

Planning Commission Record Index
Equitable Housing Strategic Plan
LP20-0002

Focus Group Meetings

- Non-Profit Group Meeting 2019.08.19
- Local Organizations 2019.07.30
- Employer Group Meeting 2019.08.19

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City of Wilsonville Equitable Housing Strategy **Stakeholder Engagement Strategy**

This document outlines the approach for how equitable housing stakeholders are informed and engaged in the development and evaluation of alternative implementation approaches to promote equitable housing in the City of Wilsonville.

Sections included herein:

Why: purpose and desired outcomes

Who: decision-makers and stakeholders

When: timeline and milestones

What: engagement activities to inform, consult, involve and collaborate with stakeholders

Why: Purpose and Desired Outcomes

Purpose

As housing affordability declines in Wilsonville, community members have expressed concern about being displaced or having to move out of the City in search of more affordable rental and homeownership opportunities elsewhere. An increasing number of community members have testified before the Wilsonville City Council about how the large and sudden rent increases threaten the community members' housing stability.

To address the community's housing needs now and in the future, the City of Wilsonville has identified the need to establish a roadmap toward a more equitable housing system. In the midst of a housing crisis, Wilsonville is poised to design a strategy that expands opportunities and access for more people to enjoy the quality of living in the city.

Over the next year, the City will be working with stakeholders to research and develop an Equitable Housing Strategic Plan that identifies and prioritizes policies and programs to address current needs and gaps in Wilsonville's housing market.

***What is equitable housing?** Generally speaking, equitable housing means more people are able to find a home that meets their needs for location, price, and household needs. Equitable housing aims to ensure all people have housing choices that are diverse, quality, physically accessible, and affordable with access to opportunities, services, and amenities. This broad definition includes choices for homes to buy or rent that are accessible across all ages, abilities, and incomes and convenient to everyday needs, such as transit, schools, childcare, food, and parks. Equitable housing also represents a system that accounts for the needs of households with low income and communities of color, recognizes a history of housing discrimination, and complies with current state and federal fair housing policy.*

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Desired Outcomes

Stakeholders will be involved in defining the gaps and opportunities for equitable housing development, building community understanding of the housing system in Wilsonville, and shaping the way the city will go about expanding housing choices through new policies and investments. The team will use the information gleaned from the stakeholder engagement, along with technical analysis to:

1. Define / confirm challenges and needs for housing Wilsonville's future,
2. Identify tools and programs that could provide more equitable access to housing in Wilsonville,
3. Collaboratively build an implementation strategy toward that end.

A. PRIOR COMMUNITY INVOLVEMENT THAT WILL INFORM THIS PROJECT

Through recent planning efforts and public processes, the City of Wilsonville identified the need to review the City's offerings for housing choice. This engagement strategy is informed by these findings and input, including data points such as the City's bi-annual Community Survey, the annual Housing Report and the Town Center planning process.

The City's 2018 Community Survey concluded that only 38% of residents rated the availability of affordable quality housing as excellent or good. This is an improvement over 2016, where only 22% of residents rated the availability of affordable quality housing as excellent or good, but is still lower than previous surveys in 2012 and 2014, where 47% of the households surveyed felt Wilsonville had excellent or good availability of affordable quality housing. Housing and affordability was the second most frequently mentioned priority after traffic and roads.

The 2018 Housing Report also suggests that housing costs in Wilsonville are becoming harder to sustain for many residents. The median sale price of a home in 2018 was approximately \$446,700, costing approximately 31% more than what a household making the median household income can afford. Additionally, the current median rent price for multifamily housing is 23% higher than what is affordable to a household making the median household income for renters in Wilsonville. Given this, many renter households are cost-burdened (housing costs more than 30% of income) by housing expenses.

During the Town Center planning process (2017-2018), housing was frequently a topic of conversation and public comment. The Town Center Task Force acknowledged a strong desire for improving transit services and providing more housing in Town Center, and discussed whether the City can offer subsidies for creating or offering affordable housing. The Task Force acknowledged that these are policy questions for the City to explore. At project open houses, design workshops, and in surveys, housing was frequently mentioned as a possible use, providing a greater mix of uses and possibly providing opportunities for affordable housing construction.

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B. CITY POLICY ON PUBLIC INVOLVEMENT AND EQUITY

Wilsonville’s Planning Commission, made up of people with diverse interests in the community, fulfills the role as the city’s official Committee for Citizen Involvement (CCI). The CCI frequently conducts work sessions and other informal public meetings that are deliberately intended to encourage an exchange of ideas and opinions without the formality of public hearings.

The City encourages citizen involvement, as highlighted in the Citizen Involvement chapter of the City’s Comprehensive Plan.

“The City has long recognized the importance of citizen involvement and understanding in government decisions. In support of past involvement activities and to guide future citizen involvement, the following goals, policies, and implementation measures are established.

...

GOAL 1.1 To encourage and provide means for interested parties to be involved in land use planning processes, on individual cases and City-wide programs and policies.

Policy 1.1.1 The City of Wilsonville shall provide opportunities for a wide range of public involvement in City planning programs and processes.

...

GOAL 1.2: For Wilsonville to have an interested, informed, and involved citizenry.

Policy 1.2.1 The City of Wilsonville shall provide user-friendly information to assist the public in participating in City planning programs and processes.”

