

## Appendix 7: Full list of strategy ideas

*Many engagement activities prompted participants to think about ideas for actions they want to see Metro take to promote housing production, affordability, and choice in the greater Portland area. This list encompasses the full list of ideas generated through the phases of engagement leading up to the production of the draft RHCS. Many ideas were combined or refined before evaluation for impact and feasibility. Others were removed because they are outside of Metro's legal authority, are actions that are a part of Metro's current work portfolio, or are actions being led by other organizations. The remaining ideas that were not included in this RHCS were documented for future consideration.*

Action idea	Category	Source
Present housing data with the stories and lived experiences of people in the region to provide a more complete picture	Best practices and research	Previous Metro project engagement
Complete an analysis of impediments for fair housing	Best practices and research	City HPS
Use the RHCS to align jurisdictional partners on how we talk about housing affordability (TOD program is doing great with proof of concept)	Best practices and research	Metro staff
Look at best practices that balance prioritizing green building features and overall costs	Best practices and research	Metro staff
Share lessons learned from the Site Acquisition Program with other local jurisdictions; potential to use this as a best practice and to demonstrate "win" of the bond measure	Best practices and research	Metro staff
Collect and share best practices/toolkits/model code resources (including ones currently in development at DLCD) - best practices/ideas toolkit for local jurisdictions to meet their housing needs - Metro work to clarify what would result in a coherent outcome and usable tools in the regional context - simple things that create communities that are complete, healthy, equitable are getting lost in the effort to reduce barriers	Best practices and research	Metro advisory group
Provide regional research related to past harms analysis that can be shared with local jurisdictions	Best practices and research	Other engagement
Explore feasibility of modular development - what are the unique barriers in our regional context, opportunities for technical assistance or cost reduction strategies - research and share as best practices/resources	Best practices and research	Metro staff
Develop low carbon building policies	Best practices and research	City HPS

<b>Action idea</b>	<b>Category</b>	<b>Source</b>
Explore mass timber construction - research and share as best practices/resources	Best practices and research	Previous Metro project engagement
Explore non market social housing models to prevent housing commodification - research and share as best practices/resources	Best practices and research	City HPS
Trauma-informed design - design trauma-informed, person-centered spaces to address barriers like PTSD and social anxiety in transitional or permanent housing - research and share as best practices/resources	Best practices and research	Previous Metro project engagement
Provide research on innovative building practices and the best ways they can be implemented	Best practices and research	Implementers work group
Explore best practices for preserving affordable housing that has expiring regulatory agreements	Best practices and research	Implementers work group
Provide research on naturally occurring affordable housing and how those homes can be preserved and rehabilitated cost effectively	Best practices and research	Implementers work group
Weigh in on what informs the statewide model home legislation - a proposal to create a home plan that is preapproved and does not need to go through building or planning permitting. So far, the ideas are not in line with best practices	Best practices and research	Implementers work group
Support community ownership and stewardship models that ensure affordability over time	Best practices and research	Focus group
Explore an idea to mandate a "displacement impact report" as a requirement for development with assurances to mitigate impacts	Best practices and research	Focus group
Provide regional level analysis of past discriminatory actions or practices related to land and housing access to assist jurisdictions in completing that required part of the Contextualized Housing Need	Best practices and research	Implementers work group
Implement better messaging around affordable housing and test new communication strategies for regional use	Communication and public engagement	Interview
Expand outreach with trusted leaders, provide culturally-responsive and bilingual/multilingual services and outreach	Communication and public engagement	Previous Metro project engagement
Focus on youth outreach, particularly immigrant and refugee youth	Communication and public engagement	Previous Metro project engagement
Consult with Tribes and culturally specific developers that have worked with urban tribal community members to understand specific barriers and needs	Communication and public engagement	Metro staff

