDS project, including sharing of a governance structure. The SWEDS overall Project Work Group will be briefed regularly on the development of the EHS. The Equity and Housing Advisory Group will be staffed by both Metro and Portland staff. A Technical Work Group composed of staff from all three jurisdictions doing planning in the corridor will meet regularly to coordinate work on the community advisory bodies, community engagement strategies and grantees, sharing of research resources and findings, developing recommendations, and review of final work products.

The Bureau of Planning and Sustainability and the Housing Bureau will co-lead the project for the City and involve key bureaus including the Bureau of Transportation, City Budget Office, Office of Management and Finance, Office of Neighborhood Involvement, and the Portland Development Commission. Commissions such as the Public Involvement Advisory Council, Portland Planning and Sustainability Commission, and the Human Rights Commission have also expressed interest in weighing in on the EHS. BPS and PHB will brief these commissions throughout the process.

## SOUTHWEST CORRIDOR REGIONAL PLANNING PROCESS OVERVIEW



\* Project Team Leads participants: Metro, Oregon Department of Transportation, Portland, Sherwood, Tigard, Tri-Met, Tualatin and Washington County