Clackamas County Coordinating Committee

Agenda

Thursday, August 01, 2024
6:45 PM – 8:30 PM

Zoom Link:
https://clackamascounty.zoom.us/j/82613783996?pwd=fviu3LP5z2HUYfHcTabgiU92spS4Ub.1

AGENDA

6:45 p.m. **Pledge of Allegiance**

Welcome & Introductions
Chair Paul Savas & Mayor Brian Hodson, Co-Chairs

Housekeeping
- Approval of May 02, 2024 C4 Minutes   **Page 04**

6:50 p.m. **New State Housing Goals and Rules**
Presenting: Matthew Tschabold, Governor Kotek's Housing and Homelessness Initiatives Director; Kelly Reid, DLCD Regional Representative for Clackamas and Multnomah; Ethan Stuckmeyer, DLCD Housing Division Manager
- Governor Homeless and Housing Materials   **Page 06**
- Governor Office Presentation   **Page 21**
- What is OHNA?   **Page 48**
- How will OHNA be implemented?   **Page 51**
- DLCD Presentation   **Page 56**

7:50 p.m. **Clackamas Joint Values and Outcomes Updated Draft**
Presenting: Trent Wilson, ClackCo Government Affairs
- Updated draft: simple mark-up version   **Page 72**

8:05 p.m. **C4 Retreat Recap and Transcript**
Presenting: Trent Wilson, ClackCo Government Affairs
- Retreat Transcript   **Page 73**

8:15 p.m. **Updates/Other Business**
- JPACT/MPAC Updates
- Other Business

8:30 p.m. **Adjourn**

2024 General Information

Clackamas County Coordinating Committee

Current Voting Membership

		C4 Exec	C4 Metro	C4 Rural	JPACT	MPAC	R1ACT
Clackamas County	Commissioner Paul Savas	●	●	●	●		●
Clackamas County	Commissioner Ben West		●	●			
Canby	Mayor Brian Hodson	●		●			●
CPOs	Kenny Sernach	●	●	●			
Estacada	Mayor Sean Drinkwine			●			
Fire Districts	Matthew Silva (Estacada Fire District)	●					
Gladstone	Mayor Michael Milch	●					
Hamlets	Mark Hillyard			●			
Happy Valley	Council Brett Sherman	●	●		●	●	●
Johnson City	Vacant						
Lake Oswego	Mayor Joe Buck		●		●	●	
Milwaukie	Councilor Rebecca Stavenjord		●			●	
Molalla	Mayor Scott Keyser			●			
Oregon City	Commissioner Adam Marl		●			●	
Portland	Vacant						
Rivergrove	Councilor Doug McLean		●				
Sandy	Mayor Stan Pulliam			●			
Sanitary Districts	Paul Gornick (Oak Lodge Water Services)	●					
Tualatin	Councilor Valerie Pratt		●				●
Water Districts	Sherry French (Clackamas Water District)		●			●	●
West Linn	Mayor Rory Bialostosky		●				
Wilsonville	Mayor Julie Fitzgerald		●				

Current Ex-Officio Membership

MPAC Citizen Rep	Ed Gronke
Metro Council	Councilor Christine Lewis
Port of Portland	Emerald Bogue
Rural Transit	Todd Wood (Canby Area Transit)
Urban Transit	John Serra (TriMet)

Frequently Referenced Acronyms and Short-forms:

Related to the Clackamas County Coordinating Committee (C4)

C4 Metro Subcommittee
C4 I-205 Diversion Subcommittee
CTAC: Clackamas Transportation Advisory Committee (C4 Transportation TAC)

Related to Metro and Metro Committees
JPACT: Joint Policy Advisory Committee on Transportation (Metro)
MPAC: Metro Policy Advisory Committee (Metro)
TPAC: Transportation Policy Advisory Committee (JPACT TAC)
MTAC: Metro Technical Advisory Committee (MPAC TAC)

Related to the Oregon Department of Transportation (ODOT) and Tolling
OTC   Oregon Transportation Commission (ODOT policy decision body)
Region 1:   ODOT's geographic designation for the metro area + Hood River
R1ACT: ODOT Region 1 Advisory Committee on Transportation
UMO: ODOT's Urban Mobility Office
RTAC: ODOT's Regional Tolling Advisory Committee
STRAC: ODOT's State Tolling Rules Advisory Committee
EMAC: ODOT's Equity Mobility Advisory Committee (for tolling)

General Transportation Acronyms
STIP: State Transportation Improvement Plan (ODOT)
RTP: Regional Transportation Plan (Metro)
TSP: Transportation System Plan (Local – county and cities)
HCT: High Capacity Transit
UPWP: Urban Planning Work Program

General Housing and Land Use Acronyms
H3S: Clackamas County's Health, Housing, and Human Services Department
HACC: Housing Authority of Clackamas County
SHS: Supportive Housing Services (Regionally approved funds for housing services)
OHCS: Oregon Housing and Community Services
LCDC: Land Conservation and Development Commission
DLCD: Department of Land Conservation and Development
UGB: Urban Growth Boundary
UGMA: Urban Growth Management Agreement

Clackamas County Coordinating Committee

Draft Minutes

Thursday, May 02, 2024
Virtual Meeting via Zoom

Attendance:

Members:	**Canby:** Brian Hodson, Tracy Hensley; **Clackamas County:** Paul Savas, **CPOs:** Pamela Burback (Alt.); **Fire District:** Matthew Silva; **Gladstone:** Michael Milch, **Hamlets:** Mark Hillyard ; **Happy Valley:** Brett Sherman; **Oregon City:** Adam Marl; **Sewer District:** Paul Gornick; **Transit:** John Serra (TriMet, Urban), **Tualatin:** Valerie Pratt; **Water District:** Sherry French (CRW); **Wilsonville:** Julie Fitzgerald; Caroline Berry
Staff:	Trent Wilson (PGA)
Guests:	Mark Ottenad (Wilsonville), Rick Cook, Jamie Lorenzini (Happy Valley), Jamie Stasny (DTD)

The C4 Meeting was recorded and the audio is available on the County's website at https://www.clackamas.us/meetings/c4/c4meetings. Minutes document action items approved at the meeting, as well as member discussion.

Agenda Item	Action
Approval of April 5, 2024 C4 Minutes	Minutes approved.
C4 Retreat Working Agenda	Staff walked through the draft agenda, requested feedback. Mayor Fitzgerald shared that it could be challenging to have multiple topics on the housing day, would like to prioritize housing and industrial land readiness. Mr. Gornick asked about common language with housing and zoning goals. Councilor Sherman noting the housing numbers are not matching up between state and regional reports, and can someone present information that is consistent. Mayor Hodson asked what are the commonalities we can take work on together. Councilor Pratt asked if there will be enough time to cover what needs to be covered.
	Staff shared a draft survey that will be made available to retreat registrants.
Recent Funding History	Trent Wilson shared a presentation that walked though, at a high level, the trends of recent state and federal funding programs aimed at industrial and housing investments. Noting this trend in funding will continue for housing production, and posing the question of whether or how C4 wants to coordinate on these topics.
	Mayor Fitzgerald recommended programs similar to ARPA be supported,

	noting the direct allocation to jurisdictions. We were not heard during the last legislature. Mayor Milch noted a preference to see more jobs per acre.
Updates/Other Business	JPACT – Discussed RFFA process, and how to navigate incoming dept. There will be more discussion at future JPACT meetings. There was a presentation on LOC and AOC funding needs. MPAC – Addressed an elevating discussion about the TIP fees and how to increase fees for waste disposal. There was concern about how fees were presented without a recommendation from a policy group. Metro staff paused the decision in order to improve transparency. There was also a presentation on housing needs across the region and how to assess future demand. Transit Funding Update -

Adjourned at 8:25 p.m.

State of Oregon
Housing Production Framework

Background

Oregonians in every part of the state have been clear: our state is in crisis and demands urgent action. According to the most recent [Oregon Housing Needs Analysis](#), addressing the state's current housing shortage and keeping pace with future demand would require the development of 36,000 new homes each year for the next 10 years. This severe housing shortage is the root cause of the state's homelessness crisis. We simply must build more homes to meet the need and ensure every Oregonian has a home they can afford.

Since her inauguration on January 9, 2023, Governor Kotek has taken bold steps to meaningfully increase housing production across the State of Oregon. She has:

- Set an ambitious statewide housing unit production target of 36,000 units per year, which is the level of production necessary to address the housing shortage. Meeting this target will require an all-hands-on deck approach from every sector: all levels of government, philanthropic partners, business partners, and non-profit partners;
- Established the Housing Production Advisory Council (HPAC), which developed a robust set of [recommendations](#) to increase housing production for the Governor's consideration;
- Worked with the Legislature to secure almost $1 billion to support housing production across all levels of affordability, especially housing affordable to people earning low or moderate incomes;
- Directed the State's housing finance agency, Oregon Housing and Community Services (OHCS), to streamline their funding processes in order to maximize production; and
- Passed an omnibus housing production package (SB 1537) with a suite of policy tools to encourage housing production, including addressing common barriers to production like land supply.

Strategic Imperatives (2024)

Through the development and implementation of the Governor's priority housing production legislation (SB 1537), review of the Housing Production Advisory Council (HPAC) recommendations, consideration of stakeholder and agency feedback on the HPAC recommendations, and implementation of legislative investments to improve housing production outcomes, the Governor has refined and expanded her production framework for the State of Oregon. Across all of the strategic pillars of her production framework, the State of Oregon will focus on the following:

- **Outcomes:** Set clear outcome goals to increase housing production facilitated by state resources and transparently report on progress toward those goals at the end of the 2023-25 biennium.
- **Coordination:** Across all strategic pillars, break down silos in State government, coordinate across relevant executive branch agencies local, and regional partners to maximize housing production.
- **Racial Equity:** Center racial equity by ensuring that the implementation of Oregon's land use system housing goal (Goal 10) affirmatively furthers fair housing, requiring racial equity impact analyses for all aspects of this framework that receive state funding, and ensuring that state affordable housing resources are accessible to culturally-specific organizations developing affordable housing.
- **Tribal Sovereignty:** Across all strategic pillars, consult and collaborate with the nine federally recognized and sovereign tribes in Oregon.

Pillar 1. Statewide Housing Production Outcomes

The Governor's Office will ensure that the State estimates and allocates housing needs across the State and work with local jurisdictions to develop and implement effective housing production strategies to maximize these outcomes. In addition, the Governor will ensure that the State develops a housing production strategy alongside local jurisdictions, as all levels of government must do their part to remove barriers to development and increase housing production.

A. Report statewide production outcomes compared to the annual statewide goals: Oregon Housing and Community Services (OHCS) will create an initial publicly available housing production dashboard by January 1, 2025, that compares housing production goals and outcomes for cities above 10,000. The agency will fully populate the dashboard with complete data by January 1, 2026, and will annually update the dashboard thereafter. This will create transparency for Oregonians about the statewide housing production goals for cities above 10,000, related outcomes, and any gaps between housing goals and outcomes. Consider including data regarding housing preservation and expansion of the housing production data to all cities.
B. Track the impact of state programs on new housing production: The Governor's Office will direct the Department of Land Conservation and Development (DLCD) to explore the creation of a dashboard that shows how many housing units, unit types, unit sizes, accessible units, and tenures have been produced by state programs and investments, including the Housing Accountability and Production Office (HAPO).
C. Focus on equitable outcomes: OHCS will develop, track, and publicly report on equity indicators in new housing production to increase public transparency about whether the housing units being produced statewide are advancing equity in the State.
D. Establish and report outcomes for state investments: At the end of the biennium, the Governor's Office will report on the outcomes achieved with all housing production resources invested this biennium to expand the outcomes-oriented strategic pillar.
E. Develop an outcomes-oriented budget: The Governor's Office and OHCS will work with partners to develop the Governor's Recommended Budget to make certain we do not lose ground on the housing undersupply crisis by losing the existing affordable housing we have. In addition, the Governor will ensure that any new programs or program

expansions that may be included will have clear associated production outcomes and have a racial equity impact analysis to understand the racial equity impacts of each potential investment.

