

Reside Vancouver Appendix E

Package

Recommendation Details

Contents

- 1 **Manufactured Dwelling Park (MDP) Zoning**
- 2 **Right of First Refusal (ROFR) Program**
- 3 **Anti-displacement Impact Assessments**
- 4 **Rental Registration Program**
- 5 **“Qualified” Local Small Businesses in Public Procurements**
- 6 **Joint-Labor Management and Job Training Partnerships**
- 7 **Community Investment Trusts (CITs)**
- 8 **Emergency Rental Assistance Program**
- 9 **Tenant Protection Enhancements**
- 10 **Affordable Housing Fund**
- 11 **Land Acquisition and Management Strategy**
- 12 **Multifamily Tax Exemption (MFTE)**
- 13 **Community Land Trusts (CLT)**
- 14 **Expand Fourth Plain Forward’s (FPF’s) Recommendations Citywide**
- 15 **Improve Utilization of Existing Job Training Services**
- 16 **Funding Fourth Plain Forward**
- 17 **Energy Conservation and Utilities Assistance**
- 18 **Endnotes**

Partner Organization Acronyms

- LULAC – League of United Latin American Citizens
- ABC – American Building Community
- VPS – Vancouver Public Schools
- NAACP – National Association for the Advancement of Colored People
- SW WA PTAC – SW WA Procurement Technical Assistance Center

MANUFACTURED DWELLING PARK (MDP) ZONING



Goal

Preserve low-cost housing options and prevent displacement by modifying the zoning code to prohibit conversion of mobile home parks to other uses.

Potential Partners

LULAC, Evergreen Habitat for Humanity, ABC, Fourth Plain Coalition, Proud Ground

Whom It Serves

- Residents that are low-income and live in MDPs
- MDP owners
- Market-rate developers

Where It's Used

Portland, OR - Manufactured Dwelling Park Project¹

How It Works

Mobile homes are one of the lowest-cost affordable housing options available to residents, but are in a tenuous position as property values increase and parks are at risk of conversion to more profitable uses.

Thread recommends the following:

- Secure this housing option in Vancouver with the creation of a new zoning area to be implemented beneath existing mobile home parks.

This would limit the allowed uses on the properties to be solely for mobile homes and manufactured units. Mobile home park owners can receive transferable development rights (TDRs) and affordable housing density bonuses in exchange for permanently affordable units, and also benefit from increase in allowed density of manufactured units on their property. This zoning area also allows mobile home park owners to diversify their income streams by permitting RVs to temporarily park on the sites. Market-rate developers benefit from purchasing TDRs from mobile home park owners that they can utilize in high-density areas of the city.

Benefits

- Serves as a funding source for construction, acquisition, and rehabilitation of affordable housing
- Provides \$1.5M annually to organizations that provide short-term emergency rental assistance

Unintended Consequences

- This limits the uses for the properties, and may anger some MDP owners
- Doesn't allow for the property to be redeveloped into uses that may more efficiently utilize the space – i.e. affordable housing apartments
- Changes to the zoning code and comprehensive plan are costly and take a long time to implement

Implementation Barriers

- City staff and funding capacity is limited
- Community buy-in is needed

Effectiveness Metrics

- Number of new mobile home park units added to supply
- Number of mobile home units preserved
- Number of additional units created through TDRs

Equity Scores

*Centering
Community
Voices*



*Practicing
Redistributive
Justice*



*Instituting
Accountability*



*Fostering
Opportunity*





RIGHT OF FIRST REFUSAL (ROFR) PROGRAM

Goal

Increase the number of properties owned by nonprofits or CLTs

Whom It Serves

- Renters with low-incomes who can stay in their homes even after property is sold
- Renters interested in becoming homeowners
- Landlords

Potential Partners

LULAC, Kinship Navigator, Evergreen Habitat for Humanity, VPS

Where It's Used

Washington D.C. - Tenant Opportunity to Purchase Act²

How It Works

Thread recommends the following:

- Create a City Ordinance and program that provides community land trusts (CLTs) with the right of first refusal to allow them to purchase single-family rental homes when the property is sold by the property owner.

This would allow the CLT to purchase the property at full market value initially, but maintain it at affordable levels in perpetuity and provide homeownership opportunities to low-income households. Funding for this program could come from the Affordable Housing Fund.

Benefits

- Allows property owners to sell their properties at market-value
- This is an affordable housing preservation strategy that helps renters become homeowners, better situating them to avoid displacement

Unintended Consequences

- Could slow the sale process for property owners
- Rental property owners would have to understand how the process works

Implementation Barriers

- Requires landowner participation
- Dedicated funding needs to be available to help CLTs purchase units for this to be successful
- The creation of a City Ordinance is required in order to mandate the right of first refusal for CLTs to be able to purchase single-family rental homes, which is legally complex
- The program would have high administrative costs

Effectiveness Metrics

- Number of rental properties sold to CLTs
- Number of low-income renters who become homeowners

Equity Scores

*Centering
Community
Voices*

2
out of 2

*Practicing
Redistributive
Justice*

2
out of 2

*Instituting
Accountability*

0
out of 2

*Fostering
Opportunity*

1
out of 2

ANTI-DISPLACEMENT IMPACT ASSESSMENTS



Goal

Reduce displacement by analyzing the potential for projects to bring unintended consequences, then develop mitigation strategies

Whom It Serves

- Communities that may be impacted by new public or private development
- Public agencies as a means of demonstrating commitment to equity and social justice

How It Works

Thread recommends the following:

- Create a City Ordinance that requires developers and public agencies to create and utilize an anti-displacement equity lens - similar to the King County Equity Impact Review - in order to analyze how proposed developments, zoning changes, public investments, or infrastructure projects could impact communities³
- This necessitates the creation of a follow-up mitigation strategy, which should be negotiated through a community benefits agreement process
- Implement funding sources for actions taken to mitigate negative impacts caused by new public or private development projects

With a clear, concise, and consistent methodology, any governing body or developer can complete the impact assessment (or contract a third-party to do so). Finally, convening an oversight committee - such as the City's new Community Advisory Committee (CAC) - that meets regularly to assess the mitigation strategies and their effectiveness would lend transparency and allow community input into the process. The City should allow the CAC to provide input in deciding the thresholds for when anti-displacement impact assessments are triggered (e.g. buildings of a certain square footage, projects with a certain amount of public funding, etc.).

