

An aerial photograph of a city grid, likely Detroit, serves as the background. The text is overlaid in four lines, with each line in a different color and font style. The first line is yellow, the second is black, the third is orange, and the fourth is dark red. The text is in a bold, serif font.

**MEASURING
EQUITABLE
DEVELOPMENT IN
DETROIT**

A SCORECARD FOR DETROITERS

WELCOME TO THE MEDD

The Measuring Equitable Development in Detroit (MEDD) scorecard is a tool for resident and community empowerment. First, this document serves as a guide for evaluating development opportunities, identifying community needs, and establishing a conversation around equity. The goal of the tool is not for every development to achieve a ‘perfect score’ but to engage in a process that requires thought and consideration of the potential impacts for all groups, not just those whose voices are historically the loudest. Second, the use of this tool ensures that all community voices are at the front of decision-making processes. The result is an engaged community that is informed and empowered to address issues of equity: housing affordability, environmental justice, environmental pollution, transportation access, and more. This scorecard seeks to encourage development that protects existing residents and increase investment in a neighborhood without the accompanying negative impacts. Finally, the tool responds to the questions: “What is equity in our community? How can we achieve it?”

Equity in development supports the most vulnerable groups in a community by ensuring that all decisions do not have a disproportionately negative impact due to one’s race, ethnicity, socioeconomic status, neighborhood, background, orientation, religion, or culture. When considering equity, it is important to ask who is and is not benefiting from a decision or development, and how developments can ensure that those decisions account for local needs and resident input.

The City of Detroit has a historically tumultuous history with development. In recent years, there has been an attempt to increase opportunity and grow the local economy by accepting nearly all development opportunities that present themselves, regardless of the potential impact that it may have on a community.¹ Much of the current development in Detroit is also dominated by a few large corporations, including Bedrock Detroit, Ilitch Holdings, Inc., and Ford Motor Company.^{2,3} In an effort to return control to city residents and local businesses, our scorecard was created with the goal of future developments that are

community-driven, community-supported, and just.

This tool can be used in a number of ways. Residents, businesses, and neighborhood organizations can independently use it as a mechanism for rating a particular development or project; a developer, the City, or a non-profit can also use the tool as part of their public process, as a means of gathering feedback and engaging the community. This tool is also meant to serve as a guide for those developers who may wish to go above and beyond the requirements of the City’s current Community Benefits Ordinance and help them understand identified community needs or wants. It is our intention that this scorecard always serves the residents of a community and gives them power in the decision-making process.

For more information about how this scorecard was developed, please see the report titled *Development at the Speed of Trust: An Equitable Development Toolkit for the People of Detroit*.

The MEDD was developed by the University of Michigan Taubman College Urban and Regional Planning graduate 14th Street Capstone team. Published May 2021.

NOTE

Not all the criteria may be applicable to a development. For instance, if a developer proposes a retail space, it may score highly on the Economic & Workforce Development principle but poorly on Housing. During the scoring process, these conditions should be taken into consideration and discussed. One option is to completely exclude the principle and adjust the scoring as detailed in the following section, another is to fill out the principle as is. As each project is unique, this will have to be decided on a case-by-case basis and may need to be adjusted based on community desires. A community can ultimately decide whether or not to omit a guideline or principle for an individual project; the scorecard should be used to foster conversation and the inapplicable principle may still be valuable for understanding how the project fits within the broader context of development in the community.

