

To: Project Advisory Team: Elizabeth Chamberlain, City of Walla Walla; Jon Rickard, City of College Place; Meagan Bailey, City of Dayton; Randy Hinchliffe, City of Waitsburg; Nikki Sharp, Walla Walla County

Date: September 28, 2020

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RE: Walla Walla Housing Action Plan Task 4 Anti-Displacement Best Practices

The purpose of this memorandum is to analyze the risk of displacement and gentrification in the region and to summarize best practices strategies to mitigate the impacts on local households and businesses. It builds on the findings included in FCS Group’s Task 1 Issues Memo and Task 2 & 3 Trends and Needs Memo and on the work previously published in the Affordable Housing Community Council Report.¹

Summary

Housing Action Plans must, in accordance with HB1923, “encourage construction of additional affordable and market rate housing in a greater variety of housing types and at prices that are accessible to a greater variety of incomes” and “should consider strategies to minimize displacement of low-income residents resulting from redevelopment.” This is particularly true in neighborhoods with communities at high risk of displacement.

As growth trends in the region predict significant opportunities for future development, that development will likely exacerbate existing issues of affordability and result in market and socioeconomic shifts linked to displacement of households and businesses in vulnerable communities.

Each jurisdiction in the Walla Walla region contains populations vulnerable to displacement. However, this memo identifies individual block groups particularly susceptible to these forces. It also recommends mitigation strategies. These recommendations represent a three-pronged approach to anti-displacement strategies:

1. Mitigation for Individuals and Families Experiencing Displacement,
2. Land Use & Development Strategies to Increase Production of Affordable Housing, and
3. Economic Strategies to Increase Opportunity.

Combating displacement requires cities to proactively apply a variety of different approaches, each supported by best practices research. The strategies are organized as a three-prong approach to anti-displacement to address the different aspects of displacement. Various action steps or programs appear under each prong. The concept is to move forward on all three fronts in ways that are customizable for each jurisdiction.

Vulnerability Assessment

Displacement occurs when households or businesses are involuntarily forced out of an area due to increasing housing prices or due to economic and demographic changes that alter the neighborhood's character.

Gentrification, a well-documented housing issue since the 1960s, has traditionally been associated with the urban core, but rural gentrification is gaining ground in the face of an ever-expanding digital workforce and access to goods online. These changes allow what is a traditionally urban workforce to work remotely from rural and suburban areas, benefitting from the amenities and relative affordability these areas have to offer. Gentrification typically occurs in areas with relatively low property values with amenities that have become attractive or trendy. As demand in the region grows, areas with relatively low rent/home value or perceived as lower quality housing become more attractive and profitable for redevelopment opportunities, and thus more vulnerable to displacement of existing residents. Some experts expect that the recent pandemic will only increase the pressure on smaller communities as families seek the "suburbs and rural periphery".² This post-Covid-19 migration to rural areas and small towns will be driven by a number of factors: increase remote work opportunities, perceptions of increased safety in less-dense communities, and a desire to live in rural areas for their scenery, access to nature, and other amenities.

Vulnerability calculations compare local geographies to regional averages across six variables reported by the US Census. The analysis below uses ACS 2014-2018 (five-year estimates) via Social Explorer reported by state, county, city, census tract, and block group:

- Percent of households that are renters
- Percent of households that are low-income
- Percent of adults (25 or older) without a four-year degree
- Percent of population who identify with a community of color
- Median home value
- Median gross rent

These factors are closely associated with an increased probability of redevelopment coupled with an increased difficulty in weathering rising housing costs and a higher susceptibility to involuntary displacement for both households and small business. This analysis has been adapted from work published by Dr. Lisa Bates of Portland State University for the Portland Bureau of Planning and Sustainability in 2012 and their subsequent *2018 Gentrification and Displacement Neighborhood Typology Assessment*³. Changes to the methodology are designed to reflect concerns regarding smaller sample sizes and promoting easy replicability as local jurisdictions continue to monitor these variables into the future with readily available data sets.