Pillar 2. Maintain Existing Housing Investments

Preserve and Stabilize Existing Affordable Housing

The State of Oregon has invested in tens of thousands of units, supporting an expanding portfolio of regulated affordable housing. Expiring affordability agreements, capital preservation needs, operational shortfalls, and other issues put past investments at risk. This project will work to preserve and stabilize affordable and moderate-income housing units that have been financed or funded by the federal, state, and local government. This will be accomplished through the following actions:

A. An analysis and intervention framework for forecasting the State's preservation need for the next 10 years.
B. An analysis and intervention options to address insurance issues in affordable housing, transitional housing, shelters, and other housing and homelessness infrastructure.
C. The establishment and capitalization of a state-funded first loss risk pool (partial insurance) for regulated affordable housing and public housing in order to facilitate lower premiums when acquiring insurance for properties, in alignment and coordination with the permanent supportive housing risk mitigation work in the Governor's 2024 Homelessness Response Framework.
D. Interventions to support properties experiencing operational challenges as a result of the pandemic or changing market conditions in order to stabilize regulated affordable housing and public housing, as well as prevent affordable housing program withdrawal, prevent foreclosure and loan forfeiture, or address necessary life and safety repairs. Consider criteria to proactively identify properties moving into deeper disrepair that may not currently qualify for necessary life and safety repairs.
E. Interventions to preserve manufactured home parks.

Achieve Affordability through Acquisition

Unique, current market conditions are creating a rare opportunity to acquire market rate or unregulated affordable rental housing and convert it into regulated affordable housing at half the cost per unit of new development. These market conditions are supporting this conversion work happening three to four years faster than new development. This project will identify opportunities to leverage this strategy.

A. The Governor's Office and OHCS will identify the current program and funding barriers to support the acquisition of existing housing and conversion to affordability, as well as identify program and funding options. Consider expanding program to acquisition of commercial buildings suitable for conversion to housing.

Pillar 3. Land and Land Readiness for Housing Production

<u>Land for New Housing</u>

As sites zoned for residential development have built out, housing authorities, affordable housing developers, and market-rate housing developers are challenged by a lack of residentially zoned land where housing development is feasible or where land is development ready. The State of Oregon will take targeted action to increase available land and support land readiness.

A. Through the Oregon Housing Needs Analysis implementation, the Department of Land Conservation and Development (DLCD) will incorporate development feasibility into the requirements and guidance for determining residential buildable land inventories. This will aim to ensure the land counted for housing production is reasonably expected to occur.

B. DLCD will support local jurisdictions and housing developers in utilizing the one-time site addition to urban growth boundaries that are authorized in Senate Bill 1537 *(2024)*.

C. DLCD and the Department of State Lands (DSL) will identify program options to provide technical assistance funding to cities for local wetlands inventories and delineations that facilitate the removal of wetlands as residentially zoned lands in a city's 20-year available land inventory.

D. DSL will identify how to extend wetland mitigation credits to voluntary wetland projects under ORS 196.623, including Oregon Watershed Enhancement Board funded programs, and enable the department to support and create wetland mitigation opportunities (which avoid, minimize, or compensate for impacts to these natural resources) throughout Oregon in order to enhance and preserve key ecosystem functions. This will include a focus on serving urban development where local jurisdictions identify and justify the need for wetland credits (funds that restore or enhance wetlands or waters) to support housing production goals, while investing in climate resilience.

E. The Governor's Office will work with the Department of Administrative Services (DAS) to evaluate state owned and leased properties and identify which may be suitable for housing development to create a pipeline of housing development opportunities across the state. Creating an equitable, low-barrier disposition process for land can achieve rapid housing production on these properties. Entering into low-cost or long-term leases would reduce land costs for affordable housing developers and create a mechanism to keep public properties affordable for the long term.

F. Business Oregon will recapitalize and expand Oregon's brownfield property revitalization and redevelopment fund with specific funding for the production of new housing. These options will include additional eligible uses addressing site readiness, such as gradation or public nuisance issues.

G. OHCS will assess the financial sustainability of their land acquisition program, options for expanding the program for affordable and moderate-income housing, and the alignment of the program with Oregon Housing Needs Analysis requirements associated with housing production targets and local housing production strategies.

Pillar 4. Less Complexity and Cost for Housing Development

Understand and Address Process Barriers
Housing development land use entitlement and permit review has become longer, more complex, and involves more local, state, and public entities. In order to address this, the Housing Accountability and Production Office (HAPO) created by SB 1537 (2024) will:

A. Complete a land use and permitting process study, as well as a public works and building permit study to assess current conditions in Oregon, best practices, and opportunities for improving the efficiency or lowering the cost of the housing development process.
B. Identify the drivers and impact of franchise utility process requirements and timelines on major housing development projects, as well as intervention options to mitigate impacts to cost or delay.

Improvements to the State of Oregon's Process
State agencies have a significant role in reviewing and approving many proposed housing development projects in communities across Oregon. The objective of this project is to improve the State's involvement with the housing development review and approval process. This will be accomplished through the following actions:

A. Establish major housing project priority review staff at Oregon Department of Transportation (ODOT), Department of Environmental Quality (DEQ), and Department of State Lands (DSL). Major housing project review teams will provide a single point of contact for each agency for a project's permit review and approval process and give the project priority review status over other projects. Consider including agency partners such as Business Oregon and others as needed.
B. Modernize the Land Use Board of Appeals (LUBA) process with electronic filing and systems in order to help expedite appeals.
C. Provide funding for an ongoing statewide training institute for planners, permit reviewers, and developers of residential housing projects on changes in state statute and rule and LUBA decisions. Ensure training is a resource and not a requirement that may create unintended consequences for permit review timelines.
D. The DEQ will work with municipalities and housing development stakeholders to refine and align the post-construction stormwater standards in Oregon in a manner that facilitates housing production and protects water quality.

Tools for Local Jurisdictions and Housing Developers
Local jurisdictions and their housing development partners have highlighted the need for additional tools and support to work through issues that fully implement middle housing statutes and increase housing production. This project will provide initial tools and identify others as needed. This will be accomplished through the following actions:

A. DSL will develop a program that supports funding for local jurisdictions to start wetlands in-lieu fee programs (projects that are restoring or enhancing wetlands or waters) as a mechanism to better align and expedite housing production projects with wetland preservation and mitigation objectives to enhance and preserve key ecosystem functions.

B. DLCD will establish model housing development codes for optional use by small, medium, and large cities, with best practices for development standards for single unit detached dwellings, accessory dwelling units, middle housing including cottage clusters and townhouses, and multi-unit attached dwellings.

C. The Governor's Office and DLCD will work with stakeholders to explore potential changes needed to Oregon statutes or rules to fully implement the intent of middle housing. This includes addressing barriers to additional accessory dwelling units, single room occupancy units, cottage cluster housing, attached townhouses, and other for rent and for sale middle housing types in all communities in the state.

Pillar 5. Funding and Programs Supporting Housing Production

Ongoing Funding for Housing Development

A. Continue to maximize LIFT funding, low-income housing tax credits, and private activity bond allocations for affordable rental and homeownership development. Include an assessment of barriers to funding, such as time requirements for use of funds or eligibility, and consider strategies to address these issues.

B. Explore a dedicated, time-limited revenue stream (10 years) to provide consistent additional funding to reduce the cost of low- and moderate-income housing development.

Ongoing Infrastructure for Housing Programs

Infrastructure is a critical need in communities across Oregon to support increased housing production. This project will provide funding and an ongoing role for state government in supporting this need. This will be accomplished through the following actions:

A. The Governor's Office and Business Oregon will develop a program that supports readying existing land for new affordable and moderate-income housing development with infrastructure programs to support water, wastewater, stormwater, and transportation infrastructure.

B. System development charges are critical tools to fund infrastructure for municipal services. The Governor's Office will identify options to and impacts of incentivized payment deferrals or offsets for targeted waivers, while maintaining these essential local funding sources.

Strengthen and Expand the State Housing Finance Agency

Oregon's housing production needs are changing, and the state's housing finance agency must change based on conditions on the ground. This project will identify and implement changes to continue to grow the number of housing units. This will be accomplished through the following actions:

A. Assess the financial sustainability of the Oregon Housing and Community Services (OHCS) predevelopment financing program and options for expanding the program for affordable and moderate-income housing.

B. Identify options to establish a Tribal housing block grant, to support Tribes in meeting their housing production and affordability needs while providing funding certainty without having to compete with other municipalities or housing developers for funding.
C. Explore changes to OHCS programs and structure to better support its role as a state housing finance agency. Changes to explore include structural or operational changes, direct lending and loan servicing, pass through bond financing, among other options.

Pillar 6. Workforce for Housing Planning, Permitting, and Construction

<u>Maintain and Expand Successful Initiatives</u>
A. The Oregon Building Codes Division will conduct outreach with key stakeholders such as cities and other state agencies to identify options and work to expand state and local capacity for plan review and site inspections for housing.
B. Develop options for the continuation of current pre-apprenticeship funding and programming for housing construction and development.
C. Establish interventions for targeted outreach, recruitment, and retention plans to support apprentices from priority populations and to support the capacity and participation of employers who are committed to hiring underrepresented and/or underserved populations in licensed trade apprenticeships.
D. Identify options to expand the Central Oregon Construction Sector Partnership to other interested regions of Oregon.

<u>Understand and Address Workforce Needs</u>
A. Using existing resources, the Higher Education Coordinating Commission, in cooperation with the Oregon Employment Department and the Oregon Department of Education *(high school CTE)*, will complete an in-depth assessment of housing production planning, permitting, and construction workforce needs – looking at specific occupation types and regional needs – and catalogue existing training programs, strategies, and national best practices. Local government and industry stakeholders will be included in scoping and reviewing assessment and findings.
B. Use the assessment *(above)* to establish program options for the 2025 Legislative Session that include targeted interventions to support the most needed occupations and training programs for different regions of Oregon.

State of Oregon
Homelessness Response Framework

Background

Oregonians in every part of the state have been clear: our state is in crisis and demands urgent action. According to the 2023 Point in Time Count, approximately 20,000 people are experiencing homelessness across the State of Oregon, and this is likely an undercount. Since her inauguration on January 10, 2023, Governor Kotek has taken bold steps to meaningfully prevent and reduce homelessness across the State of Oregon. She has:

- Declared and is successfully implementing a Homelessness State of Emergency:
    - [Set and exceeded specific goals](#) in the first year of her administration to rapidly expand the state's low-barrier emergency shelter system, rehouse people experiencing homelessness, and prevent people from becoming homeless statewide;
    - Built an emergency response infrastructure to meaningfully reduce homelessness across Oregon; and,
    - Renewed the homelessness state of emergency for another year with new goals to maintain an outcomes focused homelessness emergency response and begin to plan for a recovery phase so the state can continue to meaningfully reduce homelessness even after the state of emergency has ended.
- Directed outcomes-oriented implementation of $500 million invested to reduce homelessness during the 2023-2025 legislative session:
    - Worked with the legislature and partners to secure $500 million across the 23/25 biennium to reduce homelessness; and,
    - At the end of the biennium, the Governor's Office will report on the outcomes achieved with these $500 million.
- Improved the State of Oregon's delivery of homelessness funding:
    - [Evaluated all state homelessness](#) programs to identify opportunities to improve and coordinate the state's delivery of homelessness and housing funding; and,
    - Refreshed the inter-agency council on homelessness to drive improvements to the state's delivery of homeless services in a coordinated way that breaks down unnecessary silos in state government.

Strategic Pillars (2024)

Through the implementation of the homelessness state of emergency, legislative investments to reduce homelessness, and the Governor's Office evaluation of all state homelessness programs, the Governor has refined and expanded her homelessness initiatives. Across all these initiatives, the State of Oregon will:

- **Outcomes**: Set clear outcomes and goals to reduce homelessness, and transparently report on progress towards those goals at the end of the biennium;
- **Racial Equity:** Center racial equity by evaluating outcomes by race and ethnicity, and by adjusting program and budget implementation to improve outcomes;
- **Administrative Improvements:** Reduce unnecessary administrative burden for partners delivering homeless services;
- **Population-Specific Action Plans:** Develop and implement population specific plans to improve housing outcomes for youth, and people exiting carceral settings;
- **Tribal Sovereignty**: Across all strategic pillars, consult and collaborate with the nine federally recognized and sovereign tribes in Oregon; and,
- **Coordination**: Across all strategic pillars, break down silos in State government, coordinate across relevant agencies, and coordinate with local and regional partners to maximize homelessness reduction.

