



PLANNING COMMISSION

WEDNESDAY, JUNE 12, 2019

II. WORK SESSION

A. Equitable Housing Strategic Plan (Rybold) (60 minutes)



PLANNING COMMISSION WORK SESSION STAFF REPORT

Meeting Date: June 12, 2019		Subject: Equitable Housing Strategic Plan	
		Staff Member: Kimberly Rybold, AICP, Senior Planner	
		Department: Community Development	
Action Required		Advisory Board/Commission Recommendation	
<input type="checkbox"/> Motion <input type="checkbox"/> Public Hearing Date: <input type="checkbox"/> Ordinance 1 st Reading Date: <input type="checkbox"/> Ordinance 2 nd Reading Date: <input type="checkbox"/> Resolution <input checked="" type="checkbox"/> Information or Direction <input type="checkbox"/> Information Only <input type="checkbox"/> Council Direction <input type="checkbox"/> Consent Agenda		<input type="checkbox"/> Approval <input type="checkbox"/> Denial <input type="checkbox"/> None Forwarded <input checked="" type="checkbox"/> Not Applicable	
		Comments:	
Staff Recommendation: N/A			
Recommended Language for Motion: N/A			
Project / Issue Relates To:			
<input checked="" type="checkbox"/> Council Goals/Priorities Housing Affordability Study and Policy Development	<input type="checkbox"/> Adopted Master Plan(s)	<input type="checkbox"/> Not Applicable	

ISSUE BEFORE COMMISSION:

Provide background on the policy objectives and decision-making framework for the Equitable Housing Strategic Plan and appoint a Planning Commission member to serve on the Equitable Housing Strategic Plan Task Force.

EXECUTIVE SUMMARY:

In 2016, City Council authorized staff to apply for a Metro Community Planning and Development Grant to develop an Equitable Housing Strategic Plan. The City was awarded this grant, and in 2017 the City entered into an Inter-Governmental Agreement (IGA) with Metro, outlining the major milestones, deliverables, and funding conditions for the project. Due to limited staff capacity, kickoff of this project was delayed by approximately one year, with the project consultant, ECONorthwest, selected in late 2018.

In March 2019, the City entered into a Professional Services Agreement (PSA) with ECONorthwest to support Community Development staff in developing the Strategic Plan. The primary goal of this project is to identify gaps that are currently present in Wilsonville's housing market and develop a plan with prioritized strategies to fill these gaps, providing Wilsonville residents and employees housing opportunities for different household compositions, ages, and income ranges. Initial deliverables will include a project scope of work based upon the requirements of the IGA (Attachment 1), a stakeholder engagement strategy, and a housing market research report that will build upon the findings of the Clackamas County Housing Needs Analysis project currently underway.

The project scope also identifies draft policy objectives and performance measures to be developed and incorporated into the Strategic Plan document. The project team presented a first draft of policy objectives (Attachment 2) for City Council consideration at a work session on June 3. These draft policy objectives build upon themes noted in the City's grant application, including expanded homeownership opportunities, decreased residential displacement, and an increased availability of housing types throughout Wilsonville. These objectives will be refined throughout the project's early stages as additional stakeholder input is obtained.

A key element in developing strategies will be the Equitable Housing Strategic Plan Task Force, for which the City is currently soliciting participation. The composition of the task force will include approximately 15 members representing a diverse range of perspectives possessing 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. Task force members are expected to meet three times over the next six to eight months to discuss the market analysis, hear experiences learned from stakeholder outreach, and provide input on potential strategies for inclusion in the strategic plan. The project team would also like a Planning Commissioner and a City Councilor to participate on the Task Force. At the June 3 work session, the City Council selected Councilor Ben West to serve as chair of the Task Force. At the June 12 Planning Commission meeting, staff seeks selection of a Planning Commissioner for consideration by the City Manager for appointment to the Task Force. Staff expects appointments to occur later this month in anticipation of the first task force meeting in July 2019.

The finalized stakeholder outreach plan will include the roles of the City Council and Planning Commission in reviewing and prioritizing the strategies put forth by the Task Force for inclusion in the strategic plan. Draft project roles are included as Attachment 3. Given that the strategies generated through this process may encompass a variety of policies and programs, the City Council will be responsible for final prioritization of these strategies.