For the purposes of this report, geographies with 5 or 6 of the variables reporting higher figures than regional thresholds are identified as areas vulnerable to displacement.

| Thresholds | Walla Walla County |
|----------------------------|--------------------|
| % People of Color | >28% |
| % Without College Degree | >71% |
| % Rentals | >35% |
| Poverty Status: % Doing Ok | <66% |
| Median Home Value | <\$209,800 |
| Median Gross Rent | <\$893 |

| Thresholds | State |
|----------------------------|------------|
| % People of Color | >31% |
| % Without College Degree | >65% |
| % Rentals | >37% |
| Poverty Status: % Doing Ok | <73% |
| Median Home Value | <\$311,700 |
| Median Gross Rent | <\$1,194 |

| Vulnerability Levels | |
|----------------------|----------------|
| High | >5 indicators |
| Moderate | 3-4 indicators |
| Low | <3 indicators |

Cities

| Indicators | Walla Walla | Waitsburg | College Place | Dayton | Walla Walla County |
|----------------------------|-------------|-----------|---------------|------------|--------------------|
| Poverty Status: % Doing OK | 60% | 64% | | 68% | 62% |
| % Rentals | 42% | 23% | | 41% | 31% |
| Median Home Value | \$ 190,000 | \$150,000 | \$ 190,000 | \$ 156,200 | \$ 209,800 |
| Median Gross Rent | \$ 919 | \$ 688 | \$ 890 | \$ 775 | \$ 893 |
| % Without Degree | 74% | 80% | | 65% | 77% |
| % POC | 33% | 10% | | 25% | 16% |
| Total Indicators | 5 | 4 | | 3 | 4 |

Table 1a. Vulnerability Analysis: Walla Walla County Cities to County Comparison.

| Indicators | Walla Walla | Waitsburg | College Place | Dayton | Washington |
|----------------------------|-------------|-----------|---------------|------------|------------|
| Poverty Status: % Doing OK | 60% | 64% | | 68% | 62% |
| % Rentals | 42% | 23% | | 41% | 31% |
| Median Home Value | \$ 190,000 | \$150,000 | \$ 190,000 | \$ 156,200 | \$ 311,700 |
| Median Gross Rent | \$ 919 | \$ 688 | \$ 890 | \$ 775 | \$ 1,194 |
| % Without Degree | 74% | 80% | | 65% | 77% |
| % POC | 33% | 10% | | 25% | 16% |
| Total Indicators | 6 | 4 | | 4 | 4 |

Table 1b. Vulnerability Analysis: Walla Walla County Cities to State Comparison.

All cities show vulnerability to displacement when compared to the region, which increases when compared to the state. This is particularly true for poverty rates and educational attainment, where county figures differ significantly from the state. City of Walla Walla has the highest vulnerability score when compared to both county and state thresholds. City of Walla Walla has the lowest percentage of people “doing ok”, the highest percentage of rentals, and the highest percentage of people of color when compared to other cities.

Census Tracts

| City | Census Tract | Poverty Status: % Doing OK | % Rentals | Median Home Value | Median Gross Rent | % Without Degree | % POC | Total Indicators |
|---------------|--------------|----------------------------|------------|-------------------|-------------------|------------------|------------|------------------|
| | 9204 | 100% | 0% | NA | NA | 97% | 57% | 2 |
| | 9205 | 46% | 54% | \$ 102,600 | \$ 851 | 87% | 66% | 6 |
| | 9206 | 54% | 51% | \$ 134,200 | \$ 891 | 84% | 45% | 6 |
| Walla Walla | 9207.01 | 67% | 53% | \$ 198,800 | \$ 878 | 67% | 20% | 3 |
| | 9207.02 | 68% | 28% | \$ 224,100 | \$ 1,023 | 56% | 21% | 0 |
| | 9208.01 | 48% | 42% | \$ 186,500 | \$ 1,000 | 76% | 20% | 4 |
| | 9208.02 | 49% | 55% | \$ 208,500 | \$ 831 | 65% | 24% | 4 |
| Waitsburg | 9201 | 80% | 17% | \$ 254,300 | \$ 870 | 70% | 12% | 2 |
| College Place | 9203 | 69% | 41% | \$ 190,000 | \$ 890 | 66% | 25% | 3 |
| Dayton | 9602 | 68% | 31% | \$ 170,800 | \$ 740 | 75% | 14% | 3 |

Table 2. Vulnerability Analysis: Census Tract to County Comparison. Bolded data indicates the highest or lowest value for the category.