Pillar 1. Statewide Homelessness Outcomes

The Governor's Office will convene partners, including different levels of government, to align how we are defining and reporting homelessness outcomes to increase transparency about outcomes being achieved statewide, regardless of the funding source. In addition, the Governor's Office will work with state agencies to expand the outcomes-oriented focus of the homelessness emergency to all state funded homelessness programs so the State of Oregon can transparently establish goals at the beginning of each budget cycle, and report on the outcomes achieved with state resources by:

A. Aligning how outcomes are defined (cross-jurisdictional): The Governor's Office will work with jurisdictional partners at the local and regional level to make sure we are defining key outcomes (shelter capacity, re-housing, and homelessness prevention) in the same way;

B. Reporting statewide outcomes (cross-jurisdictional): The Governor's Office will convene a conversation with jurisdictional partners to explore how we can collaborate on reporting equity focused homelessness outcomes associated with local, regional, and state resources to increase public transparency about the impact of the homelessness response system statewide;

C. Setting outcomes for state investments (2023/25 biennium): The Governor's Office will report on the goals and outcomes achieved with all homelessness resources invested this

biennium to expand the outcomes-oriented and equity focus of the homelessness emergency across state homelessness programs;

D. <u>Outcomes-oriented budget development (25/27)</u>: The Governor's Office and OHCS will work with partners to develop the Governor's Recommended Budget (GRB) for housing and homelessness to make certain we do not lose ground on the state homelessness response. To achieve this, the Governor's Office and Oregon Housing and Community Services (OHCS) will work with partners to determine the "current service level" budget of state funded homeless services in the state, the associated outcomes of those investments, and the specific impacts if they are not maintained. Any new programs or program expansions that may be included in the GRB will have clear associated outcomes;

E. <u>Data collection improvements</u>: The State of Oregon will explore creating a standardized practice of consistent data collection, storage, and analysis for state programs serving people experiencing or at risk of homelessness to improve data quality and reporting reliability related to homelessness outcomes, including establishing a coordinated data infrastructure to deliver on outcome reporting, tracking and coordinated data analysis;

F. <u>Data sharing improvements</u>: The State of Oregon will set up infrastructure and data-sharing agreements between primary state agencies working to reduce homelessness (OHCS, OHA, and ODHS) to support reliable and community informed data analysis and data-informed decision making in a way that protects personally identifiable information (PII); and,

G. <u>Culturally specific provider capacity</u>: Culturally specific providers are critical partners in advancing equitable outcomes in Oregon. In addition to implementation of the culturally responsive organization set asides in core homelessness programs, the Governor's Office will develop recommendations to support the capacity building of culturally specific organizations (CSOs) to administer state homelessness programs funded by the 25/27 budget.

Pillar 2. Core Program Improvements

<u>Shelter and Transitional Housing</u>

This project will work to stabilize and improve the state's emergency shelter and transitional housing systems which are critical infrastructure to serve people experiencing homelessness by:

A. Maintain operations of shelter beds created and supported by the state via the homelessness state of emergency and other state investments allocated by the legislature to prevent shelter closure during the 2023-25 biennium;

B. Developing a program framework to create a housing focused state shelter program. This program framework should increase transparency in the system and reduce administrative burden of providers currently braiding multiple state funding sources to operate existing shelters. The program development process should explore different levels of funding for different levels of services, including a strategy to connect people exiting state institutions with state-funded shelter and/or transitional housing, including assessing

feasibility of including the category of recovery housing, and track housing focused outcomes; and,

C. Assessing current geographic and population specific inequities in the emergency shelter and transitional housing systems to inform potential legislative action to increase shelter and transitional housing capacity.

<u>Permanent Supportive Housing (PSH)</u>

This project will work to stabilize and improve the state's permanent supportive housing system, which is a housing type intended to serve people who have experienced or are at risk of chronic homelessness, by:

A. Working with other public funders of permanent supportive housing to align key outcome metrics for PSH;

B. Developing a program framework to create a tiered permanent supportive housing program at the state that provides different levels of funding for different levels of services, explores scattered site PSH opportunities, includes a strategy to connect people exiting state institutions with state-funded supportive housing, tracks housing retention outcomes, and improves the process of connecting people with the type of PSH that is most in alignment with their needs, including culturally specific PSH. This program framework should also explore an integrated behavioral health PSH model as one of the program tiers that is a true step down from licensed behavioral health settings. Finally, the program framework should explore alignment of potentially overlapping state programs (PSH and behavioral health housing); and,

C. Assessing current geographic and population specific inequities in the supportive housing systems to inform potential administration of additional supportive housing resources allocated by the legislature for the 25/27 biennium.

<u>Re-housing</u>

This project will build on the state's first re-housing program administered by Oregon Housing and Community Services (OHCS) to serve two key subpopulations of people experiencing homelessness more effectively by:

A. Creating the two following distinct re-housing programs:
   o <u>People experiencing chronic homelessness</u>: Support local coordination of the homeless services, behavioral health, and health care systems to provide needed wrap around services to people experiencing chronic homelessness; and,
   o <u>People experiencing short-term/economic homelessness</u>: Support local coordination of workforce employment boards and homeless services system, including employment supports as an eligible use to help reduce the risk that a short experience of homelessness will become chronic.

Pillar 3. Population Specific Action Plans

These population specific action plans align with broad populations served by the state across various systems of care and institutional settings. Within these populations, there is immense

diversity, and it will be necessary to have culturally specific strategies to effectively improve the housing outcomes of lgbtqia+ people, Black and brown people, and Indigenous, Native American, American Indian, or tribal people. Separately, all aspects of these initiatives will be informed by tribal consultation, recognizing the sovereignty of the nine federally recognized tribes in Oregon.

Youth

This project will strengthen programs serving youth experiencing or at risk of homelessness, including improving the housing outcomes of youth who are transitioning out of state institutions or systems of care by:

    A. Creating equitable housing outcomes for programs serving youth and families with children;
    B. Analyzing existing release practices and exits from state youth programs or facilities to inform recommendations to change release practices to improve housing outcomes;
    C. Develop a method and coordinated standards for tracking housing outcomes for youth exiting or transitioning out of state carceral settings or aging out of foster care, which may include any necessary coordination with local or regional entities for data collection and data governance, collection, and reporting on housing outcomes;
    D. Implementing a "housing plan" as part of transition procedures for each youth exiting state institutional settings or aging out of foster care;
    E. Developing a plan to improve housing outcomes of youth transitioning out of state institutional settings, which may include changes to release practices, changes to release policies;
    F. Developing a plan to improve housing outcomes of youth transitioning or aging out of foster care which may include changes to program practices and/or policies; and,
    G. Maintaining the on-going services funded through youth programs administered during the 23/25 biennium, including Emergency Housing Account (EHA) for youth, youth experiencing homelessness program (YEHP), long term rental assistance for youth (RAY). Explore aligning potentially duplicative elements of these youth focused programs; and,

Adults exiting the criminal justice system

This project will improve the housing outcomes of adults exiting the criminal justice system by:

    A. Creating equitable housing outcomes for adults exiting the criminal justice system;
    B. Establish a method and coordinated standards for tracking housing outcomes for adults transitioning out of the criminal justice system, which may include any necessary coordination with local or regional entities for data collection;
    C. Analyzing existing release practices and exits from carceral settings or facilities to inform recommendations to change release practices to improve housing outcomes;
    D. Implementing a "housing plan," which would explore viable housing opportunities ahead of release or discharge as part of release procedures for each adult exiting the criminal justice system;

E. Developing a plan to improve housing outcomes of people exiting the criminal justice system which may include additional changes to release practices, changes to release policies; and,

F. Explore changes to the "Valid with Previous Photo" program to allow for DMV to issue IDs with current photo or to provide other opportunities for an updated photo to adults exiting the criminal justice system immediately upon release or discharge to reduce barriers to accessing housing.

<u>Veterans</u>

This project will improve the housing outcomes of the veteran population by:

A. Assessing who is eligible for veteran services funded through either federal or state sources, if veteran status is defined differently across state programs, and if eligibility requirements preclude participation in any of the ODVA-administered programs;

B. Explore expanding the ODVA Incarcerated Veterans services to additional ODOC facilities, including anticipated housing outcomes associated with the recommended investment level;

C. Assess the feasibility of tracking housing outcomes and connections to other state and federal veterans' benefits for veterans housed in state-funded housing;

D. Develop a plan to include set-asides for veterans, including women, LGBTQIA+, and formerly incarcerated veterans, in state-funded shelters or housing.

E. Explore a program that provides one-time funding or grants to incarcerated veterans prior to release with existing housing related debt to reduce barriers to accessing housing and improve housing outcomes; and,

F. Analyze existing successful veteran permanent supportive housing and transitional housing to inform the development of a veteran specific strategy within the permanent supportive housing program framework above.

Pillar 4. Cross System Alignment

<u>People experiencing homelessness on state owned or managed property</u>

This project will result in consistent policies and practices related to people experiencing homelessness on state owned or managed properties to improve connections to homeless services and housing by:

A. Developing a framework for consistent policies and practices across state agencies that own or manage land regarding how to connect people engaging in survival activities on the land or property to services such as housing, navigation, or street outreach.

<u>Behavioral health, health and housing, and homelessness systems alignment</u>

This project will support system-wide integration of behavioral health, health, and homelessness systems by:

A. Analyzing the status quo of state contract requirements of Coordinated Care Organizations (CCOs) and Community Mental Health Programs (CMHPs) to understand current requirements to provide health and behavioral health services to people experiencing homelessness where they are in the housing to homelessness continuum;

B. Analyzing the status quo of CCO, CMHP, and Federally Qualified Health Center (FQHC) practices to identify promising practices to support expansion of provision of health and behavioral health services to people experiencing homelessness where they are in the homelessness to housing continuum;

C. Analyze best practices of local and national strategies that maximize billable services to provide health and behavioral health services to people experiencing homelessness where they are on the homelessness to housing continuum;

D. As part of the homelessness state of emergency (EO 24-02), working with multi agency coordinating groups (MACs) that we stood up as homelessness response infrastructure to identify high priority shelters or transitional housing to pilot enhanced coordination with CCOs for the purpose of providing health and behavioral health services on site (e.g., medical respite model). Identify how those supports and services can be paid for, including exploring how to maximize Medicaid reimbursement; and,

E. As part of the Homelessness State of Emergency (EO 24-02) implementation, develop a Behavioral Health and Homelessness pilot to support local alignment of behavioral health and homeless services to support re-housing households with behavioral health needs.

Governor's Homelessness Response and Housing Production Frameworks: *grouping deliverables, identifying leads, and providing Governor's Office housing and homelessness contacts*

Oregon Housing Needs Analysis
Housing production targets, needs and production, strategies and accountability

Lead: DLCD *(Aurora Dziadul)*
GO Contact: Svetha Ambati

Land Use, Public Works, Utility Studies
Analysis and interventions for land use, public works, building, and utility permitting

Lead: DLCD *(Aurora Dziadul)*
GO Contact: Svetha Ambati

Middle Housing and Infill
Policy changes for middle and infill housing

Lead: GO *(w/DLCD, OHCS)*
GO Contact: Matt Tschabold

Housing Land Readiness
Site readiness, infrastructure for housing

Lead: GO *(w/Business Oregon)*
GO Contact: Nate Stice, Kelly Brooks

Housing + Wetlands
Technical assistance, credits, local program

Lead: GO *(w/DSL deliverables)*
GO Contact: Nate Stice, Chandra Ferrari

State Process Improvements for Housing
DEQ-DSL-ODOT housing projects teams, stormwater standards

Lead: GO *(w/DEQ, DSL, ODOT)*
GO Contact: Nate Stice, Chandra Ferrari, Kelly Brooks

2024 Housing Production Package
Design and implementation of SB1537 tools including HAPO, revolving loan fund, one-time UGB tool, model codes, etc.

