Housing Affordability and Homelessness Task Force

Meeting #2 Summary

June 27, 2018 | 6:30 – 8:30 p.m.
Development Services Building, Auditorium
150 Beavercreek Road, Oregon City.

Attendees:

Name	Affiliation
Alma Flores	City of Milwaukie
Anna Geller	Geller Silvis Associates
Bart Berquist	PDX Living
Brenda Durba	CCSS
Cole Merkel	Citizen
Dave Carboneau	Home First Development
Jane Leo	Portland Metro Association of Realtors
Katrina Holland (on the phone)	Community Alliance of Tenants
Ken Fisher	CBRE-Heer
Larry Didway	Oregon City School District
Monique Smiley	Welcome Home Coalition
Commissioner Nancy Ide	Oregon City Commissioner
Nina Clark	CCBA
Patti Jay	Clackamas County Citizen Representative
Paul Grove	Home Builders Association of Metro Portland
Shelly Mead	Bridges to Change
Shelley Yoder	Providence Health and Services
Councilor Wilda Parks	Milwaukie City Council/NW Housing Alternatives
Yelena Voznyuk	NW Housing Alternatives

County staff
- Abby Ahern
- Dan Chandler
- Jill Smith
- Jennifer Hughes
- Julie Larson
- Vahid Brown
- Amy Kyle

County Commissioners
- Commissioner Sonja Fischer
- Commissioner Martha Schrader

Facilitator
- Anne Pressentin, EnviroIssues
- August Burns, EnviroIssues

Apologies – Chris Scherer, Pastor Jesse Christopherson, Tracy Dannen Grace, Jerry Johnson

Welcome and opening remarks

Dan Chandler, Assistant County Administrator, welcomed task force members and guests.

Anne Pressentin, facilitator, introduced the facilitation team from EnviroIssues. Anne said she has lived in the area for 18 years and has seen a lot of change to the region. Ms. Pressentin also noted that she values greatly the work this task force is doing. Ms. Pressentin then described the flow of the meeting.

Ms. Pressentin reviewed the working agreement:

- Listen and listen again.
- Be respectful and courteous to diversity of opinions in the room.
- Direct passionate opinions toward sharing information, not at each other.
- Allow the facilitator to keep the discussion moving and on task.
- Start and end meetings on time.
- Stand name cards up when wanting to ask a question or make a comment.

Ms. Pressentin reviewed the agenda.

Introductions

Task force members introduced themselves. Members not present at the first task force meeting explained what success in this process would look like to them. Below are new attendees to the task force.

- **Commissioner Martha Schrader**. Commissioner Schrader apologized for missing the first meeting due to travel. She said she would like to see the task force develop tools for agencies and governing bodies to use to address housing issues and make recommendations for large and small policy changes that reduce housing costs in the public and private sector.
- **Patti Jay, Central City Concern.** Having worked in the public mental health field for a number of years, Ms. Jay has seen many people are not able to find a place to live because of mental health concerns and substance abuse. Ms. Jay sees success as addressing the mental health and substance abuse barriers to housing. Ms. Jay believes that behaviors are symptoms of an untold story, and if only behaviors are looked at then the foundational barrier to self-sufficiency will never be addressed.
- **Paul Grove – Portland Metro HBA.** Mr. Grove said success would be to identify workable solutions that increase the supply of housing in a cost-effective manner.

Two task force members provided the following updates:

- **Dave Carboneau , Home First Development.** Mr. Carboneau is currently transitioning out of Home First Development but is still focusing his energy on affordable housing solutions.
- **Katrina Holland, Executive Director of the Community Alliance of Tenants.** Ms. Holland participated over the phone this meeting due to issues with childcare. Ms. Holland said that success looks like very ambitious proactive goals and policy for anti displacement. As projects and market forces in the county drive up housing prices and create spaces for potential

displacement, it is essential to think proactively about preventing displacement of folks as that happens.

Ms. Pressentin stated the purpose of the meeting was to confirm the understanding of the committee's purpose with the charter; continue the overview the County's existing work on affordable housing; and explore preliminary focus areas, draft goals, and early actions.

Draft Charter Update

The group discussed the following edits to the draft charter.