Benefits

- Increases transparency and awareness about how public and private development impacts those who are vulnerable to displacement
- Helps identify risk and threats so that stakeholders can respond accordingly
- Increases accountability for impacts of processes that could increase displacement

Unintended Consequences

- Unless accompanied by a dedicated funding source, staff, mitigation strategies, oversight committees, impact statements can be ineffective
- High cost and lengthy process of impact review could deter development or public projects from being implemented

Implementation Barriers

- City staff capacity
- Community buy-in and capacity to participate
- High administrative cost of program

Effectiveness Metrics

- Assess whether community expectations have been met as a result of the process over time by using a collaborative review process

Potential Partners

LULAC, NAACP, the Noble Foundation

Where It's Used

- Portland, OR - Racial Equity Toolkit Worksheet
- King County, WA - Equity Impact Review Tool
- Seattle, WA - Racial Equity Analysis

Equity Scores

**Centering
Community
Voices**

1.5
out of 2

**Practicing
Redistributive
Justice**

1.5
out of 2

**Instituting
Accountability**

1
out of 2

**Fostering
Opportunity**

2
out of 2



RENTAL REGISTRATION PROGRAM

Goal

Create a database of all rental properties in Vancouver

Whom It Serves

- City officials to help determine potential impacts of public investment
- Other recommended programs focused on anti-displacement that require a database
- Renters by ensuring them healthy and safe living conditions
- Landlords with low incomes who could access grant funding for rental maintenance and upkeep

Potential Partners

LULAC, NAACP, the Noble Foundation

Where It's Used

- Portland, OR - Residential Rental Registration Program⁴
- Seattle, WA - Rental Registration and Inspection Ordinance⁵

How It Works

Thread recommends the following:

- The City creates a City Ordinance that requires all rental properties to register with the City and receive a permit demonstrating habitability of the unit and code compliance prior to tenant occupation. The first phase should apply exclusively multifamily units..

This ordinance could be modeled after the City of Seattle's Rental Registration and Inspection Ordinance. Rental registration programs can help create databases of rental properties, which allows the City to assess where renters are living and assure that landlords are providing and maintaining units that comply with health and building codes. Knowing where high concentration of rental units are would help the City to determine how public improvement projects could impact nearby renters - who are inherently more vulnerable to displacement.

Thread acknowledges that this ordinance should be enacted only if a dedicated funding source is available to assist low-income landlords with upkeep and maintenance costs if they are unable to afford the renovations to keep units up to health and building codes. Low-income landlords could use grant-funding to help pay for necessary improvements in exchange for agreeing to a specified rental increase cap for a predetermined number of years. Doing so reduces the likelihood that landlords will increase rental costs in order to offset maintenance costs - which, if increased could displace renters. Additionally, this necessitates the creation of an inspector position that inspects rentals on a regular, rotating basis to monitor and enforce codes.

Benefits

- Would allow City officials to target investment and better understand the impacts associated with investment
- Would allow advocates to target services to specific areas or sites
- Helps cities identify and address deteriorating building conditions and enforce rules proactively
- It provides a disincentive for landlords to defer maintenance while they seek redevelopment opportunities

Unintended Consequences

- Inspection programs must be accompanied by funding opportunities to help with repairs that landlords are unable or refuse to make
- A city may need to incentivize landlords to keep rents low after making extensive repairs, such as by offering tax abatements to avoid rent hikes
- Renters with undocumented immigration status may be wary of inspection processes - inspectors should be aware of their positionality and should be required to attend sensitivity trainings

Implementation Barriers

- Cost of creating, maintaining, and updating database
- Community buy-in required
- Administrative and enforcement costs
- Cost of grants or funding for low-income rental property owners

Effectiveness Metrics

- Number of units brought up to code
- Number of citations or violations declining over time

Equity Scores

**Centering
Community
Voices**

2
out of 2

**Practicing
Redistributive
Justice**

1
out of 2

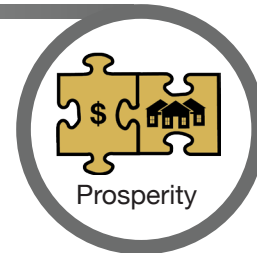
**Instituting
Accountability**

1
out of 2

**Fostering
Opportunity**

0.5
out of 2

“QUALIFIED” LOCAL SMALL BUSINESSES IN PUBLIC PROCUREMENTS



Goals

Encourage local business growth and stability for Vancouver’s minority- and women-owned businesses by giving them preference to specified public procurements

Whom It Serves

Local, small minority- and women-owned businesses and their accompanying employees

How It Works

Thread recommends the following:

- Reform the City’s Procurement Services practices to set preferences for “qualified” suppliers of goods and services and subsequently implementing means of tracking and monitoring contracts

Qualifications of preferred businesses are specifically defined and can also include developing a framework for which the “qualified” business preference is triggered. The City develops a database of companies that qualify for a preference in a given field/service/industry and offers assistance to businesses that seek qualification – some jurisdictions have done so by having small businesses go through a certification process offered through the Procurements department. For qualifying proposals, the City solicits the proposal to the database of qualified businesses prior to expanding it to outside parties.

