

## Council work session agenda

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Tuesday, May 16, 2017

2:00 PM

Metro Regional Center, Council Chamber

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**2:00 Call to Order and Roll Call**

**2:05 Chief Operating Officer Communication**

**Work Session Topics:**

2:10 Southwest Corridor Equitable Development Strategy

[17-4770](#)

Presenter(s): Brian Harper, Metro

Attachments: [Work Session Worksheet](#)  
[Proposed Grant Committee Structure](#)  
[Overview of Ongoing Work Programs](#)

**3:00 Metro Attorney Communication**

**3:10 Councilor Liaison Updates and Council Communication**

**3:20 Adjourn**

**EXECUTIVE SESSION ORS 192.660(2)(F), TO CONSIDER INFORMATION OR RECORDS  
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ការគោរពសិទ្ធិពលរដ្ឋរបស់ ។ សំរាប់ព័ត៌មានអំពីកម្មវិធីសិទ្ធិពលរដ្ឋរបស់ Metro ឬដើម្បីទទួលបានកាតបណ្តឹងរើសអើងសូមចូលទស្សនាការបោះពុម្ព [www.oregonmetro.gov/civilrights](http://www.oregonmetro.gov/civilrights)។ បើលោកអ្នកត្រូវការអ្នកបកប្រែភាសានៅពេលអង្គប្រជុំសាធារណៈ សូមទូរស័ព្ទមកលេខ 503-797-1700 (ម៉ោង 8 ព្រឹកដល់ម៉ោង 5 ល្ងាច ថ្ងៃធ្វើការ) ប្រាំពីរថ្ងៃ មុនថ្ងៃប្រជុំដើម្បីអាចឲ្យគេសម្រួលតាមសំណើរបស់លោកអ្នក ។

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**SOUTHWEST CORRIDOR EQUITABLE DEVELOPMENT  
STRATEGY**

Metro Council Work Session  
Tuesday, May 16, 2017  
Metro Regional Center, Council Chamber

# METRO COUNCIL

## Work Session Worksheet

**PRESENTATION DATE:** May 16, 2017

**LENGTH:** 45 minutes

**PRESENTATION TITLE:** SW Corridor Equitable Development Strategy

**DEPARTMENT:** Planning & Development

**PRESENTER(S):** Brian Harper, [brian.harper@oregonmetro.gov](mailto:brian.harper@oregonmetro.gov), ext 1833  
Malu Wilkinson, [malu.wilkinson@oregonmetro.gov](mailto:malu.wilkinson@oregonmetro.gov), ext 1680

### WORK SESSION PURPOSE & DESIRED OUTCOMES

- Purpose: Update the Council on the status of the work plan for the SW Corridor Equitable Development Strategy. Explain how the work will support and enhance the SW Corridor Light Rail project and the Equitable Housing Grants with the Cities of Tigard and Portland, and Washington County.
- Outcome: Council understanding of the proposed work program and how the work builds towards a more inclusive look at future investment areas around region.

### TOPIC BACKGROUND & FRAMING THE WORK SESSION DISCUSSION

The Southwest Corridor Plan is a collaborative initiative with engaged local leaders working to find solutions to limited transit service, congested roadways, unreliable travel, and unsafe conditions for people moving within and between local communities. Project partners have adopted a Shared Investment Strategy that includes a range of transportation, land use, social and economic development solutions to meet the needs of what is now the fastest growing part of the Portland Metro region. The construction of a new Light Rail Extension from Downtown Portland to Tualatin was identified as one of the primary strategies to address transportation needs and expand opportunities for residents who live, work and visit within the corridor, and the greater Portland Metro Region.

In 2016 Metro applied for and received an FTA Corridor-based Transit Oriented Development Grant for \$895,000. The goal of the grant work is to define a Southwest Corridor Equitable Development Strategy (SWEDS) to address current and future residents' needs around housing, employment, and education as the corridor grows and as the transit investment influences that growth. A strong coalition of partners will identify and pilot actionable equitable development strategies based on a compilation of data that exhibits the unique conditions in communities throughout the Southwest Corridor. These actions will address the following topics:

- **Equitable Housing:** Increasing supply and meeting demand for diverse housing types that address the needs of various household incomes and sizes.
- **Economic Development:** Identify jobs/industry sectors that provide households with sufficient resources to afford the indices for a regional quality of life (RQL) to enjoy living in the corridor.
- **Workforce Development:** Identify pathways to link the current and future corridor population with employment that pays enough to achieve the RQL.
- **Infrastructure investments that expand accessibility and mobility**
- **Guidance on property investment** (retention, new development, redevelopment, adaptation).

In addition to the SWEDS, Metro recently awarded Equitable Housing Grants to the City of Portland, the City of Tigard and Washington County to help address local affordable housing issues as they relate to the proposed light rail investment. The SWEDS work will help support these local actions by closely aligning anticipated milestones and deliverables between projects. Additionally, staffing and outreach will be coordinated between the grants to maximize efficiency and promote a shared understanding of the project linkages within the corridor.

#### **Anticipated Outcomes:**

1. **Southwest Equitable Development Strategy (SWEDS):** Identifies investments and policies to mitigate displacement and maintain equitable access to the RQL at a corridor-wide level in the face of substantial population and employment growth through 2040.
2. **Community-Driven Implementation:** Based on policy direction from the SWEDS, advisory groups will deliver pilot project proposals for corridor-wide implementation. Projects will focus on:
  - a. Equitable Housing
  - b. Business & Workforce Development
  - c. Finance & Investment needs
3. **Regional Quality of Life (RQL) Index:** Describe current conditions and inform target scenarios for equitable station area development and inclusive economic growth in the SW Corridor. Index will be built from existing data sources and scalable for continuing use on future Metro Investment Areas.

As the Portland region grows, many of the issues that larger cities have been experiencing are rising to the forefront of public concern, such as affordable housing, community and business displacement, and inclusive growth. Project partners aim to address these concerns in working with the community to ensure that major public investments in transit and other transportation are leveraged in a way that supports community development objectives, addresses existing inequities, and reduces associated impacts and risks to reduced livability and displacement due to increased land values. Major public investments in infrastructure made with the limited resources available today need to achieve more than just transportation goals – our communities deserve and demand that an investment in light rail transit maintains and enhances the quality of life for communities in the region, particularly in the Southwest Corridor. The SWEDS work will lead to a greater understanding, region-wide, about how and where to make investments that will do the most good for the most people.

#### **QUESTIONS FOR COUNCIL CONSIDERATION**

- Do you have questions about our proposed work program?
- Is there anything missing from the work program?
- Are there specific partners you recommend we engage on this grant?