WHO

WHERE

WHEN



Community
Members



Local Planners
& Officials

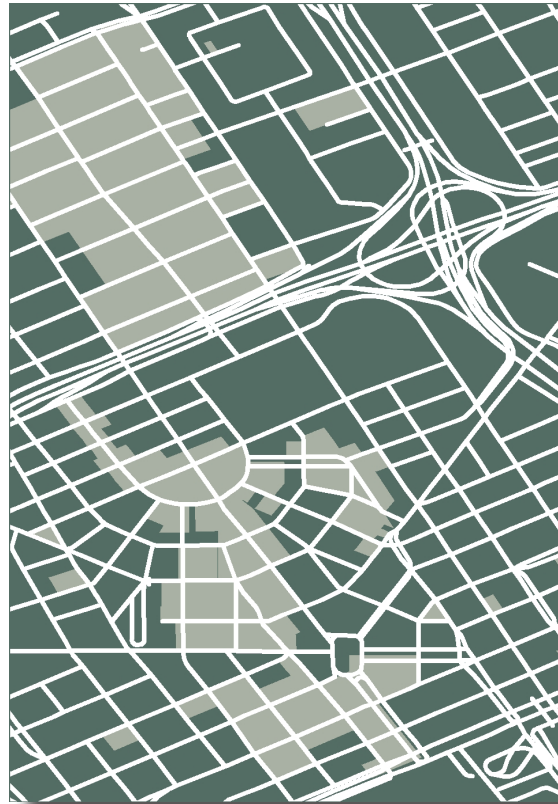


Developers &
Organizations

Everyone can and should complete the scorecard, as it is a versatile tool that works in a variety of settings. This scorecard and process works best when as many stakeholders can participate as possible, including residents, neighborhood associations, developers, and City officials. It will help center the development process around residents' goals, needs, and perspectives.

This scorecard is designed to be used **throughout the City of Detroit**.

It can be used on projects of all sizes.



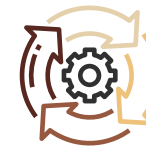
Before breaking ground

Establish community vision and goals



During development

Update residents & allow them to provide feedback



Following completion

Evaluative tool on the process as a whole

The MEDD can be used:

- In the **process** of planning,
- To **consider** new developments,
- To **engage** with residents & communities,
- To **evaluate** the impact of a development or policy, or
- To **encourage & make** policy changes.

UNDERSTANDING THE POINTS

Points are awarded to each guideline based on a scale of 0 (low) to 4 (high).



Each person completing the scorecard should determine for themselves what the scores of 1, 2, and 3 mean. The sum of points in each principle is the raw score of that principle. The raw score can be compared on its own with other completed scorecards. It can also be converted into a weighted score, which reflects the prioritization of community values framed within the scorecard's principles. This weighted score indicates the development's achievement relative to that prioritization and provides the opportunity for scores to be analyzed across different projects. The standard principle weights are as follows:

- Community Engagement: 20%
- Housing: 20%
- Economic & Workforce Development: 20%
- Transportation: 10%
- Land Use & Design: 10%
- Environment & Sustainability: 10%
- Financing: 10%

For example, a hypothetical resident, an avid biker, may score the transportation principle to the right:

TRANSPORTATION		
1	Project increased connections to all modes of public transit and makes walking, biking, and public transit a realistic choice.	<u>3</u> / 4
2	Presence of GPS, other wayfinding systems, and mapping information for pedestrians, bicyclists, transit, and other users was provided. (Transit) Information, relating to direction, entrances, and signage, was made available in the predominant languages used in Detroit.	<u>3</u> / 4
3	Stakeholders worked together to incorporate Universal Design for all users by implementing sidewalks, bike lanes, median islands, pedestrian signals, bus lanes, and other facilities for pedestrians, bicyclists, motorists, and public transit users of all ages and abilities into new and existing infrastructure.	<u>4</u> / 4
4	Developers advocated for improvement of existing infrastructure around the site and engage in long term maintenance of all facilities (including from transit, snow clearance, tree trimming).	<u>2</u> / 4
5	The project implemented equitable transit-oriented development and provides affordable housing near transit.	<u>4</u> / 4
Notes: <i>Where's the accessible bike parking? Developer mentioned snow removal, but no landscape maintenance.</i>		Total: <u>16</u> / 20

Her raw score is 16. To calculate the weighted score of transportation, we first calculate the raw percent by dividing the raw score by the total potential points. We then multiple that percentage by the weight of that principle as listed at left. That number is the weighted score.