Stakeholder groups involved typically include: Chambers of commerce, small business commission, Local nonprofits and business owners, and City staff (procurement, attorney, mayor’s office, OECD)

Thread also recommends two additional approaches exist to reach local small businesses in public procurements:

- Identify gaps in service and existing needs for small businesses by partnering with the SW Washington Procurement Technical Assistance Center that facilitates current procurement assistance workshops
- Revise the existing public procurement application process to account for English language learners and reforming eligibility requirements to reduce barriers to compete for bids

Benefits

- Stimulates the local economy and can increase local tax revenues
- Helps stabilize small businesses and boosts job creation
- Builds trust between government and small business community
- Has been effective within other jurisdictions in the state
- The City can utilize qualifiers predetermined by the Washington State Office of Minority and Women Business Enterprises

Unintended Consequences

- Only directly impacts qualified businesses if they’re the chosen bidder
- Without stringent monitoring non-qualifying businesses can game the program
- Can increase costs for the City if the forecasted costs of goods/services by the small businesses are higher than the forecasted costs from larger would-be competitors

Implementation Barriers

- Database development and assistance along with program monitoring requires staff and financial capacity
- Legally challengeable in some cases and may lead to pushback from the business community that do not qualify

Effectiveness Metrics

- Annual measure of local economic activity (and how much leakage occurs)
- Number of jobs created as bids are completed
- Number of qualified businesses accepting projects and at what price point⁸

Potential Partners

SW WA PTAC, LULAC, NAACP

Where It’s Used

Seattle, WA⁶
Santa Ana, CA⁷

Equity Scores

*Centering
Community
Voices*



*Practicing
Redistributive
Justice*

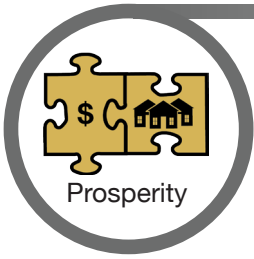


*Instituting
Accountability*



*Fostering
Opportunity*





JOINT-LABOR MANAGEMENT AND JOB TRAINING PARTNERSHIPS

Goal

Improve worker skills, provide apprenticeships, and job opportunities through sector-based joint partnerships

Whom It Serves

Lower-skill, low-wage employees and employers as they stabilize the workforce

Potential Partners

Workforce SW WA

Where It's Used

San Francisco and Greater California – The San Francisco Hotels Partnership Project
Seattle, WA - JLMP apprenticeship program

How It Works

These partnerships bring together employers, labor representatives, workers, job training partners, funders, and workforce development boards that specialize in a specific industry to address workforce needs in a given region or state. For example, those that work within construction trades such as carpenters, plumbers, and electricians come together to identify gaps in the workforce to ascertain what type of job training is needed and how to advance the skill-base of their employees.

While typically most effective when led by unions, this approach can be adapted in other types of partnerships. For example, the City of Vancouver has identified gaps in the workforce, that will open up due to significant amount of succession that will occur in the coming years. The City could partner with the local school district, secondary education institutions, as well as other job training partners like WorkSource to cater programs and outreach for these positions to lower-skilled populations. Typically, these partnerships and the potential training and outreach that is needed is funded by partners and prospective employees that “buy in” to the partnership via several cents-per-hour deductions – the amount of which is determined through a collective bargaining process.

Thread recommends the following:

- Partner with workforce and economic development leaders in the region to bring together employers, labor representatives, workers, job training partners, funders, and workforce development boards that specialize in a specific industry to address workforce needs in a given region or state

Benefits

- Builds joint commitment, organizational stability, and flexibility to shift approaches based on industry trends and workforce needs
- Helps ensure that jobs will be available for graduates of the program(s)
- Simultaneously strengthens industry and workforce resilience
- Allows low-wage workers access to skills training and can eventually lead to higher wages
- They may not need to rely on public funding to exist and be maintained
- Can help address non-work-related barriers to job advancement⁹
- Can lead to greater returns-on-investment for participating employers

Unintended Consequences

- Does not automatically improve wages of workers, nor does it guarantee that worker wages will rise at all (though this may be addressed through proper management)

Implementation Barriers

- Relies on multi-party interests being invested, which can take time and relationship-building across sectors
- If the City wishes to head these partnerships, then it will require staff capacity to set up, facilitate, and monitor the processes and outcomes of the partnerships
- Current labor agreements with the City do not adequately accommodate a skill-building model for new union members. It may require significant coordination with union representatives if the City would like to be an active participant in a partnership effort

Effectiveness Metrics

- Number of participants in job training programs
- Number of job placements and referrals per year
- Amount of funds dedicated to job advancement
- Number of employers within a partnership

Equity Scores

**Centering
Community
Voices**

1.5
out of 2

**Practicing
Redistributive
Justice**

1
out of 2

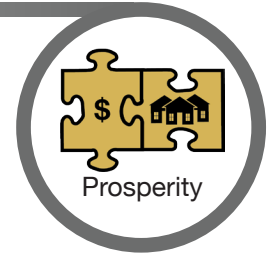
**Instituting
Accountability**

1
out of 2

**Fostering
Opportunity**

1.5
out of 2

COMMUNITY INVESTMENT TRUSTS (CITs)



Goal

Give local and small businesses collective ownership over their physical location and provide an investment opportunity for low-income individuals who would not typically invest their money.

Potential Partners

Mercy Corps NW

Where It's Used

Portland, OR - Plaza 122 and the East Portland CIT¹⁰

Whom It Serves

Business owners not resilient to lease increases who do not own their own properties.
Local residents who invest.

How It Works

CITs offer local residents in a specific geographical area an opportunity to build wealth by investing small amounts of money - minimum \$10 per month - into a trust associated with a specific commercial property near their homes. At the end of the fiscal year, shareholders earn a dividend on their investment. They can then opt to reinvest their money and dividends for another fiscal year. Continued investment helps the businesses to purchase the building. Investors are required to participate in financial literacy courses to increase their ability to save for their future.

