

Housing Authority of Clackamas County: Development Retreat Tuesday, April 4th, 2017



Retreat Agenda

- | | |
|-------------------|--|
| 1:00-1:05 | Introduction and purpose of retreat |
| 1:05- 1:25 | Review HACC Development Goals and Objectives |
| | <ul style="list-style-type: none">• Units produced/preserved over next 5-10 years• Ownership Model• Resident Opportunity and Community Development |
| 1:25-1:40 | Proposed Projects- PH Repositioning and Redevelopment |
| 1:40-2:15 | Financial Feasibility and Capital Plan (DRA- call in) |
| 2:15-2:30 | Break |
| 2:30-3:30 | Staffing and Resident Impacts of Proposed Projects |
| | <ul style="list-style-type: none">• Impact on PH Operating Revenue for Staffing• Impact on HACC Admin and Maintenance Facilities• Impact on Residents for Relocation Opportunities |
| 3:30-4:30 | Ideal Phasing and Scope of Projects (Team Discussion) |
| 4:30-5:00 | Wrap up/ next Steps |

HACC Development Goals and Objectives

- 4 to 1 replacement of any Public Housing unit sold or demolished
- Long term physical and financial sustainability of HACC (Construction of new affordable units that generate \$500,000/year of new Operating Revenue)
- Decentralization of low income housing
- Develop housing that increases access to community services (e.g. social services, health care, transportation, youth programs, adult education & job training)
- Increase the number of units that would be available to households at or below 30% of Area Medium Income.
- Minimize relocation costs

Affirmatively Furthering Fair Housing Goals

- Develop new housing units with long-term affordability for a broad range of low-income households with an emphasis on dispersal of affordable housing.
- Increase accessibility to affordable housing for persons with disabilities and single parent familial status households. (households with children under 18 yrs.).
- Improve access to housing and services for all protected classes.
- Enforce Fair Housing laws and Increase public understanding of Fair Housing laws.
- Coordinate Fair Housing Advocacy and Enforcement Efforts among regional partners
- Ensure that all housing in Clackamas County is healthy and habitable.

Proposed Projects

- 1) OCVM Disposition (Section 18)
- 2) Hillside Manor/Park Redevelopment (RAD and Section 18)
- 3) Limited Scattered Site Disposition (Section 18)
- 4) Clackamas Heights Disposition and Redevelopment (Section 18 and RAD)

Oregon City View Manor



Size of Unit	Number of Units
Efficiency 1-Bedroom	12
1-Bedroom Duplex	24 (2 ADA)
2-Bedroom Duplex	30 (2 ADA)
3-Bedroom House	24
4-Bedroom House	10 (1 ADA)

Elderly Residents	9% (18)
Disabled Residents	31% (59)
Residents under 18	45% (86)
Households with 1+ children	45% (44)
Single Person Households	43% (42)

OCVM					
Zone			R3.5- Medium Density		
			1 Single Family or Duplex unit per 3500/Sq Feet		
Allowed Density					
Units Per Acre (Single Family)			12		
Units Per Acre (Duplex)			25		
Max units for five acres			124		
Total Acres			22.2		

Oregon City View Manor Disposition



- Priority project for Disposition and sale at market value
- Submission of Section 18 Disposition Application will require procurement, community engagement, and extensive relocation process
- Disposition will displace Head Start Facility
- Sale proceeds to be used for production of new units

Hillside Park



Size of Unit	Number of Units
1-Bedroom Duplex	20
1-Bedroom House	5
2-Bedroom House (small)	12 (1 ADA)
2-Bedroom House (large)	39 (9 ADA)
2-Bedroom Duplex	8
2-Bedroom House w/connecting carports	16
Elderly Residents	31% (48)
Disabled Residents	47% (73)
Residents under 18	24% (38)
Households with 1+ children	27% (26)
Single Person Households	39% (38)

Hillside Manor

HILLSIDE MANOR

ADDRESS: 2889 SE HILLSIDE CT, MILWAUKIE, OR 97222

BUILT: 1970

LAST UPDATED/MODERNIZED: N/A

CENSUS TRACT: 209 - 100 UNITS



SECOND LEVEL - FLOOR PLAN
SCALE: NTS



SOUTH SIDE ELEVATION (FRONT)
SCALE: NTS



THIRD THRU NINTH LEVEL - FLOOR PLAN
SCALE: NTS

Size of Unit	Number of Units
1-Bedroom Efficiency Unit (smaller)	60 (2 ADA)
1-Bedroom Unit	36 (2 ADA)
2-Bedroom Unit	4 (2 ADA)
Elderly Residents	34% (37)
Disabled Residents	79% (87)
Residents under 18	3% (3)
Households with 1+ children	3% (3)
Single Person Households	88% (88)

