

Shelter, services and assisting key populations				
Actions	Challenges to address	Funding/Cost considerations	Strategy considerations	Engagement considerations
Identify space for and create a shelter (or shelters)	<ul style="list-style-type: none"> Acute need for shelter space (9th Circuit Court ruling) Shelter restrictions in zoning/city codes NIMBY attitudes 	<ul style="list-style-type: none"> Funding needed to develop a shelter Saves costs currently expended on camping sweeps and moving people around County could provide land? Implement a construction excise tax Partner with non-profits Luxury tax Direct bottle tax to services 	<ul style="list-style-type: none"> One for women and children and one for men Identify properties <ul style="list-style-type: none"> Vacant Albertson's in Milwaukie? Utilize existing County buildings and facilities for emergency shelters Identify stakeholders and jurisdictions Keep safety in front of effort Provide services on site Partner with people who are already really good at this (e.g. non-profits, for profits, groups that can donate space) Need a map of what types of needs are greatest where Easy access to transportation 	<ul style="list-style-type: none"> Important to communicate cost savings Engage mental health services Engage places of worship
Bring back the Rapid Response Street Outreach team	<ul style="list-style-type: none"> Needs of first-time homeless No-cause evictions 	<ul style="list-style-type: none"> Funding to support staffing Need highly flexible funding that could be dedicated quickly to a variety of urgent needs (e.g. moving costs, bus tickets, food handlers card) 	<ul style="list-style-type: none"> Build on success of I-5 Balldock relocation effort Design, train, dispatch response teams—County already has the expertise and staff; need to augment 	<ul style="list-style-type: none"> Need robust engagement between response teams and those you are hoping to engage
Allow self-governing tent cities, camping communities, or planned mini-camps of modular transitional housing (short-term)	<ul style="list-style-type: none"> Acute need for shelter 	<ul style="list-style-type: none"> Need funding to support services and structures that support these areas Think of ways to redirect resources (e.g. revenue from dumps) 	<ul style="list-style-type: none"> Identify land for these sites Consider zoning changes to make this easier Must be trauma-informed Model after Portland's Right to Dream communities (cooperative models) Consider service needs (sanitary service, trash, etc.) 	<ul style="list-style-type: none"> Engage churches to start
Identify space for legal RV camping (e.g. parking lots)	<ul style="list-style-type: none"> Acute need for shelter 		<ul style="list-style-type: none"> Model after Eugene's efforts Provide land with easily accessible pump outs 	
Create a plan for increasing mobile hygiene services	<ul style="list-style-type: none"> NIMBY attitudes Needs of unsheltered individuals 	<ul style="list-style-type: none"> Health service providers could help fund 	<ul style="list-style-type: none"> Connect with health service providers 	
Create a social enterprise that would provide trash service for camps	<ul style="list-style-type: none"> NIMBY attitudes Needs of unsheltered individuals 	<ul style="list-style-type: none"> Fund approximately 5 vehicles and 20 staff (at least minimum wage) Cost could be covered across rate base 	<ul style="list-style-type: none"> Employ people who are experiencing homelessness Locate camps, engage neighbors, hand out trash bags Leverage relationships with groups already doing this work Consider logistics involved with moving trash 	<ul style="list-style-type: none"> Most NIMBYism is about trash and cleanliness

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			<ul style="list-style-type: none"> Learn from Central City Concern’s “Clean and Safe” program 	
Change rules around using brownfield sites for short-term housing		<ul style="list-style-type: none"> May not cost anything May result in a loss in funds for agencies from reduced fees, etc. 		
Adopt a “housing-first” model	<ul style="list-style-type: none"> Availability of transitional housing 		<ul style="list-style-type: none"> Distribute housing carefully by need, equitable access, etc. 	
Use County’s emergency declaration to work more rapidly				
Develop a strategy for helping people who need access to mental and behavioral health support services	<ul style="list-style-type: none"> Address barriers to seeking employment/housing 		<ul style="list-style-type: none"> Must consider harm reduction Consider resources like needle deposit sites 	<ul style="list-style-type: none"> Engage service providers
Fund non-profits to meet the need and build capacity			<ul style="list-style-type: none"> There is a dearth of non-profits that do this work in the County 	
Regularly identify needs of our unsheltered population			<ul style="list-style-type: none"> Previous surveys showed that needs change quickly. Use volunteers and peers to accomplish this work. 	<ul style="list-style-type: none"> Need to build trust Leverage first responders already out in the community as a daily contact
Develop an eviction prevention/acute housing financial assistance fund	<ul style="list-style-type: none"> No cause evictions Barriers to housing (e.g. security deposits, etc.) 		<ul style="list-style-type: none"> Need data to show tenant protections work 	
Support tenant organization and representation efforts	<ul style="list-style-type: none"> High cost and barriers to access to legal representation 		<ul style="list-style-type: none"> Reform security deposit and screening criteria 	
Eliminate no-cause evictions	<ul style="list-style-type: none"> Lobbying needed on the state level 		<ul style="list-style-type: none"> Implement landlord/owner reporting requirements Identify who landlords are Implement a rental unit registration program 	<ul style="list-style-type: none"> Define the “breaking point” of distressed tenants to better predict need for intervention
Eliminate homelessness for children			<ul style="list-style-type: none"> Set this as an overarching goal for the task force? 	