Proposed edits to page one of the charter:

- A context statement was added to page one under the Background section that recognizes the importance of the Portland Housing Bond and the Metro Bond.
- Under Charge, there was a clarification that the task force is an advisory body whose job it is to research, recommend, and support new policies and strategies aimed at housing affordability and homelessness in Clackamas County.
- An additional statement was included in the Charge section stating the group will develop an equity statement and pursue equitable outcomes.

Dan Chandler said he spoke with the Board of County Commissioners about the proposed edits to the draft charter. The Commission agreed the task force should be able to amend the charter itself. The Commission specifically stated support for developing an equity statement.

Ms. Pressentin asked task force members to volunteer to develop the equity statement. The following task force members volunteered:

- **Alma Flores**
- **Katrina Holland**
- **Shelly Mead**
- **Patti Jay**

Proposed edits to page two of the charter:

- A statement was added to the top of page two clarifying the goal to not only develop an equity statement but commit to developing recommendations through an equity lens to ensure equitable outcomes. The statement also recognizes the relationship between housing policy, public health and economic development, reflecting the conversation at the first meeting.
- The task force will assist the County in developing metrics for evaluating any policies or strategies that emerge from this process.

Mr. Chandler apologized for a version control issue, noting an additional language update to page two under Phase Two in the Timeline section. In the printed version, the charter stated: "*Identify and recommend best ways the County could fund and financially support housing affordability and reduce homelessness.*"

Mr. Chandler read the corrected text: "*Recommend funding programs and cost reductions including but not limited to reducing when possible permitting and development fees - that will maximize*

efficiencies and strengthen the County's ability to foster housing affordability, including creation of product, and reduce homelessness and financially supporting housing affordability and reduce homelessness." Target: Winter 2018/2019

This change was proposed to ensure the task force looks across the spectrum of affordability and specifically at the government and public sector's role in performance and cost of projects. Mr. Chandler said the task force will discuss fee reductions and other means to reduce cost.

Proposed edits to page three of the charter:

- Public feedback procedures have now been incorporated, which reflect the need for public outreach and the ability of interested parties to contribute to the process via email.
- The task force will aim for data-driven decision making, with assistance from County staff.
- A statement was added about task force members self-identifying any conflicts of interest and abstaining from decision making as appropriate.
- The working agreement from meeting one was also added.

Jill Smith confirmed that members of the public can send questions to comments to [vbrown@clackamas.us.](mailto:vbrown@clackamas.us) This is now live on the task force's website. Ms. Pressentin said that would be added to the charter.

Jane Leo asked about the statement in the Community Engagement section that states any changes to the task force charter will be published to the county's website. Ms. Leo wanted to know if the task force would be emailed about changes or if they are expected to periodically check the website. Ms. Pressentin and Mr. Chandler confirmed that the task force would be notified via email. Ms. Pressentin said that would be added to the charter.

The task force endorsed the charter with all edits and additions incorporated.

Current conditions: What we know now

Jill Smith continued with a presentation on housing affordability in Clackamas County that was begun at meeting one.

The following questions and comments were provided by task force members throughout the presentation:

- o *Anne Geller said that the 30% rule for housing affordability includes utilities. There are older properties in Clackamas County that cost $100-$150 in utilities, which requires rent to be very low for it to be considered affordable for these families.*
    - o Jill Smith said that HUD has a utility allowance. Ms. Smith said that an issue with the HUD utility allowance is that there is usually one utility allowance regardless of the energy efficiency and space of the unit, so it is not reflective of the true cost of utilities. This can limit the amount of rent a landlord can get.
    - o Ms. Geller stated that HUD rules allows for that requirement to change, noting that it is possible to bill for the actual amount of utilities used.
    - o Ms. Smith said that there are different limitations depending on the funding source and that what should be avoided is thinking too narrowly.