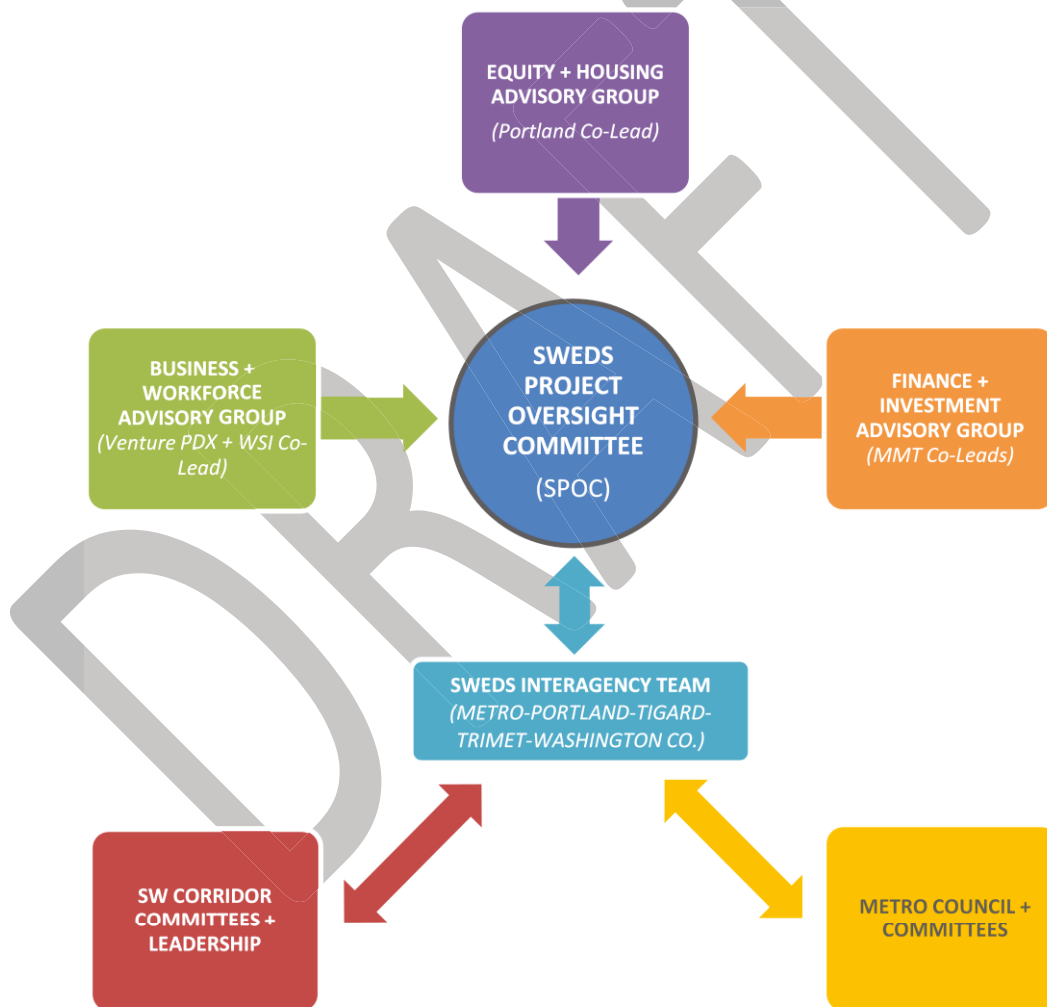
#### **PACKET MATERIALS**

- Would legislation be required for Council action ☐ Yes ☒ No
- If yes, is draft legislation attached? ☐ Yes ☒ No
- What other materials are you presenting today?
  - Proposed Grant Committee Structure
  - Overview of ongoing work programs

**SWEDS Partner Consortium + Governance Structure:**

**Project Leadership:** Metro serves as the lead agency to coordinate an innovative new SW Corridor partnership joining cities, counties, social justice and affordable housing advocates, economic and workforce development organizations, educational institutions and development interests. Metro will act as the lead agency to implement an Equitable Development Strategy to address issues of social equity and access to opportunity in the SW Corridor.

**Governance Structure:** The SWEDS has five policy and guidance entities, providing oversight and direction on analysis, strategy development, and pilot project implementation. In addition, the SWEDS partnership will be operating in tandem with existing committees and leadership supporting the SW Corridor Plan - a proposed 12-mile MAX line, infrastructure projects that help people get to transit, and the more extensive set of transportation improvements contained in the Shared Investment Strategy.



1. **SWEDS Project Oversight Committee (SPOC):** An Oversight Committee of project partners at social justice and affordable housing advocacy organizations, local community and neighborhood groups, business and workforce development interests, and multiple scales of government – State, Metro, TriMet, and both counties and cities. Metro will co-chair the POC with a partner identified by consensus. POC members set and approve project goals, shape and sustain the vision and outcomes,

and provide project leadership. The POC will review and approve recommendations from staff and advisory groups regarding all project deliverables: Corridor and Sub Area Conditions Report, Equitable Development Action Plans, Property Disposition Strategy, and proposed pilot projects and community sub-grants.

**2. Equity + Housing Advisory Group (EHAG):** A group of 20-25 leaders from government, nonprofit, finance, philanthropy, and development sectors that provide guidance as findings and recommendations are developed and vetted for the housing component of the SWEDS. In its first year, this advisory group is responsible for oversight and coordination with a Portland/Tigard SW Corridor Equitable Housing Strategy (EHS) and Tigard Opportunity Site Analysis funded by Metro's Equitable Housing Initiative grant program. This group will ensure race and social equity considerations are integrated into the project through the use of a jointly developed equity lens, provide direction on engagement strategies to ensure the process is informed by priorities of communities of color, other marginalized and underrepresented groups, and form recommendations on dispersing resources from both Metro and Portland in support of pilot project implementation and community sub-grants.

**3. Business + Workforce Advisory Group (BWAG):** A group of 15-20 leaders from local businesses, business associations, economic and workforce development organizations, and training and learning institutions that will provide guidance on the business + workforce component of the SWEDS. This group will align the SWEDS with related economic and workforce development initiatives and form recommendations on dispersing resources from Metro to implement pilot project(s).

**4. Finance + Investment Advisory Group (FIAG):** A group of 10-15 leaders from finance, philanthropic, and development sectors that will establish finance and investment tools that help secure equitable development objectives, guidance on development activity in the corridor and subareas, and early recommendations to TriMet regarding the acquisition and disposition of properties associated with light rail construction. This group will align the SWEDS with related finance and investment initiatives and form recommendations on dispersing resources from Metro to implement pilot project(s).

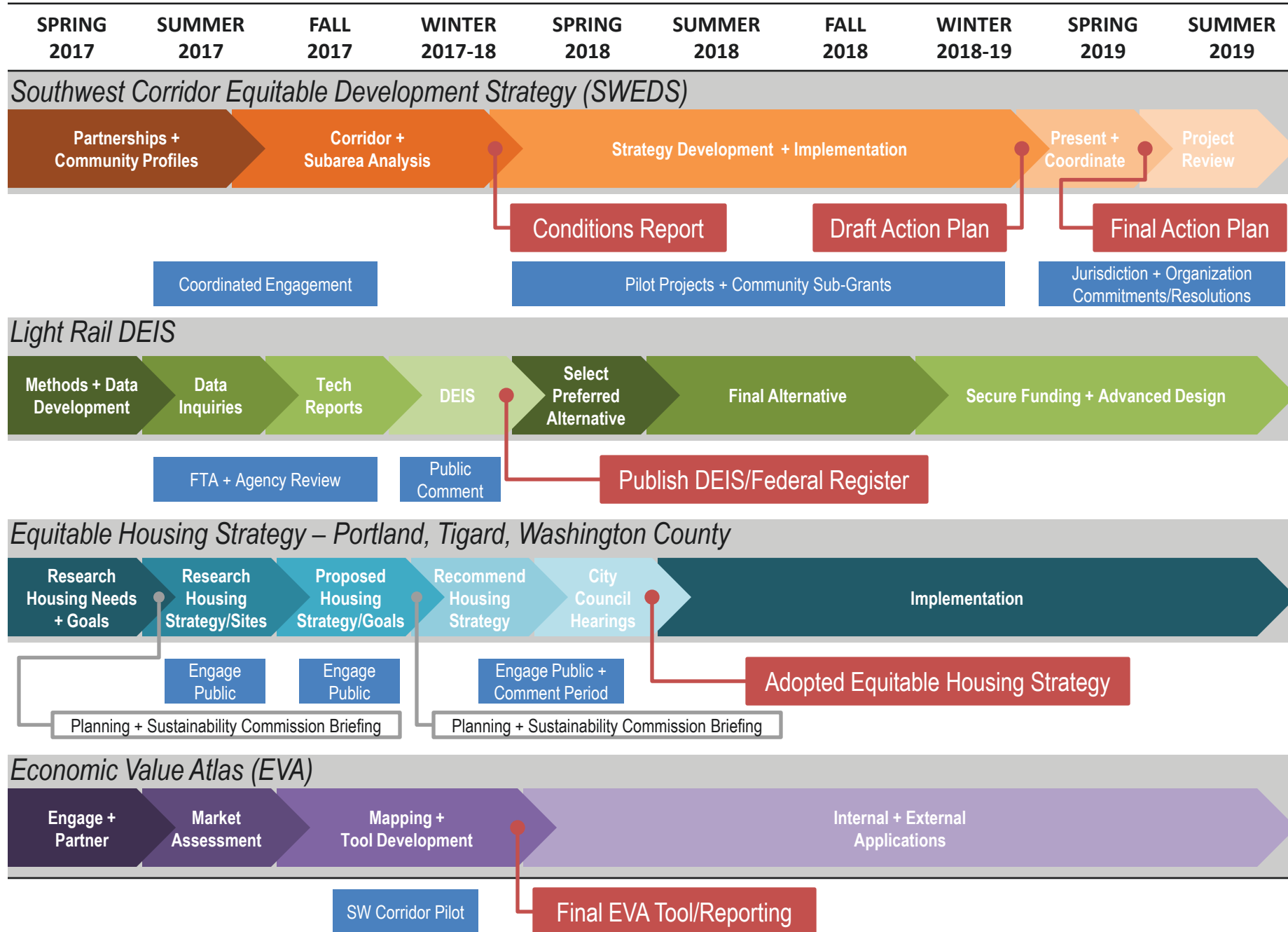
**SW Corridor Plan Committees + Leadership:** The SW Corridor Project Team Leaders (PTL) will provide review of SWEDS project deliverables and project staff will engage the SW Corridor Project Management Group (PMG), Citizen Advisory Committee (CAC) and Technical Advisory Committee (TAC) as needed.

