
Southwest Corridor Equitable Development Strategy

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March, 2019

Prepared for:

The Southwest Corridor Equitable Development Strategy Oversight Committee

DRAFT REPORT

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[Overview and Process Section]

What is the Southwest Corridor Equitable Development Strategy?

Thanks to an initial grant from the Federal Transit Administration, Metro has worked with its partners to explore how a proposed light rail and other investments can improve the Southwest Corridor's economy and quality of life for people of all incomes. The Southwest Corridor Equitable Development Strategy (SWEDS) charts new approaches for community-driven decision-making and actionable development strategies that support community development objectives, address existing inequities, and reduce associated impacts and risks of displacement.

A Vision for an Inclusive Future

The Southwest Corridor Equitable Development Strategy envisions a livable, affordable, economically thriving community with reliable and safe transportation options for every resident and commuter. The proposed Southwest Equity Coalition will advance on equitable development outcomes for the Southwest Corridor as the region invests in a proposed MAX light rail line from downtown Portland to Tigard and Tualatin, along with walking, biking and roadway projects throughout the corridor to help people access stations. This strategy seeks to ensure that individuals and families continue to live, work and thrive in the corridor. This means making sure Southwest Corridor neighborhoods have:

- Different choices for where to live for people of all incomes
- A range of jobs for people of all backgrounds
- Learning opportunities that prepare people for those jobs
- Wages that support people's desire to live and work in the corridor.

Where is the Southwest Corridor?

The Southwest Corridor – stretching from downtown Portland to Tigard and Tualatin – is home to more than 10 percent of the metro area population and more than 250,000 jobs. In recent years, the Southwest Corridor experienced increased traffic congestion, growing demand for transit service and unsafe conditions for people walking and biking.

The Interstate 5 and Barbur Boulevard corridor between Portland and Tualatin is one of the fastest-growing and most congested areas in the state. By 2035, the Southwest Corridor's population will have grown 25 percent over 2015 levels. That growth is equivalent to adding another city the size of Tigard to the area over 20 years. As a result, congestion in the corridor is expected to become much worse. Yet it remains the last major travel corridor in TriMet's system without light rail service.

The new MAX light rail will extend the existing Green Line MAX from downtown Portland near Portland State University. It will then travel down the middle of SW Barbur Boulevard to the Barbur Transit Center, maintaining two travel lanes in each direction and building continuous bike lanes and sidewalks.

South of the Barbur Transit Center, the route will travel adjacent to Interstate 5. At the city limits between Portland and Tigard, the train will cross over Interstate 5 and under Highway 99W, and then travel southwest to Tigard.

In the city of Tigard, the train will travel on SW 70th Avenue until SW Elmhurst Street, cross over Highway 217, and run east of SW Hall Boulevard adjacent to downtown Tigard. It will continue southeast parallel to the freight tracks until it reaches I-5, where it will turn and run adjacent to the freeway to the southern terminus at Bridgeport Village.

The project will include a pedestrian connection to Marquam Hill and OHSU, a shuttle to the Portland Community College Sylvania Campus, a new light rail maintenance facility, roadway and infrastructure improvements to keep traffic moving on SW Barbur Boulevard and Highway 99W, and accompanying walking and biking improvements.

Why is an Equitable Development Strategy Needed?

Equitable communities are not a natural outcome of major infrastructure projects. When planned through a myopic transport lens of throughput or a dual lens of ridership and economic development, the investment that occurs with a new transit facility can quickly divide and displace established communities and shift wealth, economic opportunities, and quality of life from marginalized or at-risk populations to more affluent households. Public investments must be paired with policy measures to mitigate their negative impacts on marginalized populations and ensure that those communities share in the positive benefits. Experience shows that it requires intentional and sustained efforts to produce equitable development.

Recognizing the negative historical trends associated with many transit projects, Metro sees an unprecedented opportunity with the upcoming light rail extension through the Southwest Corridor to develop holistic strategies, policies, and coalitions to foster a community that promotes inclusivity, encourages a diverse range of housing options, provides access to quality schools, parks, and open spaces, allows for access to family wage jobs, and empowers existing and marginalized populations with decisions to shape a more equitable future.