Hillside Park and Manor RAD and Disposition



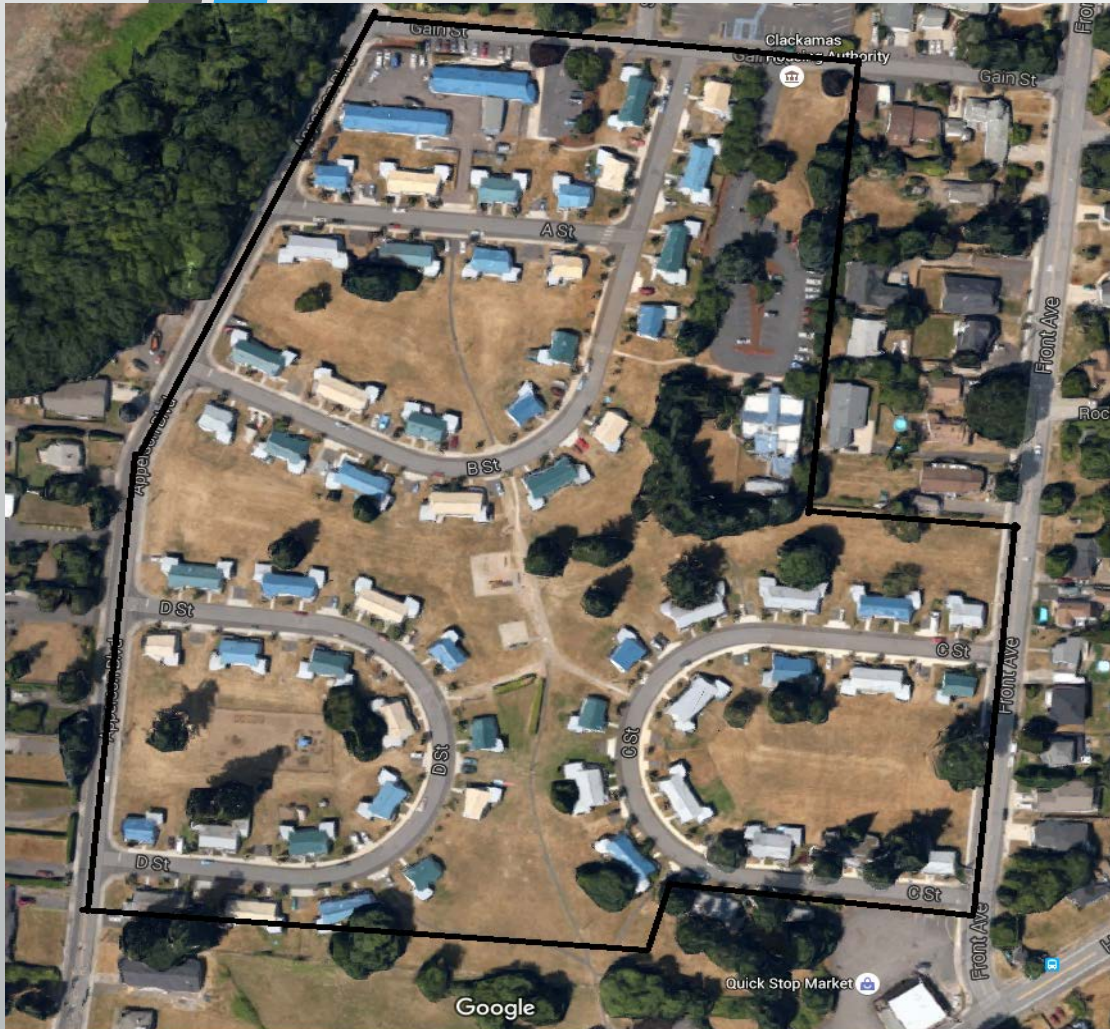
- Potential to combine into one RAD project with partial land sale of Hillside Park
- Park units could be demolished and redeveloped; Manor to be rehabbed
- Combine project financing with 4% or 9% LIHTC Tax Credits and explore integration of market rate units (80-100% AMI)