Census Tract analysis reveals two highly vulnerable tracts for City of Walla Walla (9205 and 9206). Tract 9205 has the lowest percentage of people “doing ok”, the lowest median home value, and the highest percentage of people of color when compared to all census tracts in the study area. Census tracts that may become more vulnerable overtime (moving from a rank of moderate to high), include tract 9208.01 and 9208.02. These tracts exceed county thresholds for poverty, rentals, and home value. Census tracts in the remaining cities have vulnerability ranks of low to moderate when compared to the county. No tract in the remaining cities exceeds three total indicators.

Block Groups

| City | Block Group | Poverty Status: % Doing OK | % Rentals | Median Home Value | Median Gross Rent | % Without Degree | % POC | Total Indicators |
|---------------|--------------|----------------------------|------------|-------------------|-------------------|------------------|------------|------------------|
| Walla Walla | BG1 T9204 | 100% | 0% | NA | NA | 97% | 57% | 2 |
| | BG1 T9205 | 37% | 53% | \$ 90,000 | \$ 867 | 91% | 63% | 6 |
| | BG2 T9205 | 54% | 60% | \$ 99,200 | \$ 1,009 | 89% | 79% | 5 |
| | BG3 T9205 | 50% | 48% | \$ 134,900 | \$ 775 | 78% | 52% | 6 |
| | BG1 T9206 | 69% | 43% | \$ 73,800 | NA | 93% | 41% | 4 |
| | BG2 T9206 | 14% | 63% | \$ 90,900 | \$ 709 | 88% | 72% | 6 |
| | BG3 T9206 | 60% | 40% | \$ 119,100 | NA | 89% | 69% | 5 |
| | BG4 T9206 | 64% | 32% | \$ 191,800 | \$ 900 | 75% | 37% | 4 |
| | BG5 T9206 | 50% | 74% | \$ 260,100 | \$ 1,051 | 74% | 14% | 3 |
| | BG1 T9207.01 | 60% | 78% | \$ 193,100 | \$ 714 | 46% | 19% | 4 |
| | BG2 T9207.01 | 57% | 41% | \$ 162,200 | \$ 880 | 82% | 33% | 6 |
| | BG3 T9207.01 | 65% | 38% | \$ 196,600 | \$ 955 | 60% | 12% | 3 |
| | BG4 T9207.01 | 81% | 53% | \$ 218,900 | \$ 1,269 | 74% | 15% | 2 |
| | BG1 T9207.02 | 71% | 23% | \$ 254,900 | \$ 1,291 | 53% | 28% | 0 |
| | BG2 T9207.02 | 73% | 17% | \$ 196,100 | \$ 828 | 65% | 17% | 2 |
| | BG3 T9207.02 | 55% | 38% | \$ 213,900 | \$ 786 | 40% | 13% | 3 |
| | BG4 T9207.02 | 73% | 35% | \$ 175,000 | \$ 820 | 69% | 27% | 2 |
| | BG1 T9208.01 | 58% | 7% | \$ 233,300 | NA | 76% | 12% | 2 |
| | BG2 T9208.01 | 52% | 52% | \$ 164,900 | \$ 1,127 | 76% | 33% | 5 |
| | BG3 T9208.01 | 58% | 47% | \$ 172,900 | \$ 845 | 69% | 13% | 4 |
| | BG4 T9208.01 | 30% | 45% | \$ 183,800 | \$ 999 | 83% | 16% | 4 |
| | BG1 T9208.02 | 35% | 67% | \$ 165,400 | \$ 897 | 77% | 26% | 4 |
| | BG2 T9208.02 | 69% | 38% | \$ 238,500 | \$ 788 | 55% | 19% | 2 |
| Waitsburg | BG4 T9201 | 66% | 20% | \$ 154,700 | \$ 688 | 80% | 10% | 3 |
| College Place | BG1 T9203 | 73% | 34% | \$ 192,700 | \$ 657 | 71% | 34% | 3 |
| | BG2 T9203 | 63% | 66% | \$ 190,400 | \$ 861 | 67% | 29% | 5 |
| | BG3 T9203 | 44% | 69% | \$ 99,500 | \$ 828 | 76% | 20% | 5 |
| | BG4 T9203 | 79% | 26% | \$ 200,900 | \$ 1,125 | 60% | 19% | 1 |
| Dayton | BG2 T9602 | 56% | 27% | \$ 139,300 | \$ 795 | 72% | 21% | 4 |
| | BG3 T9602 | 70% | 34% | \$ 226,800 | \$ 914 | 81% | 13% | 1 |
| | BG4 T9602 | 67% | 27% | \$ 158,300 | \$ 752 | 77% | 14% | 3 |