This Equitable Development Strategy is the culmination of years-long strategic discussions about equitable development along the Southwest Corridor, authentic community engagement, and an achievable strategic vision. This Strategy and the organizations that helped develop it, have set the stage for equitable development across the region.

Past and Ongoing Planning Efforts

This strategy is informed by, and builds upon, numerous other planning efforts focused on the Southwest Corridor. Some are complete and others are ongoing. This strategy draws from these cross-discipline planning efforts to include goals and actions across numerous sectors, including health, housing, business development, transit, and urban planning. These efforts include:

1. Southwest Corridor Plan and Shared Investment Strategy (Metro, TriMet, ODOT, local cities, and counties)
 2. The Southwest Corridor Equitable Housing Strategy (Portland and Tigard)
 3. Barbur Boulevard Concept Plan (Portland)
 4. Tigard High Capacity Transit Land Use Plan
 5. Linking Tualatin Transportation Plan
 6. Portland 2035 Comprehensive Plan
 7. Tigard Triangle Strategic Plan and Urban Renewal Plan
 8. SW Corridor DEIS
-

How was this Strategy Developed?

The Southwest Corridor Project Oversight Committee (The SPOC) and Metro worked together to create Strategy over 18 months with a consensus-building process focused on addressing the community's most pressing needs and charting an equitable future for the Southwest Corridor area. Many methods and tools were used to develop SWEDs. The Principles and Goals developed by the SPOC articulate the purpose and need for SWEDS and have provided the foundation for collaborative decision-making. Community perspectives, data, and information were gathered through discussions of the SPOC, community input, the SWEDS Index,

Southwest Corridor Project Oversight Committee

- BBPDX - Business for a Better Portland
- Bridges Alumni
- City of Portland
- City of Tigard
- City of Tualatin
- Coalition for Communities of Color
- Community Alliance of Tenants
- CPAH - Community Partners for Affordable Housing
- Craft3
- Enterprise Community Partners
- Federal Reserve Bank of San Francisco
- GPI - Greater Portland Inc.
- Home Forward
- Immigrant & Refugee Community Organization
- IRCO – Immigrant and Refugee Community Organization
- Metro Regional Solutions Center
- Mercy Corps NW
- Meyer Memorial Trust
- Momentum Alliance
- Multnomah County
- Multnomah Neighborhood
- Muslim Education Trust
- Neighborhood House + Hillsdale Neighborhood
- NOAH - Network for Oregon Affordable Housing
- OPAL Environmental Justice
- Oregon Health and Science University
- PCC - Portland Community College
- Prosper Portland
- Proud Ground
- Southwest Neighborhoods, Inc.
- State of Oregon
- TriMet
- UNITE Oregon
- Urban League of Portland
- Venture Portland
- Washington County
- WSI - Work Systems Inc.

Community Profiles and Faces of the Southwest Corridor, and the Equitable Development Pilot Projects.

The Strategy - Guiding Principles and Goals

Why Establish Principles and Goals?

There is growing international recognition that community planning has not been effective enough in addressing key choices, opportunities, and wealth creation among vulnerable populations. Traditional community planning approaches have lacked guidance from local communities and have struggled to move from a foundation in smart growth principles to an equitable development approach that accounts for the social implications for transportation, land use, and economic development decisions.¹

Equitable development considerations are now incorporated into multiple US federal agencies to promote employing a range of approaches to support all incomes, races, and ethnicities (EPA)² and employing robust community engagement and prioritizing goals that address key contributing factors with metrics, milestones and near-term actions and investment (HUD)³. PolicyLink is a national research and action institute driving much of this discussion and they take this a step forward to ensure these strategies are intentional in addressing key disparities and emphasizing the ability of everyone to participate and benefit from these decisions. A key element is to name and frame equity solutions by identifying “equity change objectives” as a starting point that allows for framing the issues and equity objectives for more targeted assessment, policy setting, and investment.

What Informed The SWEDS Principles and Goals?

In addition to the national and international guidance on equitable development, a number of other regions have set principles and goals that provided a starting point for further discussion as part of the SWEDS. In particular, lessons from the nearby Seattle area offered a significant foundation: Puget Sound Regional Council’s set of nine principles for equitable development and the Regional Equity Network formed as part of a larger Growing Transit Communities initiative and King County’s Equity Impact Review process, which is based on a focus on distributional, process, and cross-generational equity. Equity initiatives in Boston, Pittsburgh, Minneapolis, and Denver also informed the initial development of principles and goals.