**Diversity, Equity, + Engagement (DEI):** The SWEDS project seeks to actively include and engage leadership from communities of color, marginalized, and traditionally underrepresented groups. The membership of all committees and advisory groups is made up of a broad range of partners representing underrepresented groups in the SW corridor. Project staff are also leveraging existing partnerships with the Coalition of Communities of Color Bridges Program, Momentum Alliance youth program, and 1000 Friends of Oregon LULI Fellowship program to facilitate a broader set of voices into the project. Additional funds are reserved for each committee to support participation that will advance a social equity lens by community partners otherwise limited in their capacity to engage in the process.

**Quick Response Team:**

The POC may constitute an Executive Committee to address specific matters in a timely matter. The Chairs of the POC and the advisory groups for Equity + Housing, Business + Workforce Development, and Finance + Investment will comprise the Executive Committee.

# Combined SW Corridor Work Schedule



**METRO ATTORNEY COMMUNICATIONS**

Metro Council Work Session  
Tuesday, May 16, 2017  
Metro Regional Center, Council Chamber

Materials following this page were distributed at the meeting.



600 NE Grand Ave.  
Portland, OR 97232-2736  
oregonmetro.gov

May 11, 2017

Laurie Dougherty  
Linda Wallmark  
Nancy Pfeller  
350 Salem OR

Dear Laurie, Linda and Nancy:

Thank you for your letter on behalf of 350 Salem OR expressing concerns about Metro's consideration of sending some of our region's garbage to the Covanta Marion waste-to-energy facility. I appreciate hearing your concerns.

Metro has long been committed to reducing the impact of our garbage on our environment and to protecting human health. With the expiration of Metro's existing landfill contracts at the end of 2019, we have an opportunity now to re-evaluate where our garbage goes and decide whether we want to try new approaches.

Reducing waste and promoting greater recycling remain our top priorities. The question before us is whether a portion of leftover garbage – after recycling and reuse – could be responsibly managed creating electricity in a combustion facility rather than buried in a landfill.

One of the approaches we are considering is sending a portion of the Portland area's garbage to a combustion facility – the Covanta Marion facility – that burns garbage for electricity and has a long record of operations.

We are currently studying the health impacts of sending 200,000 tons a year – 15 percent of the region's garbage – to the Covanta Marion facility compared with the impacts of sending the same amount of garbage to a distant landfill. Metro welcomes input as we go about this process. We are engaging several stakeholders, including public health representatives, clean air advocates, equity and environmental justice advocates and others to advise us on the development of that health impact assessment. I expect a draft of that health impact assessment to be presented to the Metro Council this summer. At that time, the Council will decide if we should continue to explore this option.

Thank you again for sharing your perspectives with me and my colleagues as we consider the options before us for managing the Portland area's garbage responsibly.

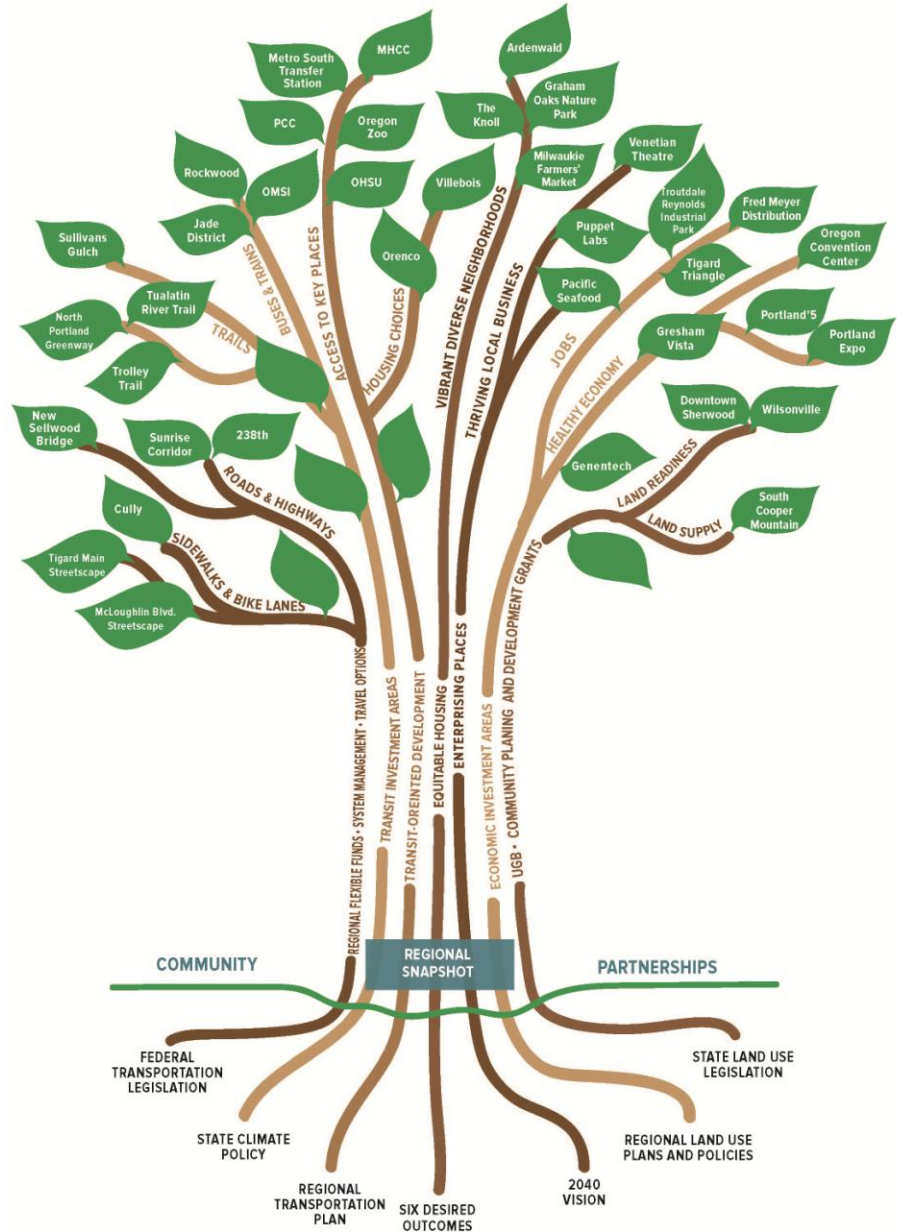
Sincerely,

Metro Council President Tom Hughes  
On behalf of the Metro Council

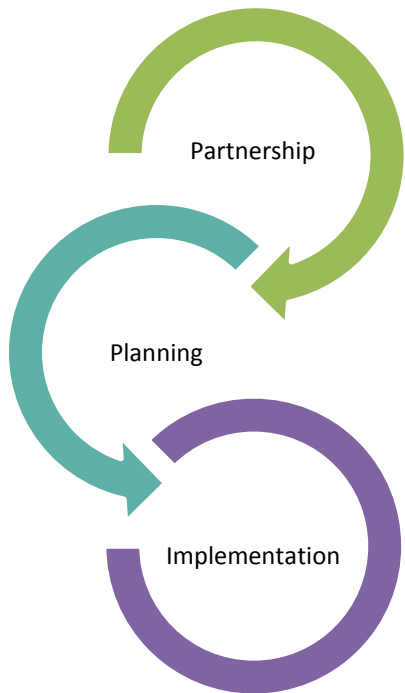
# SW Corridor Equitable Development Strategy