Table 3. Vulnerability Analysis: Bolded data indicates the highest or lowest value for the category.

Block group analysis reveals more detailed trends in vulnerability. Overall, ten block groups are considered highly vulnerable. These block groups are in City of Walla Walla and College Place.

For City of Walla Walla, seven block groups (30.4% of all block groups in City of Walla Walla and 22.6% of all block groups in the study area) have high vulnerability rankings. Out of the seven block groups, BG2 T9206 has the lowest poverty status (14% of people “doing ok”) out of all block groups in the study area. BG1 T9206 has the lowest median home value (\$73,800) out of all block groups in the study area. For moderate ranking block groups, it is important to consider which indicators exceed county thresholds. Block groups that exceed thresholds for poverty, percentage of rentals, and home value (BG3-BG4 T9208.01, BG1 T9208.02) may be more vulnerable than

block groups that exceed thresholds for education and people of color, but have higher median home values and low poverty. A total of 20% of Walla Walla residents live within block groups that have high vulnerability ratings.

The remaining three cities include block groups with moderate to high vulnerability rankings. City of College Place has two block groups that rank high for vulnerability (BG2 T9203, BG3 T9203). BG3 has the lowest poverty score, highest percentage of rentals, lowest median home value, and highest percentage of people without a college degree for the city. A total of 35% of College Place residents live in block groups that have high vulnerability rankings.