<b>Action idea</b>	<b>Category</b>	<b>Source</b>
Interest in Metro acting as a recruiter for developers who are willing to build middle housing at an affordable price point, even from beyond the region or the Pacific Northwest	Communication and public engagement	Other engagement
Consider engaging with service providers that are affected by increased number of produced units (Clean Water Services, waste haulers, stormwater, etc.)	Communication and public engagement	Metro advisory group
Prioritize outreach to communities of color to gather more data on housing needs and how to be responsive to them	Communication and public engagement	City HPS
Create public service announcements showing the benefits of affordable housing	Communication and public engagement	Implementers work group
Serve as a centralized, region and statewide communicator about housing market forces and challenges and help describe to the public and policy-makers how local, county and regional governments can and cannot intervene	Communication and public engagement	Implementers work group
Create a comprehensive website or resource which identifies opportunities to assist those who are houseless or to prevent houselessness. Connect and coordinate with various services and providers around the region.	Communication and public engagement	Implementers work group
Create and share with local jurisdictions educational/PR resources that cities can use to combat NIMBYism and promote housing policy changes on the local level	Communication and public engagement	Implementers work group
Look into podcasts with nationwide reach where local specialists speak as a way to expand recruitment of new ideas and interest into the region	Communication and public engagement	Implementers work group
Technical and communications assistance with TIF economic development efforts that build local capacity and can help educate voters on the risks and benefits of TIF as a driver of housing production in regional centers	Communication and public engagement	Implementers work group
Act as a recruiter to bring new multifamily developers and investors to the region by highlighting local development opportunities and incentives.	Communication and public engagement	Metro staff
Assess where brownfield grants have been effective and where we need additional funding	Communication and public engagement	Other engagement
Metro has a legacy of being anti-growth; how can Metro change the narrative to reflect changes in Council leadership and thoughts about being more pro-growth	Communication and public engagement	Member meeting

Action idea	Category	Source
Require or incentivize community co-design practices in projects receiving public funds	Communication and public engagement	Focus group
Review or evaluate the success of the protocols currently in place for affirmative marketing and consider refinements, using the State ARA based on the Seattle model as a potential jumping off spot  (State ARA: Affirmative Marketing Requirement for Metro-funded units—review existing requirements and compare to the Seattle model profiled in the ARA packet, and choose something.)	Communication and public engagement	Other engagement
Metro as a regional convener for implementers and other subject matter experts – host regular communities of practice	Convening	Interview
Create a regional committees for funders, establish a statewide interagency supportive housing leadership steering committee	Convening	Previous Metro project engagement
Convene jurisdictions to discuss how to align implementing codes to streamline expectations for developers and reduce permitting burden	Convening	Metro advisory group
Assist Counties with coordinating amongst themselves and with their cities - especially when it comes to meeting housing production targets and lacking control over annexation	Convening	Other engagement
Convene region's state legislators to discuss regional needs with Metro and local elected officials	Convening	Implementers work group
Convene banks and financiers for people who want to develop middle housing or ADUs	Convening	Implementers work group
Convene funders, including philanthropic organizations (there is a recurring meeting held through GAPD/Council office - Eliot mentioned this and offered to provide contact info)	Convening	Metro staff
Convene experts in modular housing to identify opportunities for Metro to support or accelerate innovation approaches that bring down the cost of multifamily development	Convening	Metro staff
Metro Council to meet yearly with cities and counties to understand the 2-3 things they are doing and where they are struggling and need more resources; would like to see Metro use our position to add urgency and local transparency	Convening	Other engagement

Action idea	Category	Source
In coordination with GAPD/Council office, engage philanthropic organizations to identify opportunities for partnerships to support housing production and equitable housing access, particularly in light of federal actions impacting funding stability and policies related to fair housing.	Convening	Other engagement
Build infrastructure for community-developer collaboration (e.g. shared planning tables, facilitation, technical assistance)	Convening	Focus group
Implement a data-driven monitoring approach to track the impact of recommendations, enabling evidence-based decision-making and facilitating continuous improvement	Data and analysis	Previous Metro project engagement
Increasing available information to help housing developers assemble clusters of parcels. <i>Note: LIFT through OHCS is the only consistent funding source for new CLT homes; currently and potentially in the future, we are functionally limited to one application per round/per program. But – scattered site developments in the same neighborhood can be treated as a single application.</i>	Data and analysis	Interview
Metro as a central resource for data through the DRC – new dashboards/metrics, regional centralized clearinghouse for resources	Data and analysis	Interview
Improve comprehensive data collection for accurate estimation of supportive housing demand	Data and analysis	Previous Metro project engagement
Add a filter for surplus tax-exempt land (publicly owned or owned by a faith based organization) on Metro Maps to facilitate affordable housing development (even without a land bank)	Data and analysis	Interview
Create a map that identifies land that would be eligible for affordable housing development under SB 8; create a publicly-owned lands inventory	Data and analysis	Metro advisory group
Compile data on available land supply	Data and analysis	Implementers work group
Assess and share market data and opportunities for different housing types on a regional level (maybe through a map). This information can be proprietary and hard to access for smaller localities interested in purchasing land for housing.	Data and analysis	Implementers work group
Track and map where people are moving and why in order to better understand gentrification; track and map housing choice	Data and analysis	Implementers work group