Lead: BCD/OBDD/DLCD/OHCS deliverables
GO Contact: Matt Tschabold, Kelly Brooks

Preservation + Manufactured Housing
Affordable and manufactured housing park preservation, or capital or operating needs

Lead: Sen. Jama's Office

System Development Charges
SDC deferral incentive program for local governments

Lead: Rep. Gamba's Office

Housing Workforce Needs
Occupation type and geography talent assessment, pre-apprenticeship, priority population inclusion, mutual aid, plan review and inspection capacity

Lead: GO *(w/BCD, HECC)*
GO Contact: Matt Tschabold

Expanded and New Programs
New and expanded programs including Tribal housing block grant, housing finance agency products, CSO set-asides, acquisition and conversion of new housing, land acquisition funding, etc.

Lead: OHCS *(Amy Nehl)*
GO Contact: Matt Tschabold

Housing Production Framework

Homelessness Response Framework

Insurance
Options to address insurance costs for shelters, navigation centers, Project Turnkey sites, and affordable housing

Lead: GO *(w/DCBS, OHCS)*
GO Contact: Svetha Ambati

State Lands
State owned and leased properties for housing development, framework for survival activities on state owned land

Lead: GO *(w/DAS, OPRD)*
GO Contact: Svetha Ambati

Maintenance of Effort
ARB and GRB outcomes-oriented budget development to maintain critical services currently funded with one-time funds

Lead: GO *(w/state agencies)*
GO Contact: Matt Tschabold

Housing Data and Outcomes
Infrastructure and standards, programs outcome tracking and reporting, production and equity indicators and analysis

Lead: GO *(w/state agencies)*
GO Contact: Svetha Ambati

Housing for Transition Populations
For veterans, AICs, and youth aging out of foster care or leaving OYA, assess and improve housing services and outcomes

Lead: GO *(w/DMV, DOC, ODHS, ODVA, OYA)*
GO Contact: Jonna Papaefthimiou, Rachel Currans-Henry

Housing + Health and Behavioral Health
Requirements for CCO, CMHP, and FHQC health-behavioral health services to people experiencing homelessness

Lead: GO *(w/OHA)*
GO Contact: Matt Tschabold, Kristina Narayan

Shelter Framework
Definitions, standards, expectations, outcomes, and alignment for shelter funding system

Lead: Rep. Marsh + GO
GO Contact: Matt Tschabold

Permanent Supportive Housing
Shared standards and outcomes, behavioral health alignment, gaps/needs analysis, tiered program model

Lead: GO *(w/OHCS, OHA)*
GO Contact: Svetha Ambati

Rehousing + Prevention Framework
Definitions, standards, expectations, outcomes, and alignment for rehousing and prevention funding system

Lead: GO *(w/OHCS)*
GO Contact: Svetha Ambati

Youth Focused Programs
Analysis and alignment of youth serving housing and homelessness programs

Lead: GO *(w/ODHS)*
GO Contact: Svetha Ambati, Rachel Currans-Henry

Veterans in Housing Programs
Data tracking and outcomes analysis for veterans in state funding shelter, transitional housing, PSH, and affordable housing, explore set-asides

Lead: GO *(w/OHCS)*
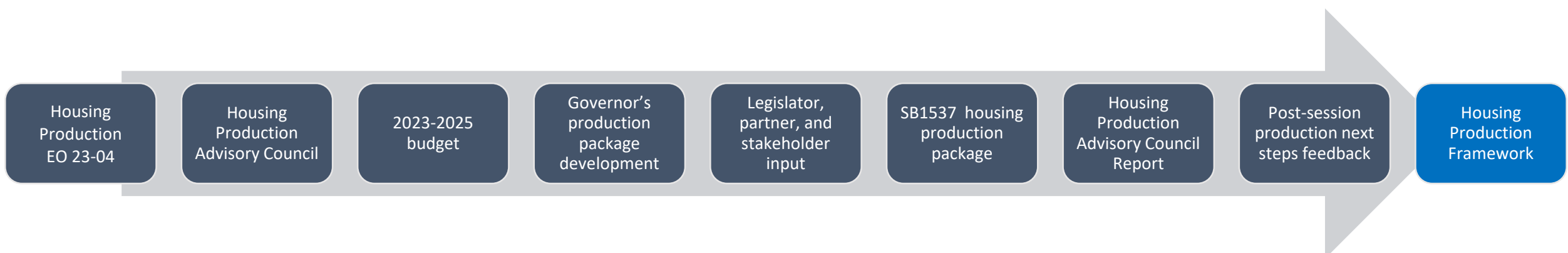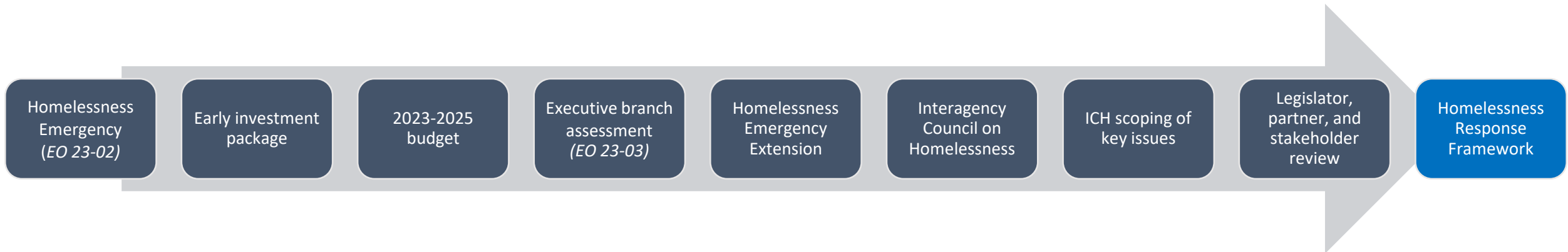**GO Contact:** Svetha Ambati

Housing and Homelessness Initiative Update

- Homelessness Response Framework
- Housing Production Framework

Matthew Tschabold
Governor's Office

Office of Oregon Governor
TINA KOTEK

Row 1: Homelessness Emergency *(EO 23-02)* → Early investment package → 2023-2025 budget → Executive branch assessment *(EO 23-03)* → Homelessness Emergency Extension → Interagency Council on Homelessness → ICH scoping of key issues → Legislator, partner, and stakeholder review → **Homelessness Response Framework**

Row 2: Housing Production EO 23-04 → Housing Production Advisory Council → 2023-2025 budget → Governor's production package development → Legislator, partner, and stakeholder input → SB1537 housing production package → Housing Production Advisory Council Report → Post-session production next steps feedback → **Housing Production Framework**

Homelessness Response Framework

Homelessness Response Priorities

Homelessness Emergency *(EO 23-02)* → Early investment package → 2023-2025 budget → Executive branch assessment *(EO 23-03)* → Homelessness Emergency Extension → Interagency Council on Homelessness → ICH scoping of key issues → Legislator, partner, and stakeholder review → Homelessness Response Framework

Laying the Foundation in Year One

- Emergency homelessness response
- Outcomes focused implementation

✓ Add 700 low barrier shelter beds in Oregon communities
✓ Rehouse 1,650 unsheltered Oregonian households
✓ Prevent 8,750 Oregonian households from becoming homeless

All outcome goals have been exceeded

System Outcomes in 2023-2025 Biennium

- Maintain 2,400+ existing shelter and navigation beds
- Add 1,700+ new shelter beds in Oregon communities
- Rehouse 2,700+ Oregonian households
- Prevent 24,000+ households from becoming homeless

Homelessness Emergency *(EO 23-02)* → Early investment package → 2023-2025 budget → **Executive branch assessment *(EO 23-03)*** → Homelessness Emergency Extension → Interagency Council on Homelessness → ICH scoping of key issues → Legislator, partner, and stakeholder review → Homelessness Response Framework

Enterprise Approach

- All agencies to prioritize ending homelessness and take all available action within their existing authority
- Robust evaluation of programs and resources that impact those experiencing homelessness
- Recommendations to prioritize programs, services, and policies that reduce or prevent homelessness

Key Issues

Services are fragmented across the state enterprise, especially for these categories of programs: utility assistance, temporary rental assistance, shelter production and operations, youth-related programs, and health support services

Siloed program development, and lack of state system alignment for similar programs or how people are referred across programs to needed services

Varied and complicated procurements processes create greater administrative burden on program staff and service providers

Funding distribution also varies greatly across programs, with some administered by formula-based funding models and others being a competitive funding process

Minimal data collected by programs that are not required to use HMIS, and few programs analyze data to address racial disparities

Framework Development

- Modifies Interagency Council on Homelessness
- Council to implement objectives informed by analysis of policies and programs
- Scope implementation for each objective
- Annual work plan with implementation steps to achieve goal of reducing homelessness and prioritizing programs that do so across state enterprise

Identified Objectives

🏠 Strengthen programs providing services to people experiencing homelessness across the enterprise

✓ Define statewide outcomes and goals that drive program implementation

⚖️ Advance racial equity and share progress towards equitable goals

🩺 Reduce barriers for service providers

📋 Evaluate programs and create transparency

👪 Improve how people exiting state institutional settings and systems of care access the housing continuum

🤝 Coordinate across agencies

| Homelessness Emergency (*EO 23-02*) | → | Early investment package | → | 2023-2025 budget | → | Executive branch assessment (*EO 23-03*) | → | Homelessness Emergency Extension | → | Interagency Council on Homelessness | → | ICH scoping of key issues | → | Legislator, partner, and stakeholder review | → | Homelessness Response Framework |

Informing the Work

- Analysis of existing state homelessness programs

- ICH scopes of work to achieve objectives in EO 24-03

- Listening sessions and engagement with providers, partners, legislators, agencies, and other stakeholders

- Government-to-Government and SB770 cluster groups

- Governor's Racial Justice Council Subcommittee on Housing and Homelessness

Pillar 1: Statewide Homelessness Outcomes

- Align definitions when reporting on outcomes
- Report on goals and outcomes achieved by second year of homelessness emergency
- Determine current service level budget needed for maintenance of state investments
- Create data collection, storage and analysis standards
- Set up infrastructure and data-sharing agreements between agencies
- Support capacity building of culturally specific organizations

Pillar 2: Core Program Improvements

Shelter and transitional housing

- Determine funding needed to maintain shelter and re-housing services
- Develop framework for the state shelter program

Permanent supportive housing (PSH)

- Align key outcome metrics and potentially overlapping state programs
- Develop framework for tiered program providing different levels of funding and services, including connecting people exiting state settings with housing
- Explore inclusion of an integrated behavioral health PSH model

Pillar 3: Population-Specific Strategies:

Youth, adults exiting criminal justice, and veterans:

- Align potentially overlapping programs
- Analyze existing release practices or exits to improve housing outcomes
- Track housing outcomes for individuals exiting or aging out of state programs
- Develop plan to improve housing outcomes for exit, including implementing a housing plan as part of transition procedures
- Expand the "Valid with Previous Photo" program for state institutional exits
- Explore veteran status definition and eligibility for access to services
- Expand ODVA Incarcerated Veteran services to more ODOC facilities

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Pillar 4: Cross System Alignment

- Develop a framework for consistent policies and practices to connect people engaging in survival activities on state-owned land or property to services such as housing, navigation, or street outreach

- Behavioral health, health, and housing systems alignment

  - Analysis of CCO, CMHP, and FQHC practices to understand current requirements and how to support expansion of services

  - Maximize billable services for health and behavioral health services

  - Identify high priority shelters or transitional housing to pilot enhanced coordination with CCOs for services

  - Develop a behavioral health and homelessness integration pilot

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Housing Production Framework

Housing Production Priorities

Utilizing Practitioner Expertise

- Unpacking the issue with 140,000-unit shortage and 440,000 needed over 20 years, half of which are at 80% median income and below

- Affordable housing developers, housing authorities, and market rate housing professionals bringing expertise to table

- Focused recommendations on actions to yield 36,000 housing units per year for the Governor's consideration

Reforms in Housing System Requirements and Tools

- Oregon Housing Needs Analysis implementation
- Maximizing funding for affordable rental and homeownership development
- Expanding state housing production programs
  - Predevelopment financing
  - Construction loan guarantee financing
  - Modular housing industry expansion

| Housing Production EO 23-04 | | Housing Production Advisory Council | | 2023-2025 budget | | Governor's production package development | | Legislator, partner, and stakeholder input | | SB1537 housing production package | | Housing Production Advisory Council Report | | Post-session production next steps feedback | | Housing Production Framework |