Step 1: Raw Score to Raw Percent	Step 2: Raw Percent Times Weight	Step 3: Weighted Score
$16 \div 20 = 80\%$	$80\% \times .10 = 8\%$	8%

Sum the weighted score of each principle to calculate the entire project's score. Our hypothetical biker filled out the rest of her scorecard for a total score of 74%. She can now compare it to others.

GENERATING CONVERSATION

Remember, a **perfect score does not exist and is not the goal of this scorecard.**

Instead, the results of this scorecard should spark conversations between residents, developers, and City officials. The raw score and the weighted score are meant to produce two different types of conversations.

A high or low score should not indicate an automatic approval or rejection of a project. The final score provides a number to center a discussion which is the scorecard's ultimate purpose.

The goal of this scorecard is to facilitate a conversation about the project, equity, and impact across the principles outlined. We pose the following questions to begin discussion:

- What principles scored lowest on your scorecard versus what principles scored lowest for your neighbors?
- How did you allocate your points?
- How would you change the project in order to improve the development?

Without a conversation to complement the process, the scorecard lacks power. The score should be included in the community conversation about how the project fits within broader community goals, but equity is not a quantifiable number. A higher score should be the goal for a project, but the scorecard criteria should be adapted to the conditions of the development. **While the points are important, the conversation is vital.**

PROJECT INFO

1. Project/plan name:

2. Location:

3. Your name:

4. Your contact information:

5. Your relationship to the project (neighborhood member, developer, local official, etc.):

6. Date:

INSTRUCTIONS

In the steps outlined below, a person utilizing the scorecard will allocate a range of points to each criteria.

Step #1: Fill out the general project information (left). Then proceed with the next step.

Step #2: Read over each principle's guidelines.

Step #3: Use the Glossary to clear up any questions of content or definition.

Step #4: Give each guideline a score. (Not all criteria may apply to your community or project, in which case those guidelines will be removed from the point allocation process, but may still be considered in conversations.)

Step #5: Using the Points Calculator, add up all principles scores to calculate the Raw Score. Use the Raw Score to calculate the Weighted Score.

Step #6: Hold conversations with community members around each criterion to discuss both the raw and weighted scores.

ECONOMIC & WORKFORCE DEVELOPMENT

1	Project promotes and nurtures local community entrepreneurship opportunities through incubation programs, partnerships with job services organizations, union-led development and apprenticeship programs, etc.	___ / 4
2	Retail developers who receive economic development incentives provide space for small, local businesses.	___ / 4
3	Affordable commercial storefronts of a variety of sizes are created and leased in affordable housing projects.	___ / 4
4	The project provides commercial space to a worker-owned cooperative.	___ / 4
5	Commercial space is aligned with a tenanting strategy that promotes BIPOC-owned businesses, women-owned businesses, local/small businesses, arts/cultural-based businesses, and entrepreneurial opportunities.	___ / 4
6	Lease agreements give priority to neighborhood business opportunities.	___ / 4
7	A diverse array of businesses owned by people of color are supported and provide job opportunities for full-time employment of diverse skill sets.	___ / 4
8	There is a community-supported plan to maintain neighborhood affordability and avoid cultural and physical displacement.	___ / 4
9	Project brings in new jobs to the local community.	___ / 4
10	Project leverages anchor institutions' spending to support inclusive business development.	___ / 4
11	Strategic planning establishes long-term priorities and criteria for economic development to guide future development and growth.	___ / 4
12	Project uses 51% Detroiters rule across contractors, consultants, and developers.	___ / 4
13	Preference for contractors, consultants, and developers who have unionized employees, project labor agreements, and pay prevailing wages.	___ / 4
14	Completed and in-progress project jobs hire through a first source job register.	___ / 4
15	Employees that hold newly created positions come from immediate or adjacent neighborhoods.	___ / 4
16	Project generates long-term Living Wage Jobs as defined by the MIT Living Wage Calculator.	___ / 4
Notes:		Earned Points: ___ / 64