A number of notable local initiatives that informed these principles include the following: State of Black 2015, Not in Cully: Anti-Displacement Strategies for the Cully Neighborhood, Anti-Displacement PDX, Rockwood Rising, and IRCO’s Community Needs Assessment 2017: Key findings from Oregon’s immigrant and refugee communities. The development of SWEDS principles and goals also reference Metro’s own approaches to social equity that have evolved over time. Metro’s guiding principles for promoting social equity are as follows:

¹ International City/County Management Association

² EPA: “a range of approaches for creating communities and regions where residents of all incomes, races, and ethnicities participate in and benefit from decisions that shape the places where they live.” – EPA Website

³ HUD: 2016 regulation on “affirmatively furthering fair housing” – Marcantonio and Karner 2016.

1. A focus on “safe and stable neighborhoods for families” and “housing for people of all incomes in every community” as part of the original Growth Concept,
2. Expanding housing choices and opportunities with a focus on cost-burdened households, further targeting poverty, addressing social/economic need in specific geographies, promoting access to opportunity, sharing both the benefits and burdens of growth, and promoting the revitalization of areas with disinvestment, particularly for households below 80% of area median income in the 1997-2014 Framework Plan and the 2010 Six Desired Outcomes,
3. Collaboration with multiple partners in providing a robust evaluation of social equity conditions as part of the 2007 Equity Atlas, subsequent updates, and a 2015 Baseline Report,
4. The 2016 Strategic Plan to Advance Racial Equity, Diversity, and Inclusion is influencing recent shifts in internal policy and outward-facing efforts to address racial equity, and
5. The 2015-2017 Equitable Housing Initiative helped gather a coalition that informed a major bond measure in support of affordable housing investments with a specific emphasis on households earning under 60% of Area Median Income.

Most importantly, direct conversations with community partner organizations, a letter submitted by organized community members indicating specific equitable development needs, and a review by the SWEDS committees and advisory groups were incorporated into the current set of principles and goals. There is flexibility among this partnership to continually revisit whether the principles and goals remain appropriate and revise them according to existing and future engagement efforts.

How Are Principles and Goals Being Used?

The current set of principles and goals were established for multiple purposes:

- For targeting equitable development issues partners want to measure when evaluating conditions in the corridor,
- Early guidance on priorities for pilot projects and community sub-grants,
- Clarification on the components of equitable development the project focuses on to support coordinated engagement efforts,
- Focus points in building an action plan and final strategy that can target key equitable development issues specific to community needs, and;
- A rationale for establishing jurisdiction and organization commitments/resolutions.

The principles and goals were used to inform what pilot projects received sub-grants and how to organize and prioritize near-term actions and outline future areas of investment. They will

provide a similar role in determining priorities among a growing set of actions and frame decisions regarding future resource investments and partner commitments.

What are the Principles and Goals?

Principles provide a reference point for how social equity and equitable development are defined as part of the SWEDS project and outline desired outcomes from this initiative so that the work can be evaluated against what the community would like to achieve in SW Corridor. Goals are organized into two separate categories dedicated to (1) addressing barriers to participation and activities to form new partnerships in the community and (2) offering a platform to advance initiatives that help reinforce the principles and their associated desired outcomes. Identified actions flow more directly out of the goals that have been established.

Social Equity Principles:

- All people can attain the resources and opportunities that improve their quality of life
- All people are enabled to reach their full potential
- We have a mutual interest and a shared responsibility to invest in activities that address the history of inequities and current and on-going impacts in our communities
- Those affected by poverty and systemic racism, and historically marginalized communities have leadership and influence in decision-making, planning, policy-making, and implementation
- Together we act quickly to improve conditions for people and leverage collective resources to enact a strategy and vision of equity and justice.

Equitable Development Principles:

- Quality of life outcomes, such as affordable housing, quality education, living wage employment, healthy environments, and transportation are equitably experienced by the people currently living and working in a neighborhood, as well as for new people moving in.
- Public and private investments, programs, and policies are enacted in neighborhoods to meet the needs of residents, including communities of color, and reduce racial disparities, taking into account past history and current conditions.
- Organizational, institutional, or structural transformation is supported through revised policies, practices, and procedures to create equity and address a community challenge or opportunity.