- *Nancy Ide asked if the 30% of income is considered net or gross?*
    - Ms. Smith replied that it is complicated and could be either, depending on the program. HUD assisted housing programs uses net income.
    - Ms. Geller said that tax credits look at gross income.
    - Ms. Smith reiterated that is very different based on the program.
- *Jane Leo had questions about the Public Housing slide. Ms. Leo asked why the County only has 545 units of public housing. Is it a land availability issue, community pushback, a zoning issue, or another issue? She also asked if the number of housing vouchers is the maximum number the County has access to.*
    - Ms. Smith responded that public housing is a certain kind of housing with a deep subsidy. It is owned and run by the housing authority, generally built in the 1940s and 50s, with some currently being rehabilitated. It is highly regulated.
    - Chuck Robbins, Executive Director of the Housing Authority of Clackamas County, answered that the 545 public housing units were built using money that HUD gave to Clackamas County, however, HUD is not giving any more money to build public housing, which is why no new public housing has been built in the last 20 years.
    - Ms. Smith added that Portland got a larger allocation of HUD funding because Multnomah County had a larger population.
    - Mr. Robbins added that Clackamas County has moved from building public housing to rent restricted, affordable housing. This housing is ultimately replacing public housing. So although there are only 545 public housing units, there are other kinds of housing options available.
- *Ms. Leo said she hears that HUD money is no longer coming in, but that the back filling on that funding has not been a County budget priority.*
    - Ms. Smith replied that it is complicated, but that HUD is providing two tools; one is essentially vouchers to replace public housing units with something else. The second tool is called Rent Assistance Demonstration Program (RAD), which is a project-based voucher. The biggest difference is that they are less regulated than public housing and debt may be carried on projects. That's good and bad. This is also an area of a lot of contention around the country. Public housing is the only actual unit where someone earning 0-30% of area median income can live and be protected forever.
- *Ms. Geller said that public housing subsidizes the tenant's ability to pay rent; where as other programs subsidize the construction of units. There is no other program like public housing. 0-30% people have nowhere to go, and that will continue to get worse.*
    - Ms. Smith responded that the voucher program serves these individuals, but the program is not bottomless. The number of vouchers is the total number HUD has given Clackamas County, but that does not mean that the county has enough money to use all of them. In fact, they do not have enough money to use all of those. As the cost of housing goes up, fewer vouchers can be used.
- *Vahid Brown wanted to be clear that the racial disparity in poverty is very evident in the housing market. Of the folks who make up the Housing Authority waitlist, 21% of those are Black/African American but only 1.08% of Clackamas County is Black/African American.*
    - Ms. Holland said what she found startling about these numbers is when tenant protection is discussed, one of the main arguments regularly mentioned is, "why

don't you try to get a house, get your credit right, save money for a down payment?" Even if folks could do that, a significant proportion of our population would not get approved for a house because they don't have enough income. We see people doubling and tripling up in units and ending up homeless because they can't afford rent, let alone a house. What does this mean for children who are trying to further their education, workers, and people on disability who can't get their conditions managed because they're homeless or on the verge of being homeless?

Ms. Smith concluded with an anecdote about the difference between a family needing short term emergency financial assistance for housing stability verses elderly and disabled people who need ongoing assistance throughout their lives. She used this to illustrate the very different needs for those facing housing uncertainty. Ms. Smith encouraged the task force to think very creatively about strategies to develop an entire toolbox of potential solutions.

Questions and Comments

- o *Ms. Jay asked if the task force would be talking about different models of housing, such as intentional communities, or if the task force was just focusing on houses and apartments.*
    - o Ms. Smith responded that all solutions are welcomed.
- o *Commissioner Schrader wanted to know what barriers are causing problems from the homebuilding community's prospective.*
    - o Paul Grove said that people have had a very positive working relationship with the County because folks are trying to get projects moved in a timely manner. Mr. Grove said that isn't just one thing. It's land supply, the cost of labor, lending hurdles and barriers. Mr. Grove believes that there is a shortage of supply in rental product and incomes are unable to keep pace with rents. He said a 2016 HUD Housing Tool Kit provides some workable solutions.
- o *Bart Berquist said as a landlord who saw a need for large occupancy units, he built 6-bedroom townhomes. However, when tenants moved out, the cost to rehabilitate the units for new tenants was astronomical. The vouchers for Section 8 did not come close to covering the cost of the damage and is a big deterrent for landlords to run low-income houses.*
    - o Ms. Smith responded that there is a landlord guarantee fund but that it did not cover all costs to highly damaged units.
- o *Alma Flores requested to see a zoning map and some data that reflects what each zone allows for.*
    - o Mr. Chandler agreed to get whatever information Clackamas County has regarding zoning and share it with the Task Force. Mr. Chandler also noted that he is waiting to see what decision the State will make on countywide housing needs. He will provide this information to the task force when he receives it.
- o *Jane Leo said the ability to move someone from homeless to subsidized unit to solid economic footing is difficult with a lack of jobs training, a lack of support for enterprises to move them out of the subsidized unit to a market rate unit. As soon as we free up the subsidized unit, it opens it up for someone else. There has to be the investments in the sewer and the waterlines where they are lacking, as well as in mass transit and transit-oriented development. Financing can happen with the right qualifying tools. Ms. Leo said she agrees there is a need to look at*