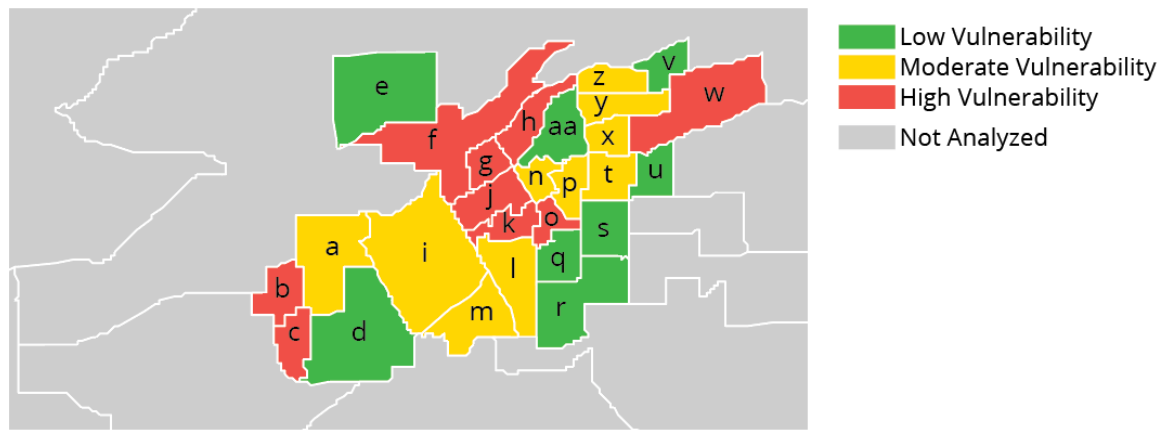
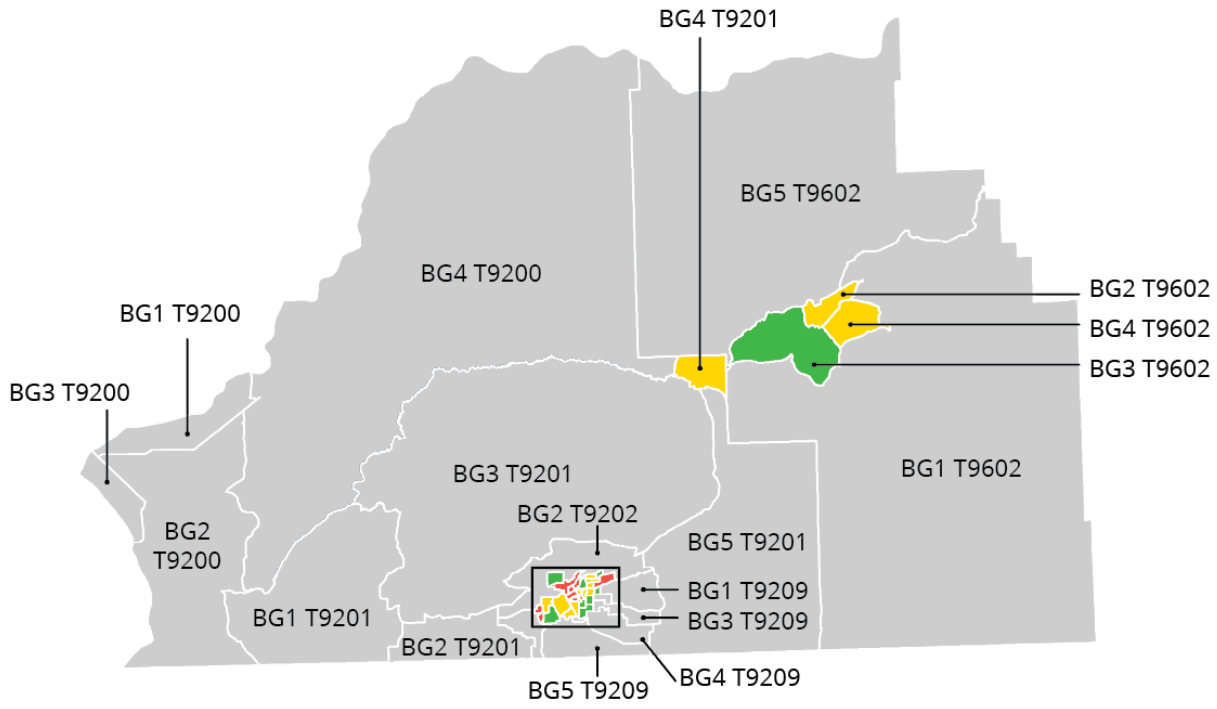
| City | Block Group | Population | % City Pop |
|---------------|--------------|------------|------------|
| Walla Walla | BG1 T9205 | 1,144 | 3% |
| | BG2 T9205 | 957 | 3% |
| | BG3 T9205 | 584 | 2% |
| | BG2 T9206 | 948 | 3% |
| | BG3 T9206 | 1,027 | 3% |
| | BG2 T9207.01 | 968 | 3% |
| | BG2 T9208.01 | 1,503 | 5% |
| College Place | BG2 T9203 | 1,800 | 20% |
| | BG3 T9203 | 1,384 | 15% |

Table 4. High Vulnerability Block Group Population.

In response to concerns raised by the Stakeholder Advisory Committee for this project and in furtherance of state guidelines for specific consideration of vulnerable populations, the below chart includes the percentage of seniors within each population listed by block group and that block groups vulnerability index. Most of the areas with the highest concentration of seniors are not within block groups considered the most vulnerable. While this analysis does not indicated any alarming patterns, it is important that anti-displacement strategies take special note of senior and recognize that displacement can occur across the region.

