

# **Metro's state-mandated Regional Housing Coordination Strategy**

MPAC

July 23, 2025

# Reminder: What is the RHCS?

Required by the State as a part of the Oregon Housing Needs Analysis (OHNA) framework

List of actions Metro will take to promote housing production, affordability and choice

- Coordinate with local production strategies
- Fill regional gaps (resources, capacity, tools)

# What outcomes are we trying to achieve?

## Development and maintenance of needed housing

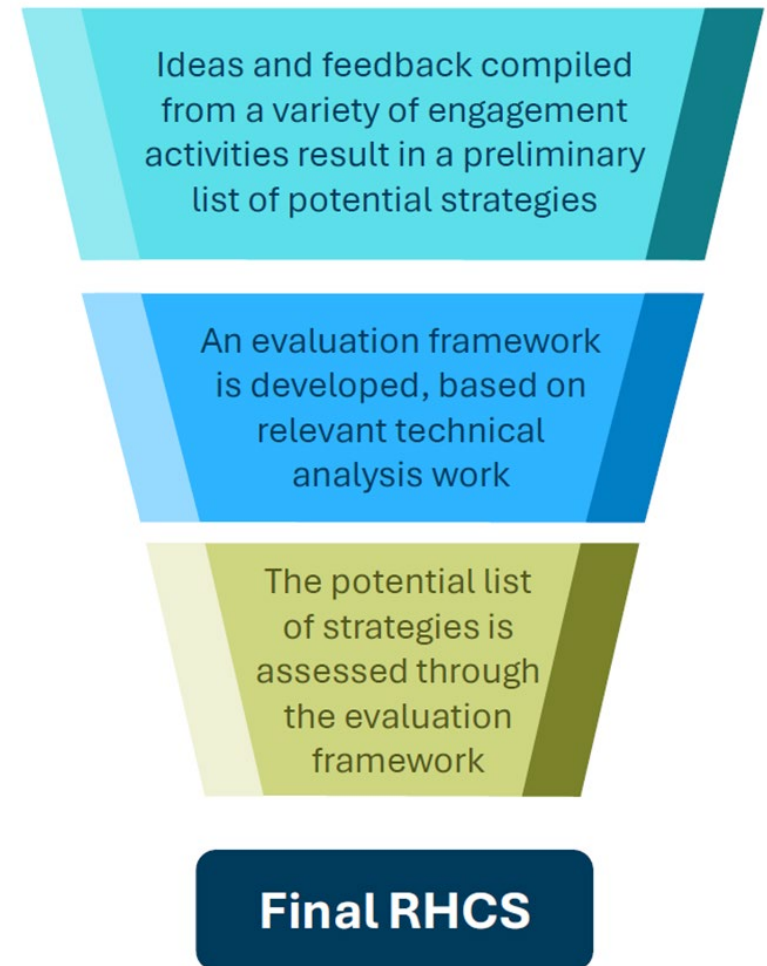
- Diverse housing types
- High quality
- Physically accessible
- Affordable

Housing with access to economic opportunities, services and amenities

Affirmatively furthering fair housing (AFFH)

# Where are we?

- ✓ Scope development
- ✓ Technical analysis
- ✓ Ongoing engagement
- **Strategy evaluation**
- Adoption



# Creating the list of actions

Implementers Work Group

Focus groups and coalition  
member meetings

Internal staff meetings

Metro committees

Research and interviews



# Refining the actions for evaluation

## Potential Actions for Inclusion in Metro's Regional Housing Coordination Strategy (RHCS)

### Best Practices and Research

- ♦ Research innovative building practices and strategies for effective implementation
- ♦ Research best practices for preserving affordable housing with expiring regulatory agreements
- ♦ Study cost-effective approaches to preserve and rehabilitate naturally occurring affordable housing (NOAH)
- ♦ Provide input on statewide model home legislation to ensure alignment with planning and building best practices
- ♦ Integrate housing data with lived experiences to present a fuller picture of regional housing needs
- ♦ Conduct an analysis of housing affordability
- ♦ Identify strategies to increase housing affordability
- ♦ Compile and share information on existing DLCD resources and equitable housing practices for use by local jurisdictions and communities, not just Metro
- ♦ Provide regional resources to help communities implement effective housing strategies
- ♦ Explore modular housing implementation
- ♦ Develop and promote low-carbon building policies
- ♦ Research and share best practices on mass timber construction
- ♦ Research and share best practices for non-market social housing models to prevent commodification
- ♦ Promote trauma-informed design strategies for transitional and permanent housing