zoning maps. She said she would like to see the County do whatever it can in talking to their various municipalities and school districts to become part of our solutions.

o *Paul Grove said that if the task force is talking about zoning capacity, it should look at what some of the affluent districts are doing, e.g. downzoning in Lake Oswego. Mr. Grove also said that the task force has to also look at the existing housing stock and if planning agencies are looking at these zones for potential redevelopment. Mr. Grove advocated for better ground-truthing while keeping in mind ways to protect the natural environment.*

o *Ms. Smith said that 30-40% of people who are on deeply subsidized housing are able to move on, the rest are seniors and are there until they die. As the County works to effectively move those 30-40%, eventually 100% of the list will be seniors and disabled people.*

o *Ms. Holland said there are people who make decent money who are still homeless. Ms. Holland would like to talk about protections we can put in place to keep people in their homes and relieve pressures of the market as it continues to rise because the local economy is not keeping up.*

o *Dave Carboneau wanted the task force to remember that seniors are the fastest growing market in the Oregon, stating that the population of seniors has grown from 14% - 25% of the population.*

Workshop Session: Task Force focus areas

As the group had begun discussing solutions, Anne Pressentin moved to the next phase of the meeting: small group discussion on five topic areas:

- Services and Assisting Key Populations
- Engagement
- Funding and Cost
- Planning and Housing Development
- Strategy, Performance and Development

Members were asked to participate in discussions at small group tables to identify challenges, opportunities, information needs, and potential goals, guided by a table facilitator. Members rotated to different tables three times to change topics. Following the break out groups, the table facilitators provided a report out on key themes within their three conversations.

Notes from report outs

Services and Assisting Key Populations – Vahid Brown

- Information needs and challenges:
  - o Understand better the type of need within the households we want to serve/the most vulnerable households to respond quickly and efficiently
    - For example, there are different intervention needs associated with that of a chronically houseless person and someone on the verge of houselessness
  - o Determine what currently works, what are we doing and what aren't we doing
  - o Map resources and conduct a better stakeholder analysis to determine who the decision makers are, what the available resources are, and who is responsible for

them. Who are the landlords and who are the decision makers? Are they the same people?
- o Identify what is in the safety net system and what elements work well
    - ▪ Determine how to scale effective systems
- o Understand that although money can be put toward 'downstream' solutions, if upstream issues aren't addressed then budget could be misspent
- o Look at models that are strength based and utilize community support

Engagement – Abby Ahem

- Information needs and challenges:
    - o Identify key stakeholders who could then bring their constituencies into the conversation. Address how the task force can get those folks to gather so they can hear them and listen to them
    - o Don't expect people to show up, or come to the County, if the meeting is announced/held at the County
- Opportunities:
    - o Hold meetings in the community either run by task force members or other members within the community
    - o Remove barriers to meetings by providing childcare food, and translation services
    - o Recognize the need to engage people where they're already gathering or where their trusted community members invite them
    - o Encourage more staff members do outreach and organization within the County
        - ▪ Suggestion that task force members go out in small teams. Exact sizes of groups to be determined
    - o Bring in more social services and agencies to present at the task force to build task force knowledge
- Goals:
    - o Have people who are affected by these policies help to create the goals of this group