- Partnerships
- Planning
- Implementation

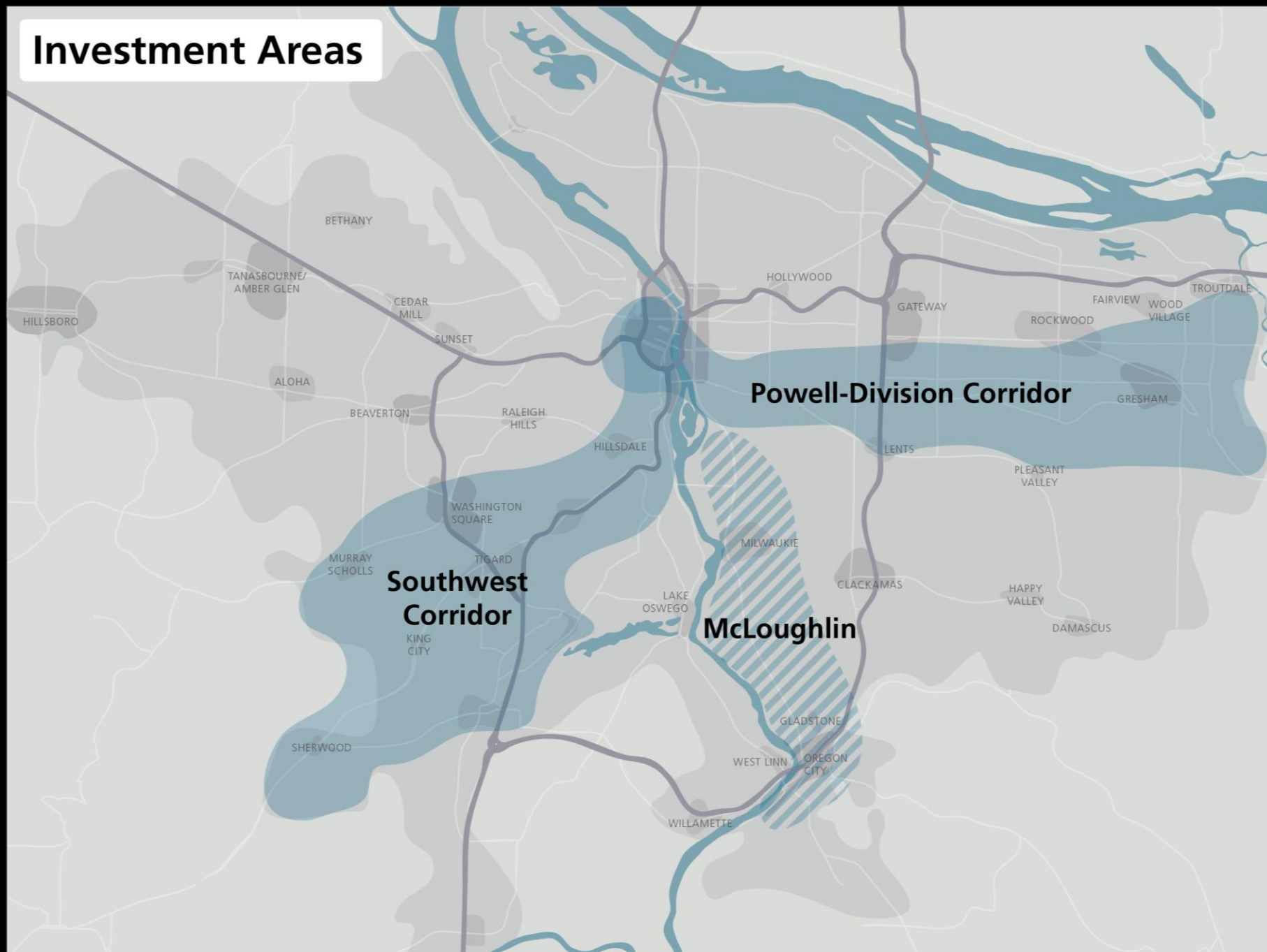


## Investment Areas Approach



- Public investments catalyze private development
- High capacity transit can be the largest public investment in an area, but isn't always
- Leverage resources at all levels to maximize public benefit and return
- Shared investment strategies – align local, regional, state, federal, community and private interests to maximize benefits

# Investment Areas



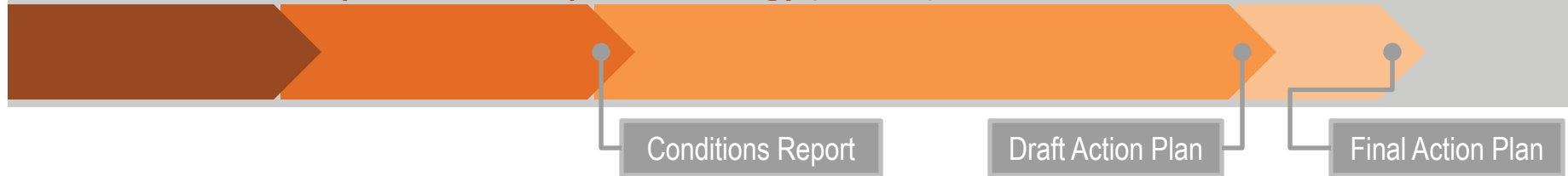
# What's happening in SW Corridor?

2017

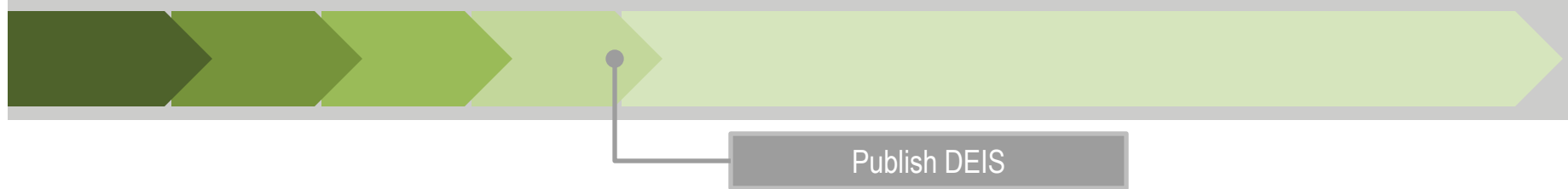
2018

2019

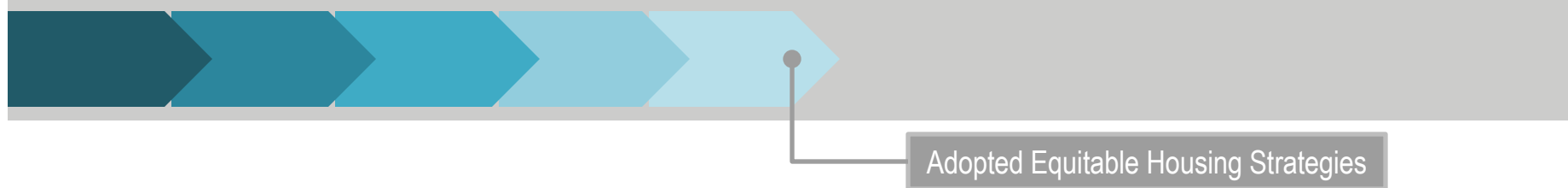
## Southwest Corridor Equitable Development Strategy (SWEDS)



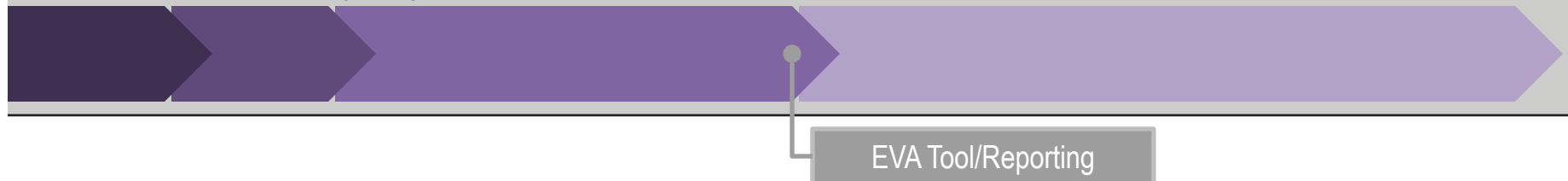
## Light Rail DEIS



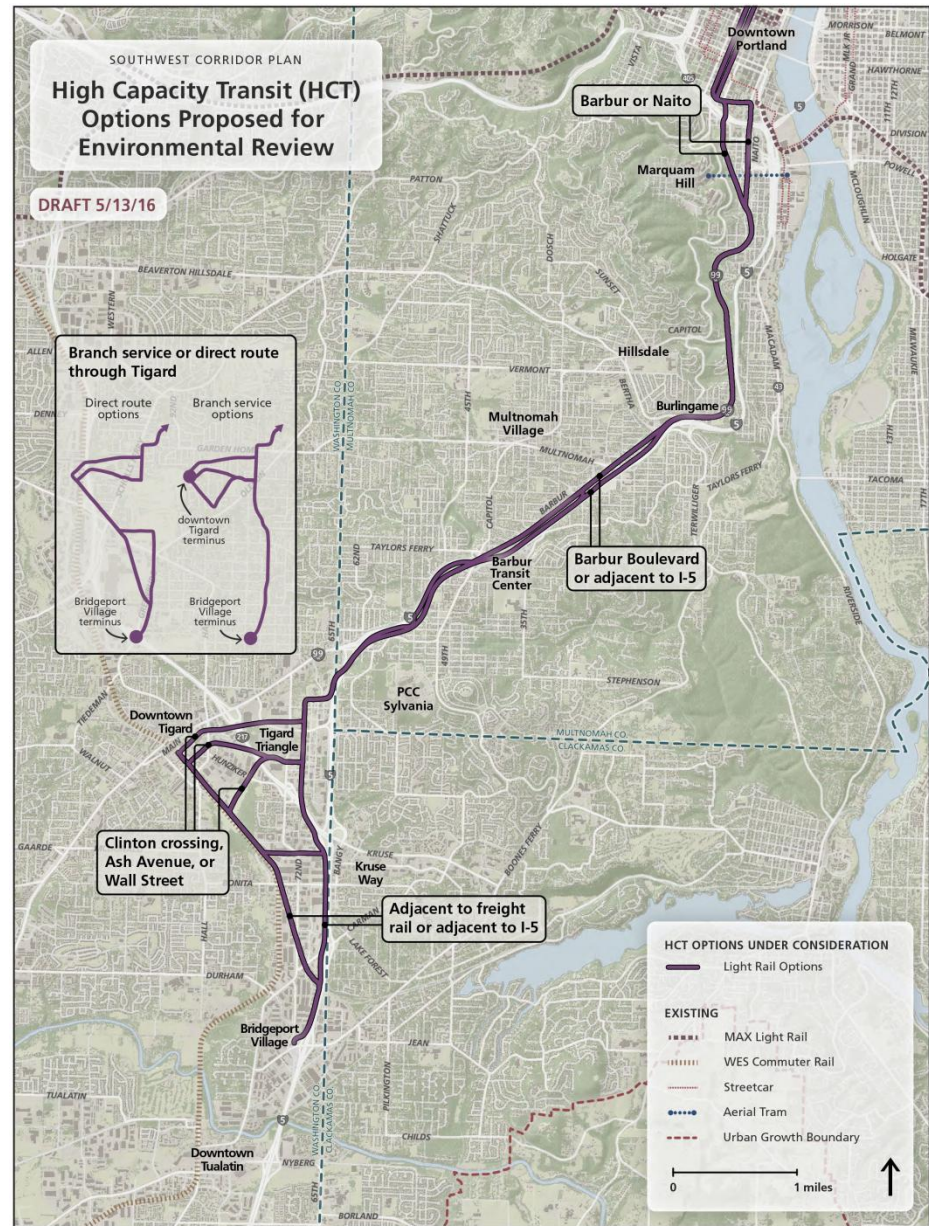
## Equitable Housing Strategies – Portland, Tigard, Washington