Thread recommends the following:

- Partner with Mercy Corps Northwest to identify properties within the city that would be strong candidates for the CIT model, taking into consideration resident density, the demographic and socioeconomic status of an area, and the current tenancy rate of the building

Benefits

- Businesses will minimize the risk of displacement by collective ownership of their business complex.
- Mutually beneficial economic relationship between business-owners and local shareholders
- Creates wealth for disadvantaged or low-income people at low cost

Unintended Consequences

- This approach has not been established enough to measure its effectiveness
- Replicability is contextual and may work differently or not at all in some contexts

Implementation Barriers

- Requires significant investment at the front end.
- The funding for this model does not currently exist within the City or any local organizations so it would require the formation of a new nonprofit or the expansion of MercyCorps NW's scope to include an additional property
- After expenses and paying out dividends, there is no money left over for self-governance. That is, in the Portland model, two investors oversee the project. If they were to leave or this was replicated elsewhere, a mechanism would need to be devised to ensure there would be money available for this purpose

Effectiveness Metrics

- Number of local owners from zip codes nearby and/or number of people who go to peer-drive financial literacy courses
- Monthly buy-in cost
- Dollar amount of dividends received
- Dollar amount of first time investors
- Amount invested
- Demographic breakdown of investors

Equity Scores





EMERGENCY RENTAL ASSISTANCE PROGRAM

Goal

Prevent eviction of renters who are facing a temporary financial emergency

Whom It Serves

Renters who face an immediate threat of eviction

Potential Partners

LULAC, VPS, Evergreen Habitat for Humanity, organizations already receiving funding

Where It's Used

Existing Program¹¹

How It Works

The City of Vancouver allocates \$1.25M annually from the Affordable Housing Fund (AHF) to outside organizations that then provide short-term, emergency rental assistance (ERA) to low-income residents who face an immediate threat of eviction. Currently, there is greater public demand for this program than the City can supply.

Thread recommends the following

- Expand and secure funds for the AHF, as it will sunset in 2023

Additional, stable funding could supplement the existing ERA program while the AHF is still operating, and help reduce the negative impacts if the AHF is not renewed. If the AHF is not renewed by voters, the ERA program will be underfunded. Given that there is greater demand for the ERA program than the current funding supply can accommodate, additional funding is necessary.

Expanding funding for this program beyond current allocations could help by allowing organizations to expand their community outreach efforts so as to better engage with those who need Emergency Rental Assistance. Thread's community engagement efforts revealed that there were residents who were not aware of this program, and boosting efforts to advertise - especially to non-English speakers - could be positively impactful in mitigating displacement. An outreach campaign should be done by community organizations that are familiar to residents rather than the City, due to the fact that many non-English-speaking residents and those who may be undocumented immigrants could be wary of government representatives.

Benefits

- Creates a stable funding source for the ERA program
- Expands funding for the existing ERA program, allowing more residents to benefit
- Allows organizations receiving funding from the City to conduct outreach to inform residents - especially non-English speakers - how to access these funds

Unintended Consequences

- This provides only short-term financial assistance and does not address the issues of households who need long-term assistance

Implementation Barriers

- Additional funding for this program is limited
- Renewing AHF requires voter approval, which may not occur

Effectiveness Metrics

- The percentage of renters who are able to receive ERA
- Number of residents who apply for ERA more than once over time
- Number of people who receive rental assistance only one time

Equity Scores

*Centering
Community
Voices*



*Practicing
Redistributive
Justice*



*Instituting
Accountability*



*Fostering
Opportunity*



TENANT PROTECTION ENHANCEMENTS



Goals

Expand legal protections for renters to reduce displacement and mitigate high costs of displacement

Potential Partners

LULAC, NAACP, Noble Foundation, Evergreen Habitat for Humanity, VPS

Whom It Serves

Renters at-risk of displacement and residents experiencing displacement

Where It's Used

Portland Housing Bureau - Mandatory Renter Relocation Assistance
City of Seattle - Just Cause Eviction Ordinance

How It Works

The City currently has three primary ordinances aimed at protecting vulnerable renters - VMC 8.45, VMC 8.46, and VMC 8.47. VMC 8.45 prevents landlords from denying an application for rent based on a renter's source of income or their participation in a rental assistance program. VMC 8.46 protects renters by requiring landlords to provide a 45-day notice of rent increases of 10% or more. VMC 8.47 requires that landlords who own five or more units must provide tenants a 60-day notice to vacate ("no cause eviction") prior to terminating tenancy of their renters.¹²

Thread recommends the following:

- Expand VMC 8.47 to include all landlords - not just those who own 5 or more units - to reduce legal loopholes available to landlords. This will increase the number of renters protected by this ordinance
- Create a City Ordinance that stipulates just-cause for eviction, modeled after Seattle's, "Just Cause Eviction Ordinance" (SMC 22.206.160). Currently, VMC 8.47 protects renters by requiring landlords to provide 60-day notice for no-cause evictions, and a Just Cause Eviction Ordinance would more clearly define what constitutes a legitimate reason for eviction, and would also offer stronger legal protections from retaliatory actions from landlords
- Create a City Ordinance that mandates Renter Relocation Assistance be provided to low-income renters in Vancouver who are served a no-cause eviction, have rents increased over 10% over a 12-month period, or if the renter receives no option to renew their lease. Payment to renters would be come from the landlord or property owner. Modeled after the City of Portland's Mandatory Renter Relocation Assistance¹³, a version of this recommendation was discussed by the Vancouver Affordable Housing Task Force in September 2015¹⁴