Expanded Housing Production Tools

- Housing Accountability and Production Office

- Local infrastructure planning capacity

- Local housing planning technical assistance

- Infrastructure projects for housing

- One-time UGB site addition option

- Model codes and ready build plans

- Design and development flexibility

- Moderate income financing revolving loan fund

Highlighting Additional Potential Actions

- Five work groups – engaging subject matter experts and developing potential recommendations – availability of land, land development and permits, codes and design, workforce, financing

- Final report with ratified 59 recommendations finalized in December 2023 and presented to the Governor in early 2024

Informing the Work

- Broad array of stakeholder – legislators, agencies, local and regional governments, land use and environmental organizations, affordable housing developers, housing authorities, market rate housing developers, among other stakeholders

- Government-to-Government and SB770 cluster groups

- Governor's Racial Justice Council Subcommittee on Housing and Homelessness

Pillar 1: Statewide Housing Production Outcomes

- Report statewide production outcomes compared to the annual statewide goals
- Track the impact of state programs on new housing production
- Focus on equitable outcomes
- Establish and report outcomes for state investments
- Develop an outcomes-oriented budget

Pillar 2: Maintain Existing Housing Investments

Preserve and Stabilize Existing Affordable Housing

- Establishment and capitalization of a state funded first loss risk pool for regulated affordable housing and public housing

- Preservation interventions for housing with expiring affordability agreements, major capital rehabilitation needs, or operational issues

- Interventions for manufactured home park preservation

Achieve Affordability through Acquisition

- Identify the current barriers to support the acquisition of existing housing and conversion to affordability, and identify program and funding options

Pillar 3: Land and Land Readiness for Housing

- Development feasibility for residential buildable land inventories

- Support for local jurisdictions using one-time UGB tool

- Local wetlands inventories and delineations to facilitate removal of wetlands as residential lands in a city's 20-year available land inventory

- Support and create wetland mitigation opportunities to enhance and preserve ecosystem functions and support housing production goals

- State owned properties and identify which may be suitable for housing

- Recapitalize and expand Oregon's brownfield property revitalization and redevelopment fund

- Expanding current land acquisition program

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Pillar 4: Less Complexity and Cost for Housing

- Understand and address process barriers in land use, public works, and permitting process, as well as franchise utility process requirements

- Improvements to the State of Oregon's process with major project teams, LUBA modernization, ongoing statewide training institute for planners, permit reviewers, and developers, and alignment of post-construction stormwater standards

- Tools for local jurisdictions and housing developers such as local jurisdictions funding for wetlands in-lieu fee programs, model housing development codes, and changes needed to Oregon statute or rule to fully implement the intent of middle housing addressing barriers to additional accessory dwelling units, single room occupancy units, cottage cluster housing, attached townhouses, and other for rent and for sale middle housing types

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Pillar 5: Funding and Programs Supporting Housing

Ongoing Funding for Housing Development

- Maximizing LIFT and other funding, and explore a dedicated, time-limited revenue stream (10 years) for low and moderate-income housing development

Ongoing Infrastructure for Housing Programs

- Program for new affordable and moderate-income housing development for water, wastewater, stormwater, and transportation infrastructure

Strengthen and Expand the State Housing Finance Agency

- Explore changes to Oregon Housing and Community Services financing programs and structure to better support its role as a state housing finance agency

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Pillar 6: Workforce for Housing Planning, Permitting, and Construction

Maintain and Expand Successful Initiatives

- Expand state and local capacity for plan review and site inspections
- Continuation of current pre-apprenticeship funding and programming for housing
- Options to expand the Central Oregon Construction Sector Partnership

Understand and Address Workforce Needs

- In-depth assessment of housing production planning, permitting, and construction workforce needs – looking at specific occupation types and regional needs
- Program options based on assessment findings for needed occupations and regions

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Questions?

WHAT IS THE
Oregon Housing Needs Analysis (OHNA)?

DLCD

The OHNA has been codified into law[1] with the intent to facilitate housing production, affordability, and choice to meet housing needs for Oregonians statewide.

The OHNA represents the most significant revision to the state's housing planning system since its inception 50 years ago. The entire state is experiencing a housing crisis. Prior to the OHNA, Oregon's housing planning system planned for and invested in too little housing resulting in undersupply, rising home prices, segregation and displacement in some communities, and deepening inequities across all communities.

The Oregon Legislature and Governor Tina Kotek have directed the Department of Land Conservation and Development (DLCD) to iterate housing planning in the state to **ensure that all Oregonians have access to safe, affordable housing in their communities of choice that meets their needs.**

What is the OHNA?

The OHNA articulates new responsibilities for state agencies and local governments to reorient the implementation of Statewide Land Use Planning Goals 10 (Housing) and 14 (Urbanization) to produce more housing, ensure equitable access to housing, and ensure state and local governments take action to address need. It affects the way all communities plan for housing and urban lands, and cities with populations of 10,000 or greater are now required to regularly plan and take action to address needs. The OHNA includes the following components:

Methodology

- A methodology that estimates the total number of **Needed Housing** units over a 20-year period for all of Oregon, divided into geographic regions, components of need, and affordability brackets

- An allocation of need to each local government in a region

- This allocation at the city level forms the basis for the statewide development of **Housing Production Targets** for cities with over 10,000 people

- The methodology will be run annually by the Oregon Office of Economic Analysis inside the Department of Administrative Services (DAS)

Dashboard

- A publicly available **Housing Production Dashboard** that will track progress toward housing production target goals by city

- A set of **Housing Equity Indicators** that will monitor equitable housing outcomes by city

- The dashboard and equity indicators will be published annually by the Oregon Housing and Community Services (OHCS) Department

Program

- A **Housing Acceleration Program** that supports cities who are falling behind on their Housing Production Targets

- The Housing Acceleration Program requires action, partnership, and investment to identify and address barriers to production within the control of local governments and state agencies

- The Housing Acceleration Program and OHNA integration into Oregon's other land use planning goals will be managed by DLCD and aligned with cities' Housing Production Strategy deadlines
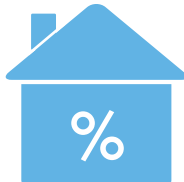
DLCD

COMPONENTS OF THE OHNA

Four Components of Housing Need

| Calculated for the state, each region, and each income level |

1 Projected Need

Units needed to accommodate future population growth over 20 years

2 Underproduction

%

Units that have not been produced to date in the region, but are needed to accommodate current population (often referred to as housing shortage)
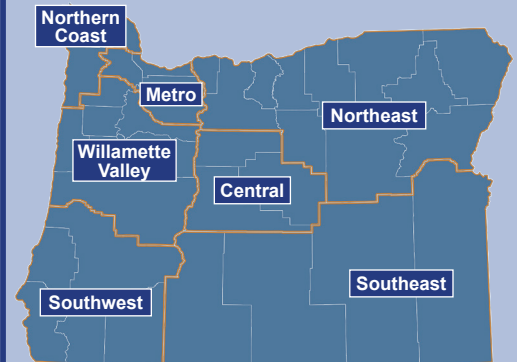
3 Units Lost to 2nd & Vacation Homes

Units needed to replace units lost to second and vacation homes

4 Units to Address Homelessness

Units needed to house those who are currently experiencing homelessness

Northern Coast

Metro

Northeast

Willamette Valley

Central

Southwest

Southeast

DISTRIBUTION OF UNITS BY PERCENTAGE OF AREA MEDIAN INCOME

| 120%+ |
| 81–120% |
| 61–80% |
| 31–60% |
| 0–30% |
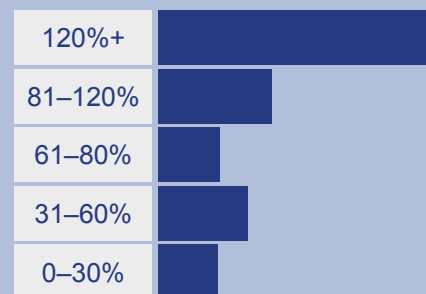
The OHNA brings about several important changes to housing planning in Oregon by requiring jurisdictions to plan for housing in a more comprehensive way and include housing underproduction, housing units needed for people experiencing homelessness, and units lost to second and vacation home demand in the estimate of total housing need. It also requires jurisdictions to use regional incomes, instead of local incomes, to assess needed housing. These changes aim to ensure that all Oregon communities have a shared responsibility in meeting housing need at all income levels.

DLCD

How was the OHNA Methodology Developed?

The OHNA has been under development for several years. In 2019, House Bill 2003 directed OHCS to study a pilot methodology, which was completed in 2020. Under subsequent direction from the legislature, OHCS and DLCD refined the methodology in 2022 to better account for specific functions and components. For a detailed technical explanation of the OHNA methodology and changes recommended last year, see the technical appendix to the OHNA Recommendations Report. The Office of Economic Analysis at DAS will be finalizing the OHNA methodology throughout 2024 so it can be run on January 1, 2025.

Want to Get Involved and Stay Informed about the OHNA?

The OHNA is a brand new set of laws that affect housing provision for Oregonians. Many of the decisions and ideas described in this document will be finalized over the 2024-2025 time period. DLCD recruited and began meeting with its Advisory Committees in Fall 2023, but there are many ways to get involved and stay informed about the process.

Visit DLCD's housing rulemaking webpage for additional policy briefs describing:
- How the OHNA will be implemented
- How the OHNA will change Statewide Land Use Planning Goals 10 and 14
- How to define Needed Housing in the OHNA

To Get Involved and Stay Informed About the OHNA:
- See DLCD's housing rulemaking webpage
- Sign up for process updates at DLCD's housing rulemaking GovDelivery
- Reach out to DLCD's Housing Division with questions and comments at housing.dlcd@dlcd.oregon.gov.

1. See House Bills 2001 & 2889 (2023 Session). Codified in Oregon Laws 2023, chapter 13 and Oregon Revised Statute (ORS) chapters 195, 197, 197A, and 456

Oregon Housing Needs Analysis be Implemented?

DLCD

The OHNA has been codified into law[1] with the intent to facilitate housing production, affordability, and choice to meet housing needs for Oregonians statewide.

The Department of Land Conservation and Development (DLCD) is leading a rulemaking process for the OHNA through 2025 in partnership with the Oregon Housing and Community Services Department (OHCS) and the Oregon Department of Administrative Services (DAS). The implementation process will clarify and define how the OHNA will operate, and the rules will refine how communities plan for housing needs and urban lands.

What is the Rulemaking Process?

Oregon Revised Statutes (ORSs) are the governing laws in Oregon. The Legislature has the authority to adopt, amend, or repeal state laws. Oregon Administrative Rules (OARs) are the directives, regulations, and standards that agencies develop to implement or interpret the laws. The process of developing or modifying these directives, regulations, and standards, is called "rulemaking."

The OHNA changes how Statewide Land Use Planning Goal 10: Housing, and Goal 14: Urbanization are implemented (described in a separate policy brief), so DLCD must facilitate a public rulemaking process to integrate the OHNA into the OARs overseeing the Statewide Land Use Planning system. DLCD staff will write the rules under guidance from several advisory committees, and the Land Conservation and Development Commission (LCDC) will adopt them.

The rulemaking process is split into three major topics:

Housing Needs and Production	Housing Accountability	Housing Capacity and Urbanization
◆ Incorporating the OHNA into local housing planning (rules must be adopted January 1, 2025)	◆ Addressing barriers to make progress towards outcomes (rules must be adopted January 1, 2025)	◆ Facilitating development-ready land to support production (rules must be adopted January 1, 2026)

DLCD

The Oregon Legislature has directed LCDC to:

Housing Production Rulemaking Priorities

Use the following principles for rulemaking and implementation:

◆ Housing that is safe, accessible and affordable in the community of their choice should be available to every Oregonian.

◆ Building enough equitable housing must be a top priority.

◆ The development and implementation of the housing production strategy should be the focal point by which DLCD collaborates with local governments to address barriers to housing production.

◆ Tools and resources to address housing production should be provided to local governments, but not to the exclusion of enforcement authority.

◆ Housing production should support fair and equitable housing outcomes, environmental justice, climate resilience and access to opportunity.

