CLARK COUNTY
STAFF REPORT

DEPARTMENT: Community Planning

DATE: March 24, 2020

REQUESTED ACTION: Approval of contract with 3J Consulting, Inc. for the Housing Options Study and Action Plan

__X__ Consent ____ Hearing ____ County Manager

BACKGROUND

We know that housing costs are rising in Clark County. In 2018, the County Council made amendments to the development code to allow more flexibility for the development of ADUs, Cottage Housing, and Manufactured Housing. The County Council is interested in finding additional ways to provide more housing in the Vancouver Unincorporated Urban Growth Area that is attainable to people with a variety of household incomes.

Through the Growth Management Act, county and cities are to identify the need for and mechanisms that will lead to the construction and preservation of decent housing for all economic segments of the Clark County population. The state is encouraging cities and counties to take measures to facilitate development of and retention of moderately priced housing, such as missing middle housing types (i.e. duplexes, triplexes, quadplexes, courtyard apartments, town homes, etc.), which offer greater affordability to the local workforce than predominantly single family detached homes.

Clark County has jurisdiction over a large urban area with a population of 159,000, not incorporated into the City of Vancouver. By comparison, the City of Vancouver population is 187,000. County Council is interested in continuing their work in identifying barriers and opportunities to provide more variety of housing types in this urban area.

The purpose of the Housing Options Study and Action Plan is to understand our local housing challenges and identify opportunities to encourage creation of additional housing that is affordable to low and moderate-income households within the unincorporated Vancouver Urban Growth Area, through the removal of regulatory barriers and/or implementation of other strategies.

The consultant team will assist the county project team on this project. A Project Advisory Group (PAG) of local stakeholders will be convened to provide input throughout the project and assist with recommendations to County Council. A creative, inclusive, and well-integrated public engagement approach will be implemented as a key element of project design and delivery.

3J Consulting, Inc. was selected through a competitive process (RFP #770) to assist the Community Planning on this project. A Project Advisory Group (PAG) of local stakeholders will be convened to provide input throughout the project and assist with recommendations to County Council. A creative, inclusive, and well-integrated public engagement approach will be implemented as a key element of project design and delivery. A total of 475 vendors were solicited for proposals. Purchasing received five proposals. Proposals were evaluated and three firms were interviewed. 3J Consulting, Inc. was selected by the interview panel due to their relevant experience in similar housing study projects; their experience in public engagement and consensus building; and a

familiarity with Clark County and Washington land use law. The project team consists of 3J Consulting, Inc. as the lead consulting firm, with EcoNorthwest and JET Planning as subcontractors. The cost of the contract is $129,968.

COUNCIL POLICY IMPLICATIONS
None

ADMINISTRATIVE POLICY IMPLICATIONS
None

COMMUNITY OUTREACH
None

BUDGET IMPLICATIONS

YES	NO	
X		Action falls within existing budget capacity.
	X	Action falls within existing budget capacity but requires a change of purpose within existing appropriation
	X	Additional budget capacity is necessary and will be requested at the next supplemental. If YES, please complete the budget impact statement. If YES, this action will be referred to the county council with a recommendation from the county manager.

BUDGET DETAILS

Local Fund Dollar Amount	$129,968
Grant Fund Dollar Amount	
Account	General fund
Company Name	3J Consulting, Inc.

DISTRIBUTION:
Council staff will post all staff reports to The Web. https://www.clark.wa.gov/council-meetings

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Jacqui Kamp
Planner III

Oliver Orjiako
Community Planning Director

Primary Staff Contact Name and Extension: Jacqui Kamp, Ext. 4913

APPROVED:_____
CLARK COUNTY, WASHINGTON
CLARK COUNTY COUNCIL

DATE: March 24, 2020

SR# 051-20

APPROVED:_____
Shawn Henessee, County Manager

DATE: _____

Clark County, Washington
Professional Services Agreement
Housing Option Study and Action Plan
Solicitation No. 770

THIS AGREEMENT, entered this 24 day of March 2020, by and between CLARK COUNTY, after this called "County," a political subdivision of the State of Washington, and 3J CONSULTING, INC., an Oregon corporation, after this called "Contractor."

RECITALS

WHEREAS, the Contractor has been chosen through a competitive process using the County RFP #770 and has the expertise to provide and perform services for the County, as more particularly set out in the scope of work attached hereto and incorporated herein by this reference as Exhibit A.

WHEREAS, the County does not have available staff to provide such services, NOW, THEREFORE,

THE COUNTY AND THE CONTRACTOR MUTUALLY AGREE AS FOLLOWS:

1. Services. The Contractor shall perform services as set forth in Exhibit A.

2. Duration of Agreement. This Agreement shall be effective beginning March 25, 2020 and ending November 30, 2021.

3. Compensation. County shall pay the Contractor for performing said services upon receipt of a written invoice according to the scope of work set forth in Exhibit A and the budget set forth in Exhibit B, which is attached hereto and incorporated herein by this reference. The parties mutually agree that in no event may the total amount billed exceed $129,968 without prior written approval of the County, and that absent such prior approval, the County shall not be obliged to pay any excess of the total amount billed over $129,968.

4. Termination. The County may terminate this Agreement immediately upon any breach by Contractor in the duties of Contractor as set forth in Agreement. The waiver by the County of one or more breaches shall not be construed as a waiver of any subsequent breach or breaches. Either party may terminate this Agreement without cause upon ninety (90) days prior written notice. Further, County may terminate this Agreement upon immediate notice to Contractor in the event that the funding for the project ceases or is reduced in amount. The Contractor will be reimbursed for services expended up to the date of termination. Within fourteen (14) days of any termination the Contractor will provide all work products and working documents developed within the effective term of the agreement.

5. Independent Contractor. The Contractor is an independent Contractor and not an employee of the County, and shall not be entitled to compensation or benefits of any kind except as specifically provided herein.

6. Indemnification/Hold Harmless. The Contractor shall defend, indemnify and hold the County, its officers, officials, employees, and volunteers harmless from any and all claims, injuries, damages, losses or suits including attorney fees, arising out of or resulting from the negligent acts, errors or omissions of the Contractor in performance of this Agreement, except for injuries and damages caused by the sole negligence of the County. If a court of competent jurisdiction determines that this Agreement is subject to RCW 4.24.115, then, in the event of liability for damages arising out of bodily injury to persons or damages to property caused by or resulting from the concurrent negligence of the Contractor and the County, its officers, officials, employees, and volunteers, the Contractor's liability, including the duty and cost to defend, hereunder shall be only to the extent of the Contractor's negligence. It is further specifically and expressly understood that the indemnification provided herein constitutes the Contractor's waiver of immunity under Industrial Insurance, Title 51 RCW, solely for the purposes of this indemnification. This waiver has been mutually

negotiated by the parties. The provisions of this section shall survive the expiration or termination of this Agreement.

7. Wage and hour compliance. Contractor shall comply with all applicable provisions of the Fair Labor Standards Act and any other legislation affecting its employees and the rules and regulations issued thereunder insofar as applicable to its employees and shall always save County free, clear and harmless from all actions, claims, demands and expenses arising out of said act and the rules and regulations that are or may be promulgated in connection therewith.

8. Social Security and Other Taxes. The Contractor assumes full responsibility for the payment of all payroll taxes, use, sales, income or other form of taxes, fees, licenses, excises, or payments required by any city, federal or state legislation that is now or may during the term of this agreement be enacted as to all persons employed by the Contractor in performance of the work pursuant to this Agreement, and bears exclusive liability therefore, and meet all requirement's thereunder pursuant to any rules and regulations that are now and may be promulgated in connection therewith.

9. Agreement Documents: Agreement documents consist of this Agreement, Exhibit A, a scope of work which consists of a proposal based on RFP #770, and Exhibit B, budget documents. If there is a conflict between the provisions of these documents, the provisions of this Agreement shall control.

10. Equal Employment Opportunity: The Contractor will not discriminate against any employee or applicant for employment because of race, color, religion, gender, gender identity, sexual orientation, age, disability, marital status or national origin.

11. Amendments: Any amendment to this Agreement must be written, approved by both the County and the Contractor, and signed by both parties. Approval by the County means authorization by the County Council, given in a public meeting of the Council.

12. Public Records Act: Notwithstanding the provisions of this Agreement to the contrary, to the extent any record, including any electronic, audio, paper or other media, is required to be kept or indexed as a public record in accordance with the Washington Public Records Act, RCW Chapter 42.56, as may hereafter be amended, Contractor agrees to maintain all records constituting public records and to produce or assist Clark County in producing such records, within the time frames and parameters set forth in Washington law. Contractor further agrees that upon receipt of any written public record request from the public to the Contractor, Contractor shall, within two business days, notify Clark County of receipt of the request by providing a copy of the request to the Clark County Public Records Officer/Department of Community Planning.

13. Governing Law; Jurisdiction; Venue. This Agreement shall be governed by the laws of the State of Washington, with the exception of those regarding choice of law. Jurisdiction and venue for any litigation construing, arising from, or related to this Agreement, shall be in Superior Court for the State of Washington in Clark County, Washington.

14. Confidentiality. Except as provided in Section 12, above, with respect to all information relating to the County that is confidential and clearly so designated, the Contractor agrees to keep such information confidential.

15. Conflict of Interest. The Contractor covenants that it has had no interest and shall not acquire any interest, direct or indirect, which would conflict in any manner or degree with the performance of services hereunder. The Contractor further covenants that no person having such interest shall be employed by it, or shall perform services as an independent contractor with it, in the performance of this agreement.

16. Liability Insurance.

A. Commercial General Liability Insurance. The contractor specifically confirms and warrants that it has Commercial General Liability (CGL) Insurance written under

ISO Form CG0001 or its latest equivalent with minimum limits of $1,000,000 per occurrence and in the aggregate for each one-year policy period. This policy must renew annually. This coverage may be any combination of primary, umbrella or excess liability coverage affording total liability limits of not less than $1,000,000 per occurrence and in the aggregate. However, if other policies are added they must be a follow-form policy in language, renewal date, and have no more exclusions than the underlying coverage. Products and Completed Operations coverage shall be provided for a period of three years following Substantial Completion of the services pursuant to this Agreement Work. The deductible may not be more than $50,000 unless prior arrangements are made with the County. CGL coverage must not be subject to any endorsement(s) excluding or limiting Product/Completed Operations, Contractual Liability or Cross Liability.

B. Professional Liability (Errors and Omissions) Insurance.

The contractor specifically confirms and warrants that it has errors and omissions liability insurance with minimum limits of $2,000,000 per occurrence and in the aggregate for each one-year period. The Contractor shall obtain, at Contractor's expense, and keep in force during the term of this Agreement, a Professional Liability insurance policy to protect against legal liability arising out of Agreement activity. Such insurance shall provide a minimum of $2,000,000 per occurrence, with a maximum deductible of $25,000. It should be an "Occurrence Form" policy. If the policy is "Claims Made", then Contractor shall purchase Extended Reporting Period Coverage (Tail coverage) for three (3) years after the end of the Agreement.

C. Worker's Compensation Insurance.

The Contractor shall provide Worker's Compensation as required by the Industrial insurance laws of the State of Washington.

D. Proof of Insurance.

1. The Contractor shall provide proof of insurance prior to the starting of the Agreement performance. Proof will be on an ACORD Certificate(s) of Liability Insurance, which the Contractor shall provide to Clark County. Each certificate must show the coverage, deductible and policy period.

2. Each policy must be endorsed to state that coverage will not be suspended, voided, canceled or reduced without a 30-day written notice by mail.

3. The Contractor shall provide evidence of continuing coverage during the overlap periods of the policy and the Agreement.

4. Failure to provide proof of insurance within three (3) business days upon demand by the County is agreed by both parties to be a material breach of his Agreement and may result in termination of this Agreement pursuant to Paragraph four (4) above.

5. All policies must have a Best's Rating of A-VII or better.

17. Integration. This Agreement contains a complete and integrated understanding of the Agreement between the parties and supersedes any understandings, Agreement, or negotiations, whether oral or written, not set forth herein or in written amendments hereto made pursuant to Section 11.

18. Severability. If any provision of this Agreement is held invalid, the remainder would then continue in full force and effect.

IN WITNESS THEREOF, County and the Contractor have executed this Agreement on the date first above written.

3J CONSULTING, INC.

By_____

Printed name: John Howorth

Title: President

COUNTY COUNCIL
CLARK COUNTY, WASHINGTON

Attest:

_____

Clerk to the Council

By:_____

Eileen Quiring, Chair

Approved as to Form Only:

Anthony F. Golik

Prosecuting Attorney

By_____
Deputy Prosecuting Attorney

By:_____

Temple Lentz, District 1

By:_____

Julie Olson, District 2

By:_____

John Blom, District 3

By:_____

Gary Medvigy, District 4

EXHIBIT A

Housing Options Study and Action Plan

Scope of Work

Task 1 Stakeholder Interviews & Issue Assessment **April–May 2020**

Interview key stakeholders through a snowball sampling process to identify the primary housing issues and interests regarding regulatory barriers in creating a more diverse variety of housing types affordable to low-income households and moderate-income households in the Vancouver unincorporated Urban Growth Area.

- **Develop interview questions:** The consultant team will develop a list of interview questions to ask each interviewee to understand key issues and interests regarding regulatory barriers or impediments to creating more diverse housing types and development of housing affordable to low-income households and moderate -income households in the Vancouver unincorporated Urban Growth Area.

- **Stakeholder interviews:** The consultant team will conduct a series of interviews (in-person or by phone) using a snowball sampling approach. Each interview will last up to 30-minutes. The consultant team will manage interview scheduling, interviews, notetaking, etc. The county project team will help with developing the initial list of interviewees, providing contact information, and introductions. Some interviews may be individual interviews, and some may be group interviews, depending on number of recommended interviewees/stakeholders and potential overlapping work/interests. *A maximum of 40 stakeholders will be interviewed.*
    - **Round One:** The consultant team will conduct three rounds of interviews, the first round will include the county councilors and local housing and community leaders (i.e. real estate professionals, building/development community, affordable housing developers, organizations that address housing needs of people experiencing homelessness, employers that provide housing, neighborhoods, and other community interest groups).