Scattered Site Disposition



- Priority Project for revenue generation potential
- Challenge is around passing HUD's "Obsolescence Test"
- Scope of Disposition could be limited to 20-25 homes over the next 2 years

Clackamas Heights



Size of Unit	Number of Units
1-Bedroom Duplex	28
2-Bedroom Duplex	50
3-Bedroom House	22

Elderly Residents	16% (28)
Disabled Residents	32% (57)
Residents under 18	37% (66)
Households with 1+ children	43% (40)
Single Person Households	35% (33)

Clackamas Heights					
Zone		R3.5- Medium Density			
Allowed Density		1 Single Family or Duplex unit per 3500/Sq Feet			
Units Per Acre (Single Family)		12			
Units Per Acre (Duplex)		25			
Max units for five acres		124			
Total Acres		16.43			

Clackamas Heights Disposition and Redevelopment



- Disposition of 15+ acres while retaining 3-5 acres for redevelopment
- Consideration of HACC Administrative/PH Offices and Maintenance Facilities

Future Developments: Securing a Feasible Pipeline

- HACC should assertively pursue development opportunities outside of the HACC Public Housing Portfolio to diversify and increase affordable housing
- Key to pursuing developments will be access to unrestricted cashflow for investment and land purchase, securing LIHTC awards, and including a mixed income model to leverage additional private debt.



New Columbia, Home Forward



Moylan Terrace, Housing Authority of San Luis De Obispo

Project Matrix

	OCVM Disposition	Hillside Park/Manor Redevelopment	Scattered Site Disposition	Clackamas Heights Redevelopment
Type of Project	Section 18 HUD Disposition Application	RAD with potential for disposition component	Section 18 HUD Disposition Application	Section 18 HUD Disposition Application w/ Potential Redevelopment
Priority	High	High	Mid-level	Mid-level
Next Steps	Preparation of Application and Community Process	Submit RAD LOI Begin Application and Community Process	Determine eligible units, Preparation of Application	Determine land to retain, plan for office/maint. facilities
Lead Time Items	Procurement, Relocation Planning, Community Process, Appraisal, Environmental Review, Home Ownership Offer	Community Process, Relocation Planning, Subdivision, Financing Plan and RAD Application	Procurement, Relocation Planning, Community Process, Appraisal, Environmental Review, Home Ownership Offer	Land Subdivision, Procurement, Relocation Planning, Community Process, Appraisal, Environmental Review, Home Ownership Offer

Development tools:

RAD And Section 18 Application Requirements

RAD Application

Step 1: Submit Letter of Interest from Executive Director

to be placed on Waiting List

Step 2: Preparation of Application including the following-

- Hold at least two community meetings with residents
- Complete HUD form of Application (with Attachments and Narratives)
- PHA Board Approval
- Financing Letter of Interest
- Mixed- Finance Affidavit
- Choice Mobility Commitment Letter
- Comments from Resident Meetings
- Transaction financing and structure features

Section 18 Application

Section 1: General Information

Section 2: Long Term Possible financial impact of Proposal

Section 3: PHA Board Resolution, Environmental Review, and Government Consultation

Section 4: Description of the Existing Development

Section 5: Description of Proposed Action by Development, Method of Sale, Value, and Net Proceeds

Section 6: Relocation Plan

Section 7: Resident Consultation

Section 8: Offer of Sale

Section 9: Certifications of Compliance

DRA Financial Analysis: RAD Project Feasibility

Table 10 Leveraged Financing Analysis: Sources and Uses

Prototype 1: 100 Unit PHA Redevelopment

Version A and B, Five-Year Capital Plan

	No Tax Credits	4% Tax Credits, Tax Exempt Bonds	9% Tax Credits
SOURCES AND USES			
PERMANENT SOURCES OF FUNDS			
Federal Tax Credit Equity (1)	\$0	\$6,784,919	\$15,799,904
Permanent Mortgage/Bond	\$458,240	\$374,312	\$331,729
Deferred Developer Fee (2)	\$0	\$0	\$0
Gap Financing Required	\$19,301,193	\$12,835,203	\$3,982,800
TOTAL SOURCES	\$19,759,433	\$19,994,433	\$20,114,433
Permanent Gap Financing/Unit	\$193,012	\$128,352	\$39,828
PERMANENT USES OF FUNDS			
Land Acquisition Costs	\$0	\$0	\$0
Direct Construction Costs	\$13,755,000	\$13,755,000	\$13,755,000
Permits and Fees	\$1,600,000	\$1,600,000	\$1,600,000
Soft Costs	\$974,720	\$1,034,720	\$1,064,720
Financing Costs/Savings	\$1,280,488	\$1,190,488	\$1,280,488
Capitalized Operating Reserve (3)	\$0	\$265,000	\$265,000
Developer Fee/Profit	\$2,149,225	\$2,149,225	\$2,149,225
TOTAL COST	\$19,759,433	\$19,994,433	\$20,114,433
Total Cost Per Unit	\$197,594	\$199,944	\$201,144