EXPECTED RESULTS:

Task Force membership will be identified in late June, and the first task force meeting will follow shortly thereafter (July).

TIMELINE:

The Planning Commission will be presented the results of the market analysis, stakeholder outreach, and Task Force discussion in fall 2019, with a draft strategic plan expected for review in late fall. A final Equitable Housing Strategic Plan is anticipated to be completed in early 2020, with the City Council considering adoption in spring 2020.

CURRENT YEAR BUDGET IMPACTS:

The Professional Services Agreement has a budget of \$62,500 included within the CD Fund in the adopted budget, which is funded through a Metro Community Planning and Development grant with a \$10,000 City match. Staff estimates spending approximately \$10,000 of the costs during this budget year with the remainder spent during the next fiscal year

FINANCIAL REVIEW / COMMENTS: N/A**LEGAL REVIEW / COMMENT:** N/A**COMMUNITY INVOLVEMENT PROCESS:**

There will be multiple opportunities to participate in the project, the details of which will be finalized in the forthcoming stakeholder engagement plan. Envisioned participation opportunities include an advisory task force, stakeholder interviews, and discussion groups, in addition to work sessions and public hearings before the Planning Commission and City Council. The project team seeks to 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.

POTENTIAL IMPACTS or BENEFIT TO THE COMMUNITY:

As a result of this project, the City will have a better understanding of the specific housing gaps that exist within Wilsonville, with a list of policy strategies for the City to pursue aimed at filling these gaps. Pursuit of these strategies will strive to make housing more affordable and attainable for City residents and employees, ensuring Wilsonville provides housing opportunity for different household compositions, ages, and income ranges.

ALTERNATIVES:

Select more than one Planning Commissioner for consideration by the City Manager for appointment to the Equitable Housing Strategic Plan Task Force.

CITY MANAGER COMMENT: N/A**ATTACHMENTS:**

1. ECONorthwest Scope of Services
2. Draft Policy Objectives
3. Draft Project Roles

SCOPE OF SERVICES

Task 1: Kickoff and Market Research

1a. Project Kickoff Meeting

At the kickoff meeting, Consultant anticipates working with City staff to develop a work plan to fit the available budget, and to clarify:

- The Project schedule, including major milestones and sequencing of meetings for the task force, Planning Commission, and City Council.
- Task force composition.
- Project deliverables.

Deliverables:

- Updated Project schedule.
- Task force recruitment roster.

1b. Market Research

The next portion of this task will be to create a market research report that will provide the fact base to support the actions identified in the Strategic Plan. The Clackamas County Housing Needs Analysis research will heavily inform this report with updated housing market information, such as housing type and tenure, information about recent development, population and demographic trends, housing affordability information and trends, and housing sales price information. The County's work will also include updates to portions of the City's housing needs analysis (assessment of land availability and recommendations for addressing housing need).

Consultant will supplement the County's work with additional market research to explore and define disparities in access to housing opportunities, evaluate gaps in the rental market, understand development feasibility issues, explore geographic and transportation issues or physical access issues, and identify opportunities and barriers for developing a wider range of housing types in Wilsonville, such as small single-family housing types like cottage housing or "Missing Middle" types of attached housing.

Deliverables:

- Housing Market Research Outline.
- Housing Market Research Report.

Task 2: Draft Policy Objectives and Performance Measures

The purpose of the policy objectives and performance measures is to describe what success will look like and set expectations for how Wilsonville's residents might more equitably access housing as a result of implementing the plan in the short- and long-term.

These objectives and measures will be developed with input from stakeholders and will be incorporated into the Strategic Plan document. Consultant's budget for this task assumes one task force presentation, which will also cover the market research and draft policy objectives and performance measures.

Deliverables:

- Draft policy objectives and performance measures.
- One consistent set of presentation slides and materials to be used at the Task Force and Planning Commission work sessions with an abridged version to be presented at a City Council meeting. These materials will be developed to meet the needs of all three briefings.