Who: Stakeholders and Decision-makers

PRELIMINARY LIST OF STAKEHOLDERS

The project team has identified an initial list of organizations and individual stakeholders for equitable housing. In developing the list, the team put thought into who is responsible for the City’s housing policy, who will make decisions, who are the partners, who will be impacted by the projects’ outcomes, who could benefit from an equitable approach to housing development, and who would be likely Wilsonville residents of the future. The list that follows is an initial assessment and is expected to change and grow as the project rolls out.

City of Wilsonville officials and staff

- Wilsonville City Council
- Wilsonville Planning Commission
- Wilsonville Inter-department staff [including but not limited to Community Development, Library, Public Safety Economic Development, Transit]

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Implementation partners (public)

- Clackamas County: Housing Authority, Urban Renewal Agency, Health and Human Services
- State of Oregon: Housing and Community Services
- West Linn-Wilsonville School District: homeless family services, Head Start parent group (as available)
- Metro Planning and Development / grant administrator

Housing, service, and equity experts

- Wilsonville Community Sharing
- Medical community, including Kaiser
- Non-profit housing and development interests: Northwest Housing Alternatives, REACH, Proud Ground, Farmworker Housing Development Center, Bienestar, CPAH, Portland Housing Center
- For-profit development interest (active in Wilsonville): Lemar, Polygon, West Hills, Stafford Land Group, ROIC, Center Cal, Homebuilders Association
- Other for-profit housing development interests: Tokola, Capstone, Holland Partner Group, Board of Realtors (homebuying program), realtors / brokers serving communities of color in Clackamas

Community experts and other stakeholders

- Citizens Academy graduates, members of City boards/commissions, civic organizations
- Current residents: Wilsonville Community Seniors, owners of existing market-provided affordable housing or mobile home parks, Villebois neighbors, Autumn Park Apartments, homeowners associations
- Educational institutions: Oregon Institute of Technology, Clackamas Community College
- Employers (large): FLIR, Mentor, DW Fritz, Xerox, Coca Cola, Coffee Creek, Costco, Target, Fred Meyer, Pacific Foods, SSE, Sysco, Rockwell Collins, Rite Aid
- Business interests: Wilsonville Chamber of Commerce, local and/or small businesses

DECISION-MAKING FRAMEWORK

Developing, coordinating, and integrating the various equitable housing strategy elements requires a decision-making process to address the spectrum of direct stakeholders. The City must also chart an efficient project plan, scaled to the level of impact that implementation of the Strategic Plan could have on the City as a whole. This engagement strategy has been crafted to meet the project's work schedule, possible implementation tools, and specific stakeholder interests and concerns. In addition to stakeholder feedback, the consultant team will obtain information from market research, existing policies and plans, project team and task force expertise, staff and partners who have roles in implementing policies, and technical analysis. Ultimately, the proposed implementation strategies will be presented to Planning Commission for their recommendations and City Council for their consideration of adoption.

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ROLES AND RESPONSIBILITIES

Wilsonville City Council

The City Council commissioned the Equitable Housing Strategic Plan. Throughout the planning process, City Council will continue to provide leadership, project oversight, and policy direction. A summary of stakeholders' ideas, feedback, input, and opinions about the potential implementation strategies will be disseminated to the Council for their deliberation. The City Council holds final decision-making authority to steer policy development and adopt the equitable housing strategy.

Planning Commission

Throughout development of Strategic Plan, the Planning Commission will be briefed on the process and progress and will provide guidance as to how well the potential implementation strategies address Comprehensive Plan policy (as applicable), respond to the Housing Needs Assessment, and otherwise integrate community planning needs into the implementation strategy. In their role as Wilsonville's CCI, the Planning Commission will provide a venue through which stakeholder experiences and input can be shared. During the adoption process, the Planning Commission will be consulted on the draft Equitable Housing Strategic Plan and it is expected they will provide recommendations to City Council.

Equitable Housing Task Force

The Equitable Housing Task Force is charged with providing local knowledge, advice on how to incorporate equity considerations into the process, and housing development expertise to support the City of Wilsonville and its consultants as they analyze conditions and evaluate implementation strategies for expanding housing access and options. The Task Force will bring knowledge, ideas, insights, and innovative thinking to surface the most promising and feasible policy and programmatic options that best serve Wilsonville's equitable housing objectives. While consensus is desirable, it is not the goal of the Task Force. The work of the Task Force will be integrated into development of the implementation strategies. (Refer to the attached Task Force Charter for additional details.)

Stakeholders and community members

Stakeholders and community members will provide input on current concerns, ideas for a better system, guidance in formulating implementation strategies, and their opinions and preferences for implementation strategies (refer to preliminary list of stakeholders). This information will impact development of implementation tools and strategies and will be provided to City Council for their deliberations on the best path forward. The staff/consultant team will provide meaningful stakeholder engagement and will work with stakeholders to make available fair and equitable opportunities to voice needs and opinions for the future of equitable housing development in Wilsonville. The staff/consultant team will work to encourage participation of typically underrepresented and underserved community members who have the potential to benefit or be burdened by the new housing strategy.

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Staff/Consultant Team

The staff/consultant team will be responsible for technical research and analysis, convening and facilitating stakeholder dialogue, developing implementation strategies, and presenting recommendations to decision-makers. With the help of the Task Force, the team will also help ensure that the implementation strategy is workable in practice and reflects the community's interests.

When: Timeline and Milestones

Implementation of the Community Engagement Strategy will begin in spring 2019 and continue through presentation of recommendations to Planning Commission and City Council in spring 2020. Engagement activities are anticipated to take place July 2019 through January 2020.