◆ Housing production should not be undermined by litigation, uncertainty or repetitive or unnecessary procedures.

◆ Local governments, to the greatest extent possible, should take actions within their control to facilitate the production of housing to meet housing production targets.

Urbanization Rulemaking Priorities

Adopt rules that prioritize:

◆ Facilitating and encouraging housing production, affordability and choice within an urban growth boundary.

◆ Providing greater clarity and certainty in housing and urbanization processes to accommodate an identified housing need.

◆ Reducing the analytical burden and increasing legal certainty for local governments to meet their identified housing need by adjusting an urban growth boundary when necessary while still protecting resource lands.

◆ Supporting coordinated public facilities planning, annexation, and comprehensive planning to facilitate housing production on lands brought into an urban growth boundary.

Want to Get Involved and Stay Informed about the OHNA?

The OHNA is a brand new set of laws that affect housing provision for Oregonians. Many of the decisions and ideas described in this document will be finalized over the 2024-2025 time period. DLCD recruited and began meeting with its Advisory Committees in Fall 2023, but there are many ways to get involved and stay informed about the process.

Visit DLCD's housing rulemaking webpage for additional policy briefs describing:
- How the OHNA will be implemented;
- How the OHNA will change Statewide Land Use Planning Goals 10 and 14;
- How to define Needed Housing in the OHNA

To Get Involved and Stay Informed About the OHNA:
- See DLCD's housing rulemaking webpage; Sign up for process updates at DLCD's housing rulemaking GovDelivery; Reach out to DLCD's Housing Division with questions and comments at housing.dlcd@dlcd.oregon.gov.

DLCD

Who is Involved in the Rulemaking Process?

DLCD

◆ Work with the RAC and TACs to draft and refine rules.

◆ Oversee the consultant team and deliverables

◆ Ensure the DLCD Racial Equity Framework is embedded into the rulemaking process

◆ Conduct wider community engagement

◆ Update LCDC on rulemaking progress at each commission meeting throughout the process, and incorporate feedback into the draft rules.

LCDC

◆ Review the DLCD draft rules, provide feedback and direction, and formally adopt final rules into existing Statewide Land Use Planning Goals

Rulemaking Advisory Committee

◆ Advise DLCD on the OHNA policies and processes

Consultants

◆ Advise DLCD on how to embed the DLCD Racial Equity Framework into the rulemaking process

◆ Produce deliverables, materials, and analysis to support the rulemaking process

◆ Facilitate RAC and TAC meetings, including meeting materials, agendas, and follow up summaries

Governor's Office

◆ Coordinate with DLCD and state agencies on rulemaking and implementation

◆ Provide strategic direction and support on implementation

Technical Advisory Committees

◆ Advise DLCD on the detailed rule concepts and drafts

Interested & Affected Parties

◆ Advise DLCD on the potential impacts of the OHNA on housing production, affordability, and choice including fair housing throughout the process

Other State Agencies

◆ Coordinate as agency partners in the rulemaking process

◆ The Department of Administrative Services and Oregon Housing and Community Services must complete corollary work to establish the OHNA

What is the Scope of the OHNA Rulemaking Process?

> To help address the housing crisis playing out across Oregon, the Legislature and Governor Tina Kotek directed DLCD to iterate housing planning in the state to **ensure that all Oregonians have access to safe, affordable housing in their communities of choice that meets their needs.**

While the OHNA, and its rulemaking process, are intended to reduce barriers to production, affordability, and choice, there are limitations on what the OHNA can do and what the rulemaking process can do. Housing is subject to the market dynamics as well as public policies and investments that affect development. Economic factors such as access to capital, interest rates, the availability and cost of labor and materials, and the types of housing that are desired all affect the development pipeline. And many local, state, and federal policies and investments influence housing production and affordability. While this rulemaking can help address some of these dynamics in local housing planning, it will not be able to address everything that affects housing.

Furthermore, it is important to acknowledge that historic policies and (dis)investments have resulted in substantially disparate housing outcomes, particularly for protected classes and communities of color. Systemic discrimination, intergenerational poverty, and the legacies of historic policies that made housing affordable and plentiful for certain households while keeping it out of reach for many others, have exacerbated and perpetuated disparate outcomes that persist today for households of color and other protected classes. While the OHNA requires local and state action to identify and address these historic disparities, it is important to recognize that it is one part of a broader body of work needed to redress past harm.

The housing crisis is complex and interconnected at all levels of government.

We should explore this complexity, but must abide by the scope of Legislative direction and LCDC statutory authority.

OHNA

Solve the Housing Crisis
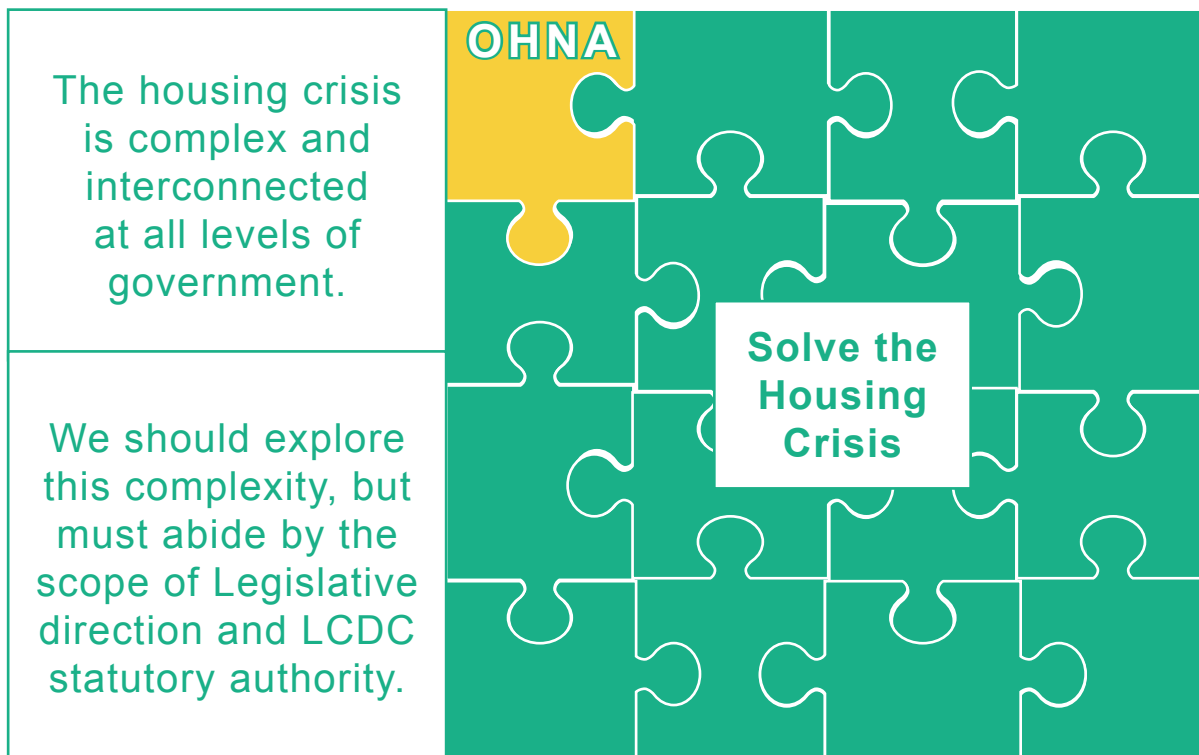
DLCD

What Does OHNA Implementation Entail?

OHCS and DAS also have responsibilities to implement the OHNA in partnership with DLCD. This includes:

Finalize the OHNA Methodology

- Starting January 1, 2025 and continuing annually, the Office of Economic Analysis at DAS will run the OHNA methodology to provide an estimate of Housing Need for the state divided into regions. This need will be allocated to local governments and will form the basis of Housing Production Targets. OHCS and DLCD will be refining the methodology throughout 2024.

Establish a Housing Production Dashboard

- OHCS must develop a **Housing Production Dashboard** by January 1, 2025 where progress toward housing production targets will be published and updated annually.

Develop Housing Equity Indicators

- OHCS must also develop a set of **Housing Equity Indicators** by January 1, 2025 that will provide all cities with information on how their communities perform on housing outcomes such as cost burdening, access to housing with needed characteristics like accessibility for a number of disabilities, and other indicators to be determined.

What is the OHNA Implementation Timeline?

DLCD is leading the OHNA implemetation and rulemaking process through December 2025. OHCS and DAS have statutory deadlines as outlined below.
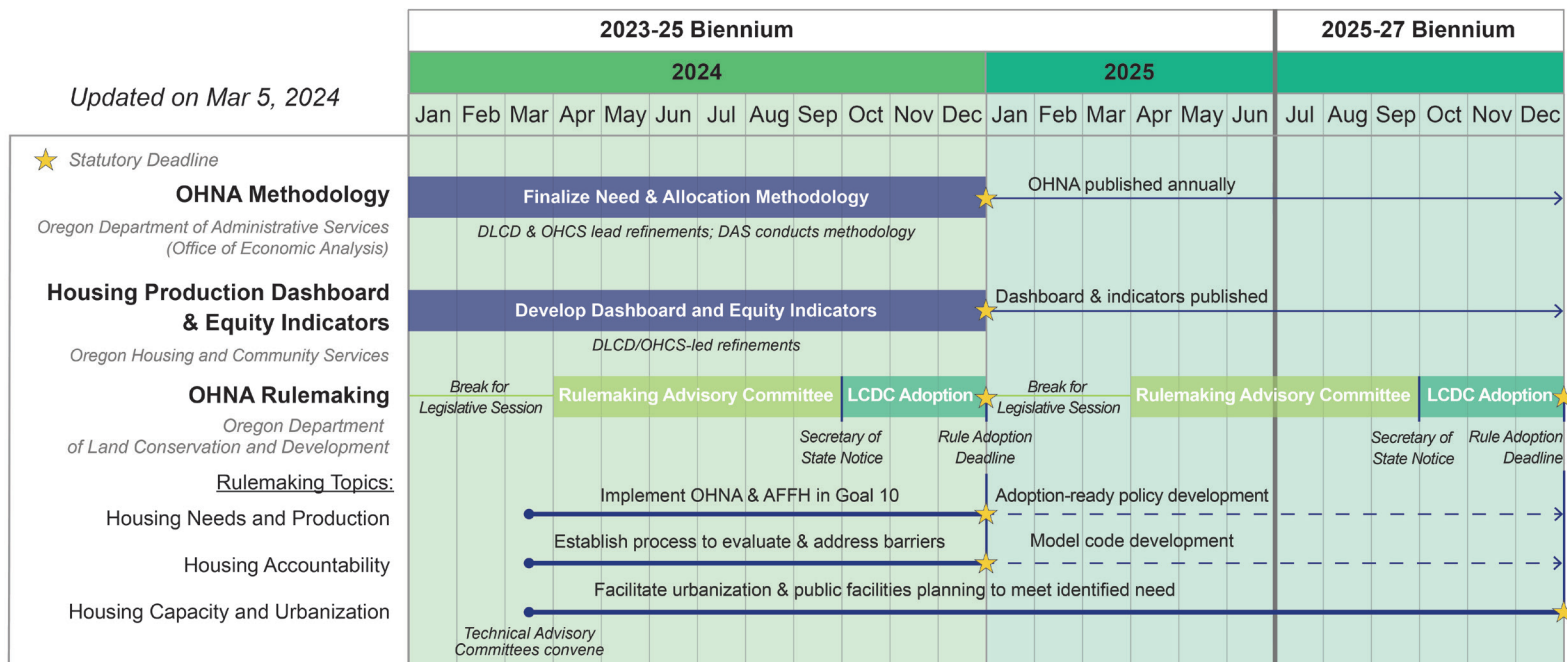
Updated on Mar 5, 2024