Actions in TEAL were generated in the last Implementers Work Group Meeting

100+ actions

### Communication and Public Engagement

- ♦ Develop public service announcements highlighting the benefits of affordable housing
- ♦ Act as a central regional and statewide source to explain housing market dynamics and the role of local, county, and regional governments
- ♦ Create a regional website/resource hub to connect people experiencing or at risk of homelessness with services and support

Combined, refined, removed

## Revised List of Actions

36 actions

1. Housing pre-development and technical assistance
2. Local HPS implementation funding and support
3. New affordable housing bond
4. Expand funding for the brownfield grant program
5. Regionally available pool of housing professionals for technical assistance
6. Community research of fair housing planning
7. Regional affordable housing listing service
8. Voucher portability
9. Convene public funders and philanthropy
10. Coordinated housing legislative agenda
11. Evaluate alternative models
12. Community collaboration
13. Density minimums in new urban areas
14. Regional land bank plan
15. Prevailing wage exemption
16. Displacement impact mitigation
17. Alternative home ownership
18. Eviction prevention funding
19. Messaging and storytelling
20. Metro Urban Growth Management Functional Plan housing audit
21. Mapping parcels for development
22. Best practices guides, innovation, research; opportunities to accelerate innovative building techniques
23. Convene implementers and subject matter experts
24. UGM process review
25. Proposal for consortium for buying housing materials and services
26. Recruitment of developers and capital
27. SDC assistance fund
28. Convene partners to understand opportunities for Metro to advance 'naturally occurring affordable housing' preservation
29. Risk pool for maintenance
30. Landlord liaison program
31. Tech support on capacity analysis
32. ADU Informational Program for Homeowners
33. Construction workforce

# Evaluation approach

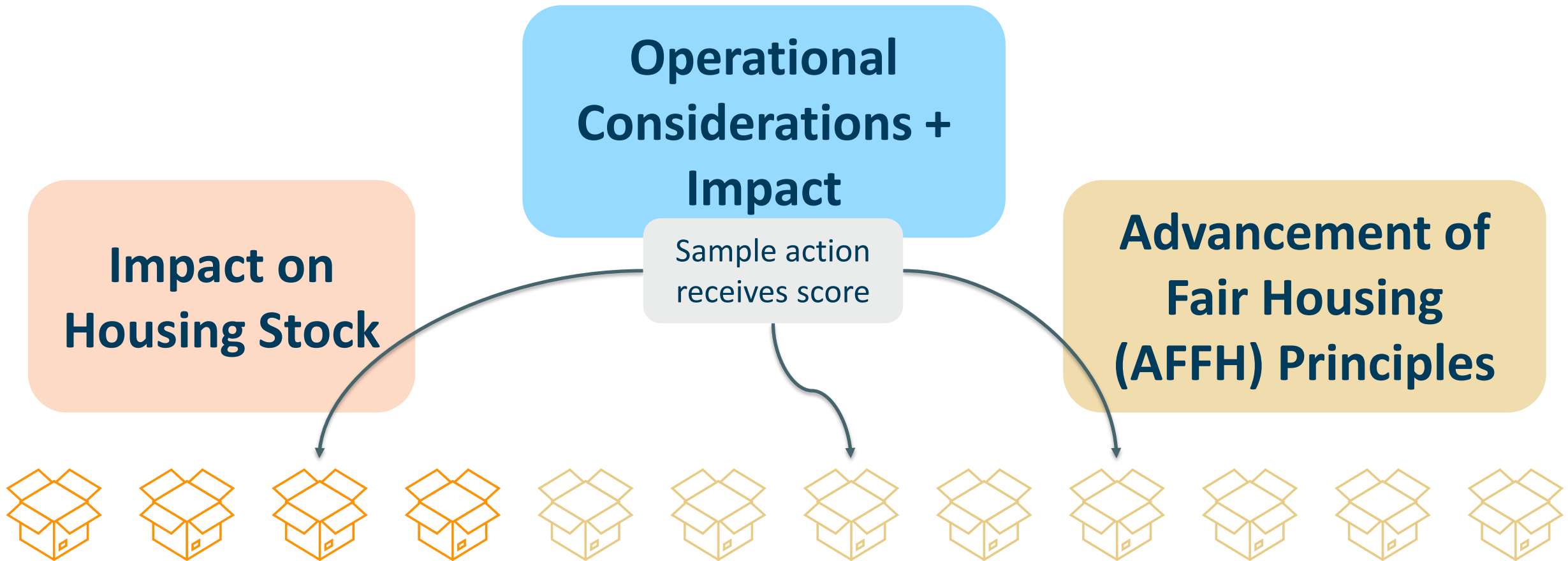
**Prioritizing a focused set of actions** that Metro can **realistically implement** over the next six years as part of its RHCS.