The project timeline has been constructed to allow enough time for public input into the process, being mindful of the scale of the effort and growing needs to implement equitable housing development. Research on potential implementation strategies will be built on information gathered from recent public processes and prior plans. A series of stakeholder conversations and meetings will take place in three phases:

- **Phase 1 Market Research and Policy Objectives** | Spring 2019 - Summer 2019
Focus for engagement: obtain information from stakeholders about concerns with the current state of housing choice and ability to develop equitable housing in Wilsonville; set policy objectives / measurements of success with City leadership
- **Phase 2 Exploration and Research** | Summer 2019 - Fall 2019
Focus for engagement: communicate conditions findings and seek leadership and guidance from stakeholders on how to strategically address community-identified issues and understand community perspectives on the realm of options for equitable housing development
- **Phase 3 Strategy Development and Evaluation** | Fall 2019 - Winter 2020
Focus for engagement: Discuss feasibility and desirability of potential implementation strategies, assess tools and strategies against policy objectives, weigh in on draft Strategic Plan

What: Involvement Activities

Specific engagement activities and outreach efforts will include a range of techniques to determine the values and needs of employers, prospective residents, and other community members, and test alternative solutions. The process is anticipated to include one-on-one interactions, small group meetings, up-to-date website content, and timely communications through existing City channels. Furthermore, the involvement efforts will continue to build long-lasting stakeholder relationships that will expand access and development of equitable housing.

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| INVOLVE AND COLLABORATE | Stakeholders engaged (primary focus) | | | | Assumptions |
|--|--------------------------------------|--------------------|------------------------|-------------------|--|
| | Decision makers | Implement partners | Housing service equity | Community experts | |
| <p>Stakeholder interviews. One-on-one meetings with stakeholders who will be key to development and implementation of the equitable housing strategy. Develop an understanding of the existing conditions, stakeholder experiences with the current housing system in Wilsonville, and ideas for expanding housing choice</p> | | X | X | X | <p>Consultants: draft approach, conduct 10-12 interviews, prepare high-level summary for inclusion in deliverables and communications, debrief meeting or call with City</p> <p>City: identify interviewees, refine questions, make introductions, conduct additional interviews beyond Consultant team scope, as needed</p> |
| <p>Task Force: A panel, made up of representatives from equitable housing development stakeholders, will be invited to participate in facilitated conversations to provide expert advice on policy options</p> | | X | X | X | <p>Consultant: draft agendas, facilitate meetings, review and refines summaries</p> <p>City: establish/invite and coordinate participation; reserve meeting location/set up; finalize agendas, prepare meeting summaries</p> |
| <p>Internal involvement. Briefings and work sessions with internal City stakeholders to develop implementation strategies.</p> | | X | X | | <p>City organizes, manages, and facilitates internal work sessions; communicates outcomes to consultant</p> |
| <p>Discussion groups: Stakeholders who are not being reached through other methods can be elevated for participation in topical discussion groups, to hear lived experiences and surface needs that are not currently being met within Wilsonville. Likely to include with employers and others who represent prospective residents of Wilsonville, for whom equitable housing would be developed</p> | | X | | X | <p>Consultants: draft approach, draft invitation email, conduct 3 discussion groups, prepare high-level summary for inclusion in deliverables and communications, debrief meeting or call with City</p> <p>City: assist in identifying participants for each of 3 groups, refine discussion questions, send/manage invites, reserve rooms / set up</p> |
| <p>Online community survey. Questionnaire to inform and involve a broader group of Wilsonville stakeholders as options for implementation strategies are being developed</p> | | | | X | <p>Consultant: reviews and refines questions, analysis / interpretation of city-implemented survey</p> <p>City: draft survey, administer survey tool and outreach</p> |
| <p>Briefings. Information and discussions at key milestones to share stakeholder input and gain advice and direction</p> | X | | | | <p>Consultant: scoped to present at 3 PC and 3 CC meetings, some of which may be briefings, materials used will be prepared for other deliverables</p> <p>City manages and conducts briefings</p> |

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| CONSULT | Stakeholders engaged (primary focus) | | | | Assumptions |
|---|--------------------------------------|--------------------|------------------------|-------------------|---|
| | Decision makers | Implement partners | Housing service equity | Community experts | |
| Activity | | | | | |
| Presentations. Presentations and solicitation of input and ideas from stakeholder organizations | | X | X | X | City: organize, manage, and facilitate any stakeholder presentations (outside of consultant’s scoped TF, PC, and CC); communicate outcomes to consultants |
| Partnering with other related outreach efforts to inform of findings and consult on possible implementation strategies | | X | X | X | City: organize, manage, and facilitate any tabling or other community outreach; communicate outcomes to consultants |

| INFORM | Stakeholders engaged (primary focus) | | | | Assumptions |
|---|--------------------------------------|--------------------|------------------------|-------------------|--|
| | Decision makers | Implement partners | Housing service equity | Community experts | |
| Activity | | | | | |
| Information dissemination: materials and webpage. City webpage with general project information, public input summaries, draft documents, housing resources, links to related sites, online feedback mechanism; informational handouts as needed to support stakeholder meetings | X | | X | X | City: create and maintain project page on their web Consultants: provide content at key milestones/ deliverables prepared for other tasks (as needed) |
| Stakeholder mailing list. Develop and maintain a stakeholder contact list to help apprise affected and interested parties of progress, timelines and opportunities for involvement | | X | X | X | City: develop method, create, and maintain |
| Community organization announcements. News and updates shared through organizations | | X | X | X | City: create and manage |
| Press releases. Social media posts or other City-sponsored media notification | | | | X | City: manage, as per City policy and protocols |