1. See House Bills 2001 & 2889 (2023 Session). Codified in Oregon Laws 2023, chapter 13 and Oregon Revised Statute (ORS) chapters 195, 197, 197A, and 456
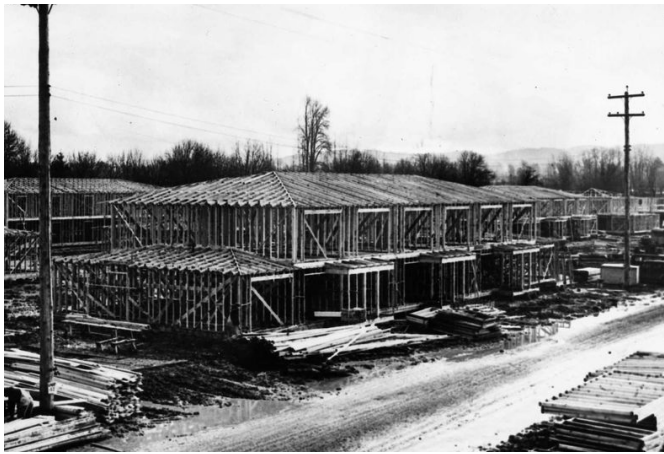
OREGON

Department of
Land Conservation
& Development

Oregon Housing Needs Analysis (OHNA)
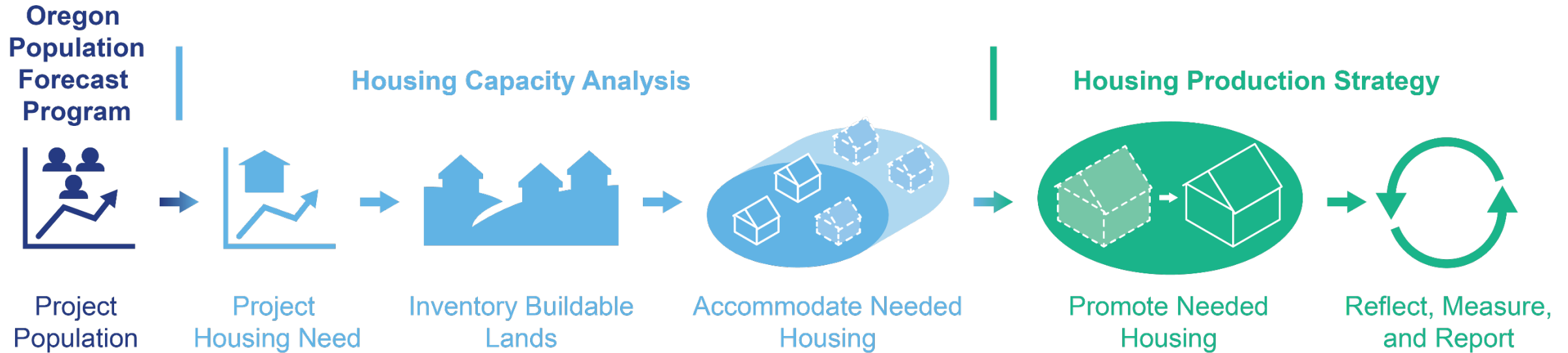
Clackamas County Planning Commission

July 22, 2024

Sean Edging, Housing Planner
Kelly Reid, Regional Representative

What is the Oregon Housing Needs Analysis?

House Bill 2001 (2023 Session)

Recommendation 1: Plan for what's needed

1.1) Plan for more housing, especially affordable housing

1.2) Set targets, track progress and outcomes

1.3) Refocus local action on production

1.4) Unlock land, where it's needed

Recommendation 2: Build what's needed, where it's needed

2.1) Fund housing the market would not produce on its own

2.2) Make "housing choice for all" a state policy goal

Recommendation 3: Commit to working together with urgency

3.1) Coordinate state agencies on housing production

3.2) Organize continuing policy work to support production

*

Goal 10 – Housing Planning (OHNA Policy)

Housing Capacity Analysis

Oregon Housing Needs Analysis (OHNA)

Estimate & Allocate Need

Contextualized Housing Need

Determine Type, Characteristics & Location

Assess Land Capacity & Development Readiness

Accommodate Needed Housing

Housing Production Strategy

Promote Needed Housing

Affirmatively Further Fair Housing

Local Housing Reporting

Report on Progress & Outcomes

Housing Production Dashboard

Evaluate Barriers to Production

The Goal 10 Process

State | **Local**

6- or 8-year cycle

OHNA Methodology

FOUR COMPONENTS OF NEED

1 PROJECTED NEED

Units needed to accommodate future population growth over 20 years

2 UNDERPRODUCTION

Units that have not been produced to date in the region, but are needed to accommodate current population
(often referred to as housing shortage)
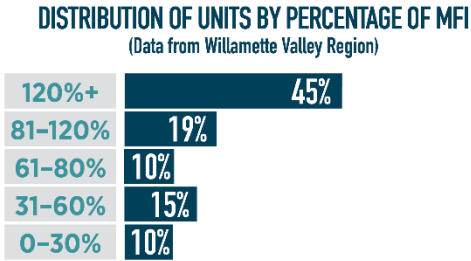
3 UNITS LOST TO 2ND & VACATION HOMES

Units needed to replace units lost to second and vacation homes

4 HOUSING FOR THE HOMELESS

Units needed to house those who are currently experiencing homelessness

UNIT INCOME DISTRIBUTION

DISTRIBUTION OF UNITS BY PERCENTAGE OF MFI
(Data from Willamette Valley Region)

Component 1	%
120%+	45%
81–120%	19%
61–80%	10%
31–60%	15%
0–30%	10%

Component 2	%
120%+	7%
81–120%	17%
61–80%	16%
31–60%	35%
0–30%	25%

Component 3	%
120%+	37%
81–120%	63%

Component 4	%
61–80%	3%
31–60%	8%
0–30%	89%

TOTAL UNITS STATEWIDE

426,163 (77%)

65,819 (12%)

33,535 (6%)

29,174 (5%)
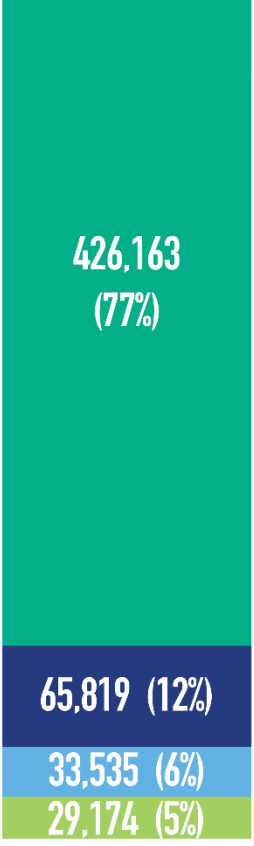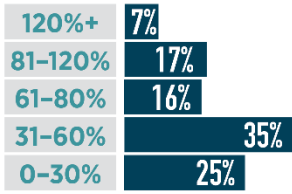
554,691 TOTAL UNITS

OEA & OHCS

Estimates full statewide need:
- 20-year growth
- Underproduction
- Homelessness
- 2nd & Vacation Homes

Allocation to cities and counties

Establishes production targets

Measure progress and outcomes

Goal 10 - Housing

DLCD

Goal 10 refocus on production, affordability & choice

LCDC Rulemaking

- Methodological assumptions
- UGB/Urban reserve
- Adoption-ready policies

"Development-ready lands"

UGB & Urban Reserve refinements

Housing Acceleration (next slide)

Housing Acceleration Program

ORS 197A.130 - Principles

(a) Increasing housing production;

(b) Developing affordable and equitable housing;

(c) Forming partnerships with cities* and with other public bodies;

(d) Responding proportionately to housing underproduction;

(e) Escalating enforcement to address persistent, repeated or deliberate noncompliance with housing production strategies and action items; and

(f) Considering the availability of state resources to support housing production.

Housing Production Strategy

Housing Acceleration Program

Taking action to facilitate housing production, affordability, and choice
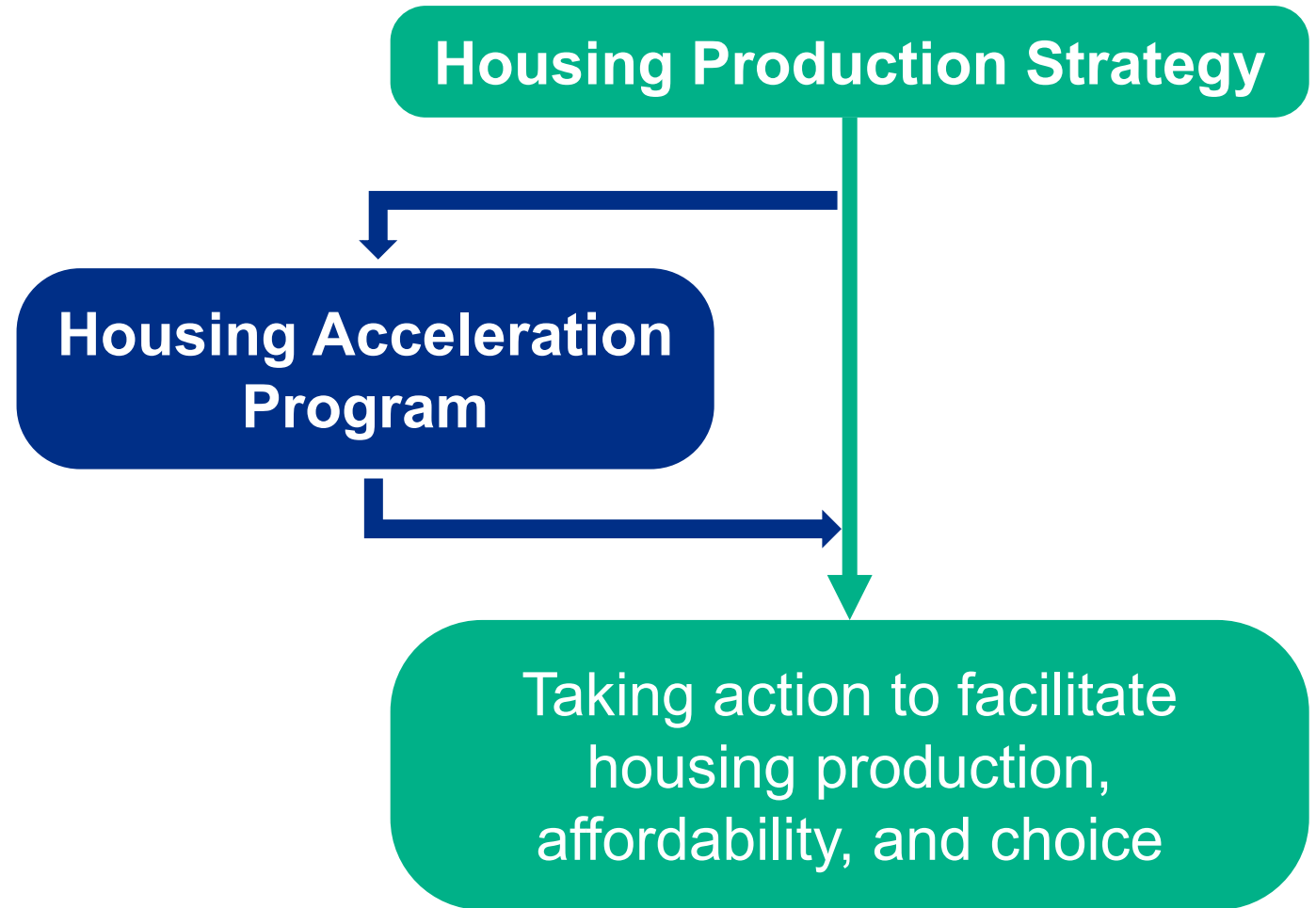
* "Cities" is defined to be inclusive of Tillamook & urban, unincorporated land in Metro counties

OHNA Implementation in the Metro Region

House Bill 4063 (2024 Session)

- Goal 10 implementation required for <u>urban, unincorporated lands</u> in Metro:
    - Not within a city
    - Zoned for urban development
    - Within sanitary sewer service boundary
    - Within water service boundary
    - Not zoned for future urbanization
- UULs will receive a housing allocation under the OHNA
- Planning responsibility defaults to Metro counties; may enter and delegate responsibility to cities via intergovernmental agreement

Metro Regional Growth Management Decision

OHNA in Metro – joint Metro, State, and local responsibilities

Metro Project Need/Growth Management Decision	**State** Allocate Need/Set Targets	**Cities & UULs** Implement Goal 10 (HCA/HPS)

- Projected need includes underproduction, homelessness, & 2nd/vacation homes
- Allocation must reflect "equitable distribution of housing" in the region
- Housing policy & accountability flows through state/local Goal 10 implementation

Metro "Housing Coordination Strategy"

3.2) Organize continuing policy work to support production

Metro must complete a "Housing Coordination Strategy" one year after Regional Growth Management deadline

- Similar to a local Housing Production Strategy with a regional focus

- Strategies may include:

Identifying & coordinating resources/capacity

Region-wide assessment of housing barriers

Coordination of regional strategies

Recommended actions for local consideration

Technical support

Other potential regional actions

Process Update

Rulemaking Topic Areas

LCDC Housing Rulemaking – focus on three major focus areas:

Housing Need & Production *(Jan 1, 2025)*	**Housing Capacity & Urbanization** *(Jan 1, 2026)*	**Housing Accountability** *(Jan 1, 2025)*
• OHNA implementation; "needed housing" • Adoption-ready policy options – e.g. permit-ready plans, SDC/public facilities, permitting/review, etc. • Integrate fair and equitable housing into Housing Production Strategy	• "Off the shelf" methodologies & assumptions – e.g. BLI, UGB, etc. • Greater clarity/certainty for analyses, UGB amendments, land exchanges, & urban reserves • Facilitate development-readiness of lands brought into the UGB	• Measuring (under)performance • Scope and process of DLCD review of local/state barriers to housing production • Steps to ensure local gov'ts take meaningful actions to address identified barriers

First draft rules published: Plain language summary | Matrix with draft rule language

OHNA Methodology

Oregon Housing Needs Analysis
Interim Methodology

Interim Methodology published; public comment until August 16 to: HCS.OHNA@hcs.oregon.gov or housing.dlcd@dlcd.oregon.gov

Feedback will be incorporated into refined draft; published for testimony at:
- LCDC Meeting (September)
- HSC Meeting (October)

Final testimony will inform recommended methodology to DAS.