Funding and Costs – Jill Smith

- Challenges:
    - o We know how expensive it is to be houseless, but we don't see everyone who benefits from houselessness, such as developers who buy old affordable housing units and build new, luxury condominiums on top, which exacerbates the affordable housing crisis. Where is everyone who needs to be a part of the solution?
    - o Identify and remove barriers for communication within the various government agencies so that they can all work cooperatively toward a solution
    - o Explore ways to bridge the gap between the "haves" and the "have nots"
        - ▪ Micro-Loans. Haves fund the have-nots
- Opportunities:
    - o Relocation assistance money
    - o Require landlords to pay for tenant relocation and provide loans for landlords to help fund that program

- o Implement registering and licensing fees for landlords so we can identify all units in the county
  - o Metro bond
  - o Portland ADU fee waved if you build for long term rentals instead of short term (e.g. Airbnb)
  - o Co-locate housing, employment, services all in one area
  - o The Housing Authority should be more proactive about placing residents with vouchers before developments are built
- Information needs:
  - o It's hard to understand funding and costs without knowing what funding exists and how it's being used. What are all the County resources for housing and services, how is it being used and who decides how it's being used?

  - o **Planning & Housing Development** – Jennifer Hughes
    - o Challenges:
      - ▪ Existing zoning, building and utility codes
      - ▪ Unintentional displacement caused by allowing for more density
      - ▪ Lack of transportation infrastructure
      - ▪ Neighborhood resistance – reducing standards or offering different types of housing
    - o Opportunities and strategies:
      - ▪ Zoning code changes
      - ▪ Reducing parking standards
      - ▪ Providing different housing types, specifically greater density in transit corridors
      - ▪ Increasing incentives for shelters, tiny homes, triplexes, cottage clusters
      - ▪ Change building codes to allow taller buildings
      - ▪ Creative utility planning like sewage being captured on -site to reduce the cost
      - ▪ Lower fees related to development, incentivize ADUs and waive development fees for different types of construction
    - o The goal behind all of these strategies is to achieve more housing for less cost

  - o **Strategy, Evaluation & Performance** – Dan Chandler
    - o Challenges:
      - ▪ Jurisdictions operate in siloes. There is a lack of understanding between jurisdictions
    - o Opportunities:
      - ▪ Implement people-based strategies in addition to place-based strategies
      - ▪ Support micro enterprises and job training
    - o Information needs:
      - ▪ "We need to know everything about everybody." The more we know about people experiencing homelessness, the better we can serve them
      - ▪ Land inventory

- How are we using our CDBG money now? Is there any money going toward job training?
- What is the State doing? What's the State's vision and strategy?
  o Goals:
    - Have a strategy. Adopt a joint strategy with many cities
    - Maybe a 20-year vision? Includes a master plan, a trust fund, and better coordination between jurisdictions and agencies
      - The government does some of the groundwork so that providers must do less work

Ms. Pressentin asked if anyone had anything else to add before the close of the meeting.

  o Alma Flores reiterated the importance of mitigating displacement, noting how important it is to think critically about whether the task force's decisions are accidentally creating gentrified pockets
  o The task force felt that this activity was very engaging and productive

Next steps and action items

Ms. Pressentin reviewed key action items from the meeting:

- The facilitators will collect the worksheets and transcribe them
- ECONorthwest is coming to give a presentation at the next task force meeting
- Next meeting there will also be a talk about equitable housing strategies that are in place in local jurisdictions

Wilda Parks wanted the change from 2-hour meetings to 2.5-hour meetings reflected in the charter. The group agreed to this change.

The group discussed continuing to work toward goal-setting based on the work done in today's meeting at Meeting #3.

Closing remarks and adjourn

Mr. Chandler thanked task force members for their time. He invited members to provide additional feedback via email.

Housing Affordability and Homelessness Task Force

Focus Area Breakout Groups – Transcribed Worksheets

Services/Assisting Key Populations

Challenges	Opportunities	Information needs	Potential Goals
Lack of adequate funding Wages too low Lack of tenant protections	Metro Bond – Amendment B 1.2 M County – if Metro, then to svcs Relocation assistance Implement landlord/owner reporting requirements (e.g. CAT in PDX)	Stakeholder analysis – who are the landlords, decision makers, are those the same? Reporting mechanisms to track when people receive notices, feel the "breaking point" and tenant stresses that lead to eviction	Rental unit registration program Define "breaking point" of distressed tenants/homeowners. Can we predict a need for intervention
We lack background understanding of the particular needs of the households in need	Villages – Dignity Village is working Abundance of land – co-locate services, make services portable, projects on abundance of vacant land Focus on community-type programs (e.g. villages, do good projects, low cost, innovative housing types)	A better understanding of need by household	Develop a strategy for getting this information, quantify need by type (e.g. rental assistance, short term, MH services, long-term subsidy, etc.)