Meetings:

- Task Force Meeting #1: Consultant presents market report; Task Force weighs in on policy options and prioritizes actions for research, and provides direction on the approach to the Housing Summit.
- Presentation to Planning Commission #1: Consultant presents initial market research findings; feedback from task force, and discuss policy options and priorities.
- Presentation to City Council #1: Consultant presents initial market research findings; feedback from task force and Planning Commission, and discuss policy options and priorities.

Task 3: Stakeholder Engagement and Housing Summit

The team will use the information gleaned from the stakeholder engagement to (1) develop a high-level framework that will guide the equitable housing strategy and (2) provide compelling stories and qualitative findings as part of the final plan. During this task, Consultant will work with the task force and City staff to:

- Define the stakeholder engagement strategy that accomplishes the City's goals for this Project and allows for development of the Equitable Housing Strategic Plan within the time and budget available.
- Determine the approach for the online or in-person Housing Summit, including purpose, topics, participants, schedule, desired outcomes, and consultant role. The

purpose of the summit will be to invite local community members, service providers, and others to discuss the array of available housing resources, hear lived experiences navigating the current housing market, and gain ideas about the best and most appropriate ways the City can act on equitable housing issues.

Deliverables:

- Draft stakeholder engagement strategy / approach for Housing Summit.
- Refined draft strategy / Summit plan with input from Task Force meeting #1.
- Summary of housing summit findings.

Meetings:

- Housing Summit or other alternative outreach strategy to be determined.
- Housing Summit debrief phone call with staff to discuss key themes and implications for Housing Strategy.

Task 4: Draft Equitable Housing Strategic Plan

The information from the research, engagement, and planning process will be compiled in a draft Equitable Housing Strategic Plan that identifies at least six implementation strategies to promote equitable housing in the Wilsonville Town Center, the Frog Pond planning areas, and throughout Wilsonville. These strategies could include adoption of new funding sources, adoption of regulatory reforms or development or expansion of programs that provide for affordable housing development, a wider range of housing types and opportunities, and legal or financial supports to homeowners and tenants to obtain and stay in housing.

The Plan will detail the next steps that staff will take to advance each strategy. For a small subset of the six strategies, the team will provide deeper analysis or program development support while providing high-level next steps to advance all of the strategies.

Meetings with the task force, City Council, and Planning Commission will be used to narrow or prioritize the range of possible strategies to those that will be included in the final Strategic Plan.

Deliverables:

- Draft Equitable Housing Strategic Plan with preliminary recommendations for City strategies and implementation actions.
- One consistent set of presentation slides and materials to be used at the Task Force and Planning Commission work sessions, with an abridged version to be presented at a City Council meeting. These materials will be developed to meet the needs of all three briefings.

Meetings:

- Task Force #2: Report Housing Summit results; review and discuss draft Plan; input on refinements for Plan strategies and actions.
- Planning Commission #2: Consultant presents Housing Summit results; review Draft Plan and Task Force feedback; receive input on needed refinements to the Plan.
- City Council #2: Consultant presents Housing Summit results; review Draft Plan and feedback from Planning Commission and Task Force; receive guidance on refinements to the Plan.

Task 5: Final Equitable Housing Strategic Plan and Adoption

Based on input from stakeholders, City staff, Task Force, Planning Commission, and Council, Consultant will refine and finalize the Strategic Plan into an implementable document. Consultant's budget assumes leading a presentation to the Council and the Planning Commission that can lead to adoption.

Deliverables:

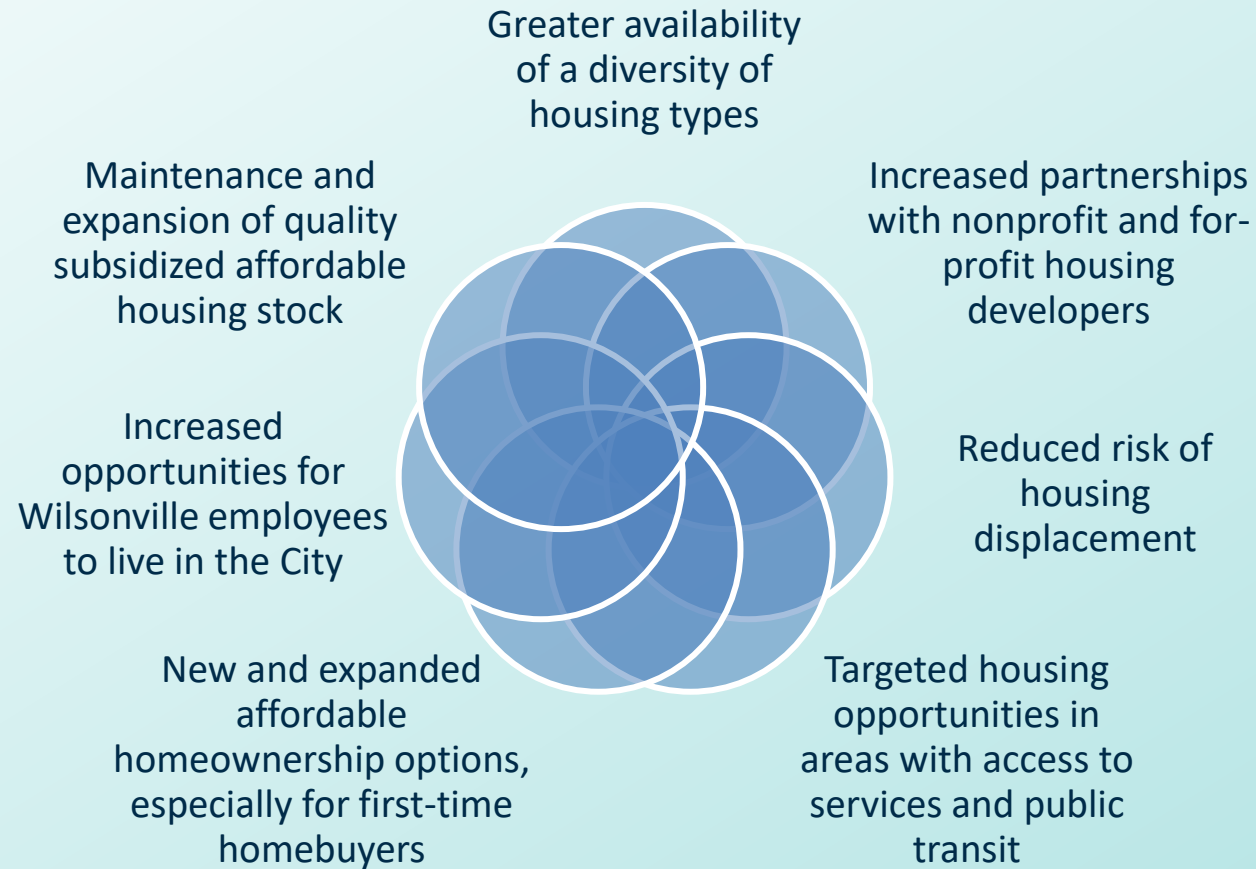
- Final Wilsonville Equitable Housing Strategic Plan with recommendations for City strategies and implementation actions.

Meetings:

- Task Force #3: Review Final Plan and discuss immediate next steps and priority actions to begin implementation.
- Planning Commission #3: Consultant presents recommended Equitable Housing Strategic Plan and resolution to recommend adoption.
- City Council #3: Consultant presents recommended Equitable Housing Strategic Plan and resolution to adopt.



Draft Policy Objectives



City of Wilsonville Equitable Housing Strategy **Stakeholder Engagement Strategy Excerpt** DRAFT 5.16.2019

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 tools and programs will be presented to Planning Commission for their recommendations and City Council for their consideration of adoption.

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 alternatives gathered through the involvement process 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 alternative policies and programs 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 Committee for Citizen Involvement, 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 test alternatives 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.

ATTACHMENT 3

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.

Stakeholders and community members

Stakeholders and community members will provide input on current concerns, ideas for a better system, guidance in formulating new tools and programs, 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.

Staff/Consultant Team

The staff/consultant team will be responsible for technical research and analysis, convening and facilitating stakeholder dialogue, developing implementation tools and program, 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.