TRANSPORTATION

1	Project increases connections to all modes of public transit and makes walking, biking, and public transit a realistic choice.	___ / 4
2	Presence of GPS, wayfinding systems, and mapping information for pedestrians, bicyclists, transit, and other users is provided. (Transit Information, relating to direction, entrances, and signage, is available in the predominant languages used in Detroit.	___ / 4
3	Stakeholders work together to incorporate Universal Design for all users by implementing sidewalks, bike lanes, median islands, pedestrian signals, bus lanes, and other facilities for pedestrians, bicyclists, motorists, and public transit users of all ages and abilities into new and existing infrastructure.	___ / 4
4	Developers advocate for improvement of existing infrastructure around the site and engage in long term maintenance of all facilities (including transit, snow clearance, tree trimming).	___ / 4
5	The project implements equitable transit-oriented development and provides affordable housing near transit.	___ / 4
Notes:		Earned Points: ___ / 20

FINANCING

1	Any City incentives provided to real estate developers, such as, but not limited to, density bonuses, redevelopment funds, or tax breaks, result in community benefits for local residents and are evaluated to determine the benefits and burdens on marginalized populations.	___ / 4
2	Decision-making in lending prioritized banking institutions with at least Moderate rating by Bank Local (or relevant standard).	___ / 4
3	Project incorporates a non-traditional, BIPOC, or community-based ownership structure (i.e., land trust, cooperatives, shared equity).	___ / 4
Notes:		Earned Points: ___ / 12

POINTS CALCULATOR

Fill out the Points Calculator below to determine the raw, weighted, and total score of your scorecard. The Calculator uses the formulas at right, but each principle's numbers are filled in where possible.

1. Earned points / max possible: $___ \div ___ = ___ \text{ Raw Score}$
2. Raw Score * Principle Weights $___ \times ___ = ___ \text{ Weighted Score}$

Community Engagement:

1. Earned points $___ \div 32 = ___ \text{ Raw Score}$
2. Raw Score $___ \times 0.20 = ___ \text{ Weighted Score}$

Land Use & Design:

1. Earned points $___ \div 40 = ___ \text{ Raw Score}$
2. Raw Score $___ \times 0.10 = ___ \text{ Weighted Score}$

Housing:

1. Earned points $___ \div 52 = ___ \text{ Raw Score}$
2. Raw Score $___ \times 0.20 = ___ \text{ Weighted Score}$

Transportation:

1. Earned points $___ \div 20 = ___ \text{ Raw Score}$
2. Raw Score $___ \times 0.10 = ___ \text{ Weighted Score}$

Environment & Sustainability:

1. Earned points $___ \div 40 = ___ \text{ Raw Score}$
2. Raw Score $___ \times 0.10 = ___ \text{ Weighted Score}$

Financing:

1. Earned points $___ \div 12 = ___ \text{ Raw Score}$
2. Raw Score $___ \times 0.10 = ___ \text{ Weighted Score}$

Economic & Workforce Development:

1. Earned points $___ \div 64 = ___ \text{ Raw Score}$
2. Raw Score $___ \times 0.20 = ___ \text{ Weighted Score}$

Total:

3. Sum all Weighted Scores: $___ \text{ Total Score}$

GLOSSARY

Affordable Housing: The Department of Housing and Urban Development (HUD) defines affordable housing as housing on which the occupant is paying no more than 30% of gross income for housing costs, including utilities.¹

Anchor Institution: Generally an organization or entity that (1) have deep financial interest in a certain area that will prevent it from relocating, (2) are usually non-profit organizations, (3) have sizeable business and cultural influence and a high degree of impact on the local economy, and (4) usually have a mission of social justice, equity, and democracy.²

Area Median Income (AMI): A measure used by housing officials as a basis to determine affordability in housing developments that receive city and/or federal funds.³ As of 2016, much of Detroit's rental stock is affordable to Detroiters making just above 60% of AMI or more.⁴

Community: The word community may refer to cities and municipalities. We use the term community to describe a group of families and individuals who are in relationship to each other, either by culture or geography.⁵