Staff and Resident Impacts on Proposed Projects

- What is the impact on PH, Admin, Maintenance and Voucher Staff through the proposed projects?
- What is the impact on residents and how can we support them during the process?
- Other considerations?

Ideal Phasing and Scope of Projects

- Team Discussion

Clackamas Heights Redevelopment

For more information
about Clackamas Heights
Redevelopment

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Development Project

Manager
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Trell Anderson
Executive Director
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@co.clackamas.or.us

HOUSING
AUTHORITY OF
CLACKAMAS
COUNTY (HACC)

Revitalization Plan

Connecting and Cultivating Community

Summer 2010

Background

Clackamas Heights is a Public Housing property located in the Park Place Neighborhood of Oregon City, Oregon. Clackamas Heights was built by HACC in 1942 to provide housing for the local workforce. It was the first and is the oldest Public Housing campus in the State of Oregon.

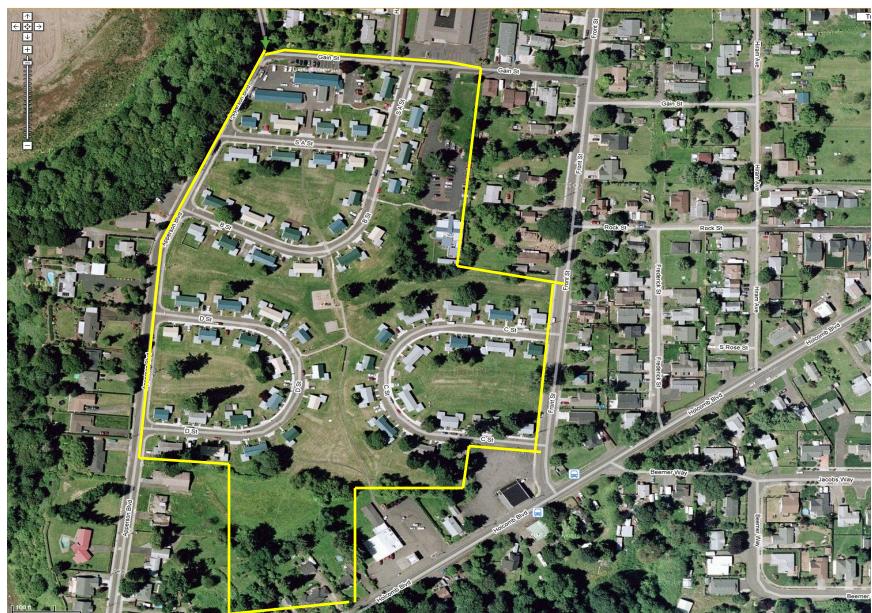
The property has 100 housing units on 20 acres. Current units have reached the end of their useful life. The buildings lack foundations, have severe structural deficiencies, and cannot meet ADA compliance.

The Concept Plan for Clackamas Heights proposes 283 units that will utilize the available land more efficiently through an improved site design that will connect residents with the surrounding community.

Improved access to services and activities was a frequent request made in a recent survey of Clackamas Heights residents. With 25% of the surrounding block group living at poverty level, enhanced community amenities is a prominent feature of the redevelopment plan.

Quick Facts

- 20 Acres
- 100 Units of Public Housing Built in the early 1940s
- 200 + residents with almost 50% children
- 3,500 Families on PH waitlist



Aerial photo of Clackamas Heights with proposed project boundaries.

Community Process

Meetings and Events

HACC has hosted over 25 public meetings and events to facilitate community visioning for the project.



2010 Design Workshop

Resident Working Group

This group gives residents an additional opportunity for participation in redevelopment planning.