Action idea	Category	Source
Track and map cost burden tied to address to avoid concentrated poverty; track and map cost burden for rehabilitation or maintenance tied to address	Data and analysis	Implementers work group
Create a regional map of areas of opportunity where affordable housing development could be focused	Data and analysis	Implementers work group
Be a centralized location for the data that is required for local jurisdiction's housing capacity and needs analysis	Data and analysis	Implementers work group
Create a real time tracker that provides yearly updates on housing permit activity in the region, including detailed information about tenure, housing type, price	Data and analysis	Other engagement
Create an online public dashboard for jurisdictional development services operations - average permitting times, housing production numbers, etc - share this widely and also create incentives for high performing jurisdictions who are hitting benchmarks or outperforming; use social media to celebrate good stories; bring builders into communities they might have skewed from by showing performance improvements on dashboard; performance could be tied to additional funding opportunities	Data and analysis	Member meeting
Analyze the options for beginning to collect data on housing accessibility in the region and pick at least one method to implement in the six-year implementation period. It could be as simple as collecting accessibility information through the regional affordable housing listing service—or it could be a study, or it could be working with county assessors to implement protocols to start to collect that data routinely, or something else.	Data and analysis	Other engagement
Pass a new affordable housing bond	Funding and investment	Interview
Explore creating regional revolving loan fund for affordable housing	Funding and investment	Interview
Create a dedicated funding source for preservation of regulated affordable housing	Funding and investment	Previous Metro project engagement
Create long-term stability in funding sources, like extending the SHS measure	Funding and investment	Previous Metro project engagement
Help cities secure funding by streamlining processes, advocating for resources, and sharing information on available opportunities	Funding and investment	Interview
Investing in the TOD program that produces housing in strategic corridor locations	Funding and investment	Metro staff

<b>Action idea</b>	<b>Category</b>	<b>Source</b>
SHS reform to divert more funding to the creation of affordable housing	Funding and investment	Metro staff
Look at the affordability levels that are targeted in city HPSs and see if Metro can fill gaps in other ranges of needed affordability	Funding and investment	Metro staff
Explore using 2040 planning and development grants for cities looking at surplus land for housing (or willing to partner with faith based organizations looking to transfer land) - funds used for pre-development and technical assistance. Cities and faith organizations need funding for planning, due diligence, and clearing title.	Funding and investment	Interview
Use 2040 planning and development grant funds to help local jurisdictions remove regulatory barriers	Funding and investment	Metro staff
Explore incentives that Metro can offer for local jurisdictions to remove restrictions that have been identified as barriers	Funding and investment	Metro staff
Create an implementation plan for a regional land bank including land bank laws and procedures for running one	Funding and investment	Metro staff
Opportunities to purchase materials, services, to create housing at scale. What if there was some consortium for buying materials - Metro could sponsor a collaborative purchasing pool and also lower the costs of insurance and financing risks	Funding and investment	Metro staff
Acquire existing market rate building converting into affordable housing	Funding and investment	Metro staff
Create strategies that focus specifically on the 80%-120% AMI affordability level	Funding and investment	Metro advisory group
Direct funding for acquiring and converting existing properties that would be more cost-effective than new construction	Funding and investment	Previous Metro project engagement
Look for opportunities to apply a land bank strategy to a group of smaller infill parcels rather than one contiguous plot of land	Funding and investment	Interview
Fund tenant protections like regional vouchers for residents in properties with expiring affordability restrictions	Funding and investment	Previous Metro project engagement
Prioritize pre-development and land acquisition funding through grants or below-market loans to help culturally specific developers compete with larger firms	Funding and investment	Previous Metro project engagement
Evaluate and create flexible funds for essential services and rent assistance, map critical qualifications for tenancy supports	Funding and investment	Previous Metro project engagement