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City of Wilsonville Equitable Housing Strategic Plan Task Force Charter

DATE:
July 2019

CHARTERED BY:
City of Wilsonville

PROJECT MANAGER:
Kim Rybold
City of Wilsonville Planning Division

PURPOSE

The Wilsonville Equitable Housing Task Force is charged with providing local knowledge, advice on how to incorporate equity considerations into the process, and housing development expertise to support the City of Wilsonville and its consultants as they analyze conditions and evaluate implementation strategies for expanding housing access and options. The Task Force will bring knowledge, ideas, insights, and innovative thinking to surface the most promising and feasible policy and programmatic options that best serve Wilsonville's equitable housing objectives. While consensus is desirable, it is not the goal of the Task Force. The work of the Task Force will be integrated into development of the implementation tools and programs.

ANTICIPATED OUTCOMES

Staff will share the issues, concerns, and ideas that emerge from the task force with the Planning Commission and City Council and include findings in the project documentation. Some items that emerge will require formal deliberation and decision; other items will be incorporated into the technical study and coordinated with project partners.

ANTICIPATED SCHEDULE (TENTATIVE)

The Task Force will meet three times over the course of the project, with the first meeting anticipated in July 2019. Once the Task Force is established, the staff/consultant team will work with members to identify mutually agreeable dates and times of meetings.

- **Meeting no.1** (July 2019): Review policy objectives, discuss market report, hear about concerns and needs for equitable housing in Wilsonville, provide feedback and ideas on policy objectives and potential strategies for technical analysis
- **Meeting no.2** (September 2019): Hear lived experiences, ideas, and issues discovered through the stakeholder engagement process and discuss potential strategies that respond to community needs and gaps in the housing system; assess how well the strategies will meet the stated objectives and highlight the strategies that appear to be most promising and feasible for Wilsonville
- **Meeting no.3** (late 2019/early 2020): Review policies and programs prioritized by Wilsonville City Council and stakeholders; evaluate implementation strategies for feasibility and desirability, provide feedback and input into how to make tools and strategies most effective for realizing near-term equitable housing development, weigh in on draft plan

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ROLES AND RESPONSIBILITIES

Task Force Members

- Task Force members will analyze, discuss, and consider a range of viewpoints, community goals, legal and financial parameters, and solutions for addressing equity concerns and lived experiences. They will ensure the community's ideas and interests in equitable housing are sought and used in drafting the strategic plan.
- Serve as a sounding board so that a variety of viewpoints, information, and thinking goes into formulating the implementation strategies. Engage in open and constructive dialogue to ensure that potential solutions are well-tested and that diverging opinions are aired, discussed and documented.
- Review background materials to understand the issues at hand and to gain familiarity with equity in the context of Wilsonville's current and prospective residents. Come prepared to each meeting to discuss the agenda items and materials.
- Support formulation of the Equitable Housing Strategic Plan and subsequent forwarding to Planning Commission for recommendation and City Council adoption process.

Staff / Consultant Team

- Wilsonville Planning staff will convene the Task Force. Meetings will be facilitated by the city's consultant. The staff/consultant team is responsible for ensuring ideas and comments coming from the Task Force are heard, communicated, and considered in the technical work.
- Team will prepare and distribute agendas and materials in advance of each meeting. Staff will be responsible for communicating with Task Force members between meetings and preparing meeting summaries.
- The team will manage the process for the good of the community as a whole and will respect volunteers' time

TASK FORCE MEMBERS

Membership of the Task Force is deliberately focused on specific skills and experience in affordable housing, services to underrepresented and underserved community members, housing development and construction, business and industry, representatives for prospective tenants, potential funders, and community-based organizations; the ability to draw upon the feedback and experiences of a larger constituency regarding perspectives on the topic, and agencies that will be most directly affected by the outcomes of the strategic plan.

- Bryse Bishoff, Talent Recruiter & Supervisor of Recruitment Operations, DW Fritz Automation, Inc.
- John Cronkite, Resident, realtor
- Paul Diller, Resident, law professor
- Devin Ellin, Senior Housing Developer, Housing Authority of Clackamas County
- John Ginsburg, Director of Student Life & Title IX Coordinator, Clackamas Community College
- Roseann Johnson, Asst. Director of Government Affairs, Home Builders Association of Metro Portland
- Rudy Kadlub, CEO, Costa Pacific Communities
- Marylee King, Resident, former Program Director of the MacDonald Center in Portland
- Kamran Mesbah, City of Wilsonville Planning Commissioner
- Taft Mitchell, Board Chair, Wilsonville Community Sharing
- Iona Musgung, Student Life Coordinator, Oregon Institute of Technology/OregonTech
- Kevin Ferrasci O'Malley, CEO, Wilsonville Chamber of Commerce
- Craig Porter, Resident, real estate developer and lender
- Bill Van Vliet, Executive Director, Network for Oregon Affordable Housing
- Rebecca Small, Regional Planner, Metro regional government
- Ben West, City of Wilsonville City Councilor
- Liz Winchester, Asset Manager, Northwest Housing Alternatives

Focus Group Summary
Wilsonville Equitable Housing Plan
Nonprofit Affordable Housing Providers
ECONorthwest, 8/29/19