Tour of New Columbia, Portland

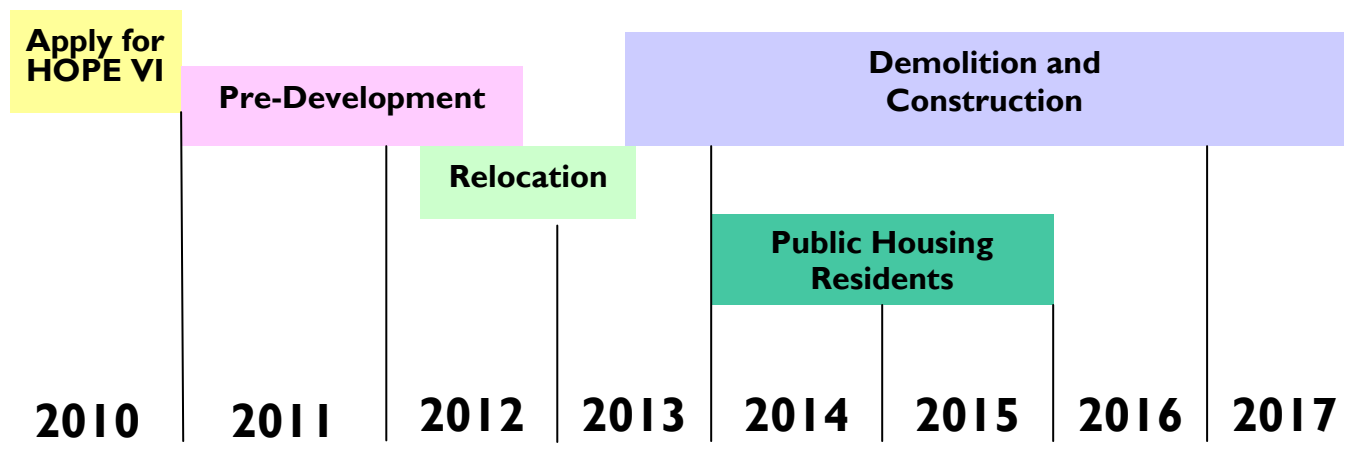
Redevelopment Advisory Group

A diverse group of community stakeholders met intensively during the Master Planning process.



Winter Advisory Group Meeting

Project Schedule



Project Budget

ANTICIPATED TOTAL PROJECT BUDGET*		
CSS Services/Relocation	\$3.8 million	4.8%
Demo/Site Work/Roads	\$14.3 million	17.9%
Construction	\$41 million	51.3%
Professional Services/Development Fees	\$13.5 million	16.9%
Financing Costs/Reserves	\$7.4 million	9.3%
	\$80 million	100.0%
* This budget was developed for predevelopment and feasibility purposes only, using current project assumptions. All costs are estimates and will continue to be refined as the project moves forward.		

Clackamas Heights Redevelopment

HOUSING
AUTHORITY OF
CLACKAMAS
COUNTY (HACC)

Master Plan Connecting and Cultivating Community



Project Updates and Information at: www.co.clackamas.or.us/hacc

Housing Program

100 - 130	Public Housing and/or Project Based Vouchers
100 - 150	Affordable Rental
20 - 26	Affordable Homeownership
<hr/>	
250 - 283	Total Housing Units

Site Amenities

- **Early Childhood Education and Family Wellness Center** to provide education and health services for the area's children and their families.
- **Community Center** with a Neighborhood Networks Computer Lab, HACC Property Management and Resident Services Offices.
- **Community Park** with a water feature, sports court and fruit trees.
- **Community Garden** to provide access to fresh food for the neighborhood.
- **Nature trails and open space** to promote healthy lifestyles.

Key Principles



- **Establish a new community designed for long-term sustainability and health** by orienting blocks east/west for solar water heating and natural ventilation. Use best practices for water conservation, including low-impact storm water “green streets”, rainwater reuse with backyard rain barrels for residences, and “grey” water reuse. Design for a healthy outdoor and indoor environment including sustainable building materials, healthy indoor air quality and accessibility. Increase food security through the Community Vegetable Garden and fruit trees

- **Connect Clackamas Heights with the surrounding Park Place neighborhood** by reconfiguring street layout to improve walking and bicycle access to amenities. Extend Harley Street south through the site to Holcomb Boulevard, and create a new park and community center for shared use by residents living on the site as well as residents of the surrounding neighborhood. Use new streets to connect to the surrounding neighborhood, and use appropriately scaled buildings along the property edge to provide a transition.