Benefits

- Will increase housing security for renters who are vulnerable to displacement
- Helps tenants afford the costs of searching for and moving into a new unit
- Counseling would help them to locate a new home w/in their school district or neighborhood

Unintended Consequences

- Without enforcement and monitoring of these protections, recommendations will be ineffective
- Funding for enforcement, lobbying, training new staff, and educating renters could be costly
- If enforcement is left up to renters, they need to be educated and feel safe and informed about self-advocating

Implementation Barriers

- Closing legal loopholes for landlords with fewer than five rental properties requires to a rental registration in order to be effective
- Cost of rental relocations
- Cost of enforcement
- Establishing an enforcement entity to hold landlords accountable

Effectiveness Metrics

- Reduction in evictions

Equity Scores

*Centering
Community
Voices*

2
out of 2

*Practicing
Redistributive
Justice*

1
out of 2

*Instituting
Accountability*

1
out of 2

*Fostering
Opportunity*

1
out of 2



AFFORDABLE HOUSING FUND (AHF)

Goal

Renew and/or expand Vancouver's Affordable Housing Fund

Potential Partners

LULAC, Evergreen Habitat for Humanity, VPS, ABC

Whom It Serves

Those who earn 50% or less of AMI

Where It's Used

Existing Program

How It Works

In 2016, Vancouver voters passed a ballot measure to create a \$42M AHF that expires in 2023, which can be used to build and preserve long-term affordable housing, provide shelter to people experiencing homelessness, and provide rental assistance and services to households at risk of eviction. Using an annual property tax levy with \$6M revenue cap, the City allocates fund to applicants on a once-per-year basis.

Thread recommends the following:

- Renew the AHF prior to its 2023 sunset, as it provides funding for a number of essential programs that help prevent displacement of low-income residents in Vancouver
- Accept and review applications to the AHF on a rolling basis to make the process easier for developers and nonprofits so they can access funds as needs arise and change
- Some portion of the AHF be earmarked for the purpose of providing counseling to low-income renters who need help relocating after experiencing displacement

Benefits

- Serves as a funding source for construction, acquisition, and rehabilitation of affordable housing
- Provides \$1.5M annually to organizations that provide short-term emergency rental assistance

Unintended Consequences

- Currently it's a small amount of money available annually (\$6M)
- Applications for funds are reviewed and distributed on an annual basis, meaning that if new land becomes available, market actors can act much quicker than applicant organizations to get site control
- Funds primarily go to new development and acquisition/rehab rather than preservation of existing housing
- Would require a contribution from the General Fund to expand the pool of money available

Implementation Barriers

- Needs to be approved by voters for renewal - voter fatigue could lead to unsuccessful campaign, which would eliminate fund
- Expansion of the AHF would entail a contribution from the General Fund, or would need to be approved by voters
- Additional staff time and cost of reviewing applications and allocating funds on a semi-annual basis

Effectiveness Metrics

- Number of units produced
- Number of units acquired
- Number of units preserved
- Number of units developed by for-profit developers
- Number of residents served through emergency rental assistance programs

Equity Scores

*Centering
Community
Voices*

2
out of 2

*Practicing
Redistributive
Justice*

1
out of 2

*Instituting
Accountability*

1.5
out of 2

*Fostering
Opportunity*

1
out of 2

LAND ACQUISITION AND MANAGEMENT STRATEGY



Goal

Increase the land available for the development of affordable housing.

Potential Partners

LULAC, Evergreen Habitat for Humanity

Whom It Serves

Renters in need of permanent affordable housing and households of lower incomes with the desire to own their home

Where It's Used

- King County, WA¹⁵
- Denver, CO - The Denver Transit-Oriented Development Fund¹⁶

How It Works

Thread recommends the following:

- The City develop a strategy to acquire and redistribute land. By operating as a land bank, the City can purchase properties for resale, holding, or redevelopment - with the purpose of increasing the land available for new affordable housing. Funds for the purchase of land could be drawn from the Affordable Housing Fund
- The City, County, and Public Utility Companies transfer publicly-owned land to affordable housing developers, removing land acquisition costs associated with development. As of March 2018 and the passage of HB 2382 in the Washington State Legislature, public agencies can now transfer surplus land to developers of affordable housing.¹⁷ Enterprise Community Partners helped create a database and interactive mapping tool for King County that shows all public lands available for transfer across agencies¹⁸
- The City of Vancouver commission Enterprise Community Partners to replicate this work in Clark County. Additionally, the City should collaborate with City officials in Seattle who have implemented this new policy tool to increase the supply of land available for affordable housing development

Benefits

- Allows the City to act quickly to get ahead of the private market
- Can achieve many anti-displacement goals simultaneously
- Land can be held, resold, transferred to an affordable housing developer or a community land trust, or redeveloped with community input
- Removes land from the private market so that it isn't purchased for speculative development

Unintended Consequences

- There is difficulty being transparent about goals and acquisition strategies without tipping off investors

Implementation Barriers

- There is a limited amount of land available
- High cost of land can be prohibitive
- Administrative costs associated with land management

Effectiveness Metrics

- Number of units produced
- Number of units acquired
- Number of units preserved
- Number of parcels transferred to affordable housing developers

Equity Scores

*Centering
Community
Voices*

2
out of 2

*Practicing
Redistributive
Justice*

1.5
out of 2

*Instituting
Accountability*

1
out of 2

*Fostering
Opportunity*

1.5
out of 2



MULTIFAMILY TAX EXEMPTION (MFTE)

Goal

Restructure the MFTE to leverage tax benefits in exchange for community benefit agreements

Whom It Serves

Market-rate developers, residents able to move into newly created units, community members by including them in CBAs

Potential Partners

LULAC, NAACP, Noble Foundation

Where It's Used

Existing program¹⁹

How It Works

Currently, the MFTE provides an 8, 10, or 12-year tax exemption (length of time depends on level of affordability provided) for new multifamily projects in certain areas of the City that lease 20% of their units at certain levels of affordability. For example, multifamily projects that lease 20% of their units at 100% of area median income (AMI) will receive an 8-year property tax exemption, while those that provide 20% of their units at 80% or 60% AMI receive a 10 or 12-year property tax exemption, respectively. Additionally, developers can receive an 8-year property tax exemption with an approved Development Agreement - which does not require producing any affordable units.