Key Ideas

- Wilsonville has a strong and positive history of working with affordable housing developers in the past. What will the future bring?
 - Made land available
 - Championed projects
 - Clear path to tax exemption (one of two cities in Clackamas County to do this)
- A city's advocacy and support for affordable housing is key in making a project work. Projects need champions on city council, the planning commission and among city staff. All organizations stressed the need for this commitment.
 - Attend neighborhood meetings and support project
 - Problem-solving with the development review process, if needed.
- Opportunity coming up fall 2019: Housing Authority of Clackamas County to issue RFP for \$20M to \$30M in Metro Bond funding.
 - One of two RFPs to be issued—next in 2 – 3 years—likely \$10M to \$15 M
- To make property near WES station viable:
 - Commitment by City Council and champions on council and staff
 - Clear path to rezoning land
 - Free land; make site issues/development constraints known
 - Clear statement of type of housing city wants to see on site—principal goals for the project. Avoid layering too many constraints—that is, don't ask for a unicorn.
- Homeownership: About \$100,000 to \$120,000 in subsidy needed to build new home affordable at 60% to 80% AMI; If purchasing existing home, need about 20% of value of home. Subsidy = land, permit fee/SDC waivers, outright subsidy, etc.
- Like being consulted early in process. Happy to share expertise, knowledge---can even bring development team to talk about ideas for potential sites.
- Arrange tour by City Council and Planning Commission of existing subsidized housing owned by Catholic Charities and Northwest Housing Alternatives---education is key.

Present

Five organizations participated

- CASA of Oregon
- Proud Ground
- Housing Authority of Clackamas County
- Northwest Housing Alternatives
- Catholic Charities/Caritas

Team

- Kim Rybold, Senior Planner, City of Wilsonville
- Andrée Tremoulet, Commonworks Consulting

Notes

[items in brackets are Andrée's interpretive comments and not language participants used]

Lack of community voice in process was pointed out.

Projects in Wilsonville—[Some of this is from online data search prior to Work Group meeting]

- Proud Ground: No land trust homes in Wilsonville, 48 in Clackamas County
- Caritas:
 - Rain Garden, 30 units, behavioral health units---referrals by Cascadia Behavioral Healthcare or Clackamas County Behavioral Health Division. 0 BR efficiencies. Rents 0 to under \$500, 29197 SW Orleans Ave. Initially, there were some internal management challenges with MH population. Cascadia has moved an office there and that has improved things a lot.
 - Renaissance Court, 21 units, 1 BR, rents 0 - \$566. 11520 SW Zurich
- NHA: Been a while
 - The Charleston Apartments in Villebois: 11609 SW Toulouse
 - Creekside Woods: seniors 62+. Eligibility is based on annual income, downtown, sky bridge to community center, 7825 SW Wilsonville Rd.
 - Autumn Park Apartments, Family housing, one, two and three bedroom apartments, 10900 SW Wilsonville Rd
- HACC: no units, has vouchers
- CASA: No farmworker or Resident-Owned manufactured housing communities (ROCs) in Wilsonville
 - Two ROCs in Clackamas County, including largest in state at 142 spaces

Wilsonville praised for support on past projects

- Advocacy on city council, esp. for Creekside Woods
- Discounted/free land
- Clear path to full tax exemption that did not require sign-off by Clackamas County. Only other city to have this worked out is Milwaukie
- Obligations through state to developer (Costa Development) due to it being prior location of state mental health hospital
- No one felt that they would not work there again, given the opportunity

Challenges of Special Needs Housing in Wilsonville

- Service providers not local; sometimes clients in Wilsonville do not get same level of attention as other places. Cascadia Behavioral Health recently opened office space in Rain Garden
- While integration of populations is often desirable, lack of a critical mass of special needs residents can lead to service challenges

What makes working in a jurisdiction appealing to nonprofit developers?

- Champions---both on City Council (Planning Commission if relevant) and internally with staff. Makes it easier to work through challenges that will arise.
 - Show up and support project at neighborhood meetings
 - Deal with NIMBYism
- Land availability
 - Discounted or free land

- Management of taxes
- Assistance with/waiver of development fees/SDCs
- Investments to reduce gap
 - Construction excise tax
 - Metro Bond financing
- Planning/Land Use
 - Accelerated process/expediter
 - One point of contact
 - Predictability
 - Parallel tracks for design review and zoning changes to accelerate schedule
- City taking ownership of new infrastructure (so that private parties do not have to maintain)
- **[Confidential]** Possibility of local utility providing reduced water and sewer rates for new subsidized or bond-funded projects was reported by one focus group participant

Permanently Affordable Homeownership: Proud Ground

- Investment needed to create new condos affordable to households earning 60 to 80% AMI (new development) = about \$100,000 to \$120,000 per unit
- Investment needed to help homebuyer purchase existing home: about 20% of value of home typically needed.
 - This Down Payment Assistance model is the quickest way to get affordable homebuyer opportunities.
- Staff, when asked, noted interest in affordable homeownership among Wilsonville city council members.

Advice on Site Near WES station: Making it available as affordable housing

- Discounted/free land
- Be clear about development goals for the site: What do you want to see?
 - Prioritize; don't layer on requirements and ask for the Unicorn Building
- Be champion of whatever proposal is chosen
- Path to zoning change---make it clear.