| City | Block Group | % 65+ | Total Indicators |
|---------------|--------------|-------|------------------|
| Walla Walla | BG1 T9204 | 4% | 2 |
| | BG1 T9205 | 8% | 6 |
| | BG2 T9205 | 4% | 5 |
| | BG3 T9205 | 8% | 6 |
| | BG1 T9206 | 39% | 4 |
| | BG2 T9206 | 10% | 6 |
| | BG3 T9206 | 21% | 5 |
| | BG4 T9206 | 6% | 4 |
| | BG5 T9206 | 43% | 3 |
| | BG1 T9207.01 | 22% | 4 |
| | BG2 T9207.01 | 8% | 6 |
| | BG3 T9207.01 | 18% | 3 |
| | BG4 T9207.01 | 35% | 2 |
| | BG1 T9207.02 | 17% | 0 |
| | BG2 T9207.02 | 21% | 2 |
| | BG3 T9207.02 | 18% | 3 |
| | BG4 T9207.02 | 12% | 2 |
| | BG1 T9208.01 | 24% | 2 |
| | BG2 T9208.01 | 14% | 5 |
| | BG3 T9208.01 | 13% | 4 |
| BG4 T9208.01 | 8% | 4 | |
| BG1 T9208.02 | 15% | 4 | |
| BG2 T9208.02 | 27% | 2 | |
| Waitsburg | BG4 T9201 | 20% | 3 |
| College Place | BG1 T9203 | 28% | 3 |
| | BG2 T9203 | 5% | 5 |
| | BG3 T9203 | 18% | 5 |
| | BG4 T9203 | 21% | 1 |
| Dayton | BG2 T9602 | 24% | 4 |
| | BG3 T9602 | 35% | 1 |
| | BG4 T9602 | 23% | 3 |

Table 5. Percent Seniors (65+) by block group.



- | | | | |
|--------------|-----------------|-----------------|------------------|
| a. BG1 T9203 | i. BG1 T9206 | q. BG4 T9207.01 | y. BG4 T9208.01 |
| b. BG2 T9203 | j. BG2 T9206 | r. BG1 T9207.02 | z. BG1 T9208.02 |
| c. BG3 T9203 | k. BG3 T9206 | s. BG2 T9207.02 | aa. BG2 T9208.02 |
| d. BG4 T9203 | l. BG4 T9206 | t. BG3 T9207.02 | |
| e. BG1 T9204 | m. BG5 T9206 | u. BG4 T9207.02 | |
| f. BG1 T9205 | n. BG1 T9207.01 | v. BG1 T9208.01 | |
| g. BG2 T9205 | o. BG2 T9207.01 | w. BG2 T9208.01 | |
| h. BG3 T9205 | p. BG3 T9207.01 | x. BG3 T9208.01 | |

Figure 1. Block Group Map for Study Area with inset of Walla Walla and College Place.

Recommended Strategies

While the City of Walla Walla has the highest number of residents and blocks groups experiencing displacement vulnerability, all four cities in this study have either areas of high vulnerability or meet metrics that indicate increased susceptibility to displacement. Each of the cities should pursue a three-pronged approach to reducing displacement risk:

1. Mitigation for Individuals and Families Experiencing Displacement,
2. Land Use & Development Strategies to Increase Production of Affordable Housing, and
3. Economic Strategies to Increase Opportunity.

Each city does not necessarily need to carry out each of the strategies below. Instead, the recommended strategies should be viewed as a “menu” of policy and program choices to be implemented based on each community’s risk level and the viability of the strategy based on local conditions. Reducing displacement risk should be a regional effort, but the specific approach taken can (and should) differ on the local level.

1. Create Stability for Local Residents by Mitigating the Impact of Displacement:
 - o Anti-Displacement Impact Assessments

Integrate displacement into the analysis and review of potential policies, programs, and development applications by creating a standardized assessment of potentially unintended consequences upfront and enforcing reasonable mitigation efforts directly connected to the proposal.⁴ Anti-Displacement measure must include a reliable way to track the impact new development has on Naturally Occurring Affordable Housing (NOAH). While increased production of new housing is essential to preserving supply, NOAH is frequently seen as ripe for redevelopment as soon as market rates surpass current value to create a ‘rent gap’ making redevelopment profitable. An impact assessment is one tool to track how many affordable units are being developed and at the cost of how many existing units. This option can function on a range of intensities with the obligation and cost either assigned applicants or city staff and the weight of the assessment varying depending on the severity of the issue within each jurisdiction and the viability of the requirement within local markets.