Not enough MH services We can [illegible] safety net programs, and now people will eventually fill the list	Do MH service outreach Providing a system of support for people who do not Look at upstream interventions as preventions	A better understanding of the needs specific to different sectors of the homeless Service gaps – what do we do/not do/need to do What's really working within our system but just needs scaling up	A study that better determines specific areas of need (CHA analysis) Resource mapping and scoring

Engagement

Challenges	Opportunities	Information needs	Potential Goals
• Neighborhood associations, NIMBY → YIMBY • Upstart groups doing good things, but not collaborating enough • Who would we call or talk to to organize meeting • Community members don't know where to turn for help • Different ways to bring people together • Go to community; don't ask them to come to us	• Town hall meetings • Other community meetings • Homeless Solutions Coalition of Clackamas County – coordination • Creative outreach to target pop. • Provide clear topics of discussion for meetings • Bring in people from health sector to highlight connections between homelessness and health	• ID central points of contact • What has already been done + what didn't work and why? • Look at key population groups ID'd through task force • #s for special pops who are homeless or on the edge ○ Focus listening sessions around them • Who should we engage?	• Task Force members convene small groups • Messaging strategy + talking points – "unit deficit" ex • Meet people where they are • People who are affected create the goals • ID key stakeholders • Organizations are talking to each other • More outreach staff

• Getting the word out
• Being able to tell whether attitudes are representing one group or diverse
• Creating a safe environment to allow free info-sharing
• Stunning disparity of Af/Am pop in need
• Systemic racism
• Increased fear for POC in rental housing app. Process
• How do we get other CC jurisdictions to table? Get them to take ownership
• Hard to get folks who are in need to speak up
• Time + money + location for people who are homeless
• Don't expect them to come to us
	• Welcome Home Coalition affordable housing tours
	• Ex of recent HACC 80th Anniversary celebration
	• Brainstorming sessions:
	    o What do you need for success?
	    o What are the barriers?
	    o Hosted by leaders in the community?
	    o Provide child care, food and translation services (barrier removal)
	    o Smaller size, intentional invitations, not open invite
	    o ID community leaders to facilitate
	    o Invited pop. Included in whole planning process for this
	• Discussions w/housing providers as well – diff. mtg.
		• How are we currently engaging/serving/IDing pops who we want to engage?	

- Constitutional amendment coupled with Metro bond - Phase 3 of charter - Invite other jurisdictions who are not at the table - Task force members to go where homeless people are, e.g. PIT count - Take task force of affordable housing bus tour - Task force presentations from different orgs who represent the pops we are trying to engage	

Funding and Costs

Challenges	Opportunities	Information needs	Potential Goals
- Funding - Not a lot of players at the table - Where is health care? - Time and energy for application (2 years just to get approval) - Political will and alignment - Regional alignment	- Service provision from partners - Political will and alignment - Regional alignment? (at least at county level) - Leverage large funding sources - Transportation w/housing	- Other successes out there and failures - Catalogue of all resources (County wide) - HOME match requirements - ESG - CDBG grants - How much and how is it used?	- Colocation hsg/services - Funding workforce housing - Project base (reach out to communities) - Mixed income housing

- Working w/in silos. Transportation/Economic Development/Housing - Costs of homeless camps and garbage collection. Makes it more difficult for those choosing to be homeless. - Cost to oversee system for homelessness - Microloans (linkage between $ and those who don't) - Opportunity loans - NEDCO/those w/capital can contribute and see problems and solutions	- Bifurcate funding and combine service funds with building funds - Bring in conversation w/business community and farm worker housing - Costs down, incomes up - Social investments, responsible / JP Morgan - State legis. Allow counties of a certain size to provide prop. Tax exemption 60% or below waive SDCs - Front end financing fee waivers - Churches/land/build adjacent to land - Relocation assistance $ - Low interest loans for LL's to pay relo costs - Registration and licensing fees for all units - Business license attached to - Metro - ADUs committed to a set of time [illegible] - Waive SDCs and all fees to build ADUs for housing	- Connect Ec Dev $ (sources and uses spreadsheet) - County land - SDC cost per unit; housebuilder assoc. - Land entice development opportunities - Inventory of land including churches	