Goals to Address Barriers to Participation and Form New Partnerships:

- Engages the public in the planning for and participating in the project's implementation
- Involves partnerships that bring different or new groups together and/or contributed resources from other entities

- Involves and benefits communities of color and other historically marginalized communities
- Eliminates barriers to participation for communities of color or other historically marginalized communities
- Is actively supported by communities of color or other historically marginalized communities
- Builds capacity for organizations and individuals to participate in civic processes

Equitable Development Goals

These equitable development goals form the primary guiding statements for The Strategy. Actions within the Strategy connect directly to each of these seven goals.

1. Address residential and business displacement
2. Reduce disparities and improve conditions for affected people
3. Preserve and expand affordable housing
4. Advance economic opportunity and build community capacity for wealth creation
5. Promote transportation mobility and connectivity
6. Develop healthy and safe communities
7. Expand the breadth and depth of influence among affected people

Community Engagement and Empowerment

Equitable development cannot occur without the buy-in and empowerment of the community it needs to happen in. In an effort to advance this work, the SWEDS project has actively included and engaged leadership from communities of color and other historically marginalized communities and traditionally underrepresented groups, to better understand the community's needs in the corridor.

A priority charge of the SWEDS process was to meaningfully collaborate with underrepresented communities. As such, the project leveraged existing partnerships with the Coalition of Communities of Color Bridges Program and Momentum Alliance youth program to facilitate a broader set of voices into the project. Stipends were provided to support participation by community partners otherwise limited in their capacity to engage in the process and also to honor the value that community and lived experiences bring to the discussion. Additionally, pilot projects (summarized below) were directed to further strengthen capacity among historically marginalized communities - communities of color, immigrants and refugees, and low-income renters) - and bring intergenerational leadership development and engagement that directly informed the strategy.

SWEDs Index

Spatial analysis tool that incorporates multiple variables representing current equitable development conditions associated with the identified target outcomes and principles. The Index draws from input from a team of consultants with national expertise on how to evaluate displacement risk, public health and equity outcomes, and access to opportunity in communities. The Index will serve as a baseline for future evaluation to assess impacts of the equitable development strategy and its actions.

Community Profiles and Faces of the Southwest Corridor

Project Staff and the SPOC recognize that data alone do not provide a complete depiction of conditions in a community. In addition to analytical assessments and community engagement, a snapshot documenting the variety of households represented in particular income groups was established as a baseline for future evaluation of the impact of proposed implementation efforts. A variety of sources were used to document the affordable monthly housing expenses for 28 distinct household types, whether they are currently at risk to displacement or meeting self-sufficiency standards (this includes costs for child care, health care, transportation, and food that accounts for household size and age of children). The profiles were also derived from data on average earnings in a particular occupation, education levels, an estimate of average commute times, and whether the household rents or owns their home.

The community profiles were used in developing possible implementation actions for the Equitable Development Strategy. Additionally, pilot project sponsors have been asked to evaluate how their activities connect to impacts among these households and lessons will be drawn from this to evaluate the overall impact of the strategy and its proposed action strategies.

“Faces of Southwest Corridor” Metro News Series

A Metro News series has been featuring personal profiles of people who live and work in the Southwest Corridor, with a special focus on those who are low-income. In addition to learning about how people move in, out and throughout the Southwest Corridor, the series has helped elevate personal experiences about living and working in the area. Questions explored included: How would they benefit from a new light rail and other transportation improvements? What concerns them about these investments when it comes to housing and transportation? What do they need to thrive in the Southwest Corridor?

This communications effort is intended to counter misperceptions about people living in the area and help people and decision makers understand the diversity of the Southwest Corridor. These stories have helped humanize the data to understand the potential impacts (positive and negative) of transportation improvements outlined in the Southwest Corridor Plan. Follow ups may be conducted to understand whether the investments in the corridor are helping to address equitable development outcomes.