## Economic Value Atlas (EVA)



- FTA TOD Planning Grant - \$895,000
- Southwest Corridor Equitable Development Strategy
- Community Driven Implementation
- Regional Quality of Life Standard
- Engagement and Capacity Building
- Regional Scalability



## Work Components

Partnerships and Community Profiles

Corridor & Subarea Analysis

Strategy Development + Implementation

Present + Coordinate

Regional Application

# Partnerships & Community Profiles

Where can a household making less than half of median income afford to rent?

Three-person household making 49% of median income:  
**\$32,000**

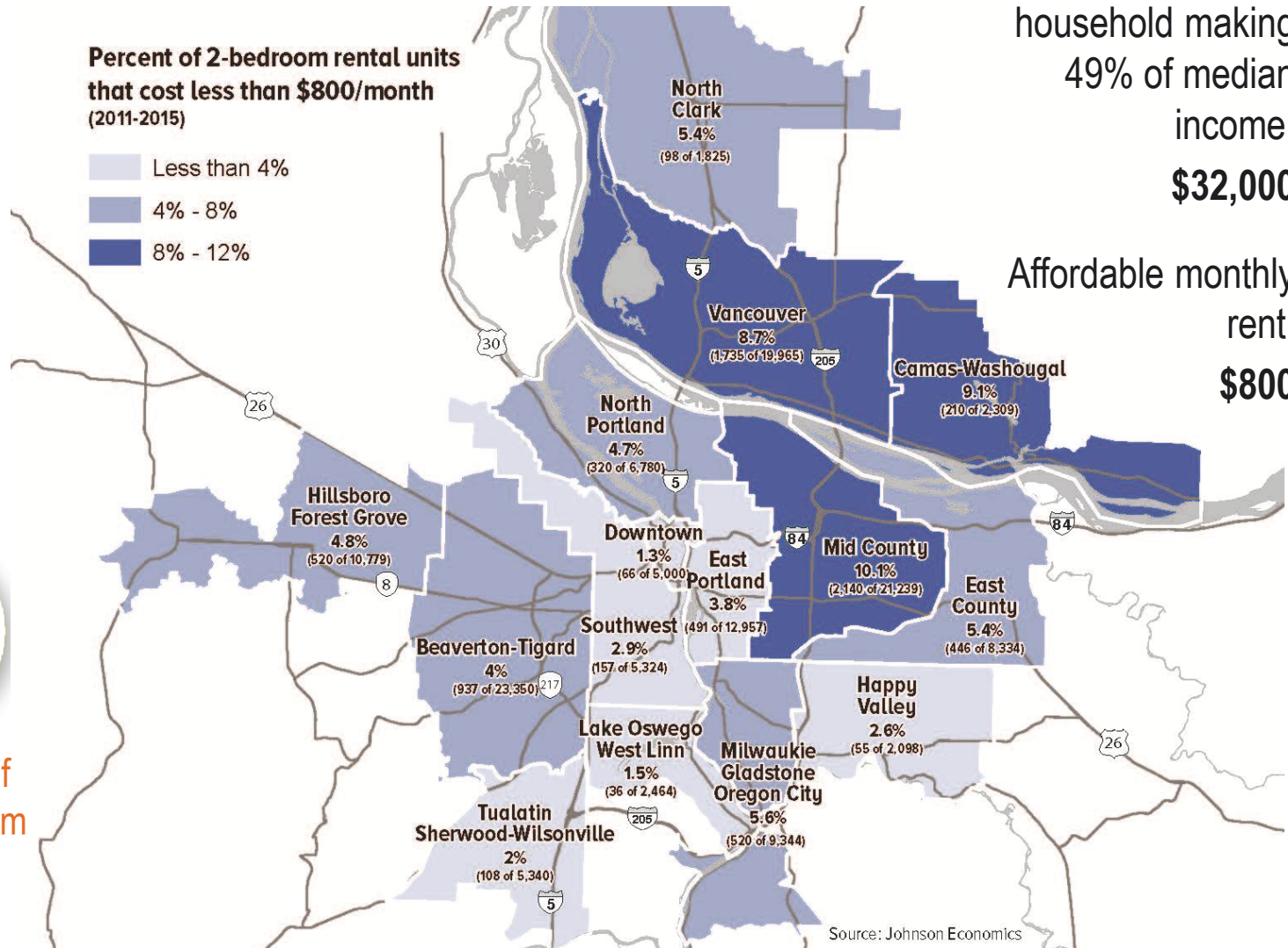
Affordable monthly rent:  
**\$800**



Average salary of a pre-school teacher:  
**\$32,090**



Combined income of two full-time minimum wage workers:  
**\$38,000**



Source: Axiometrics, Multifamily NW, Johnson Economics

# Partnerships & Community Profiles

Where can a household making median income afford to buy a home?