Thread recommends the following:

- Amend the MFTE program to require developers seeking the 8-year property tax exemption through the 'Development Agreements' route to instead form Community Benefits Agreements (CBAs).

CBAs allow community organizations to have input in the outcomes and processes involved in new development and permit a negotiation between community organizations and developers. CBAs can require developers to provide a number of different benefits for the community depending on the outcome of the negotiations, including relocation funds for those who are displaced, contractor hiring preferences, job training programs, preservation of community accessible spaces, etc. The City can hold developers to these legally-binding contracts, and provide a framework and examples of CBAs.

Benefits

- Recommendations would allow community members to have input in development processes and benefit from negotiated outcomes

Unintended Consequences

- Could potentially hinder the production of new units
- Developers may not be interested in CBAs

Implementation Barriers

- Shifting the purpose of the MFTE from an economic development tool to an affordable housing production tool
- Few community-based organizations exists that have capacity to engage in negotiations required by CBAs
- Will require additional City funding to facilitate CBA-related negotiation processes

Effectiveness Metrics

- Number of residents of lower incomes that benefit from CBAs
- Number of lower/middle-income housing units produced (60-80% AMI)

Equity Scores

*Centering
Community
Voices*

1
out of 2

*Practicing
Redistributive
Justice*

2
out of 2

*Instituting
Accountability*

1.5
out of 2

*Fostering
Opportunity*

1.5
out of 2

COMMUNITY LAND TRUSTS (CLT)



Goal

Increase affordable homeownership opportunities

Potential Partners

LULAC, Evergreen Habitat for Humanity, Proud Ground

Whom It Serves

Renter households of lower incomes with the desire to own their home and the existing community since affordability is in perpetuity

Where It's Used

Existing Program

How It Works

CLTs are most often run as nonprofit organizations, and while there are many variations on how specific CLTs are funded, structured, and operate, they are all based on the same principle of using a land lease to maintain housing affordability in perpetuity. CLTs acquire land and retain ownership of it permanently. Prospective homeowners enter into a long-term, renewable lease rather than using a traditional sale. When the homeowner sells the home, they earn only a portion of the increased property value, and they are only able to sell it to other qualified buyers - who are usually at a certain income level determined by the CLT. The land is retained by the trust, preserving the affordability for residents.²⁰

Thread recommends the following:

- Expand the City's support for Proud Ground and other community organizations that are interested in operating CLTs, including Habitat for Humanity. The City can support the creation of an additional CLT in areas that have high concentrations of residents who are at-risk of displacement using funds derived from the Affordable Housing Fund

Benefits

- Allows for properties to be held at affordable levels in perpetuity
- Allows low-income families to purchase a home in an area that they otherwise would not be able to afford
- Allows communities to have some control over the land by preserving it for affordable homeownership opportunities

Unintended Consequences

- Families are not able to capture the full growth in value of their home when they resell, as its growth rate is capped annually, allowing it to remain affordable to the next owner
- Keeps the land as its current use, which may not be the most profitable option

Implementation Barriers

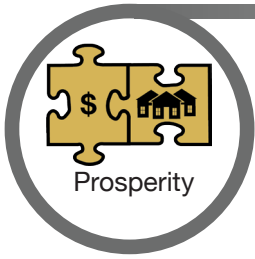
- Limited City staff and funding capacity
- Community-based organizations have limited capacity to operate a CLT
- Households need to be managed to some extent by the CLT entity so that it remains in good repair – which costs time/money

Effectiveness Metrics

- Number of community land trusts created
- Number of low-income residents who become homeowners

Equity Scores





EXPAND FOURTH PLAIN FORWARD'S (FPF) RECOMMENDATIONS CITYWIDE

Goals

Expand the recommendations offered by FPF, with a prioritization of Goals 2: Stabilize and Grow Small Businesses and Goal 3: Create a Growth Pipeline for Food Entrepreneurs to encourage business start-ups and growth

Potential Partners

4th Plain Forward, Fourth Plain Coalition

Where It's Used

Existing program(s)²¹

Whom It Serves

Local small minority- and women-owned businesses and their accompanying employees

How It Works

The recommendations put forth by the Fourth Plain Forward Action Plan for communities based in the Fourth Plain Corridor can be expanded to assist the needs of minority-owned, low-income, or women-owned businesses throughout the city. Based on engagement findings, Thread recommends prioritizing the following recommendations from FPF:

- Engage and support formal and informal microbusinesses and home-based childcare businesses
- Promote asset and capital building opportunities
- Activate publicly-owned space [such as vacant lots, public parks, rights-of-way, etc.] for commercial use

Additional considerations should be had for:

- The unmet need of culturally-sensitive, quality, and affordable child care centers, which is a significant barrier to obtaining and sustaining employment for many low-income families with children
- Pairing commercial use of publicly-owned spaces in conjunction with upcoming school and park improvements
- Locating a more centralized farmer's/local market in central Vancouver that accommodates the surrounding community's residential and business needs

Benefits

- Builds off of previously vetted work for the City, which includes the existing 4th Plain Forward nonprofit organization
- Provides targeted support and opportunities to help accommodate stated community needs
- Public space activation can help garner community buy-in as communities see themselves and their needs cultures reflected in the businesses sited there