Julie’s story

[Pictures]

Julie is a renter in the Southwest Corridor, she is cost burdened, which requires her to spend a significant portion of her income on rent. As a result, she struggles to save money to reach her goals. The actions outlined in this strategy can help Julie by X, Y, Z.

Jeremy's story

[Pictures]

Jeremy is a small business owner in the Corridor. He is excited that the new transit line could bring new customers to his business but is also worries that his rent might increase as a result. The actions in the strategy could help Jeremy by...

Vanessa's story

[Pictures]

Vanessa is a senior homeowner living in the Southwest Corridor. She struggles with accessing transit and getting to her appointments easily on the bus. The actions in the strategy could help Vanessa by...

Equitable Development Pilot Projects

Equitable Development Pilot Projects have been deployed to test and inform effective actions for inclusion in this Strategy, while also supporting community-driven initiatives that prepare communities for the changes and opportunities that investments would bring to the Southwest Corridor. The six funded pilot projects officially started their work on July 1, 2018 and have 12 months to complete their stated tasks:

Mercy Corps NW- establishing services and targeted assistance to help stabilize and prepare underserved entrepreneurs to minimize the pressures they will face during light rail construction. The project focuses on business education, outreach, and micro-lending. The work encourages good savings practices, access to new funding sources, and increasing awareness of the business community along Barbur Boulevard and in Downtown Tigard.

Immigrant & Refugee Community Organization- identifying new ways to help people currently working in the Southwest Corridor gain skills and find opportunities for higher wage jobs within the corridor. Specifically, lower-wage, lower-skilled diverse individuals (people of color and other historically marginalized populations) from the SW Corridor who work in entry-level roles at Oregon Health Science University, and training them for middle-skill health care roles. Securing new jobs establishes a pathway to career advancement and financial independence.

Community Partners for Affordable Housing- adjusting a site design process for existing and future properties and elevating lessons from engagement with community organizations that will inform future housing development design beyond unit size, to include culturally relevant

employment and health services that should be within close proximity or co-located with affordable housing developments.

Home Forward- addressing potential displacement by supporting 43 ethnic groups (around 3,000 people) associated with Muslim Education Trust by assisting the community in navigating the maze of government programs and agencies providing housing support services.

Proud Ground- addressing permanently affordable homeownership opportunities through: targeted outreach with existing non-profit partners, working with Habitat for Humanity and other development partners to secure permanent affordability among the pipeline of units available to households between 35-80% AMI, and developing a business plan that focuses on the creation of a land bank model for SW Corridor.

Unite Oregon – strengthening capacity among historically marginalized communities (communities of color, immigrants and refugees, and low-income renters) in the SW corridor through intergenerational leadership development and engagement.

[The Strategy Section]

A Strategy for the Future

Housing and education costs are rising significantly in the Greater Portland region, and changes in workforce demands and rising population growth continue to put pressure on our existing infrastructure and social services. The Southwest Corridor Plan (adopted in 2013) outlined investments in a wide range of transportation solutions to address the needs of a corridor that will be one of the highest growth locations in the region over the next 20 years. These investments will help the region address growth needs in the corridor, but building a transit line and other public improvements do not fully address the challenges people face every day. Additional focus is needed to facilitate housing affordability, employment opportunities, and access to education and job training.

The Southwest Corridor Equitable Development Strategy is a targeted approach to leverage development and growth into a truly successful community. SWEDS applies lessons from major public investments of the past and advances measures to address the displacement risks that are very real to the people that live, work and own businesses in the corridor. For families and businesses, equitable development needs to respond to a number of key challenges in the community:

- How can my family get affordable housing that meets our current and future needs?
- How can we get higher paying jobs and update our skills for those positions in demand?
- Where can we live within a reasonable commute to our jobs?
- How can my business get the support services it needs to remain in the area?
- How can it retain employees with the changes on the way?
- How can we leverage these upcoming investments for community benefit?

Imagining an Equitable Development Future for the Southwest Corridor

There is a distinct need for an ongoing commitment by multiple partners to improve access to economic opportunity, affordable living, and a higher quality of life for households of all incomes and employment conditions, before the public transportation improvements are completed. Fulfilling the objectives to advance equitable development in the corridor requires a collaborative approach. Government, non-profit, and private entities all have a responsibility in implementing the shared strategy and key actions. Continued community engagement in the project is crucial to making sure that these commitments are kept and that the next 10 years are used to put the right policies, actions, and investments in place, to ensure that the community that exists today in Southwest Corridor is around to experience the opportunities that the significant public investments will bring.