Action idea	Category	Source
Fund incentives for public housing authorities, prioritize chronically homeless populations, and utilize master leasing of units or incentivize creation of smaller sub-units i.e. accessory dwelling units	Funding and investment	Previous Metro project engagement
Desire to explore and support more community land trusts	Funding and investment	Metro staff
Extend allocated funding for the RHCS to the Counties for resources to complete their required plans	Funding and investment	Metro advisory group
Preserve affordable housing and retrofit units to prevent displacement of vulnerable populations	Funding and investment	City HPS
Provide ongoing grants for implementation of HPSs	Funding and investment	Implementers work group
Provide support or a line of credit for subcontracts so they can become more adept	Funding and investment	Implementers work group
Explore land banking in urban reserves for future affordable housing - new UGB areas are too expensive once land is brought into the UGB	Funding and investment	Implementers work group
Additional funding for acquisition and rehabilitation of NOAH and expiring affordable housing	Funding and investment	Implementers work group
Create an SDC assistance fund for affordable housing units, ADA units, units near frequent transit corridors, and units under 1000 SF	Funding and investment	Implementers work group
If a new transportation bond and housing is considered, pair a portion of the transportation funding with gap funding for affordable housing. Required infrastructure and fees are a substantial cost for affordable housing development	Funding and investment	Implementers work group
Voucher transferability - allow community members to take vouchers across County lines and expand eligibility	Funding and investment	Metro staff
Align funding standards across the region to simplify processes and clarify expectations for developers and providers (voucher portability, PBV standards, regional underwriting for future Metro \$, operations subsidy)	Funding and investment	Metro staff
Allocate future affordable housing funds based on OHNA production targets	Funding and investment	Metro staff
Provide SHS funding to address gaps in fair housing compliance and education due to federal cuts	Funding and investment	Metro staff
Condition Metro's transportation and parks funding on performance related to local HPS as evaluated by DLCD	Funding and investment	Metro staff
Use public funds to acquire existing housing from private sector and convert to mixed income and/or PSH	Funding and investment	Focus group



<b>Action idea</b>	<b>Category</b>	<b>Source</b>
Expand and sustain eviction prevention funds	Funding and investment	Focus group
Create a risk pool that all project managers can access for maintenance needs	Funding and investment	Focus group
Use funding leverage to ensure jurisdictions and developers are accountable to fair housing principles in implementation, not just policy. Tie bond and SHS funding to deep affordability targets and long-term affordability commitments. Include quality controls for cultural competency and accessibility	Funding and investment	Focus group
Fund community-led research and engagement as part of fair housing planning	Funding and investment	Focus group
Fully fund resident services as a component of affordability, not just as an add-on	Funding and investment	Focus group
Develop a strategy for Metro to advance affordable housing stabilization efforts in response to industry challenges due to rising operation costs (caused by staffing shortages, skyrocketing insurance, and other factors), increased resident needs, and lack of coordination/alignment with homeless and supportive services	Funding and investment	Metro staff
Pursue new resources, programs, or opportunities for the region at the state and federal level (grants, conferences, etc.)	Legislative advocacy	Interview
Advocate for federal grant opportunities - play a proactive leading role in legislative advocacy and infrastructure funding; funding for infrastructure in UGB expansion areas is a large barrier to housing development	Legislative advocacy	Interview
Advocate for meaningful statewide revenue reform	Legislative advocacy	Previous Metro project engagement
Provide more support to cities when advocating for or against current legislation	Legislative advocacy	Implementers work group
Support legislation that allows affordable housing to not be subject to prevailing wage	Legislative advocacy	Implementers work group
Find opportunities to advocate for funding from the legislature with no strings attached (like the \$5 million for investment along 82nd Ave)	Legislative advocacy	Metro staff
Advocate for state building code reforms to expand accessibility and climate resilience (e.g. elevator policy)	Legislative advocacy	Metro staff

Action idea	Category	Source
Convene jurisdictional and industry partners to develop a coordinated advocacy agenda for state and federal policy and resources. This work could be led by the Council's proposed new Housing and Homelessness Policy Advisory Committee (HHPAC) in coordination with Metro Policy Advisory Committee (MPAC).	Legislative advocacy	Other engagement
Encourage cities (and other public entities) to repurpose surplus land for housing. <i>Note: Habitat Portland Region has two planned developments on former Portland Water Bureau land and one on land donated by the City of Hillsboro, but these processes have been piecemeal and lengthy. Cities, school districts, and public utilities have land but need a nudge to consider letting go of an asset.</i>	Partnerships and collaboration	Interview
Find solutions for construction labor shortages - investment in construction to careers pathway  Mass timber construction requires a lot of labor to happen at the same time (while traditional construction can phase things out over time ) - this has put a big strain on past projects when you need to hire several companies worth of a certain specialist	Partnerships and collaboration	Metro staff
Evaluate regional list of barriers to housing production and identify where Metro can act	Partnerships and collaboration	Interview
More regional support for local concept planning efforts	Partnerships and collaboration	Previous Metro project engagement
Capacity-building support for smaller non-profits and culturally responsive organizations to ensure equity in accessing funds	Partnerships and collaboration	Previous Metro project engagement
Support long-term capacity-building through providing technical assistance to city/county partners, education programs/cohorts, and partnerships with universities or training institutions	Partnerships and collaboration	Interview
Create a pipeline for housing planning expertise (internships, targeted educational initiatives)	Partnerships and collaboration	Interview
Look at the entire life cycle of housing production to help fill workforce gaps - support apprenticeship programs for building inspectors or other trades people who are retiring right now	Partnerships and collaboration	Other engagement
Act as a recruiter of national middle housing builders - bring them to the region to spark new ideas. Metro can help expand the bench of developers in the region who build infill, middle housing, ADUs, etc.	Partnerships and collaboration	Implementers work group