Household making median income:  
**\$66,000**

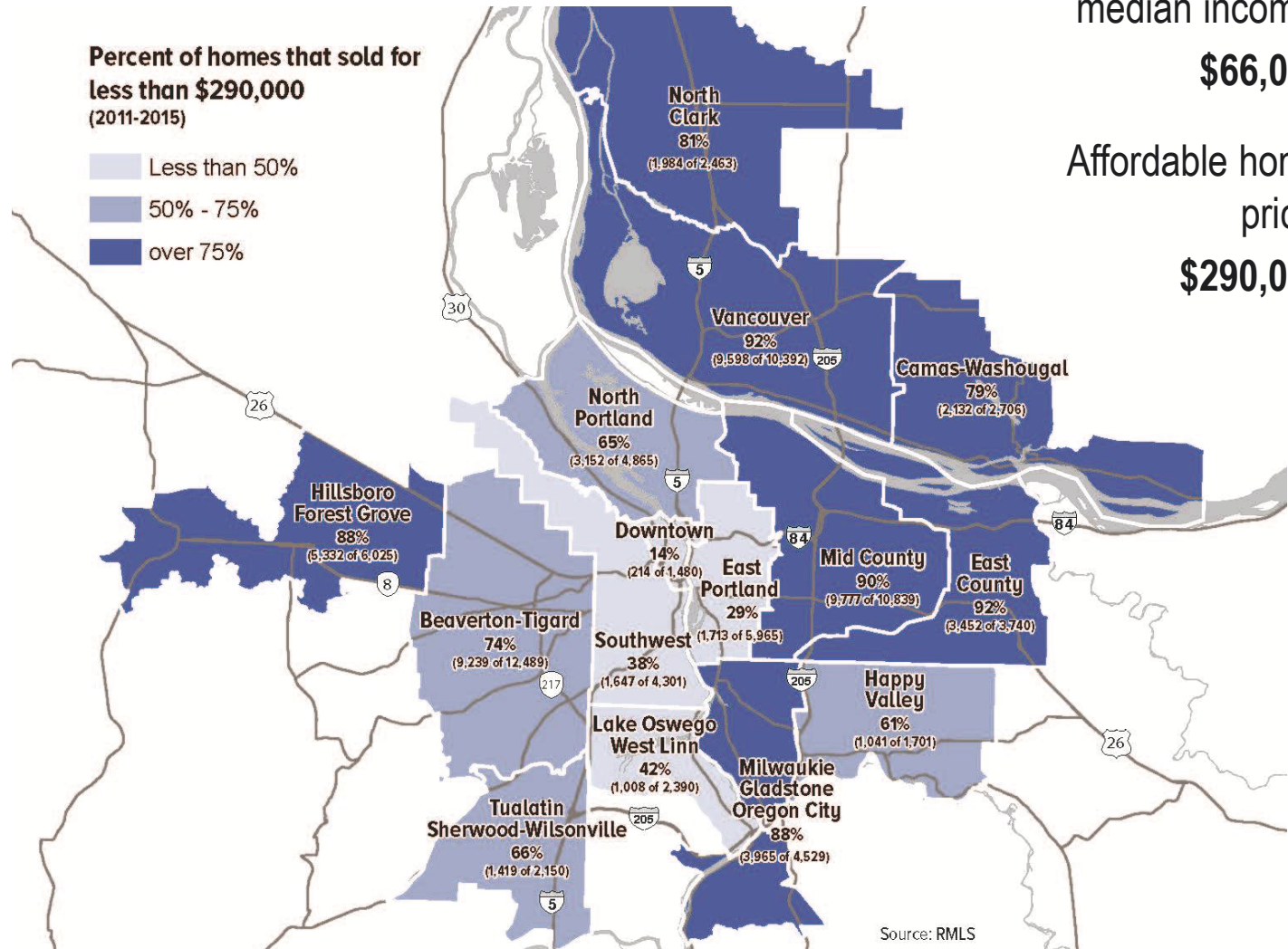
Affordable home price:  
**\$290,000**



Average salary of a police officer:  
**\$66,110**



Average salary of a high school teacher:  
**\$59,430**

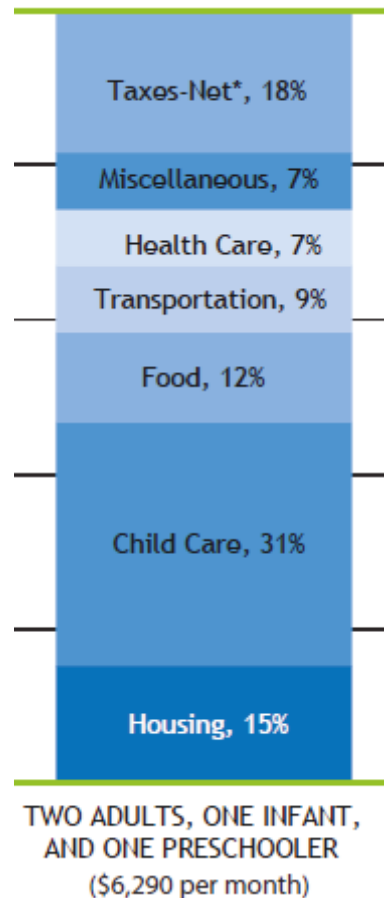


Includes 2-3 bedroom homes that sold between 2010-2015. Source: RMLS.

# Partnerships & Community Profiles

What wages allow a household in the corridor to enjoy the region's standard quality of life?

SAMPLE: Clackamas County  
Self-Sufficiency Wage  
(2 Adults, 1 Infant, 1 Preschooler):  
**\$75,480**