    - **Round Two:** The second round will be with additional stakeholders identified through first round interviews.

    - **Round Three:** Any additional stakeholders identified during the second round of interviews.

    - **Online interviews:** Questions posed to interviewees will also be provided online for public participation (see below – webpage launch)

- **Project Webpage launch:** The consultant team will assist county staff in developing the information for the project webpage. *Note: County staff will manage and launch the project webpage, county email distribution lists, and coordinate with the consultant on timing and communication plan.*

- **Housing Preferences/Needs.** Design and implement an approach to collect preferences/needs of those currently looking for housing within the Vancouver Urban Growth Area (considering both housing type and cost information). This could include a survey, field trip or workshop, or other approaches to identify the types of housing people are looking to live in.

Task 1 Deliverables

- **Summary document:** The consultant team will provide a comprehensive summary report from the stakeholder interviews, including a list of all those interviewed with contact information, and a high-level summary that frames the key issues and interests. A PowerPoint presentation will also be prepared to describe the stakeholder outreach process, interests, issues, and themes. The presentation will be used by the project team for a variety of purposes, including an update to County Council.
    - **Interviewee review:** The consultant team will share the summary document with each of the interviewees for their review and feedback, to correct anything captured incorrectly.
    - **Project Advisory Group (PAG) representation recommendations:** Summary document will include a list of interests that are recommended for representation on the PAG.

- **Update to County Council:** Provide project team support in providing an update to the County Council by presenting the PowerPoint presentation on the stakeholder interview process and recommendations for the PAG membership. *(Note: The County Council will need to approve the recommended advisory group interest-based positions before outreach begins to fill each. Depending on Council preference, Council can either identify individuals for each position, or review a list of options provided by project staff. The project team will ask for Council direction at the work session this question. County staff will manage the appointment process.)*

Task 2 Project Advisory Group (PAG) Convening **May-June 2020**

The consultant will assist the county project team in convening the PAG.

Task 2 Deliverables

- **Outreach/Prep of PAG:** The consultant will conduct outreach with each PAG member to explain project, responsibilities, expectations and confirm initial questions. They will introduce and ask for thoughts on the proposed decision-making process and ground rules to be included in a draft PAG Charter that they will develop in advance of the first meeting.

They will also ask for days and times that work for each member to meet, so they can begin developing a PAG meeting schedule.

- **Initial PAG meetings:** The consultant will work with the county project team to facilitate the first PAG meeting, including scheduling; agenda development; meeting facilitation; setting-up a consensus-based process; note taking and action items; and group follow-up.
    - The consultant will provide a more detailed project overview including purpose, milestones and schedule. They will review items in the charter, including an outline of the consensus-based decision-making process. The consultants define "consensus" as a participatory process whereby representatives seek to reach agreement on a mutually acceptable course of action. Decisions are made by agreement rather than by majority vote where representatives agree to support, accept, live with, or agree not to oppose the decision. The key to success is commitment to work for consensus, meaning members will participate fully in the process, seek to understand the interests of all, and work together to find solutions for all. PAG members also will discuss and provide guidance on draft work scopes for Tasks 3 and 4, which are the data collection plan/analysis and policy/regulatory review.
    - The consultant team will also present the qualitative information gathered throughout Task 1. This information will provide the PAG with the context needed to review and confirm recommended revisions for the Task 3 and 4 work scopes.

Task 3 Data Collection, Inventory, and Analysis **Jun–Sep 2020**

Task 3 is intended to be the background data research portion of the project. The consultant team will provide an overview of the current unincorporated Vancouver Urban Growth Area housing market. The consultant will utilize the most recent available accessible national, state, and local datasets. County GIS staff will be involved in confirming data sources, deliverable formats, and review of consultant deliverables. The team will work with County staff to determine the extent of data analysis and mapping that is feasible under the current scope. Key steps include:

- **Define Study Geographies.** The exact geographic scope of the data collection and scale of the analyses will be determined in conjunction with the County project team.

- **Develop Housing Inventory.** We will develop an inventory of existing housing units, using U.S. Census and County Assessor data. Assessor data points included in the inventory will include dwelling type, year built, lot size, zoning, square footage, and market and assessed values.

- **Evaluate Housing Growth.** Using County Assessor data, we will look at growth trends over time in each of the study geographies.

- **Evaluate Housing Market Conditions.** Using U.S. Census and Costar data, we will look at sales prices, rental rates, vacancy rates, and regulated affordable units.

- **Evaluate Household-level Data, Demographics, and Economic Trends.** To inform the housing preferences subtask in Task 1, we will compile existing publicly available demographic and economic data. We will also collect other relevant data on household transportation needs, employment trends and growth, cost burden, and household income.

- **Identify Housing Affordability Gaps.** The team will identify how much different households can afford, the existing housing available to meet those needs, and the gaps between what is available and what households can afford.

- **Evaluate Housing Capacity in the UGA.** Using the buildable lands report, we will summarize existing zoned capacity for new housing.

Task 3 Deliverables

- **Data Collection, Inventory, and Analysis Summary Report:** The team will summarize the data into a digestible, easy to understand report for use throughout the various stages of the project. The report will paint a picture of the existing housing market, with a particular focus on the opportunities and barriers to meeting housing needs and delivering new housing units.

- **Raw Data in Editable Formats.** The team will provide underlying raw data and editable formats to the county, as well as any supporting data visualization, written summaries, and clear documentation of data sources, so that the county could update the inventory in the future on its own. The team will perform GIS Analysis using Esri ArcGIS Pro software, deliverables for GIS Analysis will include the source data as tables or feature classes in a file geodatabase. The documentation of the analysis will include either an Esri model or a python script.

- **Potential PAG Facilitation and Process.** If needed, the consultant team will work with the PAG during task 3 and task 4 to troubleshoot issues or provide additional guidance related to the analysis, assumptions, etc.

Task 4 Policy and Regulatory Review **Jun–Sep 2020**

Task 4 is intended to be the review of Clark County's Comprehensive Plan housing policies, zoning, and other regulations to identify any barriers to creating a more diverse variety of housing types at a variety of price points in the unincorporated Vancouver Urban Growth Area. The task will also include the review and assessment of recent state housing legislation to identify housing opportunities and requirements for Clark County, and review of other jurisdictions' recent housing options initiatives to understand key lessons learned.

Task 4 Deliverables

- **Land Use Policies, Zoning & Regulations Audit:** The consultant team will review and assess the County's Comprehensive Plan housing policies, land use regulations (zoning, transportation, maps) and any other related regulations to identify standards, criteria,

conditions, or procedures that have the effect, either in themselves or cumulatively, of discouraging a more diverse variety of housing types and/or price points. Additionally, the consultant team will work with county staff to identify appropriate prototypical multifamily development types to conduct a development feasibility pro-forma analysis. They will conduct a pro-forma analysis using both a return on cost model and a ten-year cash flow operating model to reflect the decision-making processes of different private sector developers. The overall final product will identify barriers in county policies and regulations, packaged in an easy-to use format to support discussions later in the process.

Questions to consider as part of the review and analysis:

- Is the county missing a key comprehensive plan housing policy or does it need to amend an existing policy?
- Do the county's development regulations implement the policies of the comprehensive plan? If not, what needs to change? (i.e. does the county's zoning code and map allow for enough variety of housing types?)
- Are there additional regulatory barriers to providing a variety of housing types and a variety of price points? (i.e. are there opportunities to allow affordable housing in non-residential zones?)
- Are there code or policy changes needed that could better implement the findings from tasks 1 and 3?
- Are there enough zones (or sufficient land) for other types of housing besides single family detached?
- Do zoning ordinances include sufficient densities, form, height, setbacks, massing, open space, parking, etc. to meet different types of housing goals?
- Do residents within the neighborhoods in the unincorporated Vancouver Urban Growth Area have a well-rounded offering of daily goods and services, including parks that can be reached within a comfortable and safe walking distance, safe bicycle route, or transit ride?
- Are there non-regulatory opportunities to better address issues identified?
- Are community design standards sufficiently addressing, inhibiting, or missing, that would help the county with its housing and community design goals?
- How do county regulations address preservation of existing housing stock and displacement of our most vulnerable community members, such as renters, people with lower incomes, and other disadvantaged groups? Are there regulatory opportunities to better address these concerns?

- **State Housing Legislation Overview:** The consultant team will review and provide a summary of recent Washington state housing legislation for opportunities for Clark County to help meets its housing needs. The audit will highlight opportunities under the new requirements and track emerging legislation in the 2020 session.

- **Case Study Summary & Lessons Learned:** The consultant team will review, analyze, and summarize three recent housing initiatives in other jurisdictions and identify key takeaways for Clark County. Takeaways could range broadly from process suggestions to specific regulatory changes.

- **Potential PAG Facilitation and Process:** If needed, the consultant team will work with the PAG during task 3 and task 4 to troubleshoot issues or provide additional guidance related to the analysis, assumptions, etc.

Task 5 Recommendation Development **Oct 2020–Mar 2021**

The consultant team will work closely with the PAG to develop a list of implementation-ready/actionable strategies and recommendations for County Council consideration using the information gathered from Tasks 1, 3 and 4. These recommendations will be drafted through a consensus-based process based on the joint fact finding from the previous tasks. The approach will begin with a wide-angled perspective and refined through an iterative process. The potential recommendations will include a range of policy and regulatory changes, specific to the comprehensive plan, zoning and development regulations, but will also look more holistically to identify fiscal and financial policies, educational and relationship building strategies that together will support increased housing production and housing variety that better meet the needs of county residents.

PAG meetings will take place throughout the recommendation development process. Public workshops and check-ins with the Planning Commission and County Council will also take place throughout recommendation development.

Task 5 Deliverables

- **Policy and Development Regulations Recommendations:** Recommendations will be "implementation-ready," meaning they are complete and ready to move through the county's legislative process. This means recommendations would be accompanied by key supporting documentation such as proposed policy and/or code amendment text and illustrations; and zoning and/or comprehensive plan map amendments.

  Some examples could include:
  - Sample images or concept drawings of various types of (missing middle) housing developments that could be incorporated into the county's development code to visually communicate the form of development (like Highway 99 form-based code).
  - Recommendations on amendments to development regulations that provide more opportunities for a variety of residential densities and housing types, such as housing definitions, types of units permitted, lot dimensions, height standards, and other related standards.
  - New zoning district(s) that would support unmet housing needs.
  - Location/amenity criteria on where zoning changes would be appropriate.

- Strategies and/or regulation amendments to better encourage the development of cottage housing, accessory dwelling units and duplexes.
- Recommendations to allow multifamily affordable housing in land uses other than residential.
- Strategies to prevent the displacement of our most vulnerable community members, such as renters, people with lower incomes, and other disadvantaged groups.

- **PAG/ Public/Planning Commission/County Council Facilitation and Process:**
  - PAG Meetings: Facilitate approximately 8 PAG meetings to develop recommendations. These meetings will likely be spread throughout the recommendation development process. Initial PAG meetings will be used to review and present the quantitative and regulatory data from Tasks 3 and 4, taking time to ensure all PAG members understand the information and what it tells us collectively. Subsequent meetings will focus on building consensus on policies and strategies that could be used to address the barriers identified in Task 4 and opportunities and needs identified in Tasks 1 and 3. PAG members will consider options along with input from Planning Commission, County Council, and the public, and building consensus in support of recommendations that best meet the unique needs of Clark County.

  - Public Events: Design and facilitate a series of public workshops/field trips (approximately 6) along with online options as part of the recommendation development process. Approach will be creative and inclusive and reach those who may not typically participate in public processes like this.

  - Planning Commission and County Council Meetings: The consultant team will support the county project team in preparing for and/or presenting information at up to six meetings with the Planning Commission and County Council. This may include strategy sessions with the project team and/or preparing presentations of pertinent information from PAG and public discussions. The content and support needed for the presentations will determine what members of the consultant team are present.

Task 6 Finalize Action Plan & Supporting Documentation **Apr–May 2021**

The previous tasks are intended to make up the housing options study and action plan. This task is to finalize and package all materials and deliver them to the county project team.

Task 6 Deliverable

- **Housing Options Study and Action Plan:** The Housing Options Study and Action Plan will compile final versions of reports from previous tasks into a cohesive, attractive, engaging, and easy-to-read package. Technical information will be included in appendices.

Recommendations will be implementation ready as agreed upon in Task 5, which could include proposed code language, map amendments and concept drawings, and any raw data and editable versions of all documents, and clear documentation of all data sources.

Task 7 Legislative Process Support **Jun–Dec 2021**

The consultant team will provide support to the county project team through the duration of the county legislative process to implement recommended actions.

Deliverable

- The consultant team will support the county project team in preparing for and presenting information at up to four meetings, including a Planning Commission work session, Planning Commission hearing, Council work session, and Council hearing.

Task 8 Coordination and Project Management **Throughout Project**

Task 8 Deliverable

The consultant team and county staff will hold a project kickoff meeting to review the refined scope of work; schedule; budget; communication plan; and roles and responsibilities. The consultant team will collect relevant background materials and agree on a preliminary list of key stakeholders and project partners. They will also discuss community engagement and communications tools and strategies. Throughout the process, the consultant project manager will hold bi-weekly project management phone calls to track progress on key tasks and deadlines, identify unanticipated issues and develop alternative approaches as needed.

The work will begin at kick-off with elements of project chartering including clarifying desired outcomes, potential pitfalls, strategies to overcome possible obstacles, roles, responsibilities and schedule. To ensure accountability and conformance with the project budget, the consultant team will prepare monthly progress reports and invoices that describe the activities undertaken, estimate the percent completion of each action, and track expenditures and hours.