**Operational  
Considerations +  
Impact**

**Impact on Housing  
Stock**

**Advancement of  
Fair Housing  
(AFFH) Principles**

# Scoring and sorting the actions





# Scoring and sorting the actions

## **high scoring actions**

based on rankings using evaluation criteria

## **low score but with support**

based on rankings + feedback

## **low scoring actions**

# What we've heard: Popular actions

Implementers Work Group	MTAC
New affordable housing bond	New affordable housing bond
Regional land bank plan	Regional land bank plan
Local HPS implementation funding and support	SDC assistance fund
Coordinated legislative agenda	Expand funding for the brownfield grant program
Housing pre-development and technical assistance	Coordinated legislative agenda
Evaluate alternative models for affordable housing financing and ownership	Regionally available pool of housing professionals for technical assistance

# Potential additions

## **Actions with lower scores in evaluation, but were elevated through engagement:**

- Affordable homeownership strategy
- SDC assistance fund
- Permitting and production dashboard

## **Ideas generated through recent engagement that have not yet been evaluated:**

- Middle housing code audit
- Regional past harms research
- Housing accessibility data
- Affirmative marketing protocols
- Affordable housing operational stabilization strategy
- OHCS funding coordination/alignment
- Align housing vouchers with nonprofit housing providers

# Next steps

- Evaluation is just one tool that helps us make decisions about what ends up in the final strategy
- Additional work needed
  - Consider implementation timelines, costs, funding and staffing needs in combination
  - Strategic prioritization and alignment

# Project schedule

2024	2025											
Dec	Jan	Feb	Mar	April	May	June	July	Aug	Sep	Oct	Nov	Dec
Scoping												
		Draft strategies				Continued engagement		Public comment				
		Analysis										
				Evaluation								
			+		+		+		+	+		
		★			★		★		Review + approval ★			

 MTAC & MPAC meeting
  Council meeting

# Questions and discussion

- Do you have questions about the evaluation process?
- Do you have feedback for the project team as we begin to draft the RHCS?

**oregonmetro.gov**



# Evaluation categories

## Impact on Housing Stock

Assists cities with housing work	Increases Housing production	Preserves and maintains existing housing that is affordable	Supports development of a mix of housing types (e.g., multifamily, ADUs, middle housing)
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## Advancement of Fair Housing (AFFH) Principles

Supports accessible and adaptable housing	Supports access to affordable rental housing	Supports access to affordable homeownership	Supports access to community assets and mitigation of exposure to harms
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Addresses issues associated with historically underserved or marginalized communities and protected classes	Addresses and disrupts patterns of segregation, and their correlation with concentrated areas of affluence and poverty	Supports housing stability, anti-displacement and displacement mitigation	Supports access to permanent housing to resolve homelessness
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Action	Description
Housing pre-development and technical assistance	<p>Explore expanding eligible uses of 2040 Planning and Development Grants to:</p> <ul style="list-style-type: none"> <li>- Fund pre-development and technical assistance, including planning, due diligence, and title clearing</li> <li>- Include faith-based and culturally specific or other community-based organizations as eligible applicants</li> </ul>
Local HPS implementation funding and support	<p>Provide ongoing funding to support implementation of local Housing Production Strategies (HPS). Share effective housing strategies with cities that have not yet completed an HPS, identifying where Metro can offer funding or implementation support.</p> <p>Plan for Metro Councilors to meet annually with cities and counties to learn about their top two to three housing actions, understand where they are facing challenges, and identify resource gaps—helping to build urgency around solutions and promote local transparency.</p>
New affordable housing bond	<p>Develop a framework for a potential regional bond measure to fund affordable housing development and preservation.</p> <p>The framework should be informed by analysis of housing needs and trends and stakeholder engagement to define policy priorities; analysis of lessons learned from the 2018 regional housing bond; and public opinion research. The framework should evaluate production potential and policy outcomes for a range of funding models, including but not limited to a LIHTC gap funding model, as well as alternative ownership models, such as a community land trust models. It should also include consideration of preservation needs and acquisition/conversion opportunities.</p>
Expand funding for the brownfield grant program	Assess where brownfield grants have been effective and where we need additional funding. Identify funding source (potentially CET/2040 Planning and Development Grants)
Regionally available pool of housing professionals for technical assistance	<p>Use 2040 Planning and Development Grant funding to establish a centralized, regionally accessible pool of housing professionals that can help cities fill staff capacity gaps to meet OHNA program obligations (like HPS and HNA related work).</p> <p>Explore hiring on-call development services planners and building inspectors to support smaller jurisdictions with limited staff capacity.</p> <p>Use 2040 Planning and Development Grant funding to provide training, education, and technical assistance to improve local planning and implementation around fair housing. Identify opportunities to address gaps in fair housing compliance and education due to federal cuts.</p>
Community research of fair housing planning	Fund community-led research and engagement as part of fair housing planning.