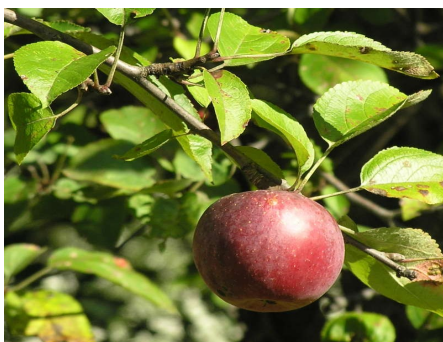
- **Promote Education and Wellness** through a new Neighborhood Center. Create new activity along Holcomb Blvd. with an Early Childhood Education and Family Wellness. The center will include six to seven classrooms, a community room, commercial kitchen, office space for Head Start staff and “flex space” for rotating service providers, and a large outdoor play area. The focus of the center will be to provide services that support the education and health of children ages 0-5 and their families.

- **Promote learning and discovery of historic, cultural, and natural resources** through Barlow Trail markers and opportunities for hands-on habitat and environmental education. Use open spaces as a connection to place, preserving existing trees and building a sense of shared ownership.

- **Improve access** by expanding transportation options to Oregon City, services, jobs, and transit stations through possible shuttle, car-sharing, and improved amenities in the neighborhood.

- **Create a hub of activity along Holcomb Boulevard** with the new education and wellness center and neighborhood retail opportunities.

- **Promote a diverse community and healthy lifestyles** by creating trails, parks, and a community vegetable garden for residents, employees, and neighbors to use. Create open spaces for visual quality and experience, and access to the natural environment. Maintain and enhance habitat corridors by retaining significant trees and providing additional plantings to create an open space network. Provide housing for a diverse mix of family sizes, income levels, and tenures.



Oregon City View Manor Disposition:

Leveraging Redevelopment for the Oldest Housing Authority in the State of Oregon

The Housing Authority of Clackamas County (HACC) was established in 1938 as the first Housing Authority in the state of Oregon. Clackamas County is located in the Portland Metropolitan Region and includes over 400,000 residents in both Urban, Suburban and Rural communities. Like many Housing Authorities across the nation, HACC is faced with diminishing Capital Fund contributions available to maintain Public Housing. In assessing its capital needs HACC determined that the current annual Capital Fund gap for maintaining all 545 public housing units is \$1,387,902.

Working to address this problem, HACC is launching redevelopment of its Public Housing portfolio including a mix of Disposition and Rental Assistance Demonstration projects in order to rebuild, reposition, and revitalize its aging and obsolescent housing.