Community Benefits Agreement (CBA): The resulting, binding agreement that is signed by the developer, the City, and the community that details the agreed upon terms resulting from the negotiation period of the CBO process.⁶

Community Benefits Ordinance (CBO): Detroit's Community Benefits Ordinance is the current law

in place requiring developers to engage with the community and local organizations depending on the impact of the development. The process includes the formation of a Neighborhood Advisory Council (NAC), multiple community meetings, and a negotiation process between the community, the City, and the development team.⁷

Community Engagement: Any process that seeks the community's input to ensure that the city's decision-making is well-informed. Meaningful community engagement is about having representation from the whole community, not just a small voice, and hearing from all people. It is about an open, two-way dialogue. It gives opportunities for the community to propose ideas and come up with collective solutions. It is about offering an effective, inclusive approach to seek diverse opinions. It is an ongoing conversation that allows the community to help define and shape the city's future.⁸

Entrepreneurship: Simply the act of organizing or managing a business or enterprise. The benefits of entrepreneurship include: creating jobs; growing the local economy; capturing dollars in the community; and building the tax base.⁹

Equitable Community Engagement: Community engagement alone is not enough. It needs to be equitable. For engagement to be equitable, it must aim for participation from a group representative of a community's geography, race/ethnicity, age, gender, and other demographic characteristics. It must place specific emphasis on those who will be most adversely impacted

The Problem With Area Median Income

What is Area Median Income (AMI)?

AMI is a general term used within the housing industry that identifies the median income across a certain population in order to determine affordable rent levels. The U.S. Department of Housing and Urban Development (HUD) uses median family income (MFI) to identify eligibility for subsidized housing within certain geographic areas.

Geography	MFI	Median Rent
DWL MSA	\$64,329	\$1,608
City of Detroit	\$29,272	\$732
Wayne County	\$60,628	\$1,515

Measurement Level Skews Affordability

The official boundary for determining MFI in Detroit is the Detroit-Warren-Livonia Metropolitan Statistical Area (DWL MSA). The MFI for both the DWL MSA and Wayne County is more than double the City of Detroit's MFI.

Differences between incomes and rents at the City, County, and MSA levels result in a nearly \$900 affordability gap for Detroit residents. Basing affordability off the County level skews affordability for city residents.

The Problem

The City of Detroit requires a developer to provide at least 20% of all units at rent levels affordable to residents between 50% and 80% AMI. **Because of the differences between city and MSA income levels, this means that the city's highest affordability standard is out of reach of all city residents at or below the city's median family income.**

by the project and those who are most often marginalized in these conversations.¹⁰

Equitable Development: The Alliance defines equitable development as “a process for creating healthy, vibrant communities of opportunity. Equitable outcomes result when strategies are put in place to ensure that low-income communities and communities of color participate in and benefit from investments that shape their neighborhoods and regions.”¹¹

Gentrification: Physical, political, social, economic, and/or cultural displacement of low-income populations resulting from the transformation of an area with high levels of affordable housing into an area targeting middle- and upper-income residential and/or commercial uses.¹²

Impact Area: A geographic boundary that outlines the extent of a real estate project’s anticipated impact. The City of Detroit defines an impact area for all projects qualifying for Tier 1 status as part of the Community Benefits Ordinance (CBO). These areas are defined by the City’s Planning Director, and typically include all census tracts and census block groups in which the project is located, but can incorporate any additional areas containing residents that the Planning Director determines may be impacted by the project.¹³

Livability: The sum of the factors that add up to a community’s quality of life—including the built and natural environments; economic prosperity; social stability, equity, and capital; educational opportunity; and cultural, entertainment and recreation possibilities.¹⁴

Living Wage and Living Wage Jobs: A living wage affords the earner and her or his family the most basic costs of living without need for government support or poverty programs. A living wage is a complete consideration of the cost of living. Wages vary according to location, as costs of living vary.¹⁵ More specifically, the living wage is “the wage needed to cover basic family expenses (basic needs budget) plus all relevant taxes.”¹⁶

Mixed Income Housing: Diverse types of housing units, such as apartments, townhomes, and/or single-family homes for people with a range of income levels.¹⁷

Mixed Use Development: Development that combines two or more different types of land uses, such as residential, commercial, employment, and entertainment uses, in close proximity. In some communities, mixed use may be defined as different uses contained within the same physical structure.¹⁸

Stakeholder: For the purpose of this scorecard, this includes all business owners, residents, and community leaders living in the Impact Area (defined above).