Action	Description
Regional affordable housing listing service	Create a regional listing service for affordable housing units that includes information like rent cost, availability, unit accessibility, supportive services, and property management.
Voucher portability	Work with county partners to improve regional portability of tenant-based long term rental assistance (including but not limited to Metro funded rental assistance).
Convene public funders and philanthropy	<p>Convene affordable housing funders to develop a coordinated investment strategy for affordable housing development and preservation. Strategy to include ideas for aligning capital funding with ongoing funding for rental assistance, services, and operations.</p> <p>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.</p>
Coordinated housing legislative agenda	<p>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).</p> <p>Conduct research, convene stakeholders, and advocate for state building code reforms to lower the cost of building accessible units.</p>
Evaluate alternative models	Evaluate existing models and develop recommendations for alternative affordable housing financing and ownership approaches that can complement LIHTC and gap funding approaches (e.g. social housing, mixed income, community land trust, resident owned cooperatives, etc.).
Community collaboration	<p>Require or incentivize community co-design in practices in housing development projects receiving Metro public funds.</p> <p>Build infrastructure for community-developer collaboration (e.g. shared planning tables, facilitation, technical assistance).</p>
Density minimums in new urban areas	Develop proposed amendments to Title 11 of Metro's Urban Growth Management Functional Plan to require minimum densities in new urban areas (concept planning requirement)
Regional land bank plan	<p>Create a plan for a regional land bank, including land bank laws and procedures for running one. Define policy priorities and market/funding opportunities to support implementation.</p> <p>Explore a variety of ideas for land bank application, including:</p> <ul style="list-style-type: none"><li>- Land banking in urban reserves</li><li>- Social housing or community land trusts</li><li>- Transit Oriented Development program</li><li>- Land banking for a group of smaller infill parcels rather than one contiguous plot of land</li></ul>

Action	Description
Alternative home ownership opportunities	<p>Develop a work program to explore alternative affordable home ownership opportunities; align with future affordable housing funding; align buyer assistance programs with middle housing development strategies; Research barriers and identify strategies to support multifamily home ownership strategies; Technical assistance for HOA structures.</p> <p>Support community ownership and stewardship models that ensure affordability over time.</p>
SDC assistance fund	<p>Explore the feasibility of creating an SDC assistance fund for affordable housing units, ADA units, units near frequent transit corridors, and units under 1000 SF.</p>
Permitting and production dashboard	<p>Explore the creation of an online public dashboard for jurisdictional development services operations - average permitting times, housing production numbers, etc. Highlight jurisdictions who are hitting benchmarks or outperforming; use social media to celebrate good stories.</p>

Action	Description
Prevailing wage exemption	Support legislation that exempts affordable housing projects from prevailing wage requirements.
Displacement impact report	Explore potential Metro use of displacement impact reports when expending Metro funds (e.g. parks, trails, transportation, venues).
Eviction prevention funding	Expand and sustain eviction prevention funding.
Messaging and storytelling	Present housing data with the stories and lived experiences of people in the region to provide a more complete picture. Elevate positive storytelling about affordable housing through media, public education, and partnerships with local jurisdictions and nonprofits. Share successes of the Metro Affordable Housing Bond, TOD Program, etc.
Metro Urban Growth Management Functional Plan housing audit	Audit housing-related titles in the Urban Growth Management Functional Plan to identify possible amendments that would provide more clarity, consistency, and flexibility: potentially Titles 1, 6, 7, 10, 11, 12, 13, 14. Focus would be on removing regulatory barriers to multi-unit and middle housing.
Mapping parcels for development	Map parcels that may provide housing development opportunities including public ownership, non-profit or faith-based ownership, locations for use of SB8.
Best practices guides, innovation, research; opportunities to accelerate innovative building techniques	<p>Convene partners to identify knowledge gaps and needs that hinder the adoption of innovative building practices that lower housing production and maintenance costs—such as mass timber, modular construction, and green building features. Based on feedback, conduct additional research/analysis or identify specific actions Metro could take to accelerate innovative approaches; these could take the form of policy research &amp; analysis, funding &amp; investment, pilot programs, advocacy, and more.</p> <p>Collect and share best practices/toolkits/model code resources (including ones currently in development at DLCD) 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.</p>
Convene implementers and subject matter experts	<p>Convene regional implementers and other subject matter experts – host regular communities of practice -- to discuss topics like how to align implementing codes to streamline expectations for developers and reduce permitting burden.</p> <p>Be a regional convener for implementers and subject matter experts by hosting regular communities of practice. These forums could include topics like how to align implementing codes to streamline expectations for developers and reduce permitting burden.</p>
UGM process review	Explore existing UGB processes to identify ways to make the process more efficient and flexible.