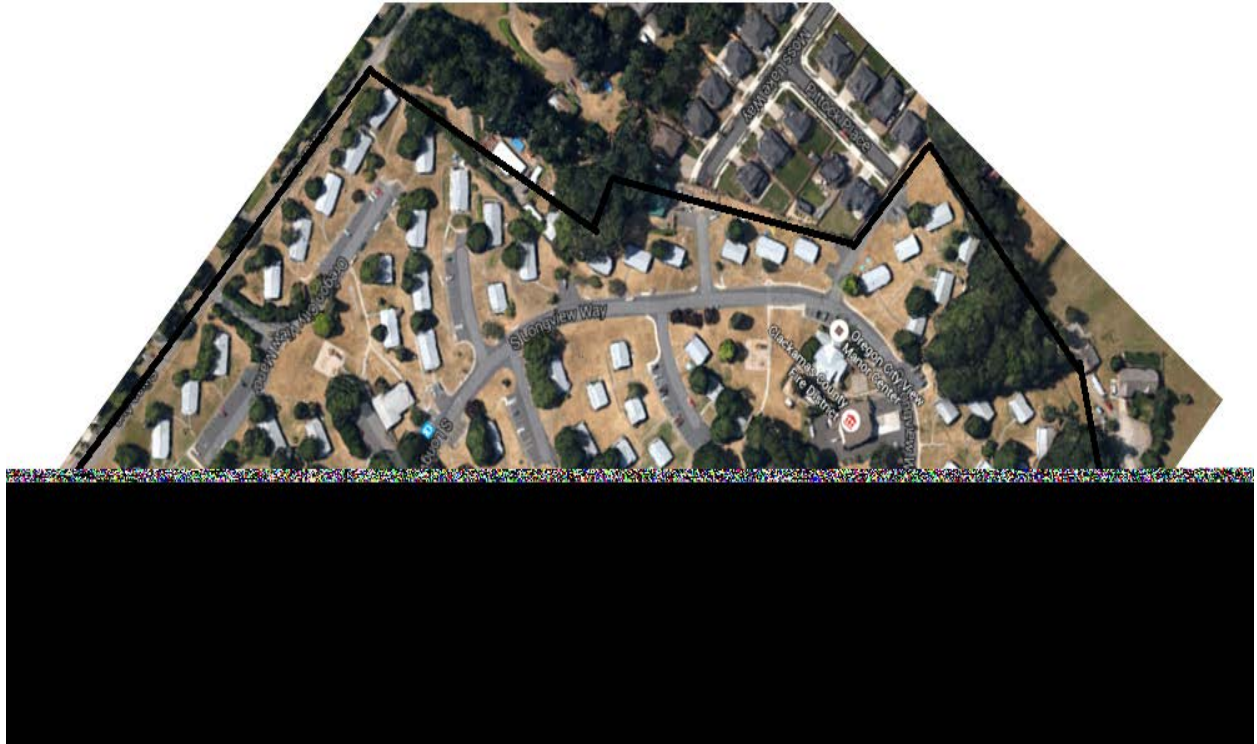
The first project will be Oregon City View Manor; a 22-acre public housing community with 100 single and duplex units built in 1962. The site is underutilized and not located in an area close to services and amenities. The Housing Authority will seek to sell the property through a Section 18 Disposition application to be submitted to the U.S. Department of Housing and Urban Development (HUD) in the fall of 2018. If approved, all 100 families will be relocated to new homes using Section 8 vouchers.

The sale of Oregon City View Manor will generate funds to leverage the construction of around 400 new affordable housing units scattered throughout the county. Ultimately all of the 545 Public Housing units will be evaluated for sale, redevelopment or modernization. Over the next 10 years, HACC will be guided by the following development objectives to achieve portfolio-wide revitalization:

1. Ensure a replacement unit for every Public Housing unit sold or demolished that will serve households earning 30% or less of area median Income (AMI).
2. Build 1,000 new, high quality affordable housing units (serving residents earning 60% or less of AMI) dispersed throughout the County.
3. Provide supportive services to help residents reach their full potential.
4. Commit to transparent and consistent communication with current Public Housing residents as we plan these new communities.
5. We will strive to place new housing within desirable neighborhoods near parks, green space and natural beauty.
5. Whenever possible we will create mixed income communities close to natural resources, public transportation, good schools, jobs and opportunities for the residents.
6. Provide relocation assistance for any household required to move due to a rehabilitation or sale of a public housing community.

HACC is seeking federal-level support in the approval of its Section 18 Disposition application for Oregon City View Manor. This project's success is key to HACC's ability to leverage funds and proceed with transformation of its aging public housing portfolio into a wide range of income-diverse, service-rich,

quality built affordable housing communities that will serve the most vulnerable in Clackamas County, Oregon.



<u>Size of Unit</u>	<u>Number of Units</u>
Efficiency 1-Bedroom	12
1-Bedroom Duplex	24 (2 ADA)
2-Bedroom Duplex	30 (2 ADA)
3-Bedroom House	24
4-Bedroom House	10 (1 ADA)
Elderly Residents	9% (18)
Disabled Residents	31% (59)

Residents under 18	45% (86)
Households with 1+ children	45% (44)
Single Person Households	43% (42)

Oregon City View Manor Sale of Property: Frequently Asked Questions

Background

Oregon City View Manor is a public housing community of 100 homes located on Holcomb Blvd. in Oregon City. The property is owned and operated by the Housing Authority of Clackamas County.

The Housing Authority will ask for permission from the US Department of Housing and Urban Development to sell Oregon City View Manor and relocate the 100 families who live there. This is happening because the Housing Authority no longer receives enough money from the federal government to maintain the homes at the level of service they require.

If the US Department of Housing and Urban Development approves the Housing Authority's application to sell Oregon City View Manor, Housing Authority officials will work with each family to move them to a new home, using a Section 8 voucher or moving them into another home owned by the Housing Authority. The earliest a family would need to move would be by the summer of 2018.

Q.) Why is the Housing Authority selling Oregon City View Manor?