Supportive Housing: Supportive housing is an innovative and proven solution to some of communities’ toughest problems. It combines affordable housing with services that help people who face the most complex challenges to live with stability, autonomy, and dignity.¹⁹

Sustainable Wealth Creation: Refers to financial intelligence. Persistent poverty can affect multi-

Wayne County Living Wage (\$/hour)		
	No Child	One Child
One Adult		
<i>One Working</i>	\$13.78	\$32.87
Two Adults		
<i>One Working</i>	\$22.60	\$26.62
<i>Two Working</i>	\$11.30	\$17.82

ple generations. As a counter, sustainable wealth creation provides individuals, families, and communities with the tools for: managing their money; making sound financial decisions; and building wealth as “a pathway out of poverty.”²⁰

Universal Design: The design of products and environments to be usable by all people, to the greatest extent possible, without the need for adaptation or specialized design.²¹

Walkability: A walkable community is one where it is easy and safe to walk to goods and services (i.e., grocery stores, post offices, health clinics, etc.). Walkable communities encourage pedestrian activity, expand transportation options, and have safe and inviting streets that serve people with different ranges of mobility.²²

Workforce Development: A range of educational, training, and networking activities to create, sustain, and retain a viable workforce that supports economic security for individuals and meets current and future business and industry needs.²³