SWEDS provides a roadmap toward achieving this equitable, just, and prosperous future for the corridor community. It was created by and for the Southwest community and builds on lived experiences, lessons from pilot projects, data indicators, and information gathered through the community process. The Strategy has been constructed to move quickly on the most pressing issues and opportunities, while allowing the corridor community to continue developing a long-term structure for sustained, equitable decision-making, development, and investment.

What follows are the details of the early-stage strategic actions that community partners are poised to carry out in the next 2-3 years, and also a description of future actions that are needed to achieve the equitable development goals, including the path forward to build a community-based coalition that will guide and oversee this work for the long term.

For ease of implementation and oversight, the Strategies have been organized by general types of Principle or Goal that is being pursued, as follows:

- **Equity and Social Justice** – Empower the community by providing leadership training in advocacy for equitable development, enhancing culturally and linguistically specific services, and gaining more direct, community-informed guidance on future development.
- **Equitable housing** - Identify tools to increase supply and meet demand for diverse places to live to fit the needs of individuals and families of all incomes and sizes.
- **Workforce stability** - Identify ways to prepare current and future corridor residents for existing and emerging industries.
- **Business stability** - Identify and encourage firms and jobs that provide individuals and families with sufficient wages that allow them to live within the corridor.
- **Community Development** – Advance new strategies to finance and secure community assets and increase access to lending resources and wealth building opportunities that benefit the community.

Focus: small, women-owned, and minority-owned businesses.

Often, these businesses are the most vulnerable to market changes that occur with new public infrastructure investment. Additionally, many of these same businesses have less access to money through traditional lending methods than more established ones. This leaves them in a precarious situation, and often unprepared for the coming changes. SWEDS is attempting to change that outcome with a focus on small business education and micro-lending opportunities.

Near Term Equitable Development Strategies and Actions

A lot of work goes into defining social equity in transportation, but this is not precise enough to guide investment policy. It is important to ask specific questions that can be implemented. A key component of this work involves identifying what the most pressing unmet needs of particular underserved communities. There are a set of key questions when crafting an investment strategy with defined equitable development actions:

1. Does it meet an important need identified by a disadvantaged community?

2. Are the benefits associated with it significant, rather than incidental?
3. Are those benefits targeted to low-income residents?
4. Does it avoid substantial harms to the community?⁴

The process of developing a series of actions within each of the categories was undertaken through several different forms of SPOC participation. Initially, Metro identified two separate sub-committees to work on action development. The Equitable Housing Advisory Group and the Business & Workforce Advisory Group were created and populated with SPOC members, and asked to focus on developing an initial list of actions for the SPOC to consider. The Equitable Housing Advisory Group's actions came directly from an Equitable Housing Study undertaken by the City of Portland and City of Tigard, which focused on Southwest Corridor. The lists developed by these advisory groups were combined with actions identified by a coalition of community based organizations that was formed during the early planning work in SW Corridor. Between the Community Letter (see Appendix ?) and two SPOC Advisory Groups, a list of 40+ actions were identified for consideration.

The SPOC and its community partners spent time discussing and refining this initial list of actions for early-stage implementation, while attempting to create a business plan for advancing on each initiative within the next 2-5 years (Business Plan for early actions can be found in the Appendix). Early implementation of the equitable development strategy includes the following actions:

Equity and Social Justice

1. Leadership trainings and targeted engagement to empower low-income residents, communities of color, and community-based organizations in strategy implementation
2. Community Preservation Work Group to fund and provide anti-displacement services and provide parity of tenant protections

Equitable Housing

3. Implementation of SW Equitable Housing Strategy
4. Implementation of Regional Affordable Housing Bond in SW Corridor
5. Extend SWEDS pilot projects to implement housing design and siting criteria refinements identified through outreach on culturally specific needs
6. Identify sites for directing outside capital to affordable housing in SW Corridor through a Real Estate Investment Trust

Community Development

⁴ Marantonio and Karner 2016, "Social Equity in Transportation Planning: A Community-Based Framework"