Available to Advise, Inform/educate, Assist

- Happy to talk about project concepts early in process
 - Can even bring in construction partners to ballpark figures and discuss site issues
- Happy to provide briefings, tour of properties for City Council, Planning Commission, staff

Use of Metro Housing Bond in Clackamas County

- Housing Authority of Clackamas County retaining about 55% of bond proceeds for redevelopment of existing public housing sites (e.g., Milwaukie, Oregon City)
- Remaining 45% to be made available through NOFAs
 - Round 1: Fall 2019, \$20 - \$30 M
 - Round 2: In 2021-22, \$10 - \$15 M

Clackamas County creating a land bank around brownfields, using existing state authorizing statute.



EQUITABLE HOUSING STRATEGIC PLAN FOCUS GROUP

MEETING DATE: 8/19/2019

WELCOME! Please sign in.

| Name | Organization / Affiliation | Email (if you would like to receive project updates) |
|------------------------------------|---------------------------------|--|
| Kevin Ferrucci D'Malley | Wilsonville Chamber of Commerce | Kevin@WilsonvilleChamber.com |
| DJ Voigt | Swire Coac-Coa | djvoigt@swirecc.com |
| Kiersten Kane | Vision Plastics | KKane@visionplastics.com |
| Jarett Gilbert (for John Gansburg) | Clackamas Comm Coll | jarett.gilbert@clackamas.edu |
| Michael Weiss | Dealer Spice | mweiss@weissdealerspiice.com |
| KJ Lewis | Republican Services | kjlewis@republicanservices.com |
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Local Organization Community Stakeholders Focus Group

Tuesday, July 30, 2019

10 – 11 AM (Andree and Kim there by 9:45)

Wilsonville City Hall, Arrowhead Creek Conference Room
29799 SW Town Center Loop E, Wilsonville, OR 97070

Stakeholders: Organizations providing services to Wilsonville residents

Attending

- Schools: Jennifer Spencer-Iiams, Assistant superintendent for West Linn-Wilsonville Schools. She had a quote about the benefits of diversity in her signature line. Doctor of Education
- People with barriers to housing: Brianna Williamson, Housing rights and resources program coordinator, part of the supportive housing team of Clackamas County Social Services (possibly referred by Devin Ellin, who was invited but did not respond??)
- Low income residents: Taft Mitchell, Wilsonville Community Sharing

Follow-up Phone Interview

- Older adults with modest incomes: Sadie Wallenberg, MSW, I & R Specialist, Wilsonville Parks and Rec, Senior center connection. Very helpful---suggested additional people to include

Did Not Respond (two contacts)

- Medical community: John Sullivan, Kaiser-Permanente
- Devin Ellin: Clackamas County Community Services (may have referred Brianna)

Possible Last-Minute Invitation

- Lyn Welchel, Heart of the City (referred by Sadie Wallenberg, phone number only)

Introduction

- Over the next year, the City will be working with stakeholders to research and develop an Equitable Housing Strategic Plan that identifies and prioritizes policies and programs to address current needs and gaps in Wilsonville's housing market.
- There are four types of potential gaps in particular that we would like to explore:
 - housing affordability,
 - unit types (do the types of units match the type of current and future households), and
 - locational issues (access to transportation, needed services and a healthy environment)
 - barriers that make Wilsonville feel like a less welcoming environment, especially to people of color, people whose first language is not English, alt-abled, and other people who may feel that they are not in the majority or mainstream
- How we will use this information: We have "hard data" on housing types and so forth--we want to augment it with info about the lived experience---the people you serve. People will not be quoted directly.
- Timeline
 - Other focus groups and interviews---nonprofit housing developers, for profit developers, major employers, others. Steering Committee, Council presentations
 - Now through April
 - Website—Kim sent in email
- We will wrap up by 11 AM (one hour)

Intro Questions

- Do you have any questions?
- Introductions: Can you tell us a little bit about your organization, the clients you work with, and how your work intersects with the housing needs of Wilsonville residents?
- When you hear the term "equitable housing," what comes to mind?

Challenges

- What would a city with equitable housing look like? How is it different from Wilsonville (or other small cities where you work) today? (prompts: affordability, unit types, locational issues, inclusion/exclusion, welcome-ness)
- What's your impression of the state of equitable housing in Wilsonville today [as defined in intro]? (prompts, if needed: quality of existing, is there an abundance/dearth, meeting needs or demands of different people / types of households, etc.)

- What are some of the main concerns you've heard about equitable and/or affordable housing in the City of Wilsonville?
- Who is having a hard time accessing housing in Wilsonville? What are they looking for but cannot find?
- What are some of the biggest gaps in Wilsonville's housing market? What's missing? (prompts: affordability, unit types, locational issues, inclusion/exclusion, welcome-ness)
- What is your impression of how welcome people from non-predominant backgrounds---such as people from other countries and cultures, people with a range of sexual orientations or family types---feel in Wilsonville? Where do the pressures come from, the things that can make life stressful or uncomfortable? Are there subtle or not-so-subtle messages communicating "you are welcome" or "you are not welcome here?" Do people from specific backgrounds tend to live in one area? If so, do you think that this is occurring by choice?

Solutions

- Are there other communities you've worked in or observed that are more successful at delivering housing for different households, incomes, populations..?
- What solutions should we be looking at to deal with challenges or leverage opportunities?
- Who / what organization or type of business is best suited for working on these problems or capturing the emerging opportunities?
- Is there something that the City could do to overcome barriers and challenges, that private industry or nonprofits cannot?
 - What role could the city play in helping make Wilsonville more welcoming to people from a variety of backgrounds?