Unintended Consequences

- Without some form of qualifications or strict guidelines, access to commercial spaces in public areas could be utilized by businesses that are not owned and/or operated by those most vulnerable to commercial displacement
- Locating a Farmer's Market or Saturday Market in an area can increase housing costs as it increases desirability of the neighborhood. Therefore this would need to be paired with strong housing policies so that residents in proximity to those services are able to benefit from them

Implementation Barriers

- Assisting in-home microbusinesses with technical assistance or connecting them with a stable customer base can be challenging, costly, and would likely require additional, long-term capacity set aside explicitly for that purpose - especially for English language learners and those who run informal businesses
- While it is a high demand, high growth opportunity sector, the childcare industry itself is typically low-wage and would likely need to be subsidized.
- Adding additional events to an area like markets requires increase City staff capacity for oversight

Effectiveness Metrics

- Varies by program

Equity Scores

**Centering
Community
Voices**

1
out of 2

**Practicing
Redistributive
Justice**

0.5
out of 2

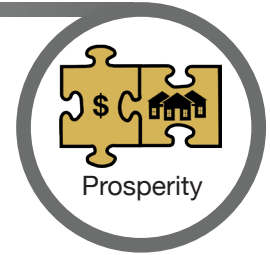
**Instituting
Accountability**

1
out of 2

**Fostering
Opportunity**

1
out of 2

IMPROVE UTILIZATION OF EXISTING JOB TRAINING SERVICES



Goal

Improve access to existing job training and entrepreneurial services for hard-to-reach communities to improve job skills and wages

Potential Partners

Workforce SW WA, WorkSource SW WA, VPS, LULAC, NAACP

Whom It Serves

Un(der)-employed workers, English language learners, communities of color, and families with children

Where It's Used

Existing program(s)

How It Works

There are a multitude of job training and workforce development programs in and around Vancouver that provide multilingual access to their services. These services are currently being underutilized by harder-to-reach communities.

Thread recommends the following:

- Build local partnerships between job training organizations with culturally-specific community groups whose constituents could benefit from utilizing existing career-oriented services. Utilize this time to spread awareness about future and existing career-oriented programs, resources, and services that job seekers can access so that these groups can refer their constituents from hard-to-reach communities. Utilize these partnerships to allow community groups to express - and help address - unmet needs in the community. One means of partnership-building is to explore expansion of outreach services of job training organizations to focus on culturally-specific coalition-building either leveraging funds allocated by the federal government or through providing a small grant to local nonprofits that centers job training outreach
- Ensure that all materials are readily accessible in other languages, for example, all classes at WorkSource are offered in a multitude of languages, but evaluating the effectiveness of their programs is done by surveys, which are only offered in English. Vancouver's workforce is diverse and materials should be accessible languages other than English that are spoken among neighborhoods that are vulnerable to displacement
- Provide more flexibility for parents to bring children to job-training offices and events where they are not currently allowed or otherwise prepared for. These organizations could also offer free-to-use child care services during job-training workshops so that families with children can more freely participate in program offerings

Benefits

- Improves outreach mechanisms helps ensure that hard-to-reach communities are the focus of greatest efforts
- Removes barriers to participation
- Builds off of an existing program with access to significant resources already (like free interpretation services)

Unintended Consequences

- Taking these steps does not inherently mean that the services will be utilized by the harder-to-reach communities

Implementation Barriers

- Can be costly in financial resources and staff capacity to build engagement opportunities
- Relationship- and awareness-building with local advocacy groups takes time
- Success is highly determinant upon the willingness to adapt these recommendations by job training organizations in the city

Effectiveness Metrics

- Number of WIOA or City-specified populations served
- Number of satellite workshops offered
- Number of job-seekers placed in living wage positions

Equity Scores

*Centering
Community
Voices*

2
out of 2

*Practicing
Redistributive
Justice*

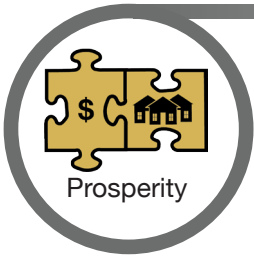
1
out of 2

*Instituting
Accountability*

1
out of 2

*Fostering
Opportunity*

1.5
out of 2



FUNDING FOURTH PLAIN FORWARD (FPF)

Goal

Support neighborhood-scale business stabilization and community-driven economic growth

Whom It Serves

Small businesses, employees, and residents within FPF's service area.

Potential Partners

4th Plain Forward, Fourth Plain Coalition

Where It's Used

Existing program(s)

How It Works

FPF is a City-created nonprofit that serves communities and community-serving businesses in and around the 4th Plain Corridor. FPF acts as a hub for business assistance, networking events, and cultural resilience through arts and events programming. However, unlike similar organizations in other cities, FPF does not have a long-term committed source of funding to advance their economic development efforts.

Thread recommends the following:

- Leverage the local share of sales tax revenue to fund FPF and catalyze community-planned and implemented economic development efforts including - but not limited to - stimulating local job growth and fortifying neighborhood businesses

Leveraging funding can allow for FPF to take on small capital improvement projects and increase capacity to help stimulate local job growth, fortify neighborhood businesses, and help ensure that available commercial spaces in the neighborhood are community-serving and/or tenanted by neighborhood small businesses.