Clark County Housing Options and Action Plan Budget	3J Consulting					ECONorthwest									TOTAL
Tasks	SF $160	AM $124	AJ $84	Expense	3J Subtotal	BP $210	TB $195	EP $150	Analyst $145	Expense	ECO Subtotal	ED $150	Expense	JET Subtotal	
1. Stakeholder Interviews & Issue Assessment	**29**	**44**	**0**	**$0**	**$10,096**	**0**	**0**	**7**	**0**	**$0**	**$1,050**	**12**	**$0**	**$1,800**	**$12,946**
1.1 Stakeholder Interviews (40)	12	10			$3,160			7			$1,050	12		$1,800	$6,010
1.2 Online Survey	2	8			$1,312						$0			$0	$1,312
1.3 Webpage launch	4				$640						$0			$0	$640
1.4 Draft & Final Summary	2	8			$1,312						$0			$0	$1,312
1.5 City Council Update	4				$640						$0			$0	$640
1.6 Housing Preferences/Needs (from Task 3)	5	18			$3,032						$0			$0	$3,032
2. Project Advisory Group (PAG) Convening	**28**	**1**	**0**	**$40**	**$4,644**	**0**	**0**	**3**	**0**	**$20**	**$470**	**3**	**$20**	**$470**	**$5,584**
2.1 PAG Outreach/Prep	20				$3,200						$0			$0	$3,200
2.2 Initial PAG Meeting (1)	8	1		$40	$1,444			3		$20	$470	3	$20	$470	$2,384
3. Data Collection, Inventory & Analysis	**6**	**0**	**0**	**$0**	**$960**	**8**	**16**	**31**	**76**	**$0**	**$20,470**	**4**	**$0**	**$600**	**$22,030**
Task 3.1 Data Analysis & Summary Report	4				$640	8	16	29	76		$20,170	4		$600	$21,410
Task 3.2 Potential PAG Facilitation & Process	2				$320			2			$300			$0	$620
4. Policy & Regulatory Review	**22**	**0**	**0**	**$0**	**$3,520**	**0**	**0**	**8**	**4**	**$0**	**$1,780**	**113**	**$0**	**$16,950**	**$22,250**
4.1 Land Use Policies, Zoning & Regulations	10				$1,600			4	4		$1,180	65		$9,750	$12,530
4.2 State Housing Legislation Overview	4				$640			4			$600	20		$3,000	$4,240
4.3 Case Study Summary & Lessons Learned	6				$960						$0	24		$3,600	$4,560
4.4 Potential PAG Facilitation & Process	2				$320						$0	4		$600	$920
5. Recommendation Development	**150**	**39**	**0**	**$340**	**$29,176**	**2**	**2**	**26**	**0**	**$80**	**$4,790**	**114**	**$100**	**$17,200**	**$51,166**
5.1 Policy & Develoment Regulations Recommendations	20				$3,200	2	2	8			$2,010	80		$12,000	$17,210
5.2 PAG Meetings (8)	56			$160	$9,120			6		$40	$940	14	$60	$2,160	$12,220
5.3 Public Meetings (6)	52	17		$180	$10,608			6		$40	$940	8	$40	$1,240	$12,788
5.4 Public Surveys (3)	4	16			$2,624						$0			$0	$2,624
5.5 Commission/Council Meetings (6)	18	6			$3,624			6			$900	12		$1,800	$6,324
6. Finalize Action Plan & Supporting Documentation	**4**	**12**	**0**	**$20**	**$2,148**	**0**	**0**	**2**	**0**	**$0**	**$300**	**2**	**$0**	**$300**	**$2,748**
6.1 Housing Options Study & Action Plan	4	12		$20	$2,148			2			$300	2		$300	$2,748
7. Legislative Process Support	**12**	**0**	**0**	**$0**	**$1,920**	**0**	**0**	**2**	**0**	**$0**	**$300**	**4**	**$0**	**$600**	**$2,820**
7.1 Work Sessions & Hearings (4)	12				$1,920			2			$300	4		$600	$2,820
8. Coordination & Project Management	**35**	**0**	**21**	**$20**	**$7,384**	**0**	**0**	**6**	**0**	**$20**	**$920**	**14**	**$20**	**$2,120**	**$10,424**
8.1 Kickoff Meeting and PM Calls	25			$20	$4,020			6		$20	$920	14	$20	$2,120	$7,060
8.2 Invoices & Project Reports	10		21		$3,364						$0			$0	$3,364
Total Hours	**286**	**96**	**21**	**------**	**403**	**10**	**18**	**85**	**80**	**------**	**113**	**266**	**------**	**266**	**------**
Total Fees	**$45,760**	**$11,904**	**$1,764**	**$420**	**$59,848**	**$2,100**	**$3,510**	**$12,750**	**$11,600**	**$120**	**$30,080**	**$39,900**	**$140**	**$40,040**	**$129,968**

Any unused budget from any Phase, Task, or Service may be used for other phases of the project as needed.

EXHIBIT B

ORIGINAL

Request for Proposal #770
Housing Options Study and Action Plan

Attachment A: COVER SHEET

General Information:

Legal Name of Applicant/Company/Agency 3J Consulting, Inc

Street Address 9600 SW Nimbus Ave, Ste 100 City Beaverton State OR Zip 97008

Contact Person Steve Faust Title Community Planning Director

Phone 503.946.9365 Fax

Program Location (if different than above)

Email Address steve.faust@3j-consulting.com

Tax Identification Number 27-0502115

ADDENDUM:

Proposer shall acknowledge receipt of Addenda by checking the appropriate box(es).

None ☒ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐

NOTE: Failure to acknowledge receipt of Addendum may render the proposal non-responsive.

Total Funds Requested Under this Proposal $ $129,968

I certify that to the best of my knowledge the information contained in this proposal is accurate and complete and that I have the legal authority to commit this agency to a contractual agreement. I realize the final funding for any service is based upon funding levels, and the approval of the Clark County Council.

JOHN HOWORTH, PRESIDENT
Signature, Administrator of Applicant Agency

1/29/2020
Date

PROJECT TEAM

3J Consulting (3J) provides clients with exceptional land use planning, public engagement and civil engineering services based on reliable attention to detail and strong project management. Since its founding in 2009, 3J has helped many communities develop successful site plans and long-range plans, including housing studies and action plans.

To provide Clark County with a comprehensive, full-service team, we partnered with ECONorthwest (ECO) and JET Planning (JET). ECO is a consulting firm based in the Pacific Northwest that specializes in economics, finance, and planning. JET specializes in creating development regulations based in a broad land use background.

Team members are summarized below and complete resumes can be found in the appendix.

Key Personnel

STEVE FAUST, AICP | PROJECT MANAGER

3J Consulting

Steve is a land use planner with nearly 20 years' experience as a facilitator and community engagement specialist. Steve brings significant skill in helping communities create visions that articulate aspirations for the future and strategic plans to guide growth and development. He understands how to successfully engage the public in land use decisions. He brings a sustainability framework to land use planning, striving for outcomes that are environmentally sound, socially just and economically prosperous. Steve is a current member and recent chair of the Oregon Citizen Involvement Advisory Committee and a Public Involvement Provider for the Oregon department of Justice Alternative Dispute Resolution program.

ANAÏS MATHEZ, AICP | DEPUTY PROJECT MANAGER

3J Consulting

Anaïs is a Senior Planner who works in various capacities as a project manager, facilitator, community outreach specialist and land use planner. Anaïs helps prepare for and conduct public meetings, outreach activities and communications that engage a variety of stakeholders for communities throughout the Pacific Northwest. She has facilitated meetings ranging from small focus groups and to large public meetings.

Anaïs excels at communicating and synthesizing information, using imagery and simple language to community complex ideas in audience-appropriate ways.

BOB PARKER | PROJECT DIRECTOR

ECONorthwest

Bob is a Senior Project Director with ECONorthwest with a background in land use, growth management, housing, and transportation planning. He will provide high-level strategic direction on the technical analysis and develop action plan recommendations. Bob's specialty is the nexus between land use planning, housing, and economic development. He has conducted numerous urban growth boundary assessments, market analysis and feasibility studies, and surveys for cities throughout Oregon. Bob also serves as the Executive Director of the Institute for Policy Research and Engagement (IPRE) at the University of Oregon. IPRE includes the award-winning Community Planning Workshop and RARE programs. Bob is an Instructor in the Department of Planning, Public Policy, and Management at the University of Oregon, where he teaches core courses in the graduate Community and Regional Planning program.

TYLER BUMP | SENIOR ADVISOR

ECONorthwest

Tyler Bump is a Project Director at ECONorthwest with a professional focus on the intersection of land use planning and real estate investment that advances equitable housing, economic development, and sustainable development goals. He will provide strategic direction on middle housing and affordable housing recommendations.

Tyler works with clients to develop and implement creative strategies that leverage public and private sector investment to support equitable development outcomes through policy and finance tools. Recently Tyler has supported clients with middle housing implementation efforts including feasibility and affordable housing analysis for the Portland Residential Infill Project, accessory dwelling unit feasibility and policy analysis for the City of Portland, policy and development feasibility analysis to create middle-income housing in Seattle, and development scenario modelling of middle housing options in Beaverton, Oregon.

EMILY PICHA | TECHNICAL ANALYSIS LEAD

ECONorthwest

Emily is a Project Manager at ECONorthwest who specializes in policy analysis, implementation strategies, and redevelopment feasibility for planning and development projects. She will lead the technical analysis and work with the team to develop recommendations. Since joining ECONorthwest in 2012, Emily has collaborated with her team to craft strategic solutions for infill development and create implementation plans that are designed to capitalize on market opportunities and maximize economic returns to communities. She has served as project manager on opportunity site strategies, redevelopment action plans, brownfields policy and redevelopment strategy projects, infrastructure funding strategies, and housing policy analyses.

ERIK BAGWELL | TECHNICAL ANALYSIS SUPPORT

ECONorthwest

Erik specializes in affordable housing development, real-estate finance, and policy analysis, and applies these skills across an array of economic, real estate, and urban development projects. He will support the technical analysis and develop recommendations related to affordable housing. Prior to joining ECONorthwest, Erik worked in the Credit & Underwriting team for the New York City Department of Housing Preservation and Development, specializing in financial feasibility analyses, pro forma analysis, cash flow modeling, and gap financing, for rent-restricted, multifamily affordable housing development.

ELIZABETH DECKER | CODE AUDIT

JET Planning

Elizabeth Decker is the founder and sole proprietor of JET Planning. She provides land use planning services to local governments and private clients in Washington and Oregon. Her seven years serving as contract planner for the City of Ridgefield provides an excellent grounding in Washington land use planning requirements as applied across Clark County. Elizabeth has developed specialized expertise in middle housing regulatory options, having completed over 10 development code audits and updates tuned to removing barriers and expanding opportunities for middle housing types.

MANAGEMENT APPROACH

Steve Faust regularly manages complex projects with relatively tight schedules and budgets and detailed work plans. Many have multiple subcontractors. He understands the need to balance consistency and flexibility to meet delivery schedules without sacrificing quality. Steve will use the following principles to ensure we deliver high quality products on time, within budget and to your satisfaction:

Team approach. We will stress a collaborative approach to working with Clark County as an extension of staff. This collaboration will help facilitate frequent communication, agreement on team roles and assignments and a shared mission to complete high quality projects in an effective and efficient manner. One of our core values is "Value the Team" – it is carried through from our internal staff to our project teams. This is best confirmed by the repeat business we get from our client partners.

Clear communication. We will communicate regularly with Clark County's project manager and our team to ensure a mutual understanding of project goals, deadlines, budgets and deliverables. This starts with a project charter that establishes clear roles and responsibilities for each member of the team. We typically schedule bi-weekly project management phone calls to coordinate our efforts and send a summary of key decisions and actions within one day of the call. We pride ourselves on our high level of responsiveness and professionalism.

Balance of structure and flexibility. An effective organizational structure is needed to maximize integration and clarity and minimize duplication of effort. Concurrently, we are sensitive to the need to be flexible and able to consider new ideas and approaches to completing specific tasks, particularly when they can boost effectiveness, save time and spark creativity. In the spirit of balancing structure and flexibility, we are available to adjust project schedules on short notice to meet project needs. Should scheduling conflicts arise, able senior, associate-level and support staff represent a deep reserve of well-qualified advisors and assistants to accommodate varying levels of work, including any unanticipated workload surges.

Steve will commit all the time necessary, committing to the highest professional standards toward the goal of making the Clark County Housing Options Study and Action Plan a success.

RESPONDENT'S CAPABILITIES

3J Consulting

3J recently led **community engagement** efforts for the Cornelius Town Center and Urban Renewal Plan project, which won the Public Involvement and Participation Award from the Oregon Chapter of the American Planning Association. 3J worked with the City and Centro Cultural de Washington County to engage elected officials, partner agencies, an 18-member Project Advisory Committee and a community that is more than 50% Latinx. Our bilingual outreach efforts engaged more than 800 community members through a variety of activities, including interviews, Community Conversations, outreach at community events, public meetings, online surveys, online and social media.

We facilitate processes that bring together government agencies and diverse stakeholders with differing views and ideas to build consensus and resolve complex issues. Our collaborative problem-solving takes place in an environment of teamwork, open communication and respect. Our innovative processes inspire people to examine the past, build on the present and create specific goals, objectives and implementation actions to guide future decisions and activities they will support. Steve Faust is skilled and experienced in providing neutral **facilitation** and mediation services for public policy consensus projects. He has facilitated meetings ranging from small advisory committees to public meetings with more than 100 participants.

Our understanding of how to inform people in terms they can understand and identify with is another key to our success. We have an outstanding reputation for our ability to **communicate** complex messages in terms understandable to a variety of audiences, including **graphics** to illustrate residential code concepts. We produce high-quality written materials that are visually attractive. For each project, we pay special attention to developing culturally and linguistically appropriate ways to communicate with diverse and underrepresented stakeholders.

ECONorthwest

ECONorthwest is familiar with Clark County and the unique economic, housing market, and land use conditions of the area. In addition to their staff's personal knowledge, they are working on a program update for the Buildable Lands Program in Clark County and have ongoing contracts with the City of Vancouver and the Port of Vancouver to complete housing and economic development projects.

Applied Microeconomics is at the core of everything ECO does. This perspective allows them to fully understand—and effectively communicate—the benefits, costs, and tradeoffs associated with any decision.

ECO has unrivaled expertise developing **Housing Needs Assessment** and conducting **market studies**. Their staff have completed studies for more than 30 jurisdictions since 2000. Recent projects include analyses for Issaquah, WA, Island County (Governor's Planning Award), and Skagit County. ECO is currently working with the City of Seattle, Bainbridge Island, Bellevue, and Kitsap County to assess the expected future demand for housing and recommend strategies, opportunity sites, and policies to incent development.