- o Rental Registration Program

A registration program would create a consolidated database of available units in the region, rental costs, and local practices. A small fee per unit could be set to fund the program, which could include a streamlined application process. The costly and time-consuming housing application process is often listed as a practical barrier to housing access. Multiple application forms, with slightly different requirements, and compounded credit check fees are prohibitively onerous. While some local service organizations provide some assistance, a streamlined process eases the burden on renters and landlords alike and help jurisdictions track relevant data.

- o Tenant Protection Enhancements

As vacancy rates decrease, an ordinance extending the notice period for no cause evictions to 60 days for landlords with five or more units would allow renters additional time to plan, contact services, and hopefully

relocate without a disruption in adequate housing. Washington State already requires a 60-day period for tenants facing eviction because the owner lost the building in a foreclosure.

- Emergency Rental Assistance

Aiding families facing homelessness due to temporary economic hardship in the form of Emergency Rental Assistance. Washington State Department of Social & Human Services (DSHS) offers one-time cash payment to get or keep safe housing or utilities in emergency situations to families eligible for the Additional Requirements for Emergent Needs (AREN) or the Diversion Program. The Eviction Rent Assistance Program (ERAP) Grant is part of Washington State’s short-term response to the COVID-19 disaster and offers three months of rent payment to prevent evictions.⁵

- Home Ownership Assistance

Enhance and promote existing programs that supply down payment assistance and application support to first time homebuyers. Washington offers the Home Advantage Needs Based Downpayment Assistance Loan Program with up to \$10,000 to eligible homebuyers.⁶

- Utility Payment Financial Assistance & Homeowner Assistance

Homeowners are also subject to raising housing costs as property taxes, maintenance, heating, and cooling costs increase. This is particularly true for seniors on fixed incomes. Partnering with groups, such as BMAC/The Healthy Homes Program, which provides weatherization and energy efficiency services, can reduce the burden on seniors. Washington State Department of Commerce’s Home Rehabilitation Loan Program provides low-interest loans to low-income homeowners for repairs and necessary improvements.

2. Protect Regional Housing Stock: Increase Production of Affordable Housing Options

- Affordable Housing Fund

In 2016, Vancouver voters authorized the use of property tax revenue (residential and commercial) to create an Affordable Housing Fund that can be used “for the purpose of buying, building and preserving low-income rental housing and preventing homelessness through rental assistance and housing services.”⁷ The tax is capped at \$6 million and expected to generate \$43M dollars before it expires in 2023. At which point, Vancouver City Council can seek an extension or let it expire. Property tax exemptions are included for seniors and people with disabilities who earn less than \$40,000 a year.

- Land Banking

Cities can reserve or ‘bank’ land for affordable housing, similar to a popular program created in Eugene, Oregon.⁸ Sites being considered for purchase should be evaluated based on cost, density, environmental quality, and access transportation, community services, and jobs. Gentrification in more rural areas often results in lower-income households moving further away from city centers with longer commutes to jobs and services. Priority areas should be based on a combination of community vulnerability, recent Anti-Displacement Impact

Assessments, and on the area’s potential for offering meaning opportunities for safe and affordable housing close to jobs and services.

- Community Land Trusts

Community land trusts create additional affordable home ownership opportunities by removing land from the costs of real estate. In a traditional Community Land Trust model, the homeowner owns the home (and the value of any improvements), but a nonprofit owns the land. Thus, creating additional affordable opportunities for homebuyers by removing land from the cost of real estate. Resale value is not determined by the real estate market but set based on the local cost of living.

- Right of First Offer/Refusal Program

Community land trusts can be granted the right of first offer or right of first refusal to allow them to purchase homes in specifically vulnerable communities to provide homeownership opportunities to households with low-income households. Right of first offer places very minimal requirements on property owners. Notice would be sent that a property will be for sale and either the trust or the owner sets and offer price depending on the program framework. Funding assistance for this program could come from an Affordable Housing Fund.⁹

- Affordable Housing on Public Land

Washington state (through RCW 43.63A.510 and RCW 39.33.015) directs specific state agencies to inventory under-utilized or surplus state-owned land, which can be used to develop housing for low- and moderate-income households (up to 115% of AMI).