ENDNOTES

- 1 David Sands, "The People's Voice: Detroit Community Organizations Push for Equitable Development," Model D Media, August 14, 2018, <https://www.modeldmedia.com/features/community-groups-equitable-development-081418.aspx>.
- 2 Robin Runyan and Aaron Mondry, "12 Developments Set to Transform Detroit," Curbed Detroit (blog), December 30, 2019, <https://detroit.curbed.com/maps/biggest-developments-in-detroit-transform>.
- 3 Robin Runyan and Aaron Mondry, "Dan Gilbert's Biggest Developments in Detroit, Mapped," Curbed Detroit (blog), January 3, 2020, <https://detroit.curbed.com/maps/dan-gilbert-detroit-development-mapped>.
- 4 HUD Archives: Glossary of Terms to Affordable Housing," U.S. Department of Housing and Urban Development, August 18, 2011, <https://archives.hud.gov/local/nv/goodstories/2006-04-06glos.cfm>.
- 5 Jillian Olinger, Jason Reece, and Kareem Usher, "Anchoring Equitable Development: Anchor Institute-Led Models of Housing & Community Development to Strengthen Institutions and Communities," Research Report (Kirwan Institute for the Study of Race and Ethnicity, The Ohio State University, September 2015), http://kirwaninstitute.osu.edu/wp-content/uploads/2014/09/AnchorInstitute-Study_duPontFund_January2016.pdf, 7.
- 6 HUD Archives: Glossary of Terms to Affordable Housing," U.S. Department of Housing and Urban Development, August 18, 2011, <https://archives.hud.gov/local/nv/goodstories/2006-04-06glos.cfm>.
- 7 HR&A, Grounded Solutions Network, and Capital Impact Partners, "Detroit Inclusionary Housing Plan and Market Study," Prepared for the City of Detroit Housing and Revitalization Department, November 2016, <https://detroitmi.gov/sites/detroitmi.localhost/files/2018-06/HRandA%20Detroit%20Inclusionary%20Housing%20Study.pdf>, 10.
- 8 HR&A, Grounded Solutions Network, and Capital Impact Partners, "Detroit Inclusionary Housing Plan and Market Study," Prepared for the City of Detroit Housing and Revitalization Department, November 2016, <https://detroitmi.gov/sites/detroitmi.localhost/files/2018-06/HRandA%20Detroit%20Inclusionary%20Housing%20Study.pdf>, 10.
- 9 "ARTICLE VIII. - COMMUNITY BENEFITS. Code 1984, § 14-12-2; Ord. No. 35-16, § 1(14-12-2), Eff. 11-29-2016."
- 10 "Community Benefits Ordinance."
- 11 "Equitable Community Engagement Blueprint" (City of Durham, November 2018), https://d3n8a8pro7vhm.xcloudfront.net/durhamnis/pages/592/attachments/original/1543332399/Draft_Equitable_Engagement_Blueprint_%2818%29_11.06.pdf?1543332399.
- 12 Carlton C Eley, "Equitable Development: Untangling the Web of Urban Development through Collaborative Problem Solving," Sustain: A Journal of Environmental and Sustainability Issues, Fall/Winter 2010, <https://ir.library.louisville.edu/cgi/viewcontent.cgi?article=1037&context=sustain>.
- 13 "Equitable Community Engagement Blueprint."
- 14 Kalima Rose, Milly Hawk Daniel, and Jeremy Liu, "Creating Change through Arts, Culture, and Equitable Development: A Policy and Practice Primer, Executive Summary" (PolicyLink, 2017), [https://www.policylink.org/sites/default/files/summary_arts_culture_equitable-dev.pdf.Executive Summary%20-%2011-29-2016.pdf](https://www.policylink.org/sites/default/files/summary_arts_culture_equitable-dev.pdf.Executive%20Summary%20-%2011-29-2016.pdf) (PolicyLink, 2017)
- 15 Amie Thurber et al., "Equitable Development: Promising Practices to Maximize Affordability and Minimize Displacement in Nashville's Urban Core," September 2014, <https://doi.org/10.13140/RG.2.2.30737.58724>, 6.
- 16 "Notice of Enactment of Ordinance: Ordinance No. 35-16 Chapter 14. Community Development Article XII. Community Benefits" (Page 6, The Detroit Legal News, November 29, 2016), <https://detroitmi.gov/sites/detroitmi.localhost/files/2018-10/Ordinance%20No.%2035-16%20Community%20Benefits%20Ordinance.pdf>.
- 17 "What Is Livability?," Partners for Livable Communities, n.d., <http://livable.org/about-us/what-is-livability>.
- 18 The Alliance, "Equitable Development Principles & Scorecard: A Tool for Communities and Planners."
- 19 Carey Anne Nadeau, "Living Wage Calculator: User's Guide/Technical Notes 2020-2021 Update, Prepared for Amy K. Glasmeier, Ph.D." (Department of Urban Studies and Planning, Massachusetts Institute of Technology, 2021), <https://livingwage.mit.edu/resources/Living-Wage-Users-Guide-Technical-Documentation-2021-02-03.pdf>.
- 20 "Equitable Development Scorecard" (West Side Community Organization, n.d.), https://d3n8a8pro7vhm.xcloudfront.net/wsco/pages/171/attachments/original/1578948976/1.11.2020_WSCO_Equitable_Development_Scorecard_Update.pdf?1578948976, 16.
- 21 The Alliance, "Equitable Development Principles & Scorecard: A Tool for Communities and Planners," 17.
- 22 "Supportive Housing 101," Corporation for Supportive Housing, 2020, <https://www.csh.org/supportive-housing-101/>.
- 23 Eley, "Equitable Development: Untangling the Web of Urban Development through Collaborative Problem Solving," 5.
- 24 The Alliance, "Equitable Development Principles & Scorecard: A Tool for Communities and Planners," 17.
- 25 Ibid., 17.
- 26 "Portland Development Commission Strategic Plan 2015-2020" (Portland Development Commission, n.d.), <https://prosperportland.us/wp-content/uploads/2016/04/PDC-Strategic-Plan.pdf>, 8.