Translating the technical analysis and complex ideas into clear findings, graphics, and recommendations for the public and decision-makers is the crux of ECO's work. Their **clear infographics and reports** have helped communities to understand their housing market conditions so they can better tackle complex housing challenges.

ECO's work in growth management focuses on long-range planning for efficient land use and infrastructure development. This includes:

- Assessing market conditions
- Forecasting housing and employment growth
- Analyzing the fiscal impacts of growth scenarios
- Inventorying buildable land
- Comparing the supply and demand for development

These analyses have supported the expansion of urban growth boundaries in cities big and small, in the Pacific Northwest and around the country.

JET Planning

JET Planning was founded by Elizabeth Decker in 2011. The firm provides land use planning services to local governments and private clients in Washington and Oregon, specializing in developing zoning code provisions that translate identified community priorities into implementable regulations, informed by nuanced understanding of development trends and possibilities.

JET's seven years serving as contract planner for the City of Ridgefield provides the firm with excellent grounding in **Washington land use planning requirements** as applied across Clark County.

The firm has developed specialized expertise in middle housing regulatory options, having completed over 10 development code audits and updates tuned to removing

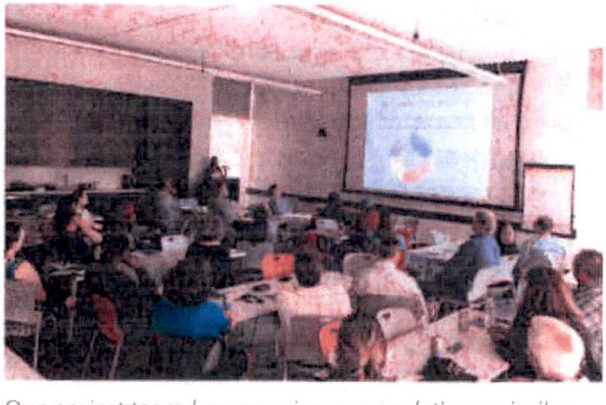
barriers and expanding opportunities for middle housing types; many projects were completed with long-time partners 3J Consulting and ECONorthwest.

JET also prioritizes staying current on emerging state requirements and best practices for middle housing across the Pacific Northwest through participation in regional housing policy work groups and conferences.

Project Experience

EQUITABLE HOUSING POLICY PROJECT: OREGON CITY, OR

3J, in partnership with JET Planning and ECONorthwest, led an effort to complete this broadly scoped code update that included comprehensive review of residential zoning, development standards, and permitting processes. Investigative work included dialogue with City staff in Planning, Building and Engineering divisions, stakeholder interviews with members of the development community, and review with a technical advisory committee. The scope included review of all types of residential development opportunities, from individual single-family detached homes to downtown mixed-use projects, including use, design, improvement, and procedural standards. The code was audited against the City's equitable housing goals including creating more diverse housing options at all income levels with access to community amenities, with the objective of identifying barriers to equitable housing development and providing a series of code amendments to expand the development opportunities. Other tasks included facilitating community and technical advisory committees, conducting public meetings and online surveys, preparing development guides and brochures, creating a development fees calculator and advising on equitable housing maps.



Our project team has experience completing a similar project for the City of Oregon City where we completed a code update that included comprehensive review of residential zoning, development standards, and permitting processes.

HOUSING NEEDS ASSESSMENTS (10): OREGON

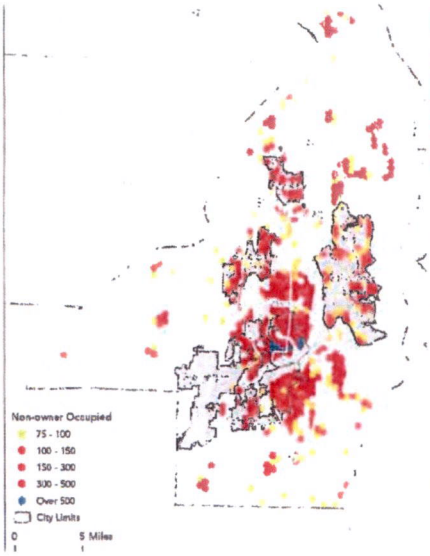
While at Cogan Owens Greene, Steve Faust led consultant teams to conduct inventories of buildable lands and assessments of future housing needs for the cities of Astoria, Florence, Garibaldi, Lincoln City, Manzanita, Nehalem, Sherwood, Warrenton, Wheeler and Wilsonville. Tasks typically included: identifying the jurisdiction's housing objectives; analyzing population forecasts and other housing trends and data; conducting an inventory of buildable land for housing uses; identifying housing types and mix potential sites for future development to occur; and developing policies and strategies to achieve housing objectives. Most projects also include leading community engagement efforts, including community surveys, project advisory committees and public meetings.

RESIDENTIAL CODE UPDATES: FLORENCE, OR

As part of the Oregon Housing Needs Planning project, 3J and JET led a team to update the city's 35-year-old residential zoning and land division codes. The outcome was new development and platting standards to accommodate housing styles and ownership types reflective of Florence's current and projected housing needs to support all income levels, generations, and family styles. The team worked with the City's Community & Economic Development Committee (CEDC) to draft and review code concepts and draft code updates. 3J facilitated a public open house attended by more than 50 community members to review the draft code updates. A majority of recommended code updates were adopted by City Council in fall 2019. Density guidelines warranted further discussion and will be reconsidered at upcoming hearings in October and November.

RESIDENTIAL CODE UPDATE: TALENT, OR

As part of the Oregon Housing Needs Planning project, 3J and JET led a team that prepared zoning code amendments that support the increase in or improvements to affordable housing in the City of Talent. The code changes developed are consistent with policies in the City's adopted Housing Element that aim to: (1) improve the efficiency of residential land use by increasing densities under certain circumstances, (2) increase opportunity for development of housing types that are comparatively affordable, such as missing middle housing types, or (3) both increase land use efficiency and provide opportunities for development of comparatively affordable housing. The team worked with the City's Planning Commission to draft and review code concepts and draft code updates and facilitated a public open house to review draft code updates.



KITSAP COUNTY AFFORDABLE HOUSING INVENTORY AND MARKET ANALYSIS: KITSAP COUNTY, WA

For Kitsap County and the City of Bremerton, ECO is preparing a housing inventory and market analysis that will assess the expected future demand for housing and recommend strategies, opportunity sites, and public policies for these jurisdictions to incentivize the development of all types of housing. Understanding the unique economic and sociodemographic features of the area, including the heavy presence of second homes and vacation rentals, this project will provide a detailed current inventory of the housing stock by type, price/rent, income served, condition, location, and tenure. They will then estimate the projected demand for housing across these characteristics and the economic outlook, over a 5, 10, and 20-year time horizon. When complete, this study will offer recommendations and strategies for the City and County to help unlock housing supply in the region. This project was funded through a CDBG.

BAINBRIDGE INCLUSIONARY HOUSING ZONING & TDR PROGRAM: BAINBRIDGE, WA

ECO is helping the City of Bainbridge implement programs addressing the needs for affordable housing. The City is evaluating its affordable housing and transfer of development rights (TDR) incentive programs to understand how they can be better utilized to support citywide efforts to increase the amount of affordable housing and land maintained for open space, respectively. While these incentive programs have been in place for over 20 years, neither of these specific programs have been used much to-date; the current affordable housing program has been used once since 2005. The lack of use indicates that the current density bonus mechanism needs to be revised. To improve program utilization and support the realization of Bainbridge Island's broader comprehensive plan goals, the City Council requested an analysis of what incentives and zoning changes would be required make the City's affordable housing incentive program and TDR program work. In addition, the Council would like to understand the implications of a mandatory versus voluntary affordable housing program.

ISLAND COUNTY HOUSING ELEMENT UPDATE: ISLAND COUNTY, WA

ECONorthwest lead a consultant team to update Island County's Comprehensive Plan's Housing Element. This year long process was based on in-depth research into the housing and demographic trends and extensive public and stakeholder outreach. The project included an extensive public survey, focus groups, a housing needs analysis report, an identification of housing barriers and opportunities, new and revised housing goals and policies, SEPA review, and the creation of an implementation plan.

RIDGEFIELD MIXED-USE OVERLAY CODE DEVELOPMENT: RIDGEFIELD, WA

The Ridgefield Mixed-Use Overlay (RMUO) Code Update project developed new zoning and design standards to implement two subarea plans for districts linked by a key arterial. The code created a unified set of standards that worked for the two distinct neighborhood nodes. The unified standards created opportunities for a mix of commercial, employment and residential uses with overarching site and building design standards, including sustainability standards and techniques for managing parking along a high-traffic arterial. A key goal with this code was to balance near-term market demands for more traditional suburban commercial strip development against plan goals for integrated mixed-use development with varied housing choices that contributed to a sense of place unique to the two subareas, which was a significant departure from previous code approaches in this rapidly growing community. Elizabeth developed the code in partnership with urban designers, through a stakeholder review process that included development professionals and property owners. Following adoption of the code, Elizabeth continued work with the City to complete development review for proposed projects under the new code.

A new Rosauer's grocery store will anchor development of a key corner in the mixed-use overlay area, bringing the first grocery store to Ridgefield.

PROJECT APPROACH & UNDERSTANDING

Project Understanding

Housing is at the core of vibrant communities, supporting downtowns, job growth, and institutions. However, Clark County and other communities across Washington are struggling to provide the variety and quantity of housing options that residents need. We understand the challenge of housing shortages, high costs for housing, and limited housing choices that meet the needs of increasingly diverse households.

This is an important moment for housing planning with the alignment of community needs and political support. We understand that the County is providing more flexibility in the development of certain housing types and has initiated this project to find additional ways to provide more housing in the Vancouver Unincorporated Urban Growth Area that is attainable to people with a variety of household incomes. A robust public engagement strategy should reach specific stakeholder groups and the broader public in this discussion through a variety of activities.

The Housing Options Study and Action Plan will identify barriers to providing a greater variety of housing types and the strategies needed to provide future generations with access to affordable, quality, and flexible housing opportunities. The 3J Team has assisted communities throughout the Pacific Northwest with housing studies and strategies to support more diversified and equitable housing.

Project Approach

Section 4 summarizes our experience in work similar to Work Requirements in Section 1B of the RFP. We've designed the following project approach to achieve the project objectives and outcomes based on that experience.

TASK 1. STAKEHOLDER INTERVIEWS AND ISSUE ASSESSMENT

After identifying key stakeholders at the project kickoff meeting and agreeing on a list of interview questions, we will begin conducting focus group interviews to better understand key issues and interests regarding barriers to creating more diverse and affordable housing types. We will conduct language-specific focus groups to ensure we are reaching the full spectrum of community members. Each interview will end with the question *"Who else should we be talking to?"* which will lead to the second and third rounds of interviews. We will develop an online survey with questions similar to those being asked in the interviews, to provide the broader public an opportunity to participate. We also will support County staff in the launch of a project webpage to help create project awareness and communicate opportunities for public participation.

At this time, we recommend identifying housing preferences and needs (from RFP Task 3). In our experience, incorporating personal stories with data helps the data resonate more with elected officials and the public. Through the focus group interviews, survey responses and/or in partnership with community-based organizations (CBOs), we will identify approximately five residents currently looking for housing within the Vancouver UGA to participate in in-depth interviews. These interviews will narrate the experience of housing cost burden or limited housing availability, housing preferences, the consequences of long commute times due to high housing costs, and other issues identified through our outreach.

Once the Task 1 outreach is complete, we will prepare a comprehensive summary report of outreach efforts, including key themes that frame the community's issues and interests around housing. The report will be shared with interviewees and revised to correct any misrepresentations based on their feedback. The report also will include a list of interests we recommend for representation on the Project Advisory Group.

We will prepare a PowerPoint presentation to describe the stakeholder outreach process, interests, issues and themes. The presentation can be used by the project team for a variety of purposes, including an update to County Council.

TIMELINE
March – May 2020

DELIVERABLES
Draft and final summary of interviews with up to 40 stakeholders; PPT presentation highlighting key issues and interests.

TASK 2. PROJECT ADVISORY GROUP CONVENING

Once Task 1 is complete, the County Council will approve recommended Project Advisory Group (PAG) interest-based positions and County staff will conduct outreach to fill those positions. In our experience, the process to identify and appoint committee members takes time. If the County wants to convene the PAG in May, we recommend identifying potential PAG members in March and April so the PAG can begin its work on schedule.

We will conduct 30-minute phone calls with each PAG member to provide a project overview, describe PAG responsibilities, set expectations and confirm initial questions. We will introduce and ask for thoughts on the proposed decision-making process and ground rules to be included in a draft PAG Charter that we will develop in advance of the first meeting. We also will ask for days and times that work well for each member to meet, so we can begin developing a PAG meeting schedule.

We will work with the County project team to prepare for and convene the PAG for two initial meetings. During the first meeting, we will provide a more detailed project overview including purpose, milestones and schedule. We will review items in the charter, including an outline of the consensus-based decision-making process. We define "consensus" as a participatory process whereby representatives seek to reach agreement on a mutually acceptable course of action. Decisions are made by agreement rather than by majority vote where representatives agree to support, accept, live with, or agree not to oppose the decision. The key to success is commitment to work for consensus, meaning members will participate fully in the process, seek to understand the interests of all, and work together to find solutions for all. PAG members also will discuss and provide guidance on draft work scopes for Tasks 3 and 4.

At the second PAG meeting, the consultant team will present the qualitative information gathered throughout Task 1. This information will provide the PAG with the context needed to review and confirm recommended revisions for the Task 3 and 4 work scopes.

TIMELINE
May 2020

DELIVERABLES
Preparation, facilitation and meeting materials for two PAG meetings, including PAG charter, agenda, summary notes and presentation.