Benefits

- Centers the needs and values of communities and places district members in positions of decision-making power to mobilize grassroots economic development
- Strategies to stabilize neighborhoods in the face of gentrification are flexible based on the needs of the communities themselves
- Stimulates the local economy and can increase local tax revenues, which can then be reallocated to FPF or expanded to future equitable development initiatives
- Helps stabilize small businesses and boost job creation
- Places businesses in areas that are already economically vibrant, so market activity doesn't rely on speculation

Unintended Consequences

- Community-driven economic development is a lengthy process
- Power imbalances can ensue between community organizations if they are not all involved within FPF
- Replicability is contextual

Implementation Barriers

- Leveraging the sales tax revenue can be politically difficult and competitive, and the revenue generated is less than what a typical TIF district would generate
- It is highly place-based, which may be more difficult to justify politically as it only affects a single community in the city

Effectiveness Metrics

- Number of businesses - and employees - within a district (over time for net gains)
- Number of volunteer hours
- Non-City income and in-kind donations,
- Demographic information of business owners,
- Length of ownership of a business and
- Length of tenancy at their location(s) in the neighborhood²²

Equity Scores

*Centering
Community
Voices*

1
out of 2

*Practicing
Redistributive
Justice*

2
out of 2

*Instituting
Accountability*

1.5
out of 2

*Fostering
Opportunity*

1
out of 2

ENERGY CONSERVATION AND UTILITIES ASSISTANCE



Goal

Reduce the cost of monthly household electric utilities

Potential Partners

TBD

Whom It Serves

Renters and homeowners that struggle to pay utilities due to high energy consumption related to lack of weatherization measures

Where It's Used

Portland, OR - Community Energy Project²³

How It Works

Bill payment and immediate home energy assistance is currently available to Vancouver residents via Washington State's Low Income Home Energy Assistance Program offered through the city's utilities provider, Clark Public Utilities (CPU). While this assistance is extremely valuable, there are means of helping reduce energy consumption from the start that both renters and homeowners can benefit from.

Thread recommends the following:

- Develop a community-based organization - similar to Portland's Community Energy Project (CEP) - that provides housing-related weatherization materials and educational workshops to renters and homeowners to help reduce their monthly utilities costs. This organization holds workshops in/near the communities themselves to make them more accessible to communities in need. This organization can also provide in-home services to help install energy conservation materials
- Explore a partnership with Portland's Community Energy Project to educate community leaders and city staff on how to engage with their constituents and conduct community workshops themselves. For example, city staff can learn the weatherization curriculum and conduct an event at a mobile home park community center to reach mobile home residents

Benefits

- Workshops have positive results with the majority of participants saving money on monthly heating bills
- Improves the livability of residences at a much lower cost than traditional weatherization
- Workshops that are located near communities who are harder-to-reach provides access
- Accessible to renters since programs offers behavior-change workshops and low-impact materials for self-installation
- The in-home services provide program accessibility to seniors and those with disabilities

Unintended Consequences

- Has variable savings depending on the residence, what is installed, and if residents are able to change energy consumption behavior
- Not permanent or critical fixes, so housing quality issues underlying excessive energy consumption - like an unmaintained roofs are not addressed

Implementation Barriers

- Developing a new nonprofit can be costly and laborious
- If a nonprofit isn't developed, this program would require increased capacity by the implementing body (the City, local nonprofits, etc.) to hold workshops, create partnerships, and conduct community engagement to get resident buy-in
- Requires ongoing funding to provide weatherization materials and in-home services free of charge

Effectiveness Metrics

- Number of workshop participants
- Average monthly cost savings
- Number of homes that are repaired (and how)
- Workshop accessibility

Equity Scores

**Centering
Community
Voices**

1
out of 2

**Practicing
Redistributive
Justice**

1
out of 2

**Instituting
Accountability**

1
out of 2

**Fostering
Opportunity**

1
out of 2

Endnotes

- ¹ City of Portland - Bureau of Planning and Sustainability. 2018. Manufactured Dwelling Park Project.
- ² Department of Housing and Community Development. 2019. Tenant Opportunity to Purchase Assistance
- ³ King County. 2016. Equity Impact Review Process Overview.
- ⁴ Portland Housing Bureau. 2018. Residential Rental Registration Program.
- ⁵ Seattle Department of Construction and Inspections. 2019. Rental Registration and Inspection Ordinance.
- ⁶ Women- and Minority-Owned Businesses (n.d.). City Purchasing and Contracting. City of Seattle.
- ⁷ Local Purchasing Preferences: Phoenix, AZ; San Diego, CA; Montgomery County, MD; and Cleveland, OH, City of San Antonio and Santa Ana.
- ⁸ Mitchell, S., & LaVecchia, O. (2015). Local purchasing preferences. Institute for Local Self-Reliance.
- ⁹ Klingel, S., & Lipsky, D.B. (2010). Joint labor-management training programs for healthcare worker advancement and retention. Digital Commons
- ¹⁰ Community Investment Trust. (n.d.). Mercy Corps Northwest
- ¹¹ City of Vancouver Washington. 2019. Affordable Housing Fund.
- ¹² City of Vancouver Washington. 2019. Ordinances Protecting Vulnerable Renters.
- ¹³ Portland Housing Bureau. 2019. Mandatory Renter Relocation Assistance
- ¹⁴ City of Vancouver Washington. 2016. Affordable Housing Task Force Report.
- ¹⁵ Arabo, Flora. March 2018. Affordable Housing Wins Big in Washington State's 2018 Legislative Session. Enterprise Community Partners.
- ¹⁶ Urban Land Conservancy. April 2013. Denver Transit Oriented Development Fund.
- ¹⁷ Ibid.
- ¹⁸ Cohen, Josh. October 2018. Seattle Wants to Give Away Land for Affordable Housing. Crosscut.
- ¹⁹ City of Vancouver Washington. 2019. Multi-Family Tax Exemption.
- ²⁰ Community-Wealth. 2019. Community Land Trust - Overview.
- ²¹ Gonzales, M., Kimmell, J., Montejo, E., Patton, L., Rogers, K., Thompson, A. (2015). 4th Plain Forward Action Plan.
- ²² DeKlyen, D. (14 May 2019). Personal Communication
- ²³ Reports. (2019). Community Energy Project.