Discussion

Clackamas County Planning Commission

July 22, 2024

<p style="text-align:center">DRAFT Joint Values and Outcomes DRAFT
for the 2025 State Legislative Transportation Package
by the Communities of Clackamas County
=now includes feedback by partners (7/25/24) – SIMPLE MARKUP=</p>

The jurisdictions named here support a seamless, functional transportation system that prioritizes safety and the reliable movement of people and goods.

We acknowledge that without adequate transportation funding to address maintenance and capital projects in our communities, our collective transportation system will continue to struggle, maintenance projects will become capital projects, and our transportation systems will fail to meet public expectations and uses. As the state legislature considers funding solutions to address state and local needs, the values and outcomes named here will be the foundation of our advocacy.

These values are not an endorsement of any collective or particular funding proposal.

To ensure an equitable, balanced, and seamless system for all, a transportation package should…

- Develop in collaboration with local voices and jurisdictions
- Protect and retain the 50/30/20 revenue formula from the State Highway Fund
- Secure operations and maintenance funding for state and local partners
- Increase safety for all travel modes and reduce diversion from highways onto local roads

To ensure maximum and efficient utilization of public dollars, a transportation package should…

- Provide local jurisdictions with the resources to implement state requirements
- Build trust through budget transparency, implement cost saving measures, and limit administrative costs
- Maximize our opportunity to leverage federal funds for local and state projects of significance
- Secure varied revenue sources to diversify funding tools for local and state agencies

To advance projects that build public trust and accountability, a transportation package should…

- Finish what was promised in HB 2017 and HB 3055, including the I-205 widening and bridge improvements between Stafford Rd and Abernethy Bridge.
- Formulate a list of additional, high-priority projects for future funding, such as Sunrise Corridor and other investments addressing growth in urban, suburban, and rural communities

To provide accessibility and funding to multimodal facilities and services, a transportation package should…

- Complete gaps in transit service, sidewalks, and bike lanes
- Improve transit operations, including regional coordination and equitable access to transit
- Invest in transit so that it is a convenient, reliable, and safe travel option
- Provide sustainable long-term funding for first- and last-mile transit solutions
- Consider investments that improve safety for commuters reliant on bicycles, scooters, and other non-traditional transportation options

To support housing production and economic opportunities, a transportation package should…

- Accelerate transportation networks supporting developing areas
- Improve the operations of regional freight routes, bridges and arterials
- Improve safety and reduce congestion on roads that connect urban and rural communities

The transcription notes here were taken during discussions that occurred at the C4 Retreat. It does not reflect any particular decision from those discussions. No votes were made by C4 members.

C4 Priority Topics 2024-25

- Legislative Package Prep
- Continue SHS
  - Coordinate SHS & planning at county level
- Housing tied to recovery works in tandem with workforce
- Unfunded mandates
  - Collectively seek funding to meet these mandates
  - Stormwater
  - ADA
- SDCs
- Comprehensive plan for unincorporated areas -> zero voices
  - better plan to include relevant voices
- Housing affordability best practices
  - What works, what does not
  - How to legislate homeless camping

What we should work on together:
- Data / Access via C4
- Land use advisory sub-committee
  - Transportation issues
- Agriculture timber/ Tourism
- Metal manufacturing
- Nursing
- Collages working to grow ag/ program

Transportation Day

#1 Fund first - Finish what you already said you would do
#2 Formulate Future List - Mega projects for future funding or of statewide significance
Funding Mechanisms
To ensure maximum and efficient utilization of public dollars a transportation funding package should...

- Optimal and efficient utilization
- Outcomes equitable collection / distribution
- Invisible tax on retail before consumer
    - seamless/ palatable
- Enduring
- Good stewardship
- Cost effective

Additionally
- Have limited administrative costs in order to maximize funding capacity
- Not include unfunded mandates
- *Avoid unfair burdens on people and communities
- Include multiple funding mechanisms
- Be responsive to dynamic cost environment
- Include transparency of existing budget/ funding + reasonable austerity measures
- Maximize our opportunity to leverage federal funds

Bottleneck
- Highest urgency to fix
    - Traffic counts
    - Travel time delay
    - Safety crashes
    - Air quality
    - Readiness

Transportation Day (cont'd)

System
To ensure an equitable, balanced and sustainable system for all, a transportation funding package should....
- Consider the ecosystem - transportation, housing, services
- Creating place
- well-maintained/ capacity balanced
- Safe
- Efficient
- Equitable users/ agency
- priority on basic maintenance (paving)
- Provide for the needs of different communities
- Fix it, enhance it, expand it
- result from collaborating with local stakeholders
- Provide for per choice/ travel options
- Toll new capacity
- Come from diverse sources

To support housing production + economic opportunity a transportation funding package should....
- Make transformative corridor investments
- Support local jobs/ housing balance to reduce cross-regional trips
- Improve route connectivity
- Adequate infrastructure to meet growth needs including everything
- Roads should match the local level to meet locally developed housing plans
- Funding should be equitably shared
- Reduce modal conflicts
- Safe streets support sustainable growth
- Everyone is responsible for road safety
- ACCESS!!

Transportation Day (cont'd)

Additionally
- Provide funding to extend road network to new housing and employment areas
- Support transportation equity for economically displaced people
- Maintain funding for the "great streets" program
- Ensure local share (heart, heart, $$$)
- Enable seamless multimodal travel alternatives
- Reduce distance between home & essential destinations. We love complete communities
- Anti-displacement in pricing (means) + impact (ends) *
- Accelerate robust, multimodal, and well connect transportation networks in developing areas
- Pressure existing communities, providing local opportunities to live, work, and play
- Improve the operation of regional freight routes and urban alternatives

Multi Modal - Pedestrian, bike, Tri-Met, last mile connections
- Equitable access to multi modal facilities
- Having serivces and facilities availabl when / where needed
- Investments
- Additional funding for transit operation for regional connectivity programs
- Connecting communities like Estacada to Oregon City
- Safety for multi modal systems. Safety and security on transit
- Importance of education, signage and education about facilities and places to ride bikes, etc.
- Recognize different needs of rural/ urban areas

Transportation Day (cont'd)

Values Language for Multi-Modal

The transportation package should...

- Provide accessibility for 30% of population that cannot drive; recognizing that different investments are needed in rural and urban areas
- Should focus on safety and education on multi modal systems
- Address funding for multi modal facilities, including transit operations and regional coordination / connection programs
- Focus on safety and education
- Address needs of 30% of population that cannot drive
- Address gaps in transit service / transit deserts
- Improve transit operations, including regional coordination / connection programs.
- Equitable access
- Think holistic about how transit is funded / (both employer and employee tax), given changes to commute patterns
- Recognize that different multi-modal solutions are needed in rural and urban areas
- Address complete connections and systems (fill gaps)
- Incorporate emerging micro mobility options
- Invest in transit so that it is convenient, reliable option to driving (a competitive option)
- Enhancement (increased) STIF funding (state transportation improvement fund - STIF) employee tax

Summary Outcomes

1 - Extend the road network to new housing and employment areas

2- Support local jobs/ housing balance to reduce cross-regional trips

3- Anti-displacement in both the funding (means) and the implementation (ends) of projects

4- Support transportation alternatives, particularly economically displaced people

5- Reduce modal conflicts on regional freight routes and urban arterials

Housing Day

C4 Role in Housing
- Share research
- How to scale - bonding together for funding
- Influence legislation
- Act quickly
- Quarterly report to C4 from land use decisions
- Dashboard to celebrate successes/ coordinate
- First time homeowner opportunities
- Utilize 2 established groups to assess staff capacity
  - Policy
  - Planning
- Invite government offices to share info re: funding
- Resource sharing

Growing Jobs Ideas

VOTES	Growing Job Ideas
	Living wages -> less coffee shop, higher wage jobs
1	Utility availability to industrial areas / partnership w/private utilities
3	Available land, UGB expansion
3	Marketing to bring employers. Sell the community. Less local taxes.
2	Easy to get permits
	Webpages
1	Sales pitch for while county
	Need more qualified employees
3	Partnerships w/landowners buy-in
	No money for operations
	Adequate childcare (incentives to open)
1	Kindercare
1	Mom & Pops

CCC education

Access to transit/ shuttles like clack industrial area

Amenities to attract new people

Housing Day (Cont'd)

Growing Affordable Ideas

VOTES	Growing Affordable Housing Ideas
	Need unified message
	Money funding for capital
2	Repositioning on CC Housing Authority scattered sites
	Community Acceptance (NIMBY) - Coordinated strategy
2	Private public partnerships to solve these challenges

Affordable homeownership opportunities >>Policy changes to lower barrier to ownership

2	Transit oriented development
4	Strategy to keep people in place (anti-displacement)
2	Transit service / access to transit

Increase multi-family options >>> Challenges interest rates and zoning

Low cost financing for ADUs >>> State bank buy down interest rates

Increase age in place options

1	Land feasibility - land acquisition
	How to control pricing
	recognize connection to infrastructure/ complete communities
5	Transitioning planning

How do we help host communities integrate affordable housing in a way that preserves safety and livability for all?

Housing Day (Cont'd)

Growing In/ Up

VOTES	Growing In/Up Ideas
3	Be proactive (roads in place before we hit a development deficit)
3	Infrastructure
1	Aging infrastructure (e.g. water systems)
3	Community Education -> Support
	Public / Private Partnerships
	Build on public land
	How do developers make a profit?
	Utilize large lots / blocks to retrofit the types of development we envision
	Incentivize ADUs - Get developers to put in the supportive infrastructure so homeowner doesn't get hit w/ full SDC twice
4	Which comes first, the business or the density? Can we time them together?
	What does local control look like?
	Can the transportation system accommodate more trips (mobility policy)
	Zoning can be a barrier
	Environmental (e.g. slope) constraints
	NIMBY- ism
	We love community developed design
3	Land isn't affordable and affordable housing difficult to finance. Streamline finance tools and interest rates.
	Co-messaging as a county is good. Embrace social media education. (Messaging toolbox)

Housing Day (Cont'd)

Growing Out

VOTES	Growing Out Ideas
10	Desire and permission for annexation
1	Working together with people who live in places considered "out"
2	It can take many years to complete planning for new growth areas
2	State rules can be obstacles
	Transition from rural infrastructure to urban needs is expensive
	Communication is important, and changing - > Impact of social media and online discussions about growth planning
9	Protection of farmland is important
2	Getting past piecemeal development. Assembling land for complete community
2	Developers want to develop housing but what is needed is industry / jobs