TAXES



HEALTH  
CARE



TRANSPORT



FOOD



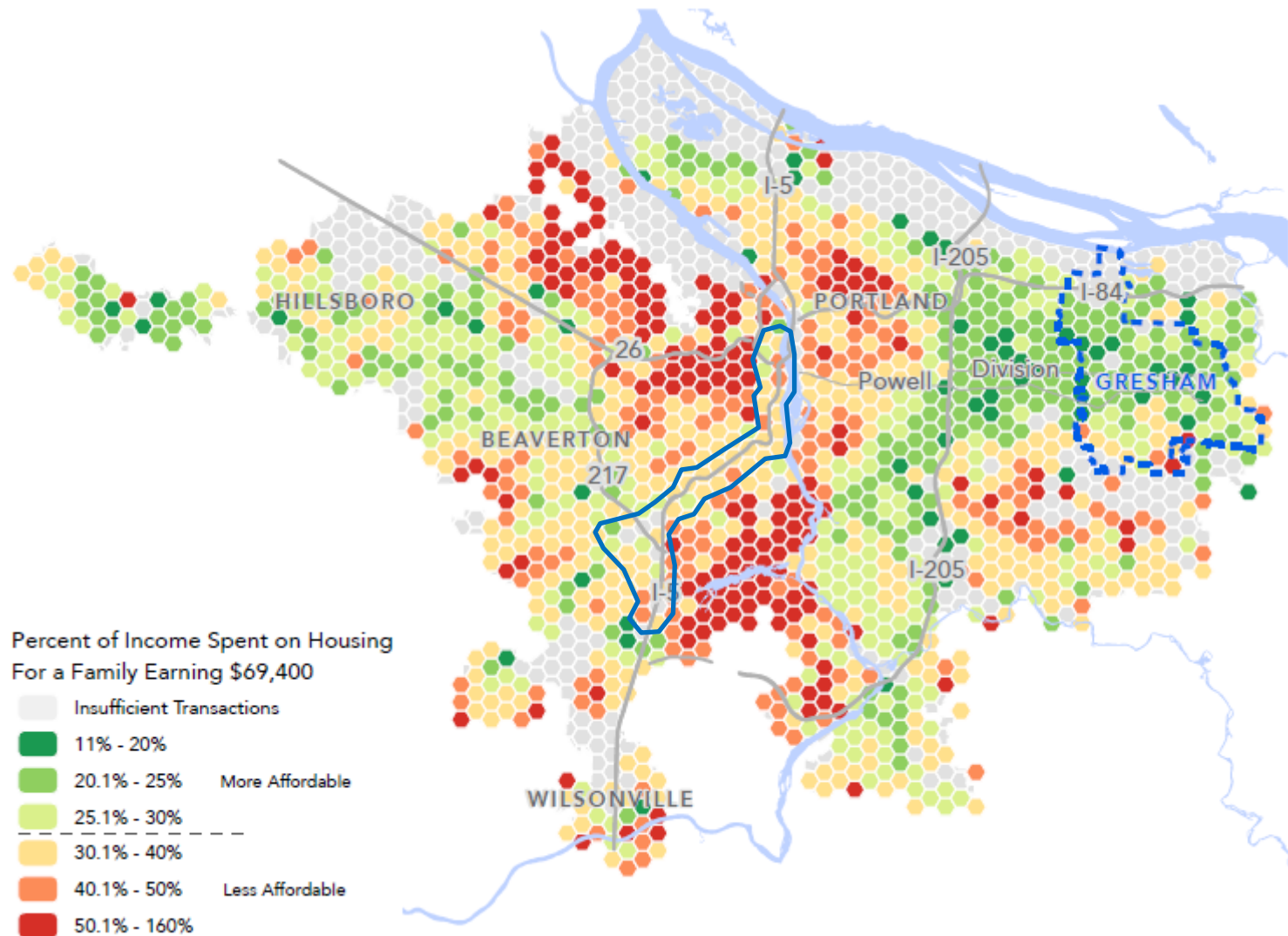
CHILD  
CARE



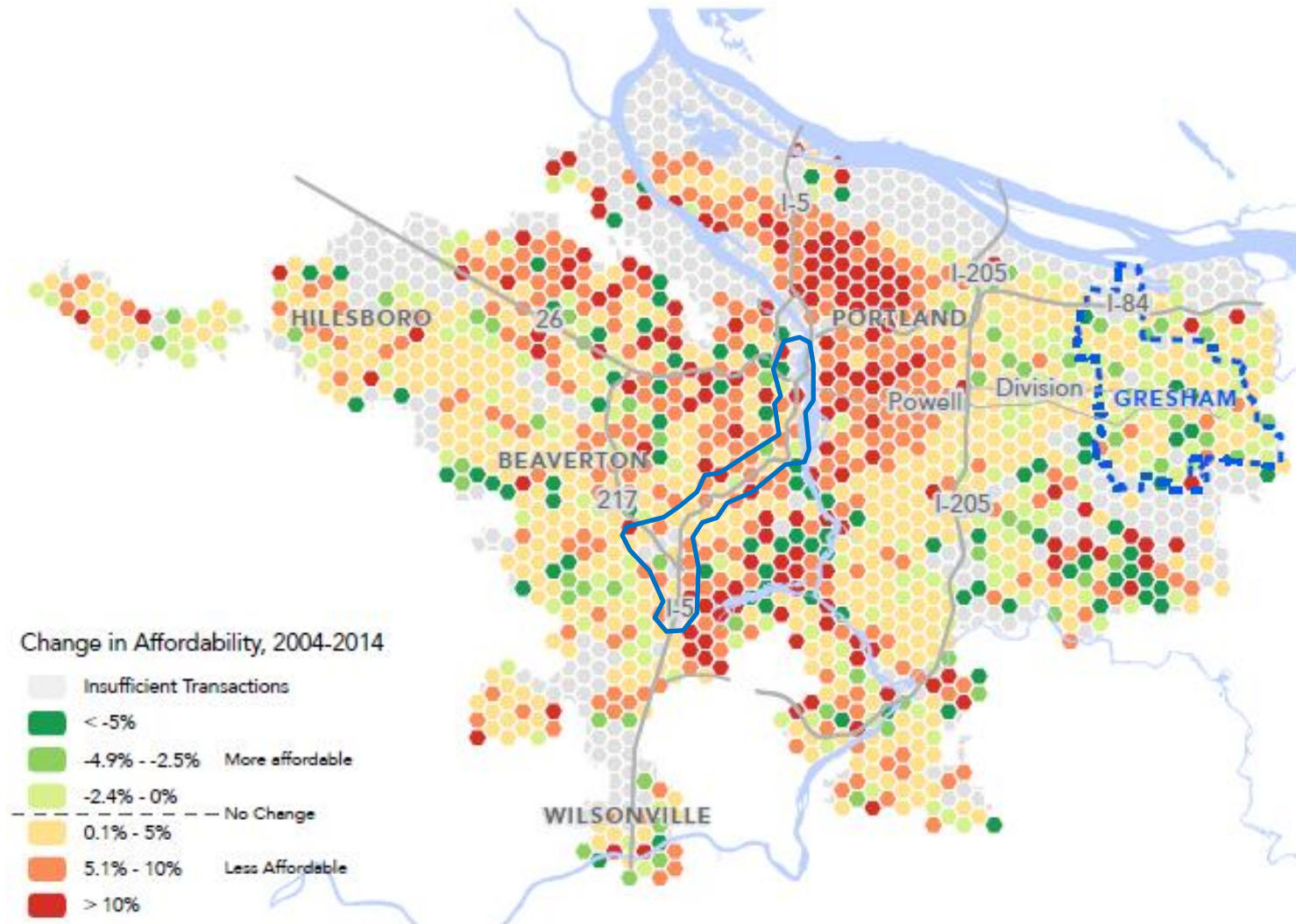
HOUSING



## Corridor + Subarea Analysis



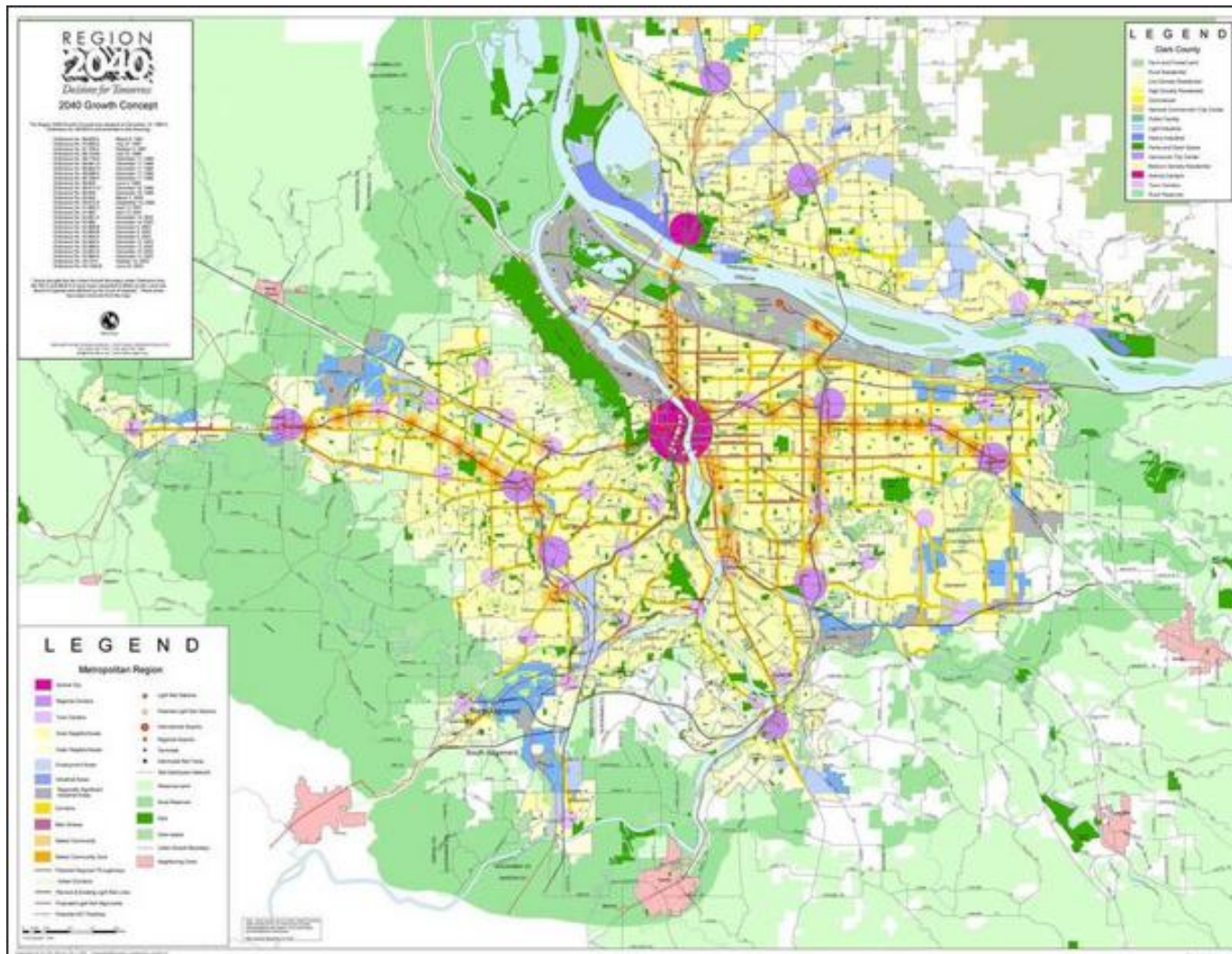
## Corridor + Subarea Analysis



## Strategy Development + Implementation

- Pilot Projects
- Local Actions
- Building Community Capacity

# Regional Application

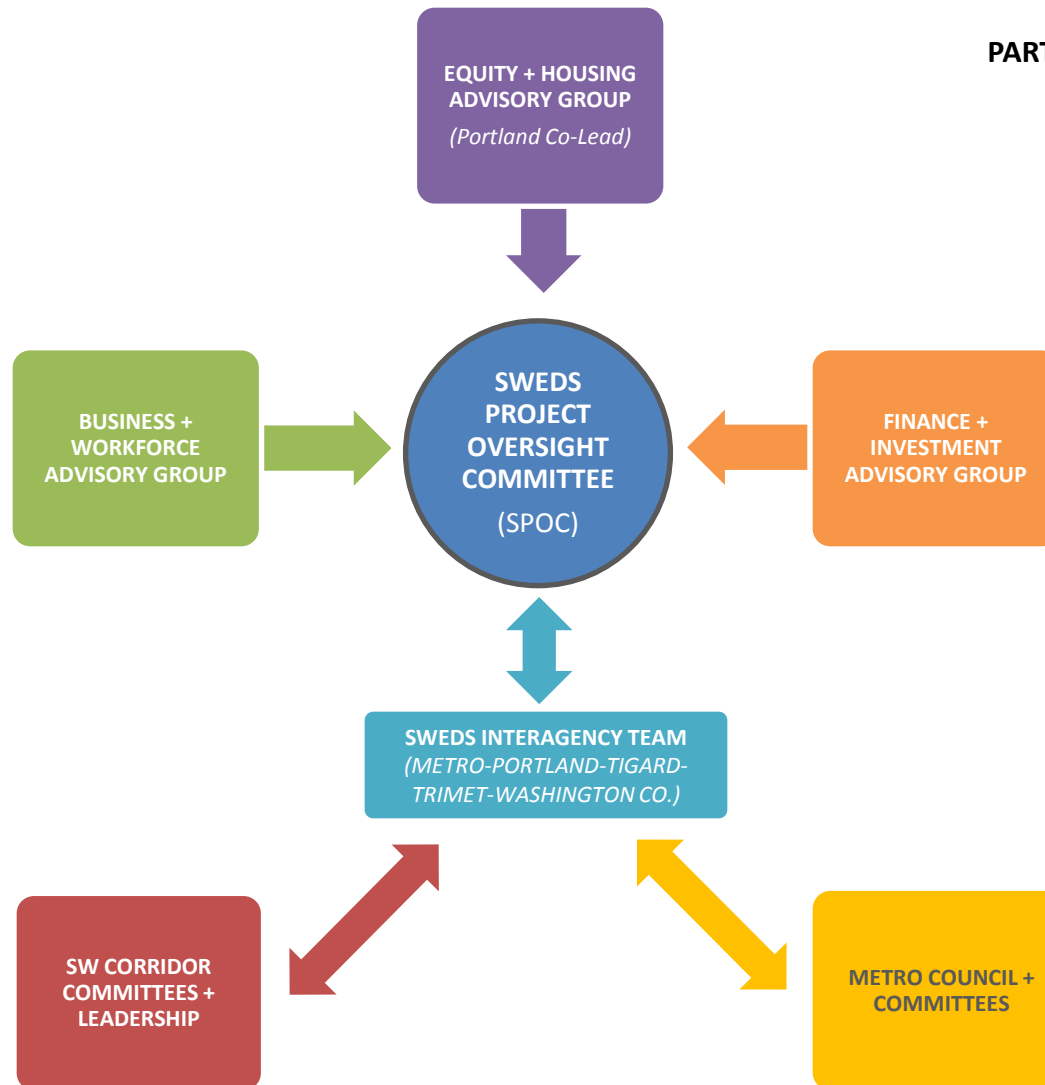


# Outcomes

- **Southwest Corridor Equitable Development Strategy (SWEDS):** Identifies investments and policies to mitigate displacement and promote equitable development at a corridor-wide level in the face of substantial population and employment growth through 2040.
- **Community-Driven Implementation:** Based on policy direction from the SWEDS, advisory groups will deliver pilot project proposals for corridor-wide implementation. Projects will focus on:
  - Equity & Housing
  - Business & Workforce Development
  - Finance & Investment tools
- **Regional Quality of Life (RQL) standard:** What housing options, jobs, education, and services need to be physically and financially accessible to allow people in the corridor with the opportunity to enjoy the region's standard quality of life.

- SWEDS -  
SOUTHWEST CORRIDOR  
EQUITABLE DEVELOPMENT STRATEGY

ORGANIZATIONAL FRAMEWORK  
+  
PARTNER CONSORTIUM



## SWEDS PARTNER CONSORTIUM

1. **SWEDS Project Oversight Committee:** Overall project guidance + oversight. Group will advise Metro Planning Staff.
2. **Equity + Housing Advisory Group:** Guidance on housing conditions, indicators, + strategies/actions. Guidance on associated Equitable Housing Initiative Grants in Portland + Tigard.
3. **Business + Workforce Advisory Group:** Guidance on business + workforce conditions, indicators, + strategies/actions. Alignment with related Economic and Workforce Development activity.
4. **Finance + Investment Advisory Group:** Property investment guidance (retention, adaptation, redevelopment, + new development). Early guidance on property acquisition + disposition associated with light rail construction.
5. **SW Corridor Plan Committees + Leadership:** Review of overall SWEDS project deliverables.
6. **Metro Council:** Review of overall SWEDS project deliverables.

# Questions?

- Do you have questions about our proposed work program?
- Is there anything missing from the work program?
- Are there specific partners you recommend we engage on this grant?