If there's time

- For some people, staying housed can be a challenge. In your opinion, what kinds of assistance do people need to be housed? Given the kinds of services provided currently in Wilsonville, where are the biggest gaps and what is needed to fill them?
- Do your clients struggle with transportation or the costs of transportation? Do people have to travel long distances from where they live to where they work?
- For schools - How have you seen your students and staff impacted by the local housing market? Questions around transportation costs
- Are there places or groups currently in Wilsonville that work on cultural and other kinds of barriers---like a church that has Spanish services, or a group focused on human rights or immigrant rights or disability access?

- **Questions about access to opportunities / welcoming-ness of Wilsonville to their employees and/or students, especially equity populations

Wrap-up questions

- Do you have any concerns about a project like this that we should be aware of? Are there any challenges the project team is likely to encounter (prompts, if needed: public involvement / perception, perceptions of City government, market variables -- rents, land prices, etc., current uses, etc.)?
- Who else should we be talking to? From an equity perspective, what other stakeholders do you think need to be part of the discussion?
- Is there anything else you want to make sure the project team knows about?
- Are you interested in an ongoing role in implementing equitable housing?

This document source:

<https://docs.google.com/document/d/1JtU2ouftkv5r0padym7gslhC7-7n3AmwJMr7AKIKGgM/edit>

Stakeholder List:

<https://docs.google.com/spreadsheets/d/1oI2Uq3DGSNUfe0eECBeDanSiHWZXUwdWub4p40GIXxQ/edit?usp=sharing>

**Focus Group Summary
Wilsonville Equitable Housing Plan
Local service providing organizations
Wilsonville City Hall, 7/30/19**

Key Ideas

- Wilsonville’s identity in regional housing market: newer, higher-quality housing, but lack of middle-cost housing. Wilsonville’s subsidized housing perceived as being more desirable and higher quality; long waiting lists
- Who especially needs help with housing in Wilsonville?
 - Single moms
 - Seniors, including those with disabilities, mobility impairments
 - Single working adults with low wage jobs
- Who is not welcome?
 - Homeless (except Bill). Countywide issue. There’s compassion, but few services.
 - People from Middle East/Muslims
- Needed housing types
 - Physically accessible housing, including single story housing, especially lower-cost single-floor triplexes and duplexes and possibly elevatored housing.
 - Houses with basements that can be converted into ADUs
 - Granny flats/ADUs. [Potential barriers---lot coverage issues, HOA rules, practical design concerns--is there really room?]
 - Another mobile home community or two
 - For seniors: roommate matching/home share.
 - Places where people can live for a few months with a private bedroom and bathroom but shared kitchen and living areas [Who is building these in Portland? Would something like this work near the transit center, among other housing types?]
- Observation: Wilsonville seems out of the flow of information/attention from Clackamas County. Need more networking/info sharing about County and other housing resources.

Present

Two organizations participated

- Wilsonville Community Sharing and CatalystNW
 - WCS: Food bank, financial and other assistance
 - Catalyst NW: Home repairs for homeowners, at no cost. Mobilizes volunteers. Includes plumbing & electrical. Regional, mostly western part of Portland Metro region. 7 projects completed so far in Wilsonville. Includes mobile home repairs.
- Clackamas County Social Services/housing information and assistance: Countywide help with landlord tenant issues, fair housing, affordable housing needs. Refers to LASO, FHCO (“partnership”). CAT does not help Clackamas County residents unless they are members of CAT.

Team

- Kim Rybold, Senior Planner, City of Wilsonville
- Andrée Tremoulet, Commonworks Consulting

Notes

[items in brackets are Andrée's interpretive comments and not language participants used]

What would equitable housing look like?

- Safe, healthy place to live [use value, shelter]
- Access to transportation, community, schools, continuing education [location value, housing as a platform]
- Place where people can figure out and pursue priorities for their families [housing as a platform]
- Equitable housing is a place to live where the tension of dealing with financial stresses is lessened
- Features of a village—people come together naturally, expansive

Impressions of Wilsonville identity in countywide housing market

- Wilsonville seen as having high end housing and subsidized housing, but not much in the middle. The places considered affordable are Oregon City and Milwaukie. Little perception of Wilsonville being affordable.
- On County Rights and Resources hotline, Wilsonville has:
 - Fewer calls about bad living conditions/need for repairs
 - Fewer calls about discrimination or landlord tenant issues
 - More calls for help with rent assistance [affordability is the main issue, not housing condition]
- Cannot age in place in Wilsonville---not enough one-floor housing for seniors and people with disabilities [need to verify with Wilsonville senior I & R person---interview scheduled]
- HOA fees (Charbonneau, Villebois mentioned) and taxes drive up housing costs.

Impressions of Wilsonville's lower-cost housing

- Wilsonville's subsidized housing is newer and desirable. Hard to get into.
- Wilsonville has two remaining manufactured housing communities. Calls are received for housing repair assistance from Autumn Park MHC in particular.

Places where more equitable housing existed

- SoCAL 25 years ago---greater variety of housing types, including duplexes & triplexes on single level, also had stronger, more extensive social networks/faith networks to help out. Population was more churched.

Who needs help with housing in Wilsonville?

- Single moms
- Seniors, including those with disabilities, mobility impairments
- Single working adults with low wage jobs

Latino population

- Come in for help with food
- Do not call in for help with housing repair. He thinks family members all pitch in and help [and maybe few are homeowners]

Who is not welcome

- Homeless folks---except for Bill, a Wilsonville town fixture, with bike and dog. [I happened to encounter him at bottle drop and said hi before the meeting.] No shelters in the whole county

except for seasonal warming centers, seasonal Sun Shelter in Milwaukie, safe parking in church lots and a few tiny housing initiatives. Homeless referred to places where there are more services (Portland). Annie Ross House re-opening and will provide shelter for 8 people. Long waiting lists.