TASK 3. DATA COLLECTION, INVENTORY AND ANALYSIS

The quantitative analysis of data gathered in Task 3 will build on the qualitative information collected in Task 1 to paint a complete picture of current housing issues in Clark County. In this task, our team will provide a coherent analysis of housing supply, demand, needs, and preferences throughout the unincorporated Vancouver Urban Growth Area to provide context for evaluating potential actions. Our analysis will compare unincorporated Vancouver Urban Growth Area with trends in Clark County and the broader Portland Metropolitan Statistical Area. It will identify where there are gaps in housing supply based on current and projected needs.

We will determine applicable data sets and our analytic approach based on conversations with the County's team and the PAG. Our evaluation of Projected Housing Need will focus on analyzing current housing and household characteristics as well as trends relating to housing production (by type, size and price), affordability (cost burdening by income), demographics (changes in household size, age, race and ethnicity) and employment trends (fastest growing jobs and wages) that are necessary to accurately project the expected housing needs in the future. Our team will use Washington State Office of Financial Management population forecasts as the basis for this work. We will also identify housing types necessary to serve the current and future housing needs for a variety of household types and income levels.

Our analysis of Current Housing Preferences will be completed in Task 1 along with other stakeholder and public outreach activities to gather qualitative information about the County's housing needs. As needed, we will consult with the PAG during this task to troubleshoot issues or provide additional guidance.

Through this analysis, we will identify opportunities and barriers to meeting housing needs and delivering the necessary new housing units. We will collect and analyze data in a consistent format that can be packaged for future updates conducted by Clark County staff.

TIMELINE
June – Sept 2020

DELIVERABLES
Draft and final housing data summary report.

TASK 4. POLICY AND REGULATORY REVIEW

In this task, the consultant team will take stock of the existing policy and regulatory environment in Clark County, and place it within the context of evolving changes to statewide housing legislation and best practices learned from comparable jurisdictions. We will develop a code audit to evaluate existing regulations both on their face and on a performance basis, to better understand the key question around the effectiveness of the current regulations to support development of more—and more diverse—housing options. For example, we will identify the types of housing allowed and where they are allowed, in order to analyze whether the County has sufficient land to develop the range and quantities of desired housing types. Other aspects of the audit will require a more qualitative review to determine desired neighborhood amenities

in areas where housing is to be developed, community design standards, and preservation of existing housing to prevent displacement. Work with the PAG and County staff will be critical to develop metrics and goals for these more qualitative—but equally important—housing performance measures, to inform our analysis of existing plans, regulations and strategies.

Our team has extensive experience modeling development feasibility and development code outcomes for projects that range from middle housing, such as duplexes and triplexes in single family neighborhood contexts, through various higher-density podium development types. We will work with City staff to identify appropriate prototypical multifamily development types to conduct a development feasibility pro-forma analysis. We will conduct our pro forma analysis using both a return on cost model and a ten-year cash flow operating model to reflect the decision-making processes of different private sector developers.

In addition to the deep dive into County specifics, we will zoom out to provide useful statewide context in the form of statewide housing legislation and case studies from Washington and beyond. Statewide legislation has been emerging up and down the West Coast as a valuable tool to support housing diversity, but also has raised concerns about local control. At present, Washington state requirements allow for relatively greater control at the local level while providing some important supports for jurisdictions wishing to expand housing choices. Our audit will highlight opportunities under the new requirements and track emerging legislation in the 2020 session, such as SEPA exemptions for certain types of middle housing zoning code changes enabled by HB 1923. In our case studies and legislative summary, we will connect ideas and opportunities at a larger scale to their potential applicability in the County, such as expanded opportunities for more housing types that rely on a condominium structure, to take advantage of recent changes to the condominium liability law in SB 5334.

As needed, we will consult with the PAG during this task to troubleshoot issues or provide additional guidance.

TIMELINE

June – Sept 2020

DELIVERABLES

Draft and final land use regulations audit including overview of state housing legislation; draft and final summary of case studies and lessons learned.

TASK 5. RECOMMENDATION DEVELOPMENT

Task 5.1 Policy & Development Regulations Recommendations

In this task, our team will develop a set of policy recommendations informed by the opportunities and needs identified in previous tasks, to overcome barriers to housing development. We will approach this with a wide-angled perspective, and refine through an iterative process. We imagine that potential recommendations will include a range of policy and regulatory changes, specific to the comprehensive plan and zoning code, but also will look more holistically to identify fiscal and financial policies, educational strategies, and relationship building strategies that together will support increased housing production and housing variety that better meets the needs of County residents. As we did for the *Oregon City Equitable Housing Study*, and shown in Attachment C, we propose developing a 'long-list' of potential recommendations in conceptual format, based on County needs and opportunities and informed by best practices from the case studies and our previous experience, to begin the process to identify the most feasible, appropriate and promising recommendations for the County. To effectively utilize PAG, staff and consultant time, we will then develop the most promising recommendations as agreed to with County staff into "implementation-ready" format after several rounds of review and winnowing with the PAG, County staff and consultant team.

Code amendments will likely including defining middle housing types, expanding residential uses allowed in residential and non-residential zones including creation of new zones where appropriate, revising density regulations to account for proposed housing types, development and design standards specific to each housing types, and determining procedural review requirements for all proposed housing types. Code updates should balance simplifying the review requirements and standards with ensuring compatibility with surrounding development, especially within existing neighborhoods, and allowing for public comment. Code amendments will be informed by the policy and regulatory review in Task 4, particularly to ascertain the effectiveness of recent changes to the cottage housing and ADU standards.

Other strategies will be designed to prevent displacement of renters, people with lower incomes, and other disadvantaged groups. These may include tax abatement programs focused on housing preservation, land acquisition and banking strategies, partnerships with community land trusts, landlord accountability and technical assistance, rental housing licensing programs, mediation that supports residents to remain in their homes, short-term assistance for upfront rental costs, and policies requiring notification of expiring contracts.

In our experience, we have found that recommendations tend to take a variety of forms and timelines, some of which would continue on after the project. Complex or supporting strategies, such as revising SDC and impact fee rates for a variety of housing types, would benefit from additional focused attention and partnership building prior to implementation. Other informational and educational strategies may be developed as a follow-up to this project, to increase awareness and understanding of new housing development opportunities among the development and finance communities. For example, concept drawings of various types of middle housing could be the basis for educational materials aimed at the development community or a series of workshops with the same stakeholders, rather than or in addition to integrating them into the development code. Additional strategies might focus on relationship and partnership-building among housing and development professionals, which will naturally require a longer-term strategy to nurture.

Task 5.2 PAG/Public/Planning Commission/County Council Facilitation and Process

Task 5.2.1 PAG Meetings

The potential recommendations identified in Task 5.1 will be developed through an iterative process with the PAG over the course of eight meetings and vetted with Planning Commission, County Council and the public. Initial PAG meetings will be used to review the qualitative data from Task 1 and present the quantitative and regulatory data from Tasks 3 and 4, taking time to ensure all PAG members understand the information and what it tells us collectively. Subsequent meetings will present the long list of policies and strategies that could be used to address the barriers identified in Task 4. PAG members will consider options along with input from Planning Commission, City Council and the public, and build consensus in support of recommendations that best meet the unique needs of Clark County.

Task 5.2.2 Public Events

Our team will design and facilitate a series of approximately six opportunities for the public to engage in the process to develop recommendations. Similar to the PAG process, we recommend that at least three of the events have education as a primary goal, whether that is a presentation of market data, a workshop on zoning and development regulations, or a field trip to see different housing types first hand and discuss the role that design plays in how they fit into a neighborhood. We will develop specific strategies to conduct outreach to underrepresented communities and conduct public events in a manner that is accessible to them. The remaining events should be dedicated to reviewing and commenting on recommendations developed by the PAG.

Task 5.2.3 Planning Commission and County Council Meetings

We will support the County project team in preparing for and presenting information at up to six meetings with the Planning Commission and County Council. This may include strategy sessions with the project team and/or preparing presentations of pertinent information from PAG and public discussions.

TIMELINE

Oct 2020 – Mar 2021

DELIVERABLES

Draft and final policy and development regulations recommendations including identification of supporting materials; preparation, facilitation and materials for eight (8) PAG meetings; preparation, facilitation and materials for six (6) public events; project team support for six Planning Commission (3) and County Council (3) meetings.

TASK 6. FINALIZE ACTION PLAN AND SUPPORTING DOCUMENTATION

The draft Housing Options Study and Action Plan will compile final versions of reports from previous tasks into a cohesive, attractive, engaging, and easy-to-read package. Technical information will be included in appendices. Recommendations will be implementation ready as agreed upon in Task 5.

TIMELINE

Apr – May 2021

DELIVERABLES

Draft and final Housing Options Study and Action Plan.

TASK 7. LEGISLATIVE PROCESS SUPPORT

Our team will support the County project management team in the legislative process to implement recommended actions. This will include strategy sessions and preparing presentations for up to four work sessions and hearings, two with the Planning Commission and two with City Council.

TIMELINE

Jun – Nov 2021

DELIVERABLES

Project team support for four Planning Commission (2) and County Council (2) work sessions and hearings.

TASK 8. COORDINATION AND PROJECT MANAGEMENT

Task 8.1. Project Kickoff and Coordination

The 3J Team and City staff will hold a project kickoff meeting to review the refined scope of work, schedule, budget, and roles and responsibilities. We will collect relevant background materials and agree on a preliminary list of key stakeholders and project partners. We also will discuss community engagement and communications tools and strategies. Throughout the process, the 3J project manager will hold bi-weekly project management phone calls to track progress on key tasks and deadlines, identify unanticipated issues and develop alternative approaches as needed.

We begin our work at kick-off with elements of project chartering including clarifying desired outcomes, potential pitfalls, strategies to overcome possible obstacles, roles, responsibilities and schedule. We discuss communication protocols to ensure smooth delivery and client satisfaction.

Task 8.2. Project Administration

To ensure accountability and conformance with the project budget, we will prepare monthly progress reports and invoices that describe the activities undertaken, estimate the percent completion of each action, and track expenditures and hours.

TIMELINE
Project duration

DELIVERABLES
kickoff meeting summary; bi-weekly project management team phone calls; monthly invoices and progress reports.

PROPOSED COST

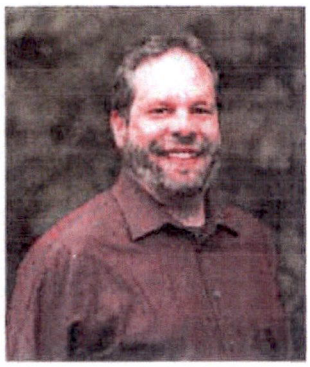
		3J Consulting			ECONorthwest			JET Planning			
	TASKS	LABOR	EXPENSE	Subtotal	LABOR	EXPENSE	Subtotal	LABOR	EXPENSE	Subtotal	TOTAL
1	Stakeholder Interviews & Issue Assessment	$10,096	$0	$10,096	$1,050	$0	$1,050	$1,800	$0	$1,800	**$12,946**
2	Project Advisory Group (PAG) Convening	$6,008	$40	$6,048	$450	$20	$470	$450	$20	$470	**$6,988**
3	Data Collection, Inventory & Analysis	$1,280	$0	$1,280	$20,470	$0	$20,470	$600	$0	$600	**$22,350**
4	Policy & Regulatory Review	$3,840	$0	$3,840	$1,780	$0	$1,780	$16,950	$0	$16,950	**$22,570**
5	Recommendation Development	$26,792	$340	$27,132	$4,710	$80	$4,790	$17,100	$100	$17,200	**$49,122**
6	Finalize Action Plan & Supporting Documentation	$2,128	$20	$2,148	$300	$0	$300	$300	$0	$300	**$2,748**
7	Legislative Process Support	$1,920	$0	$1,920	$300	$0	$300	$600	$0	$600	**$2,820**
8	Coordination & Project Management	$7,364	$20	$7,384	$900	$20	$920	$2,100	$20	$2,120	**$10,424**
Total Fees		$59,428	$420	**$59,848**	$29,960	$120	**$30,080**	$39,900	$140	**$40,040**	**$129,968**

Hourly Rates
(includes overhead)

Steve Faust: $160
Anaïs Mathez: $124

Bob Parker: $210
Tyler Bump: $195
Emily Picha: $150
Erik Bagwell: $145

Elizabeth Decker: $150



Steve Faust, AICP

COMMUNITY PLANNING DIRECTOR

Education

M.S. in Urban & Regional Planning, Portland State University

B.S. in Peace Studies, St. Johns University, Minnesota

Registrations

American Institute of Certified Planners (AICP)

Affiliations

American Planning Association, Oregon Chapter

Public Involvement Provider, Oregon Department of Justice Alternative Dispute Resolution

Oregon Citizen Involvement Advisory Committee

Steve Faust regularly manages complex projects with relatively tight schedules and budgets and detailed work plans. Many have multiple subcontractors. He understands the need to balance consistency and flexibility to meet delivery schedules without sacrificing quality.

As a public engagement specialist, Steve has led dozens of public involvement processes for diverse audiences. He is responsible for the oversight of all public involvement tasks from developing public involvement plans, to designing and coordinating implementation of public outreach activities, to documenting and evaluating the effectiveness of those efforts. He understands how to successfully engage the public in land use decisions. He brings a sustainability framework to land use planning, striving for outcomes that are environmentally sound, socially just and economically prosperous.

Steve is a member of the Oregon Citizen Involvement Advisory Committee and was chair from 2015-2019. He is a Public Involvement Provider for the Oregon Department of Justice Alternative Dispute Resolution program.