Planning, zoning and development				
Actions	Challenges to address	Funding/Cost considerations	Strategy considerations	Engagement considerations
<p>Conduct a zoning audit to understand opportunities for increasing flexibility and adding supply</p>	<ul style="list-style-type: none"> • Need for more data and County-wide understanding • Lack of affordable housing across parts of the MFI spectrum • Lack of workforce housing • Displacement 		<ul style="list-style-type: none"> • Crucial to consider the connection between transportation, housing and economic development • Develop a map of available vacant land owned by cities, County, school districts and churches • Refine Metro’s methodology for identifying buildable land to be more accurate about reality on the ground 	
<p>(Long term) Transition zoning to allow more alternative types of housing</p>	<ul style="list-style-type: none"> • Lack of affordable housing across parts of the MFI spectrum • Lack of workforce housing • Displacement 		<ul style="list-style-type: none"> • Empower CPOs to change zoning • Focus on “missing middle” housing • Upzone cities outside the Metro urban growth boundary • Align housing development with infrastructure, especially transportation • Change zoning before transit infrastructure is complete so housing develops along lines before the land is committed to another use • Look at Portland Residential Infill Project as an example • Consider options along key corridors such as 82nd Ave and McLoughlin Blvd 	<ul style="list-style-type: none"> • Will require engagement to address NIMBY opposition
<p>Leverage funding and incentives at the County to increase housing supply for vulnerable populations</p>	<ul style="list-style-type: none"> • Lack of affordable housing across parts of the MFI spectrum • Lack of workforce housing • Displacement 	<ul style="list-style-type: none"> • RETT – community impact focused • Community development financial institutions • Metro Bond • E-zone • Construction Excise Taxes • System Development Charges • VHTZ • CDBG 	<ul style="list-style-type: none"> • Leverage private market • Partner w/philanthropic organizations • Bring task force ideas to C4 for review • Capitalize on success of existing organizations (e.g. Northwest Housing Alternatives and Habitat for Humanity) 	
<p>Focus on addressing affordability across the full spectrum of housing</p>	<ul style="list-style-type: none"> • Lack of affordable housing across parts of the MFI spectrum • Lack of workforce housing • Displacement 		<ul style="list-style-type: none"> • Identify a couple near term strategies for each range (• Non-profit portfolio of product • Land bank • Streamline permitting • Buy existing product 	

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			<ul style="list-style-type: none"> • Support non-profit partners • 	
Implement inclusionary zoning	<ul style="list-style-type: none"> • Lack of workforce housing • State laws • Gentrification • Displacement 		<ul style="list-style-type: none"> • Understand the impact of inclusionary zoning on the housing market 	
Expedite permitting for affordable housing	<ul style="list-style-type: none"> • Restrictive building codes 		<ul style="list-style-type: none"> • Provide height/density bonuses for affordability 	
Reduce barriers for ADUs	<ul style="list-style-type: none"> • NIMBY attitudes 	<ul style="list-style-type: none"> • Implement tax incentives for ADU development • Waive construction fees for ADUs 	<ul style="list-style-type: none"> • Identify how many ADUs have been build to date • Employ an ombudsman to shepherd people through the process of ADU development • Consult Multnomah County’s pilot program for ADUs • Reduce parking requirements 	
Provide short-term financial assistance to homeowners at risk of losing their homes	<ul style="list-style-type: none"> • Displacement 			
Incentivize developments that provide their own sewage disposal, water and power				
Incentivize energy efficient buildings that are less expensive to live in				
Encourage tiny or mobile homes				
Encourage development of intentional communities (seniors, foster families, co-housing, etc.)			<ul style="list-style-type: none"> • Bridge Meadows in PDX as an example 	
Allow cooperative ownership of land with individual ownership of homes (land trusts, co-housing)				