## Frame for Regional-Local Surcharge Funding Decision Making

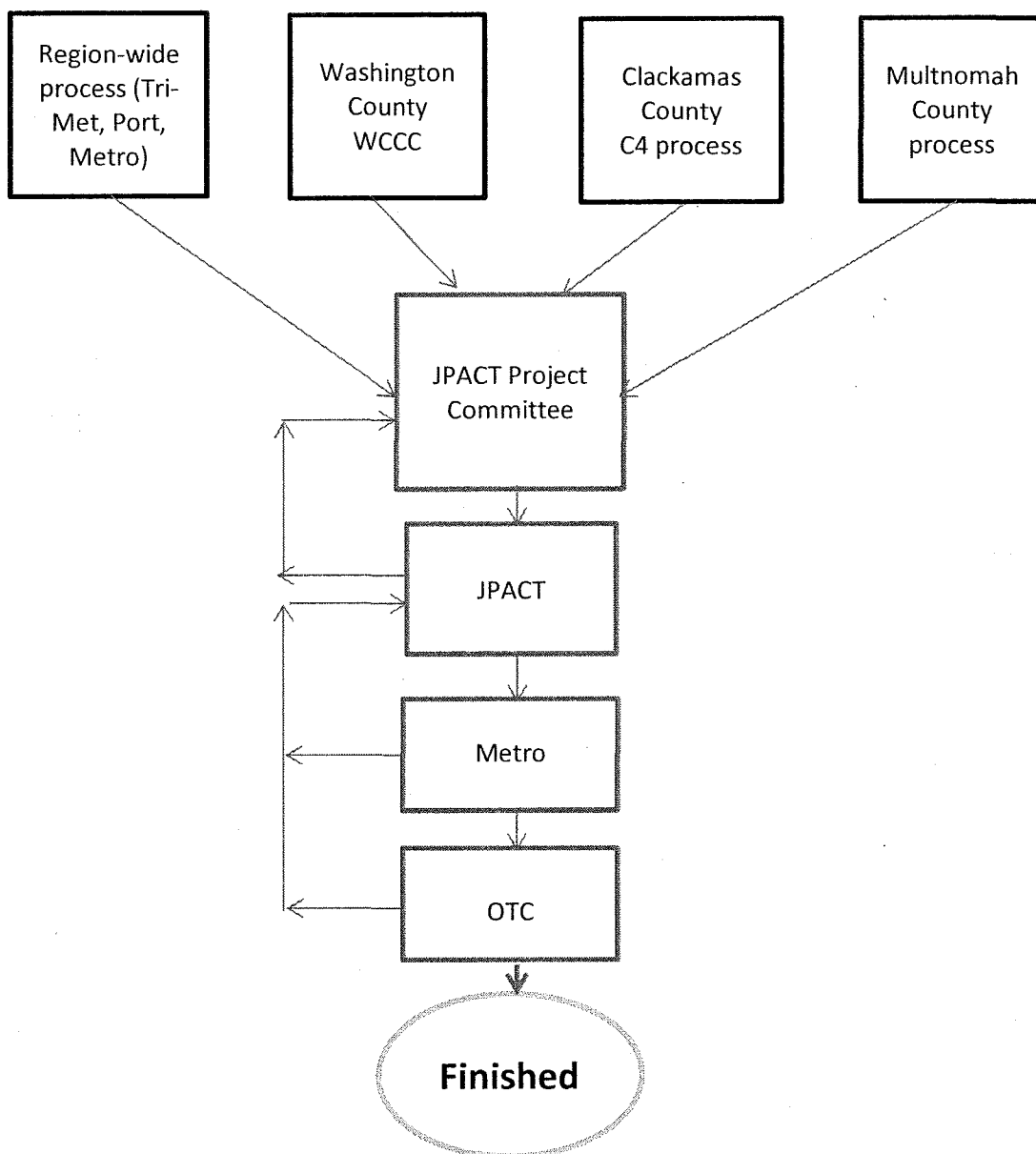
**County Coordinating Committees**—prioritizes *county* projects proposal to 150% of funding based on number of registered vehicles, within criteria\*

**JPACT Project Committee**—prioritizes county projects into *regional* 150% list, within criteria\* (new subset of JPACT, local government representatives; no more than one rep per entity)

**JPACT**—Approves or remands JPACT Project Committee 150% list, within criteria\*; JPACT is the *statutory* entity, with an adopted local resolution stating membership (one seat per Oregon-based local/regional entity/rotating chairmanship) and empowering the JPACT Project Committee to determine the 150% list.

**METRO**—Approves or remands JPACT Project Committee 150% list to JPACT; must concur with the determination of JPACT Project Committee unless METRO finds that JPACT failed to comply with criteria\*.

**OTC**—Approves or remands JPACT Project Committee 150% list to JPACT; must concur with the determination of JPACT Project Committee unless OTC finds that JPACT failed to comply with criteria\*.



**\*150% Project List Criteria (taken from statute):**

- The characteristics of the transportation system in various areas within the congestion improvement district, including but not limited to the location and impacts of **traffic bottlenecks and safety issues on interstate highways, state highways, and regional arterials** in the congestion improvement district, and the **seismic vulnerabilities of major traffic bridges or structures**;
- The travel characteristics of areas within the congestion improvement district, including but not limited to the location and impacts of **pedestrian and bicycle safety issues**, and opportunities to foster **active transportation use in lieu of auto use**;
- **Consistency with local, regional, and state land use and transportation plans**;
- The **allowed uses of the anticipated resources** available for a congestion improvement program;
- The **anticipated amount of resources available** for the congestion improvement program, including whether the reasonably estimated annual amount of surcharge revenues is sufficient to pay the costs of improvements **in each year of the program**; and
- The implementation of the congestion improvement program; including whether each improvement in the congestion improvement program is **endorsed by the unit of government responsible for undertaking the improvement**.