Relevant Experience

- Equitable Housing Policy Analysis and Code Update; Oregon City, OR
- Oregon DLCD, Housing Needs Assessments (10); OR
- Oregon DLCD Housing Needs, Residential Code Update; Florence, OR
- Oregon DLCD Housing Needs, Residential Code Update; Talent, OR
- Oregon DLCD Housing Needs, Residential Code Update; Salem, OR
- Oregon DLCD Housing Needs, Residential Code Update; Oregon City, OR
- Oregon DLCD Housing Needs, Residential Code Update; Bandon, OR
- Oregon DLCD Housing Needs, Residential Code Update; Springfield, OR
- Oregon DLCD Housing Needs, Residential Code Update; Sutherlin, OR
- Housing Needs Analysis; Newberg, OR
- Comprehensive Plan Vision; Camas, WA
- Comprehensive Plan Update and Vision; Stevenson, WA
- Comprehensive Plan Vision; White Salmon, WA
- Comprehensive Plan Update; North Plains, OR
- Beavercreek Road Concept Plan Implementation – Zoning and Code Amendments; Oregon City, OR
- City of Portland Comprehensive Plan Update Facilitation; Portland, OR
- Comprehensive Plan Update; Lake Oswego, OR
- Town Center Plan; Cornelius, OR
- Brownfields Public Involvement; Tigard, OR
- PGE Marquam Construction Public Involvement; Portland, OR

Anaïs Mathez, AICP

SENIOR PLANNER

Education

Master of Urban & Regional Planning (MURP), Portland State University

Bachelor of Science in Geography and Environment, McGill University, Quebec, CA

Registrations

American Institute of Certified Planners (AICP)

Affiliations

American Planning Association, Oregon Chapter

Committee Member, American Planning Association of Oregon, Legislative and Policy Affairs Committee (LPAC)

Anaïs works in various capacities as a project manager, facilitator, engagement specialist and report writer. She helps prepare for and conduct public meetings, outreach activities and communications that engage a variety of stakeholders for communities across the state. She has facilitated meetings ranging from small focus groups and to large public meetings. She excels at preparing materials and presentations that use images and simple language to communicate complex ideas.

Relevant Experience

- Equitable Housing Policy Analysis and Code Update; Oregon City, OR
- Oregon DLCD Housing Needs, Residential Code Update; Florence, OR
- Oregon DLCD Housing Needs, Residential Code Update; Talent, OR
- Oregon DLCD Housing Needs, Residential Code Update; Salem, OR
- Oregon DLCD Housing Needs, Residential Code Update; Oregon City, OR
- Oregon DLCD Housing Needs, Residential Code Update; Bandon, OR
- Oregon DLCD Housing Needs, Residential Code Update; Springfield, OR
- Oregon DLCD Housing Needs, Residential Code Update; Sutherlin, OR
- Housing Needs Analysis; Newberg, OR
- Comprehensive Plan Vision; White Salmon, WA
- Cornelius Town Center and Urban Renewal Plan; Cornelius, OR
- Sherwood 2040 Vision; Sherwood, OR
- Sherwood 2040 Comprehensive Plan; Sherwood, OR
- Sherwood West Preliminary Concept Plan; Sherwood, OR
- Redmond Neighborhood Revitalization Plan; Redmond, OR
- Redmond Vision and Comprehensive Plan; Redmond, OR
- Milwaukie Community Vision and Action Plan; Milwaukie, OR
- Coos Head Area Master Plan, Confederated Tribes of the Coos, Lower Umpqua and Siuslaw Indians; Coos Head, OR
- Lincoln County Commons & Exhibit Hall Master Plan; Lincoln City, OR
- Tillamook County Fairgrounds Strategic Plan; Tillamook, OR
- Cape Kiwanda Master Plan for Tourism-Related Facilities, Pacific City, OR
- Coquille Indian Tribe Comprehensive Plan; Coos County, OR
- Hoquarton Waterfront Plan; Tillamook, OR
- Villages at Cascade Head Preliminary Master Plan; Lincoln City, OR

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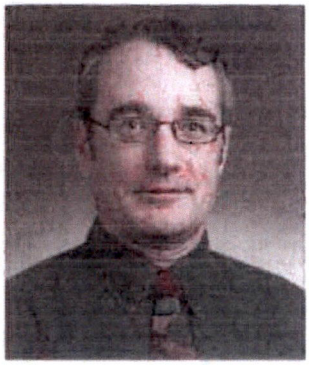

Robert Parker, AICP
SENIOR PROJECT DIRECTOR

Education
M.U.R.P. University of Oregon

B.S. Natural Resource Management, Colorado State University

Registrations
American Institute of Certified Planners (AICP)

Bob is a Senior Project Director with ECONorthwest with a background in land use, growth management, housing, and transportation planning. Bob has extensive technical experience with demographic analysis and forecasting, survey design analysis, economic impact analysis, and computer modeling. Bob's specialty is the nexus between land use planning, housing, and economic development. He has conducted numerous urban growth boundary assessments, market analysis and feasibility studies, and surveys for cities throughout Oregon. Bob also serves as the Executive Director of the Institute for Policy Research and Engagement (IPRE) at the University of Oregon. IPRE includes the award-winning Community Planning Workshop and RARE programs. Bob is an Instructor in the Department of Planning, Public Policy, and Management at the University of Oregon, where he teaches core courses in the graduate Community and Regional Planning program. Bob is a member of the American Planning Association and has been certified by the American Institute of Certified Planners since 1998.

Relevant Experience

Housing Needs Analysis—Various, Oregon

Conducted housing needs analyses to determine residential land needs and provide technical analysis for a comprehensive plan update in the Oregon cities of: Cottage Grove, McMinnville, Redmond, Lakeview and Paisley, Roseburg, Klamath Falls, Keizer, Newberg, Tualatin, Hillsboro, Hood River, Talent, Scappoose, Sherwood, Wilsonville, Newport, Phoenix, Damascus, Medford, and Pendleton, as well as for the cities in Clackamas County, the Salem-Keizer Region, Jackson County, and the Bear Creek Valley. Housing needs analysis includes: inventory of suitable employment land, an assessment of infill and redevelopment potential, analysis of national and state housing trends, analysis of local housing trends and densities, population forecast, analysis of demographic trends, analysis of housing affordability, forecast of housing needs, determination of the sufficiency of residential land, and identification of the implications of the analysis for residential development.

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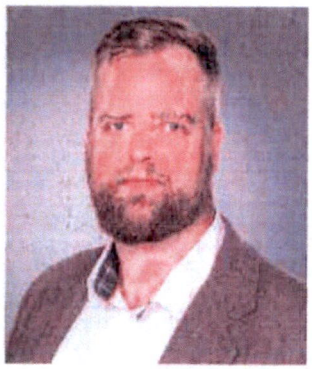

Tyler Bump
PROJECT DIRECTOR

Education

Master of Urban and Regional Planning, University of Colorado Denver, College of Architecture

B.S. Human Services, Metropolitan State University of Denver

Tyler Bump is a Project Director at ECONorthwest with a professional focus on the intersection of land use planning and real estate investment that advances equitable housing, economic development, and sustainable development goals. Tyler works with a range of local government, private sector, and nonprofit organizations to develop market supportive solutions that advance community development goals.

Tyler works with clients to develop and implement creative strategies that leverage public and private sector investment to support equitable development outcomes through policy and finance tools. Recently Tyler has supported clients with middle housing implementation efforts including feasibility and affordable housing analysis for the Portland Residential Infill Project, accessory dwelling unit feasibility and policy analysis for the City of Portland, policy and development feasibility analysis to create middle-income housing in Seattle, and development scenario modelling of middle housing options in Beaverton, Oregon.

Relevant Experience

Seattle Affordable Middle-Income Housing Advisory Council; Seattle, WA
ECONorthwest is currently evaluating policy options and development feasibility to inform recommendations for revising existing housing development tools in the City of Seattle. This analysis is focused on evaluating potential changes to development standards, funding and finance strategies, and regulatory improvements to develop middle-income multifamily rental, multifamily condominiums, and townhouse product types throughout the City.

Portland Southwest Corridor Area Planning; Portland, OR
ECONorthwest conducted a market study for station areas along the proposed Southwest Corridor light rail alignment. ECONorthwest used a predictive rent model as an innovative approach to our development feasibility analysis to account for potential future rents in areas of the city that have seen limited new construction in the last two development cycles to identify market supported development types and inform land use and zoning recommendations.

Portland Residential Infill Project Affordable Density Bonus and Accessory Dwelling Unit Analysis; Portland, OR
Tyler evaluated the development feasibility of an affordable housing bonus for middle housing development types. The affordability analysis evaluated bonus utilization and development uptake of various middle housing types. He also analyzed the development feasibility of detached and internal accessory dwelling units across various market areas and the effect of new accessory dwelling regulations on the production of rental housing

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Emily Picha
PROJECT MANAGER

Education

Master of Urban and Regional Planning, Portland State University

B.A. Global Economics, University of California at Santa Cruz

Emily is a Project Manager at ECONorthwest who specializes in policy analysis, implementation strategies, and redevelopment feasibility for planning and development projects. Since joining ECONorthwest in 2012, Emily has collaborated with her team to craft strategic solutions for infill development and create implementation plans that are designed to capitalize on market opportunities and maximize economic returns to communities. She has served as project manager on opportunity site strategies, redevelopment action plans, brownfields policy and redevelopment strategy projects, infrastructure funding strategies, and housing policy analyses.

Relevant Experience

Southwest Corridor Equitable Housing Strategy; Portland, OR
Identify funding, partnership, and implementation strategies to support the development of affordable housing along the corridor, in advance of a 12-mile light rail investment from downtown Portland, Oregon to Tigard, Oregon.

Wilsonville Equitable Housing Strategy; Wilsonville, OR
Conducting market analysis and developing a strategic plan that outlines City actions that advance equitable housing in the City of Wilsonville.

Gresham Housing Implementation Strategy—Gresham, OR
Project Associate. Provided policy analysis to support the work of a City-convened Task Force that identified a set of actions that the City could implement to support affordable housing.

Cottage Grove Housing Implementation Strategy; Cottage Grove, OR
Project Associate. Worked with the City to explore how changes to incentives and regulations could spur new housing development in the city, with a specific focus on a former elementary school near downtown.

Metro Affordable Housing Bond Policy Analysis; Portland, OR
Provided economic analysis to support Metro's stakeholder conversations in advance of the 2018 ballot measure for a regional affordable housing bond.

Equitable Housing Strategy; Beaverton, OR
Assisted with the creation of new city-wide programs to mitigate displacement in Beaverton. Worked with an advisory group, ECONorthwest's work included extensive stakeholder engagement, an inventory of multi-family housing stock, research on national best practices for preserving and creating affordable housing, the creation and application of a program evaluation framework to assess the potential impacts of each tool, and assistance in framing the program requirements for implementation.

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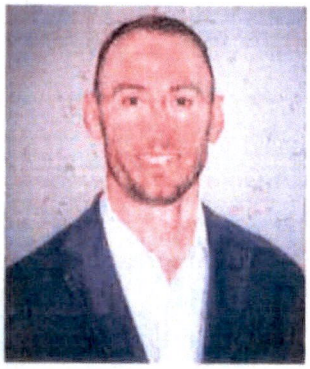

Erik Bagwell
PROJECT MANAGER

Education

M.S. Urban Policy Analysis and Management, The New School

B.A. Political Science, University Of New Mexico

Erik joined ECONorthwest as a Project Manager in 2019. He specializes in affordable housing development, real estate finance, and policy analysis, and applies these skills across an array of economic, real estate, and urban development projects. Prior to joining ECONorthwest, Erik worked in the Credit & Underwriting team for the New York City Department of Housing Preservation and Development, specializing in financial feasibility analyses, pro forma analysis, cash flow modeling, and gap financing, for rent-restricted, multifamily affordable housing development. Prior work experience includes public finance and economic consulting for industry associations.

Relevant Experience

Hillside Master Plan for Housing—Oregon City, OR
Providing analytic support through market analysis and input-output modeling of three development scenarios for the Housing Authority of Clackamas County.

Coarsegold Market Analysis—Coarsegold, CA
Conducted a financial feasibility analysis of two-story multifamily development of 150 units total with a mix of 1, 2 and 3 bedrooms on a 12-acre, mostly vacant site. The model estimated the residual land value of the site and helped the client negotiate the purchase of the land based on the client's preferred development program that conformed to local land-use regulations

Woodinville Downtown Redevelopment Analysis—Woodinville, WA
Assisting the owner of 20 acres of land in the heart of downtown Woodinville, Washington with creating a development program and strategy that aligns with both his and the City's vision for a denser mixed-use city center. Conducted a market study on residential, office, retail and hotel markets in Woodinville and the surrounding region. Evaluated the financial feasibility of a variety of uses, construction prototypes and design elements. Currently producing a discounted cash flow model to weigh the implications of development program, as recommended by a team of architects and urban designers for the master planning process.

Elizabeth Decker

LAND USE PLANNER

Education

Master of Urban and Regional Planning – Portland State University, 2011

Bachelor of Arts – History, Rice University (Cum Laude), 2004

Affiliations

Build Small Coalition, Metro Regional Government

Emerging Planner Mentor, American Planning Association Oregon Chapter

Elizabeth Decker is a land use planner specializing in consulting for public and private clients in the Pacific Northwest, and the sole proprietor of JET Planning. Her expertise focuses on drafting development code, informed by her experience implementing development regulations on both sides of the counter as an applicant and city contract planner, and her background with comprehensive planning, sub-area and specialty plans, and public engagement. Ms. Decker has developed a nuanced understanding of policy and regulatory approaches needed to support a range of middle housing types, particularly zoning, design and development review requirements. Ms. Decker brings a strong working knowledge of Washington's GMA land use requirements developed through seven years as a contract planner in Clark County.

Relevant Experience

- Development Code Updates, City of Ridgefield, WA, including a 2013 full code update to implement form-based code design concepts, development of additional mixed-use zones, and annual updates
- Equitable Housing Policy Project, Oregon City, OR, including code audit and amendments
- Housing Code Update, Talent, OR
- Multifamily Housing Design Standards, Salem, OR
- Needed Housing Code Update, Florence, OR
- Affordable Housing Code Assistance, Bandon, OR
- Housing Code Audit, Sutherlin, OR
- Housing Code Audit, Springfield, OR
- Clear & Objective Housing Standards Audit, Eugene, OR
- Regional ADU Code Audit, Metro Regional Government, OR
- Beavercreek Road Concept Plan Implementation, Oregon City, OR, including code audit and amendments
- Age-Friendly Model Zoning Code, Fair Housing Council of Oregon, OR
- Town Center Plan, Cornelius, OR, including new mixed-use and residential zoning districts
- Neighborhood Revitalization Plan, Redmond, OR, including code audit and amendments
- Hoquarton Waterfront Plan, Tillamook, OR, including code audit and amendments

Request for Proposal #770
Housing Options Study and Action Plan

Attachment C: ADDITIONAL ATTACHMENTS

Sample Work – (optional)

OREGON CITY

Equitable Housing Project

TECHNICAL MEMORANDUM

To:	Equitable Housing Project Advisory Team (PAT) and Technical Advisory Team (TAT) Members
From:	Elizabeth Decker and Steve Faust, 3J Consulting
CC:	Laura Terway and Pete Walter, City of Oregon City
Date:	June 15, 2018
Project:	**Oregon City Equitable Housing Project**
RE:	**Final Policy Recommendations**

1. OVERVIEW

This final project memo highlights the main code and policy changes for PAT/TAT review and potential recommendation to the Planning Commission and City Commission. The recommendations incorporate review of three rounds of code amendments: low and medium-density residential districts, including single-family development and missing middle housing types; high-density and mixed-use districts, including multifamily development; and procedural requirements for all development.