Planning and Housing Development

Challenges	Opportunities	Information needs	Potential Goals
Marry infrastructure with housing, especially transportation	Infill and redevelopment		
	Change zoning before the light rail is constructed so housing develops along the lines before the land is committed to another use		
Gentrification			
	Build all levels of housing from shelters on up		
Neighborhood resistance	Upzoning and redevelopment of large lots that are converting from septic or cesspool to sewer		
	Corridor planning along 82nd Ave and McLoughlin Blvd to add density	Co. zoning map and allowed density	
Displacement	Provide for "middle" housing – duplexes, triplexes, cottage clusters as primary uses in neighborhoods (e.g. duplexes on corner lots)	Data about existing housing to show that these already exist in neighborhoods

Field trip to cottage cluster in Gresham Code Audit | |
| | Funding for rehabilitation of owner-occupied houses where owner just needs a little help | | |

	Codes and programs to help people stay in their homes (e.g. finding a way for someone to avoid home being deemed uninhabitable under bldg. code)		
			"place" based and "people" based strategies
Building code Baseline of how it's always been done	Increase allowed building height with a wood-frame structure	Does the code already allow an exception? Best practices from other cities (PDX and Seattle)	Higher density at less cost per unit
Existing codes	Developments that provide their own sewage disposal and water and power	Information on new technologies Orenco Systems in Corvallis has developed single-sewer systems	Reduce cost of housing
Public resistance to lack of on-site parking	Reduce required parking in transit-oriented areas		Higher density or more on-site amenities (community garden) and less $ spent on parking
	Property tax reduction for building an ADU		
	Tiny homes or mobile homes		
	Refine Metro's methodology for identifying buildable land to be more accurate about reality on the ground		
	Incentives for building housing that is less expensive to live in (e.g. energy costs)		

	Waiver of construction fees for ADUs not used as Airbnb Reduce barriers to ADUs (e.g. addl parking requirements)	What is the reality right now in terms of ADU construction? How many have been built?	
	Intentional communities (e.g. seniors, foster families)	Bridge Meadows in PDX as an example	
	Cooperative ownership of land w/individual ownership of homes		
Lack of transportation infrastructure Existing neighborhoods pushing back against higher density and alternative housing types Lack of transit	Allow a variety of housing types in neighborhoods (duplex, triplex, cottage clusters)		
	Empower the CPOs to change zoning		
Discourage development due to fee avoidance	Inclusionary zoning	PDX lived experience w/inclusionary zoning – has it reduced development (decrease number of building permits)	

Strategy/Evaluation/Performance

Challenges	Opportunities	Information needs	Potential Goals

- Time/competition → master plan - Audition - Life skills – education - Helping people understand why they are where they are - Working people struggling - Sibs - Repetitive processes - Funding - Different expectations and local visions - Lack of understanding	- Some folks aren't going up the ladder - Metro bond may not pass - Micro enterprise/jobs training - IGAs for service-based solutions w/economies of scale - Alliances – public/private/govt - Master leases - In-kind leverage - Allow church/institution to become landlord - More rental units - People based instead of place based strategies - Understand communities and populations better - Example 1/3 on wait list are disabled - Be selective about building capacity and provide housing - Be proactive about bond - Be creative about models - Example: Bridge Meadows intentional communities	- Demographics - Workforce - CDBG – how are $$ used? - Land inventory - State pensions/usum/strategy - Census data – population data, racial equity - Fine tuned data – who are they? - Mapping resources	- Measure number of people into housing at various levels - Adoption of joint strategy - Plant roadmaps for kids - Have capacity to serve - Have a 20-year vision - Master plan/strategy - County identify/accept proposals - Coordination - Trust Fund

Housing Affordability and Homelessness Task Force

CLACKAMAS COUNTY

Preliminary focus areas, potential actions and goals
July 18, 2018

Overview

This document reflects the feedback shared in task force meetings 1 and 2. Contributions from task force members around two key focus areas—*services, shelter and assisting key populations; and planning and housing development*—have been grouped into potential near-term and long-term actions, as well as preliminary "goal" statements based on member discussions.