<b>Action idea</b>	<b>Category</b>	<b>Source</b>
Continue to work with OHCS to coordinate, align, and streamline state and local funding.	Partnerships and collaboration	Member meeting
Develop a strategy to better align vouchers with nonprofit housing providers.	Partnerships and collaboration	Member meeting
Consult with interested Tribes that are engaged in housing development to support urban Native populations to learn more about tribal priorities, partnership opportunities, and barriers or challenges that can be addressed through Metro's work.	Partnerships and collaboration	Metro staff
Update UGMFP to be more consistent with state legislature for housing (like HB 2001) – to make it easier for cities to write findings	Regulation and regional policies	Interview
Update UGMFP Title 6 Centers and Corridors – align these requirements with CFEC	Regulation and regional policies	Interview
Align new housing efforts with existing regional goals, such as climate-friendly development, equitable TOD, and regional housing/SHS governance	Regulation and regional policies	Interview
Reinstate compliance with UGMFP Title 7 - Housing Choice; rewrite Title 7 to align with OHNA targets for cities and other legislative requirement changes	Regulation and regional policies	Metro staff
Help to Counties who do not control annexation of their land that is already within the UGB and designated for residential development. This makes housing capacity hard to rely on. Provide insights on how Counties can best meet requirements under these conditions.	Regulation and regional policies	Implementers work group
Audit housing related titles in the UGMFP for clarity and consistency and opportunities to relax regulations	Regulation and regional policies	Metro staff
Amend Title 11 of the Metro Urban Growth Management Functional Plan to establish density minimums for new urban areas	Regulation and regional policies	Metro staff
Conduct a process through MTAC and MPAC to determine whether to amend Title 14 to allow developer-led expansion proposals for smaller pockets of land.	Regulation and regional policies	Member meeting
Conduct a review of middle housing codes in the Metro area to identify similarities and differences between jurisdictions and with the State model codes/requirements. Conduct interviews with local developers for additional information. Identify impediments to the middle housing production to find opportunities to increase distribution across the region	Regulation and regional policies	Member meeting

<b>Action idea</b>	<b>Category</b>	<b>Source</b>
Provide a centralized regionally available pool of housing professionals that can help cities and fill staff capacity gaps - whether they provide relationships with land trusts and non-profits, help to find new affordable housing opportunities, or consult on the best ways to maintain existing affordable housing	Technical assistance	Implementers work group
Create a regional listing service for affordable housing units that includes information like rent cost, availability, unit accessibility, supportive services, and property management	Technical assistance	Metro staff
Enhance system capacity by refining assessment tools, standards of practice, and system mapping, along with improving information and referral processes	Technical assistance	Previous Metro project engagement
Provide training, education, and technical assistance to improve local planning and implementation around AFFH	Technical assistance	Interview
Provide fair housing training, implement culturally sensitive outreach, combat discrimination in housing access	Technical assistance	Previous Metro project engagement
Provide specific, actionable strategies for addressing mental health stigma in BIPOC communities, including awareness campaigns and education programs tailored to cultural nuances	Technical assistance	Previous Metro project engagement
Collect and share permit ready plans for accessible housing and middle housing types	Technical assistance	City HPS
Provide technical assistance for universal design - research and share as best practices/resources	Technical assistance	Interview
Enhance informational programs for homeowners on how they can utilize their properties for small scale development, such as ADUs	Technical assistance	City HPS
Create a database of design plans for small houses that people could pick up and submit to a local jurisdiction	Technical assistance	Implementers work group
Help match cities with developers	Technical assistance	Implementers work group
Provide resources on how to educate and guide Council when a city does not have an experienced housing developer on staff	Technical assistance	Implementers work group
Share housing production strategies with cities who have not yet done their HPS that are already on other city lists that Metro can help implement or fund.	Technical assistance	Implementers work group

Action idea	Category	Source
Develop a work program to explore alternative affordable home ownership opportunities; align with future affordable housing funding; buyer assistance programs aligned with middle housing development strategies; Research barriers and identify strategies to support multifamily home ownership strategies; Technical assistance for HOA structures; legislative advocacy	Technical assistance	Other engagement
Support landlord liaison programs and increase capacity where landlords who will waive credit score issues, criminal background, are connected with tenants	Technical assistance	Focus group