7. Explore Community Investment Trust(s) to leverage successful model in East Portland to capture increased property values for community wealth creation in the SW Corridor
8. Establish community land bank organization to secure property for community assets such as affordable housing and/or job/service centers
9. Explore tax increment finance district in the SW Corridor that advances equitable development outcomes
10. Tigard Triangle equitable tax increment finance district implementation
11. Secure resources to build 12-mile MAX light rail line along with walking, biking, and roadway projects in SW Corridor Plan
12. Form SW Equity Coalition

Workforce Stability

13. Engage major employers to train entry level workers from diverse backgrounds for middle skill/wage career advancement pathways among major employers
14. Align + Expand Workforce Development Resources and Programs between Multnomah and Washington County
15. Explore forming Community Benefit Agreement(s) in the SW Corridor

Business Stability

16. Establish improved representation and financial and technical resources for disadvantaged businesses in the SW Corridor
17. Improve access to affordable commercial space for disadvantaged businesses

Longer-term Equitable Development Strategies and Actions

This section will recognize actions that the SPOC and committees identified as needed for a more comprehensive Strategic Plan over the long term, but have been set aside for later.

Strategy Implementation

Federal Grant dollars are a finite resource and additional resources will be secured to advance on the equitable development strategy for Southwest Corridor. Metro and the SPOC have been exploring how to secure sustainable implementation of the Strategy once federal resources are no longer available.

Throughout the process, Metro Project Staff heard the need to continue a collaborative table of partners dedicated to ensuring implementation of the Strategy. Metro has explored models from around the United States that provide examples for how a group of partners might come together to work over the next 10 years to prepare the community for the challenges and opportunities that are associated with a major transit investment in the corridor. This work led Metro staff to propose to the SPOC the creation of a Southwest Equity Coalition, as summarized below.

Southwest Equity Coalition

It is expected that the Southwest Equity Coalition will grow out of the SPOC and take the lessons learned from the SWEDS process and pilot projects to continue advancing on equitable development in the Southwest Corridor.

The Southwest Equity Coalition will be fully empowered to steer and implement SWEDS, making strategic decisions about which actions and investments need to be made in pursuit of the strategy's equitable development goals. As proposed, the coalition would receive two years of operational assistance from Metro, City of Portland, City of Tigard, and TriMet, dedicated for administrative support to the coalition and fundraising from local philanthropies to secure resources for specific implementation efforts prioritized by the coalition.

SW Equity Coalition Charge

Over the next 10 years of light rail planning and development, this group would identify the right equitable development policies, actions, and investments and put them in place to ensure that the community that exists today in SW Corridor can benefit from the opportunities that public investments will bring.

SW Equity Coalition 10 Year Vision

The goal for the two years of local government assistance is to test effective methods and establish a sustainable, community-led, collective impact model with a 10-year, \$10 million commitment (combining the initial local government support and staffing with new resources from national philanthropic and private sector investment). This support and fundraising would allow community-based organizations in the corridor to continue ownership and leadership of SWEDS implementation.

SW Equity Coalition Development Process

Startup Phase - 2019-2021

- Metro-led startup supported by MOU establishing SW Equity Coalition among partners
- Metro is lead applicant in capital campaign among local philanthropic organizations
- Fund + implement 1st round of business plans for championed actions
- Targeted community engagement/empowerment activities
- Transition to community-led initiative supported by local and national philanthropic resources/federal grants

- Early evaluation/monitoring of implemented actions?

Proposed Phase 1 Organization

- **Executive Committee:** Purpose, Leadership, Membership, Frequency, Resourcing
- **Program Administration:** Purpose statement, Job Description(s), Communications, M+S, Other?
- **SW Equity Coalition:** Purpose, Leadership, Membership, Stipends/Engagement, Frequency, Resourcing
- **Action Leads:**
 - **Equity + Social Justice**
 - **Equitable Housing**
 - **Business Stability**
 - **Workforce Stability**
 - **Community Development**

Proposed Phase 1 Budget

Funding description to go here.

Proposed Phase 2 Organization

The following diagram outlines the potential Phase 2 organization of the coalition.

Insert Simplified version of SW Equity Coalition Organizational chart

Appendices