In meeting 3, task force members will be asked to review, refine and prioritize the actions and goals identified for these two focus areas. The task force will continue discussing engagement, funding and strategy at meeting 4.

An equity lens will be applied to all focus areas. Goals and success criteria within each area should pursue equitable outcomes.

Services, shelter and assisting key populations

Potential near-term actions

- Identify the "breaking point" of distressed renters and homeowners to predict need for intervention
- Quantify types of needs to support better planning (e.g. what is the need for rental assistance, mental health assistance, long-term subsidies, etc.)
- Dedicate resources to reduce human suffering
- Utilize community partnerships that already exist

Potential longer-term actions

- Create a rental unit registration program
- Develop a strategy for rental assistance and supportive services
- Map resources and conduct a better stakeholder analysis to identify available resources and who is responsible for them
- Have a plan that addresses how we move somebody from the streets toward homeownership regardless of their definition of affordable
- Help human services and outreach organizations develop "first-responder" capabilities

What success looks like – "goals" and outcomes

- Address and eliminate barriers to affording sustainable housing
- Focus support for seniors and veterans, who are some of the most vulnerable citizens
- Eliminate housing instability for families and young people
- Reduce the number of children experiencing homelessness and see a marked decrease in homeless students in our schools
- Integrate low-income individuals throughout all communities
- Create opportunities for independence and sustainable living arrangements

Planning and housing development

Potential near-term actions:

- Identify zoning solutions, particularly for unincorporated Clackamas County. Zoning code changes could include:
    - Allowances for cottage cluster and cooperative ownership development
    - Allowing a variety of housing types in neighborhoods ("missing middle")
    - Increased height allowances
- Reduce parking requirements
- Review density bonuses
- Reduce barriers to ADUs
    - Review construction fees and parking requirements

Potential longer-term actions:

- Develop a plan in conjunction with cities to increase density and supply while preventing displacement concurrent with infrastructure improvements (e.g. light rail)
- Pursue an inclusionary zoning model
- Refine Metro's methodology for identifying buildable land
- Provide funding for rehabilitation of owner-occupied structures
- Corridor planning along 82nd Ave and McLoughlin Blvd
- Upzone and redevelop lots converting from septic to sewer
- Empower CPOs to change zoning

What success looks like – "goals" and outcomes

- Increase development in housing of multiple types and tenures
- County supports public-private partnerships to encourage development of more affordable housing
- Minimize displacement

The following focus areas intersect with the two previous mentioned topics. Task force members will continue to refine actions and objectives within these areas in future meetings.

Funding and costs

- Identify the ways the County can fund and support housing affordability to reduce homelessness
- Bring in more funding with multiple solutions to solve the problem and create long-term partnerships
- Determine ways the County can help offset the burden of housing costs
- Identify new revenue streams and tools through an inclusive and informed process
- Develop strategies and solutions to address capital costs
- Identify opportunities for co-locating housing and services
- Fund workforce housing and mixed income housing development
- Identify opportunities for low interest loans

Strategy, evaluation and performance

- Develop a long-term strategy that encourages collective responsibility, is community-based and involves more groups than are represented on the task force
- Create a tool box of solutions for helping the County's most vulnerable citizens
- Recognize how housing is interrelated to public health, poverty, economic development and other issues
- Identify solutions that are achievable, data-driven and grounded in reality
- Align city strategies and County strategy
- Achieve a 20-year vision
- Work to not only slow the affordability crisis but fully reverse trends
- Evaluate and measure outcomes and revise as needed, including the number of people entering housing at various levels
- Develop a robust County proposal program for housing projects

Engagement

- Pursue an inclusive process which elevates the voices of disenfranchised populations
- Ensure the renter voice is included
- Encourage cross-sector collaboration throughout the task force process
- Involve human services and outreach organizations
- Meet people where they are and work across jurisdictional boundaries
- Engage those affected by these policies in the planning and goal-setting process
- Break down barriers to allow public and private actors to work together and do things differently