A.) The Housing Authority is selling Oregon City View Manor to raise money to rebuild higher quality homes in new locations. When possible, housing will be built in areas with better access to services such as transportation, jobs and healthcare.

Q.) When will the residents at Oregon City View Manor know if they have to move?

A.) It will take the Housing Authority about six months to complete the application. After it is sent to the US Department of Housing and Urban Development, it will take about 60 days to be approved. The Housing Authority will notify residents about the approval. The earliest residents would start moving would be by the summer of 2018.

Q.) Will residents get help with moving to a new home?

A.) Yes, the Housing Authority will hire a moving specialist who will work with each family at Oregon City View Manor to help them find a new home.

The Housing Authority will pay for moving costs such as someone to help pack and move belongings, security deposits or move-in fees at the new home, and transportation.

Residents will move to a new home using a Section 8 voucher, and/or to another home owned by the Housing Authority, if there is a vacancy. The Housing Authority will commit to finding every family a new home.

Rents at the new Section 8 or Housing Authority owned homes will be calculated in the same way, and capped at 30% of a resident's income.

Only residents that are still living at Oregon City View Manor when the application is approved will get a Section 8 voucher and moving assistance. If a family moves before that time, the Housing Authority will not be able to assist them.

Q.) Will children who live at the property have to change schools?

A.) The Housing Authority will prioritize moving families with children first in the summer of 2018. Families who want to stay in the current school district can work with the moving specialist to find replacement housing in the area, if available.

Oregon City View Manor Sale of Property: Frequently Asked Questions

Q.) What will happen to the Head Start school that is located at Oregon City View Manor?

A.) The Housing Authority will work with the Head Start school to find a new location for the center.

Q.) What will happen to Housing Authority employees who work at the property?

A.) Employees will be reassigned to work at other properties until new properties are constructed and leased up.

Q.) Will the Housing Authority be selling any other public housing communities?

A.) Yes. The Housing Authority is planning on selling additional public housing properties over the next 10 years. Residents who live at the affected properties will be notified as soon as there is information available.

Q.) What is the Housing Authority's plan to replace the Oregon City View Manor Units?

A.) The Housing Authority will purchase land throughout the county to build replacement homes on. When possible, new homes will be built in areas that are close to public transportation and other services. As part of the application to the US Department of Housing and Urban Development, the Housing Authority will be working on a detailed plan to replace the 100 units lost at Oregon City View Manor.

Q.) Will residents who have to move from Oregon City View Manor receive priority to move to new or existing Housing Authority homes?

A.) Yes. When a family has to move due to Housing Authority activities such as sales, construction or rehabilitation, they are placed on the top of the Section 8 Voucher or Public Housing Waiting List. The Housing Authority will also establish a priority for families at new buildings that are completed.

Q.) Will the Housing Authority continue to move new families into Oregon City View Manor even when it is looking to sell the property?

A.) Yes. The Housing Authority will continue to move families into Oregon City View Manor up until it is time to move everyone to new homes. This is because a Section 8 voucher will only be given to families that are living at a home in Oregon City View Manor at the time the application is approved, and up until moving time. New families who move into Oregon City View Manor will be informed of the plans to sell the property. The need for housing assistance is great and our goal is that every unit is occupied and every family can receive this assistance.

Q.) Who do I contact with questions or for more information?

A.) If you are a Housing Authority resident or member of the public seeking general information, please call a Housing Authority staff person who works on Development projects: Mary-Rain O'Meara at 503-650-3140 or Angel Sully at 503-650-3165.

For more information, members of the media and public may contact Community Relations Specialist [Scott Anderson](#) at 503-655-8752.

Demolition and Disposition Application Timeline

	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18
APPLICATION PREPARATION												
Relocation Contractor Procurement												
Relocation Plan Development												
Communications Plan												
Resident Meetings												
City of Oregon City Meetings/Approvals												
Develop Land Retention and Housing Replacement Plan												
Real Estate Broker and Appraiser Procurement												
Appraisals Completed												
Demolition Estimator Procurement												
Estimations Completed												
Ownership Offer to Resident Advisory Board												
Environmental Review												
Board Approval/Resolution												
APPLICATION SUBMISSION												
Final Narratives												
Upload Applciation Documents												
Submission of Application												
HUD REVIEW and APPROVAL												
Hud Application Review												
Receive Letter of Approval												
Apply for Section 8 Vouchers												