- Zoning Protection for Manufactured Dwelling Parks

For many families, manufactured homes are an affordable housing option. They are built in a factory and transported to either a leased plot within a manufacture home park or on private property. It is important to ensure that local zoning ordinances do not unduly hinder the functioning and placement of manufactured homes. Protecting existing parks will increase affordable housing supply and mitigate involuntary displacement.

- Multifamily Tax Exemption

The Multifamily Tax Exemption (MFTE) is a tool that incentivizes the development of multifamily housing, described in depth in the Community Council Affordable Housing Report.

Cities with a population of at least 15,000 can use the MFTE to exempt property taxes for 12 years on new multifamily construction (with at least four units), provided 20% of the units are affordable to low- and moderate-income households (up to 115% of the median family income). In this case, the public funds go to the developer in the form of a tax break, not in the form of a rental payment. If the owner of the property decides to increase rates above the established affordability threshold, the tax exemption is cancelled, and the property is subject to additional tax penalties. Cities with populations of less than 15,000 can use this tool, provided they are the largest urban area in a county planning under the Growth Management Act. Small cities, however, may

not have the financial resources to feasibly offer a property tax exemption. Another provision to the rule allows cities to exempt property taxes for multifamily development for eight years with no requirement that a percentage of the units be set aside for low-income renters. The area designated for the MFTE is determined by the local governing authority, and the intention of the legislation is to increase mixed-income residential opportunities, including affordable housing, in urban centers. Expansion of the targeted area within the urban core can open additional opportunities for incentivizing multifamily development.

3. Protect the Local Economy: Job Training Partnerships to foster local opportunities and prosperity through improved workforce development initiatives

Economic development strategies that improve local resiliency through workforce training bolster opportunity for existing residents. Focus on both higher and secondary educational institutions in the region to take advantage of sector-based partnerships. Construction based partnerships in particular are likely to improve the supply of low-income housing. The goal is to create programs that offer training/apprenticeships and future job opportunities that improve the quality of jobs in the area.

¹ Community Council Report: Affordable Housing (April 2019) via https://www.wvcommunitycouncil.org/media/1125/affordable-housing-study-report_2019.pdf

² Florida, Richard. "How Coronavirus Will Reshape U.S. Cities." *Bloomberg.com*, Bloomberg, 2 July 2020, www.bloomberg.com/news/features/2020-07-02/how-coronavirus-will-reshape-u-s-cities.

³ 2018 Gentrification and Displacement Neighborhood Typology Assessment, Key Findings and Methodology Report, Bureau of Planning and Sustainability, City of Portland, Oregon, via https://www.portland.gov/sites/default/files/2020-01/gentrification_displacement_typology_analysis_2018_10222018.pdf

⁴ King County Washington Equity Impact Review Process Overview (March 2016) via https://www.kingcounty.gov/~media/elected/executive/equity-social-justice/2016/The_Equity_Impact_Review_checklist_Mar2016.ashx?la=en

⁵ Washington State Department of Commerce, Homeless Assistance via <https://www.commerce.wa.gov/serving-communities/homelessness/>

⁶ Washington State Housing Finance Commission, Home Advantage Program via <https://www.wshfc.org/buyers/HomeAdvantage.htm>

⁷ *Affordable Housing Fund | City of Vancouver Washington*, Community Development Programs, May 2020, www.cityofvancouver.us/ced/page/affordable-housing-fund.

⁸ Landbanking Program for Affordable Housing, Government Innovators Network, Harvard Kennedy School Ash Center for Democratic Governance and Innovation, 2007 Finalist, <https://www.innovations.harvard.edu/landbanking-program-affordable-housing>

⁹ Kim, Jihyeon; Knapp-Rossi, Malia; Lance, Jeff; Meyers, Joseph; Moulton, Aster; and Stone, Tay, "Reside Vancouver: An Anti-Displacement Plan" (2019). *Master of Urban and Regional Planning Workshop Projects*. 170. <https://archives.pdx.edu/ds/psu/29217>