Dependent on PAT/TAT recommendations and refinements, a complete package of code concepts and proposed code language, supported by revised maps and development guides, will be presented to Planning Commission and City Commission for review and adoption. The proposed code language will be developed through refinement of draft code reviewed by PAT/TAT.

Figure 1: Overview of Equitable Housing Policy Project Stages

Project Background: The Oregon City Equitable Housing project is working to understand the existing barriers and future solutions to promote a larger supply of equitable housing options for the community. The City seeks to develop code and regulatory improvements that facilitate a fuller spectrum of housing options for its current and future residents in response to increasing cost burdens on Oregon City households, increasing numbers of people experiencing homelessness, and changing household demographics in the city and the broader metro region. The intended outcome for this project is to encourage the development of increased numbers of housing units, of all types, and at a range of affordability levels. Many of the proposed housing options can be collectively referred to as "missing middle housing," defined as a range of multi-unit or clustered housing types compatible in scale with single-family homes that help meet the growing demand for housing choices at a variety of scales across a variety of neighborhoods.

2. POLICY RECOMMENDATIONS

Recommendations to address the core project objectives can be grouped into five main areas:

- Expand 'missing middle' housing in low and medium-density zones.
- Expand housing types while maintaining density in high-density zones.
- Continue to allow multifamily residential in mixed-use and commercial zones.
- Coordinate procedural and design requirements for residential development.
- Provide informational resources.

With the exception of the final recommendation for supporting resources, specific project recommendations to implement the first four policy concepts were developed as proposed changes to the City's zoning and development regulations. These changes were developed based on public input on surveys and events, PAT/TAT member input, City staff experience, and consultant expertise. The recommended changes are presented individually for PAT/TAT review and endorsement, though they are intended to function together as a collective package to achieve the broader project objectives of furthering equitable housing opportunities.

For the majority of issues, a preferred policy direction has been developed through the course of the project and is presented for PAT/TAT recommendations. Where potential questions or options remain, an alternative policy option is also presented for PAT/TAT review, and discussion will focus on selecting a preferred alternative.

Specific recommendations to implement the main policy concepts include:

A. Overarching Changes

A.1 Reorganization: Introduce new chapters to centralize residential regulations for ease of use, including chapters for the base zones and design standards. Rename base zone chapters to reflect the fuller range of development opportunities proposed, such as changing the name from 'Single-Family Dwelling District' to 'Low-Density Residential District.' Proposed code organization includes:

- **17.08 Low Density Residential Districts** incorporating existing OCMC 17.08, 17.10 and 17.12 for R-10, R-8 and R-6 zones. This chapter will include use, density and dimensional standards, similar to the existing chapters.
- **17.10 Medium Density Residential Districts** incorporating existing OCMC 17.14 and 17.16 for R-5 and R-3.5 zones. This chapter will include use, density and dimensional standards, similar to the existing chapters.
- **17.12 High Density Residential District** incorporating existing OCMC 17.18. for R-2 zone, including use, density and dimensional standards.
- **17.14 Single-family & Duplex Residential Design Standards**, incorporating existing OCMC 17.20, 17.21 and 17.22, incorporating new standards specific to duplexes and corner duplexes.
- **17.16 Townhouse Residential Design Standards**, new chapter adapting similar design themes for single-family and duplex units in OCMC 17.14 for attached residential (townhouse) projects.
- **17.18 Multifamily Residential Design Standards**, new chapter, incorporating existing OCMC 17.62 and 17.62.057 for multifamily residential projects.
- **17.20 Additional Residential Design Standards**, new chapter detailing standards for ADUs (adapted from existing OCMC 17.54.090), Cluster Housing (adapted from OCMC 17.62.059), Internal Conversions, Live/Work Units (adapted from OCMC 17.54.105), Manufactured Homes, Manufactured Home Parks.

A.2 Dimensional and density standards: Largely maintain existing dimensional and density standards for existing single-family and multifamily development types; new standards for proposed missing middle housing types are detailed in the following section.

- *Setbacks.* No significant changes are proposed to the dimensional standards as they affect single-family detached homes besides making side yard setbacks more consistent across zones. No changes are proposed to setbacks for multifamily projects.
- *Height.* Height standards are proposed based on feet rather than current two-part height and story restrictions, to provide greater flexibility in site design. Current single-family regulations allow 2.5 stories, the half story being a story under a peaked roof, or 35 feet. The stories limitation may discourage construction of basements that can be converted to ADUs, which would be counted as a story despite no or minimal impact to the overall height. Proposed height limits are 35 feet for most development, and 25 feet for cluster housing to offset increased density limits and smaller lots. Multifamily standards currently allow 4 stories or 55 feet, and are proposed to permit a straight 45 feet.
- *Base Density.* No changes are proposed to the existing density minimums and maximums in all residential zones for single-family detached and multifamily development. Existing density increases for cluster development, ADUs and duplexes are retained, and new density increases for internal conversions, townhouses and multiplex residential uses are proposed as detailed in the individual dwelling types below.

B. Expand Missing Middle Housing Types

B.1. Accessory Dwelling Units: Liberalize ADU regulations to remove owner-occupancy and off-street parking requirements consistent with emerging best practices and state mandates, and to simplify dimensional and design standards. ADUs provide flexibility for homeowners to use their property, and expand housing options for residents of primary dwellings and ADUs, with relatively low impact to the surrounding neighborhood given the small scale and limited adoption of ADUs.

- *Remove owner-occupancy restriction.* Requiring owner occupancy of a property with an ADU adds an additional layer of complexity and regulation, further discouraging interested homeowners from considering an ADU and significantly limiting financing options. There are no owner occupancy requirements for other residential uses, and there does not appear to be a significant policy reason to single out ADUs for these restrictions given their relatively low numbers. If concerns arise, owner occupancy regulations could be developed to address residential uses more holistically across the city, such as through a short-term rental policy.
- *Expand ADU allowances.* Permit one ADU for every detached single-family dwelling—rather than per lot or parcel, as currently regulated—in all residential zones, as required by recent state legislation.

  > *Alternative: Allow up to two ADUs (one attached ADU, within the principal dwelling, and one detached ADU) per single-family dwelling to further expand the potential for creating new units, as recommended by experts in ADU development and state regulations. If there is concern about density of ADUs, the two-ADU allowance could be limited to larger lots above a certain size, such as 6,000 or 7,500 SF. Few homeowners would likely exercise this option but it could provide additional opportunities for unique sites.*

- *Parking.* Eliminate parking requirements for ADUs, and leave it up to homeowners to decide whether to provide an off-street space or use on-street parking, to prioritize housing units rather than parking on residential lots and expand flexibility to fit ADUs on individual lots. Policy would be consistent with existing parking standards for single-family residential units that do not require any off-street parking. Given low numbers of ADUs expected, related on-street parking will have a minimal impact on any specific street.
- *Simplify dimensional standards.* Match dimensional standards to the underlying zone and the standards for other accessory structures, including a size limit of 800 SF or 60% of the main dwelling (up from 40% currently), whichever is less; height not to exceed 20 feet or the height of the main dwelling, whichever is greater; and any detached structures to be located behind the front façade of the main dwelling and outside of minimum setbacks.
- *Increase lot coverage.* Include 5-10% increased lot coverage for sites developed with an ADU for increased flexibility and to encourage ADU development.
- *Design compatibility.* Simplify design compatibility standards to match those for other accessory structures, requiring similar materials as the primary structure in place of existing regulations governing roof pitch, eaves, windows and materials. Given that almost all ADUs are a custom design commissioned by homeowners,

design quality is typically high and can be more flexible and interesting than straight compatibility.

- *Clarify ADU density and occupancy limits.* Exempt ADUs from density standards, and clarify that each ADU, as a dwelling, may accommodate one "family" as defined in the code, rather than sharing an occupancy quota with the principal dwelling.
- *Review.* Allow through a building permit review, similar to primary dwellings, since all standards are clear and objective.

B.2 Duplexes: Expand duplex allowances to permit corner duplexes in low-density zones, and duplexes on all lots in medium-density zones.

- *Corner duplexes in low-density zones.* Introduce duplexes on corner lots in R-10, R-8 and R-6 low-density zones as an allowed use on standard sized lots, subject to similar design standards that apply to single-family homes to create two primary facades on the street-facing façade for each unit.
- *Duplexes in medium-density zones.* Retain duplexes as an allowed use for all lots in R-3.5 zone and permit duplexes in R-5 zone on standard sized lots, subject to same design standards as single-family homes for compatibility.
- *Parking.* Retain existing parking standards for duplexes, which require no off-street parking minimums for duplexes.

B.3 Internal conversions: Permit conversion of existing single-family homes into multiple units through internal divisions to encourage the preservation of existing homes, maintaining the existing neighborhood fabric and preserving the financial and materials investment in the existing home and infrastructure. Internal conversions may be particularly applicable in historic districts to maintain existing external building design while providing greater flexibility inside. Because residential building codes require significantly greater construction costs for structures with three or more units compared to single-family and duplex units (one to two units), internal conversions to more than two units will likely be unusual. At two units, internal conversions would be similar to duplexes and a principal dwelling with an attached ADU, but with greater flexibility.

- *Eligibility.* Make homes constructed prior to 1990 eligible for internal conversions, to incentivize retention of older homes. Approximately half of Oregon City homes were constructed prior to 1990, making this a meaningful option for many existing neighborhoods.
- *Limit of four units.* Allow a maximum of four units through an internal conversion, or a combination of internally converted units and an ADU, at a ratio of one allowed unit per 2,500 SF of site area. This would allow up to four units on typical lots in the R-10 district (minimum lot size 10,000 SF), but only two to three units on typical R-6 and R-8 lots with smaller sizes. Projects with more than two units are expected to be rare because of commercial building codes that would kick in.
- *Expansion limitations.* Expansions within one year before or after the conversion would be limited to the lesser of 800 SF or 60% of the existing square footage, identical to ADU size limits for consistency. The limitation is intended to prevent large expansions for the purpose of conversion.

- *Parking.* Similar to ADUs, no additional off-street parking requirements are proposed for internal conversions, to avoid hamstringing projects that lack sufficient off-street parking opportunities.
- *Review.* Similar to ADUs and duplexes, internal conversions would require a building permit review, and historic review if applicable.

B.4 Townhouses: Support expanded townhouse development, which has traditionally performed well in the Oregon City market, by expanding it in the R-5 medium-density zone in addition to the R-3.5 zone where it is already permitted, and permitting it in the R-2 high-density residential zone as an alternative to apartments. Apply new dimensional standards and design standards specific to townhouse development.

- *Dimensional standards.* In the medium-density zones, allow smaller townhouse lots at 70% of the minimum for single-family detached dwellings to account for shared wall construction eliminating side yard requirements. Reduced lot size also translates into a density bonus to incentivize such development. Minimum lot sizes and density in high-density R-2 zone proposed equivalent to existing standards.
- *Design standards.* Require integration of residential design elements into front facades under the same terms as other single-family residences. Additional standards would require a porch or stairway connecting the townhouse entrance to the street, in proposed OCMC 17.16.030.
- *Shared access.* Require shared access for townhouses to prevent garages from dominating front façades and to prevent driveways from displacing yards, impacting pedestrian connectivity, and conflicting with on-street parking options. Existing standards already limit driveway and garage width for many narrow lots to 12 feet or 50-60% of the lot width. The proposed approach is to require shared driveways, as illustrated in proposed OCMC 17.16.040, or a private alley. These would provide reduced impervious surfaces, more on-street parking and street-side planter strips with trees and room for utilities.
- *Outdoor space.* To ensure provision of usable yard space on constrained townhouse lots, a minimum standard of 200 square feet of outdoor yard, deck or porch space is proposed. Modified street tree standards are proposed requiring one street tree per two townhouses, acknowledging the frontage constraints of individual lots.

B.5 Multiplexes: Permit small multifamily projects with three to four units on a single lot (triplexes and four-plexes) in medium-density zones, effectively regrouping this subset of projects from multifamily development to single-family/duplex development.

- *Dimensional standards.* Allow multiplexes on lots 150-200% of the minimum lot size in the zone, e.g. 7,500 to 10,000 SF in the R-5 zone for three or four units respectively, resulting in a density equivalent to duplexes or townhouses. Allow at the same density as apartments in the high-density zone, one unit per 2,000 SF.
- *Design standards.* Provide choice of several design standards depending on style of development. Development may elect to comply with townhouse standards for attached units with similar form, single-family detached or duplex standards for detached units, or a modified version of multifamily standards scaled for smaller projects.

- *Parking.* Similar to single-family and duplex development, no off-street parking or bicycle parking would be required, provided that if parking is provided, it must meet standards for shared access similar to townhouses for individual parking spaces, and groupings of more than four spaces must meet parking lot design standards of OCMC 17.52.
- *Review.* Allow as a by-right development through building permit review, rather than site plan review as required for larger multifamily apartments.

> *Consideration: Should there be a maximum number of units that can be created as multiplexes on adjoining or adjacent lots, to limit large clusters of multiplexes that would otherwise be subject to the multifamily design standards and review process? Such clusters would still require subdivision review to create the lots.*

B.6 Cluster housing: Introduce new cluster housing standards as a significant revision to the existing cottage housing standards that permit clusters of 4-12 homes at higher densities and smaller scale organized around a central court rather than traditional front yard, sidewalk and curb. Expanding cluster housing beyond cottages is intended to spur development of these smaller infill projects, which has been slow to materialize thus far.