- People from Middle East---reports of issues in Food Bank of poor reactions to people from Middle East (e.g., women in head scarves) coming in for assistance.

Transportation is critical

More social connections needed---Wilsonville unchurched epicenter.

Wilsonville's parks are wonderful assets---gathering place, well maintained, everyone goes there, feels safe

Needed housing types

- Single story housing, especially lower-cost single-floor triplexes and duplexes. [Elevated housing may also be okay]. For seniors, moms with strollers/kids, and people with disabilities
- Houses with basements that can be converted into ADUs [soil type issues?]
- Granny flats/ADUs. [Potential barriers---lot coverage issues, HOA rules, practical design concerns--is there really room?]
- Another mobile home community or two
- For seniors: roommate matching/home share. People are lacking the social connections to enable this to happen naturally
- Places where people can live for a few months with a private bedroom and bathroom but shared kitchen and living areas [Who is building these in Portland? Would something like this work near the transit center, among other housing types?]
- Lower-cost housing and some of the needed housing types will not be built by the private sector alone---need subsidy.

Wilsonville Equitable Housing Strategic Plan

Focus Group for Employers and Higher Education Stakeholders

OUTLINE AND DISCUSSION QUESTIONS

DATE / LOCATION

Monday, August 19, 2019 | 2:00-3:00 pm @ Clackamas Community College

GOALS

- Develop a shared understanding of equitable housing with stakeholders
- Understand how employers and higher education stakeholders think about housing in Wilsonville, relationship between housing and business
- Surface equitable housing gaps they're hearing from employees and students and discuss opportunities and ideas for how Wilsonville's housing market can better meet their needs

WHAT WILL HAPPEN WITH INFORMATION

Input from the focus group and other conversations, will be compiled and used by the project team to refine the understanding of existing conditions and develop strategic options for how the City may address gaps in the equitable housing system. It will also assist City leadership in their decision-making.

AGENDA

- | | |
|----------|---|
| 5min | Assemble and welcome (Kim and Jordan) + Introductions, why City is doing this work and outcome (general), reason for needing feedback from businesses and higher ed partners |
| 5-10min | Overview and background information (Deb). Review of (1) what we mean by equitable housing (2) why City is doing this work (3) -overall scope, timeline, and expected outcomes, (4) reason for needing feedback from businesses and higher ed partners , and (5) consultant facilitator , how we will use their input, confidentiality |
| 40-45min | Facilitated discussion (Deb). Questions below |
| 5min | Next steps. Summary of input, next steps, opportunities for future feedback |

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BACKGROUND INFO (for Overview agenda item)

Equitable Housing Working Definition

Equitable housing aims to ensure all people have housing choices that are:

- Diverse
- High quality
- Physically accessible
- Reasonably priced
- Close to opportunities, services, and amenities.

Project Overview and Purpose (talking points)

- To address the community's housing needs now and in the future.
- City of Wilsonville has identified the need to establish a roadmap toward a more equitable housing system. Specifically, the project will identify and prioritize policies and programs that the City can undertake to support housing opportunities for households of different ages, races/ethnicities, incomes, household compositions and physical abilities.
- There are four types of potential gaps in particular that we would like to explore: housing affordability, unit types (do the types of units match the type of current and future households), locational issues (access to transportation, needed services and a healthy environment), structural barriers (things that make it feel less welcoming, especially POC, ELL, alt-abled...)
- Over the next year, the City is working with stakeholders to research and develop an Equitable Housing Strategic Plan
- We are conducting this focus group with local employers and higher education providers to help us better understand the challenges and opportunities for equitable housing development in Wilsonville, inclusive of the housing needs of employees and students.
- How we will use this information: We have "hard data" on housing types and so forth--- we want to augment it with information about the relationship between housing and business in Wilsonville and also hear any stories you have about your employees' and students' lived experiences. Focus group participants will not be quoted directly.
- Deb's role and restatement of time for discussion
- Comments kept confidential and compiled with others. We have ~ 15 interviews and a few focus groups
- We will end promptly at 3pm

DISCUSSION QUESTIONS

1. What's your impression of the state of equitable housing in Wilsonville today and how it meets the needs of different types of households / employees / students...? (prompts, if needed: quality of existing, is there an abundance/dearth, meeting needs or demands of different people / types of households, etc.)?
2. What do you hear about housing in your recruitment conversations and in your conversations with current students and employees?
3. Is there anything Wilsonville could do to be an even more inviting place for people like your employees/students with diverse backgrounds?
4. Have you experienced or heard about other communities doing something to promote this type of equitable housing choice that you think Wilsonville should consider?
5. What solutions should the City be looking at to deal with challenges or leverage opportunities?
6. [last question] Is there anything else you want to make sure the project team knows about as we begin to develop strategies for filling some of the gaps discussed today?

If there's time

7. Do your employees/students struggle with transportation or the costs of transportation? Do people have to travel long distances to work?
8. Do you have groups within your organization that work on cultural diversity or racial / social justice issues that are also haring about housing challenges?
9. Are there other gaps (that haven't been mentioned) in the Wilsonville housing market?
10. Are there specific housing needs for your organization that we should discuss?
11. Do you have any concerns about a project like this that we should be aware of?
12. Is there anything else you want to make sure the project team knows about?
13. Are you interested in an ongoing role in implementing equitable housing?