Action	Description
Proposal for consortium for buying housing materials and services	Develop a proposal for a regional consortium that creates opportunities to purchase building materials and services at scale, supporting more cost-effective housing production. Metro could sponsor a collaborative purchasing pool and lower the costs of insurance and financing risks.
Recruitment of developers and capital	Develop a new work program to recruit middle and multi-unit housing developers and investors that are not currently working in the greater Portland region by highlighting local development opportunities and incentives. Look into podcasts with nationwide reach where local specialists speak to spark interest in the region and improve Portland's image/reputation. Share narratives that demonstrate that the Metro region is pro housing.
Convene partners to understand opportunities for Metro to advance 'naturally occurring affordable housing' preservation	Convene or participate in partner conversations to develop a coordinated strategy to support preservation of "naturally occurring affordable housing." Through conversations with partners, identify specific actions Metro could take to advance this work through research and analysis, funding and investment, pilot programs, advocacy, and more.
Risk pool for maintenance	Create a risk pool that all project managers can access for maintenance needs.
Landlord liaison program	Support landlord liaison programs that connect tenants with landlords willing to waive barriers such as credit score issues or criminal background checks.
Tech support on capacity analysis	Develop a proposed work program for Metro to become a centralized location for the data that is required for local jurisdiction's housing capacity analysis.
ADU informational program for homeowners	Enhance informational programs for homeowners on how they can utilize their properties for small scale development, such as ADUs.
Construction workforce	Develop a work program to identify how Metro could help find solutions to housing construction labor shortages, building on existing efforts through the Construction Career Pathways Program.
Incentives for strong HPS performance	Develop a proposal for how to offer incentives related to Metro's transportation and parks funding based on HPS performance.
Next generation of housing expertise	Develop Metro Housing Department internship program.

# Sample high scoring actions: Housing production categories

Action	Operational considerations + impact scores	Assists cities with housing work	Increases housing production	Preserves and maintains existing housing that is affordable	Supports development of a mix of housing types
Housing pre-development and technical assistance	High scores		X		?
Local HPS implementation funding and support		X	?	?	?
New affordable housing bond			X	X	?
Expand funding for the brownfield grant program			X		X
Regionally available pool of housing professionals for technical assistance		X	?	?	?
Community research of fair housing planning					
Regional affordable housing listing service	Medium-high scores	?			
Voucher portability					
Convene public funders and philanthropy		X			
Coordinated housing legislative agenda		X	?	?	X
Evaluate alternative models					X
Community collaboration					
Density minimums in new urban areas			/		X
Regional land bank plan			X		

**X:** Direct impact and under Metro control

**/:** Secondary impact of the action

**?:** Impact depends on programming

# Sample high scoring actions: Fair housing categories

Action	Operational considerations + impact scores	Accessibility	Affordable rental	Affordable ownership	Access to community assets	Impacts to marginalized communities	Patterns of segregation	Displacement	Permanent housing
Housing pre-development and technical assistance	High scores	?	?	?	?	X	?	?	?
Local HPS implementation funding and support		/	?	?	?	?	?	?	?
New affordable housing bond		?	X	?	X	X	X	X	X
Expand funding for the brownfield grant program			?	?	?	?	?	?	?
Regionally available pool of housing professionals for technical assistance		/	X	?	?	/	?	?	?
Community research of fair housing planning						X			
Regional affordable housing listing service	Medium-high scores	X	X		?	/	X		X
Voucher portability			X		X				
Convene public funders and philanthropy			X	X		/			X
Coordinated housing legislative agenda		?	?	?	?	?	?	?	?
Evaluate alternative models				X					
Community collaboration						X			
Density minimums in new urban areas					/				
Regional land bank plan		?	X	X	?	?	X	?	/

**X: Direct impact and under Metro control**

**/: Secondary impact of the action**

**?: Impact depends on programming**