- *Residential types.* Allow a wide variety of residential units including detached cottages and duplexes in the low-density zones, additional options for townhouses and multiplex residential in the medium-density zones, and smaller-scale garden-style apartments in the high-density zone.
- *Dimensional standards.* Increase allowed maximum unit size to 1,500 SF gross floor area with no maximum footprint, to allow greater flexibility in lot configuration and mix of dwelling types.
- *Density.* Retain density bonuses that allow development at 2x density in low-density zones and 1.5x density in medium-density zones, with no bonus in the high-density zone given the existing high rate.
- *Open space.* Provide greater flexibility in configuring mix of common and private open space, to total 400 SF per dwelling. While a reduction from the current 600 SF, the standard still remains the highest of any dwelling type.
- *Design standards.* Update design standards for more flexibility beyond traditional craftsman or farmhouse "cottage" styles, referencing design elements required for other residential development.
- *Lot patterns.* Allow cottage projects to be created on a single lot, to be managed as rentals or sold individually as condos, or to be created on individual lots through subdivision to be owned individually.
- *Review.* Type II site plan and design review is required; subdivision required if elected.

B.7 Manufactured Home Parks: Allow manufactured home parks or subdivisions in the R-3.5 zone is long overdue in order to legalize three existing communities that together provide over 400 affordable housing units, and can be applied to a fourth park planned for future annexation into the city. Permitting these uses is required by state law, and will allow for modifications and upgrades to existing communities. Due to land

prices and relative profitability of different residential uses, no new manufactured home parks are anticipated so the focus is on protecting existing parks. There are additional protections in OCMC 15.52 to address potential park closures already in place.

C. Expand High-Density Housing Options

C.1 High-density variety: Permit a wider range of residential types in the R-2 high-density zone, in place of limiting uses to multifamily apartments, provided that minimum density standards are met.

- *Expand residential uses.* Allow single-family detached, duplexes, townhouses, and multiplexes as permitted dwelling types provided minimum density of 17.4-21.8 units per net acre is met, which translates to 2,000 to 2,500 SF per unit.

  > *Consideration: Should single-family detached use be limited in the R-2 zone to preserve opportunity for diverse housing types, such as limiting it to no more than 50% of new units in a development? Or is the density level and small minimum lot sizes enough to ensure that any resulting single-family detached development provides variety in both form and price compared to other zones?*

- *Cluster development.* Cluster developments incorporating any of the permitted housing types in an alternative courtyard-oriented site layout are permitted, provided R-2 density limits are met.

C.2 Multifamily design standards: Simplify design standards for multifamily and mixed-use buildings to de-emphasize articulation and modulation requirements in favor of architectural detailing and other lower-cost design strategies.

- *Remove recessed window requirement.* City staff and several stakeholders highlighted this requirement for being costly with a limited design benefit; it is proposed to be deleted though requirement for window trim would remain.
- *Remove unit diversity requirement.* Current standards require a mix of unit types (studios through three-bedroom units) for larger projects, and are proposed to be deleted. There is concern that it would add cost and complexity to designing projects and potentially negatively impact affordability goals, particularly as average household size is projected to decline, without compelling evidence that this diversity on a per project level is needed.
- *Simplify façade modulation and detailing standards.* Modulation requirements emerged as one of the greatest design-related costs, in the context of multiple overlapping standards for façade design and modulation intended to prevent blank walls along street façades. The proposed revisions retain major breaks every 120 feet with additional flexibility for smaller modulations and additional architectural detail required every 30 feet intended to be less costly while still providing visual interest.
- *Combine public and private open space requirements.* Simplify open space requirements for multifamily projects in residential zones to require 100 square feet of combined open space—common or private—and introduces design standards for each type of open space. In addition to the developed open space, the requirement for 15% site landscaping would continue to apply. The

proposed standards retain the existing standard for 50 square feet per unit of combined common or private open space in the commercial and mixed-use zones.

- *Exterior elevated walkways.* Relax current prohibition on exterior walkways for additional building design flexibility; interior walkways were not identified as a priority by PAT/TAT and staff.
- *Roofline modulation.* Multifamily buildings in the R-2 zone must meet a minimum slope of 4:12 with a maximum 50-foot length for any roof segment, modified from a 6:12 pitch and 35-foot length currently, and multifamily buildings in commercial or mixed-use zones may elect to meet the standards for pitched roofs, flat roofs with vertical modulation, or flat roofs with a distinct roofline.
- *Minimum ground floor height.* Delete requirements for a full height ground floor in recognition that residential buildings, even with taller ground floors, are not likely to be converted to nonresidential use due to additional building code standards and the residential nature of most sites.

C.3 Off-Street parking requirements: Introduce straight one space per unit minimum parking standard for apartments to replace current standards between 1 to 1.75 spaces per unit dependent on unit size. No other residential parking standards are tied to unit size, and in fact almost all other residential types are exempt from any minimum parking regulations. Provision of off-street parking is a significant expense for development with significant impacts on site layout and feasibility; reductions in minimum parking standards provide greater flexibility for developers to balance provision of housing units and provision of car parking.

C.4 Affordable housing density bonus: Offer a modest density bonus in the high-density zone for affordable housing development. Multifamily projects with units affordable to households making 80% or less of the area median income for a minimum term of 30 years could add two market-rate bonus units for every affordable unit constructed, up to a 20% density increase which would go from 21.8 units to 26.2 units per acre maximum in the R-2 zone. Projects composed entirely of affordable units would be eligible for the full bonus. (Note: density bonuses in the commercial and mixed-use zones were not considered viable because density is already unlimited, subject only to height limits.)

D. Residential Opportunities in Mixed-Use and Commercial Zones

D.1 Residential use in mixed-use and commercial zones: Retain multifamily apartments as a permitted use in commercial and mixed-use zones with no limitations on ground floor use or required commercial component. Given the limited R-2 land available and large amount of commercial and mixed-use areas available, high-density residential in these zones will be an important strategy to expanding future housing development, particularly development near commercial services and transit. Live/work units are also a permitted use, though less frequently used. No additional residential uses are proposed for these zones.

- *Minimum density.* To ensure efficient use of commercial and mixed-use sites, apply the same 17.4 units per net acre minimum density standard as applies to R-2 sites for all-residential projects and the residential portion of horizontal mixed-

use projects. No density maximums are proposed for such projects, provided the project meets the dimensional standards including height limits between 40-60 feet. For vertical mixed-use projects, no density minimums or maximums apply to incentivize production of any number of units above a ground-floor commercial use.

- *Design standards for mixed-use buildings.* As a subset of the multifamily design standards, apply a harmonized mix of residential standards and a limited version of the commercial standards to the first floor commercial/retail use for vertical mixed-use buildings in commercial and mixed-use zones, in lieu of current overlapping residential and commercial standards. The proposal would eliminate conflicts with differing façade modulation requirements for the two portions of the building, while preserving essential street-level activation features.

E. Procedural and Site Design Standards

E.1 Annexation: Retain current standards that automatically apply the lowest density zone that implements the comprehensive plan upon annexation, with opportunity for concurrent rezoning application and review by Planning Commission. While rezoning upon annexation to a higher density can be challenging for applicants and may reduce eventual number of units developed, there is no clear direction in existing long-range land use and transportation plans to support a higher density 'default' zone at this time.

> *Alternative: Change the default zoning upon annexation of low-density designations to R-8, which is in the middle of the low-density residential zones, in place of R-10. This would allow conversations about density to start at the midpoint rather than one end of the scale, provided transportation planning is determined to support the proposal.*

E.2 Subdivision lot averaging: Retain existing lot averaging provisions for new subdivisions that permit individual lot sizes to be reduced by up to 20% provided that the average lot size within the subdivision meets the minimum requirement for the zone. The provisions allow for more flexible lot patterns, particularly on irregular lots or lots with development restrictions, and ultimately support development of a greater number of residential lots which supports the equitable housing project goals.

> *Considerations: How should lot averaging apply to lots for missing-middle housing, when the provisions were largely intended for single-family detached developments with larger minimum lot size standard? In recognition of the fact that missing middle lot sizes have already been reduced for townhouses and clusters, as well as the complicated math of averaging different minimum lot sizes, lot averaging is proposed to only apply to single-family detached residential lots.*

E.3 Residential master plans: Strengthen master plan option for larger residential development projects that provide a more creative project approach as an alternative to the standard subdivision process. Master plan is currently oriented towards institutional development, but provides a framework for creative, multi-phase development that will be strengthened by addition of residential-specific standards including opportunity to propose alternative dimensional, density and design standards.

E.4 Site plan & design review: Update the procedural standards for the site plan and design review (SPDR) process used to review multifamily, cluster housing, and mixed-use projects, to ensure integration with the new design standards through cross-references, close loopholes, and remove duplicative language. Refine the design standards for many basic elements of site design such as pedestrian circulation, parking lot location relative to building presence, and building materials that apply in addition to the refined design standards specific to each type of development such as the multifamily and cluster housing standards.

- No changes are proposed to the 15% site landscaping standard that applies to multifamily and cluster housing, but note that changes to the open space requirements for those developments mean the combination of landscaping and open space will be 15% rather than 15% plus approximately 10% open space.
- Delete requirements for alleys to serve new development in the R-2, MUC, MUD and NC zones due to lack of comprehensive alley network plans across those zones, resulting in isolated alley development.
- Refine and prune unnecessary standards including discretionary language about complimentary building design, minor refinements to the list of building materials, and minimum residential density standard that has been included in updated base zone standards.

F. Other

F.1 Permit emergency shelters: Introduce a new use category for 'emergency shelters,' defined as, "Congregate facilities providing housing to shelter families and individuals offered on an emergency basis for a period not to exceed 90 days continuously. Shelters may offer meals, lodging and associated services on site, aimed at helping people move towards self-sufficiency." The use will address the need to permanently manage three existing warming shelters that have previously operated through emergency ordinances in churches and other community facilities. As proposed, shelters would be a permitted use in mixed-use zones and a conditional use in the R-3.5 zone, reflecting current shelter locations. Shelters are currently limited in their operations to winter months, limited hours from 6pm to 7am, only on nights with temperatures below 33 degrees, and proposed use category would allow shelters to operate year-round.

> *Alternative: Limit shelter use to the same conditions as they currently operate under, allowed during the winter on nights with temperatures below 33 degrees for limited hours from 6pm to 7am, or similar restrictions.*

3. OPPORTUNITIES FOR FURTHER STUDY

Though the scope of the Equitable Housing Project has been intentionally broad, there were inevitably additional supporting efforts in code and beyond code that could not be addressed as part of this project. PAT/TAT input on additional areas for future investigation is desired and will be shared with Council. All ideas generated will be shared, rather than seeking consensus on the list; the intention is not to prioritize future

work tasks or indicate group support for specific concepts, but rather to record the full scope of PAT/TAT conversations throughout the project. Initial ideas for next steps beyond this project include but are not limited to:

- Update System Development Charges (SDCs), specifically how rates apply to missing middle housing types and searching for ways to better calibrate rates to infrastructure impacts for particular types of dwellings in recognition that large single-family detached homes have greater impacts than an ADU. At a minimum, SDC rates need to be specified for each missing middle type using existing categories, even if new categories cannot yet be developed.
- Develop Engineering Standards and revise related portions of Title 12 and Title 16 that include standards for public infrastructure that apply to development. Long-term, these standards should be reduced and consolidated, with the majority of engineering-specific standards moving to a separate engineering standards manual. Though consolidation and reorganization of existing code sections was considered with this project, it was ultimately beyond the scope of the consultants or staff to complete at this time.
- Explore additional residential alternatives, particularly boarding house or single-room occupancy (SROs) and tiny house village options. SROs are a historic development type that is experiencing renewed interest as a-pod-ments or micro-apartments, because they offer very small units with fewer amenities at lower costs; larger cities such as San Francisco and Seattle are just beginning to experiment with them which may eventually highlight best practices for smaller cities such as Oregon City. Tiny homes also remain in uncertain territory, pending further developments in the state building code to determine whether they can be used a permanent dwelling. When resolved, the City may consider whether to allow congregations of tiny homes in village-like clusters.
- Monitor residential development in commercial and mixed-use zones to determine whether it is competing with commercial development, and consider revisions to allowed uses in those zones to limit residential to a portion of the site, potentially in conjunction with commercial development.
- Consider developing R-1 apartment zone and designating additional land for higher-density, multistory residential development if additional land for multifamily development is needed, considering limited supply of R-2 acreage.
- Develop discretionary design guidelines for multifamily and mixed-use development as an alternative track to the current clear and objective standards, for more creative projects.
- Develop manufactured home park zone for existing sites to better protect parks from redevelopment pressures, to bolster protection afforded in OCMC 15.52 to discourage park closures.
- Review and harmonize single-family design standards in South End, Park Place and future Beavercreek Road standards, to ensure that the standards are not a barrier to needed development in these future growth areas.
- Revisit transportation and land use plans for future annexation areas and consider updating to permit 'default' zoning upon annexation at higher densities. The presumption of lowest density zoning can color both neighbor and

developer expectations, and creates a barrier to higher density development that could better provide equitable housing options.

- Measures to support tenants rights, including limits on no-cause evictions and/or limits on rent increases.

4. NEXT STEPS

The PAT and TAT will review the proposed policy recommendations at their meetings scheduled for June 21, 2018, and will seek to develop a series of joint recommendations to guide the Planning Commission and City Commission adoption process. PAT and TAT members are welcome to ask questions and provide feedback before and after the meetings; please provide all comments to staff prior to June 29, 2018 so they can be incorporated into the final draft of the memo and subsequently into the project recommendations. The legislative code amendments will be assembled to incorporate draft code reviewed by PAT/TAT at previous meetings, refined to reflect final recommendations and a thorough compatibility/consistency review to ensure smooth implementation. The full package of policy recommendations, code amendments, mapping, and educational resources will be presented to the Planning Commission and City Commission in fall 2018.