

CITY OF OREGON CITY EQUITABLE HOUSING

SCOPE OF WORK

Revised September 25, 2017

Note: Milestone 1 is successful execution of an IGA between City and Metro. This milestone was completed.

Milestone 2. Project Initiation, Public Engagement and Information Materials

The City will provide the Consultant with background information including the grant scope of work, development criteria, known barriers and opportunities, processes, fees, and other policy information associated with project goals. The consultant will hold a kick-off meeting with the City project team to review required background information and grant tasks, clarify desired outcomes, roles and responsibilities, communication protocols and stakeholder groups and representatives.

The consultant will outline a project management approach and schedule for preparing and reviewing materials with advisory teams. City staff will have one week to review draft material and provide comments to consultant before material available to the public or finalized. Biweekly project management phone calls throughout the process between the consultant and City project managers will be used to track progress on key tasks and deadlines, identify unanticipated issues and develop alternative approaches as needed. The consultant will prepare monthly progress reports and invoices that describe the activities undertaken, estimate the percent completion of each task, and track expenditures and hours.

Project Advisory Team

Public Involvement will be primarily through a Project Advisory Team (PAT), which will be selected and appointed by the Mayor. The PAT will meet up to five (5) times during the course of the project. Selection of the PAT will be through an application process administered by the City to include a variety of positions including: City Commission (1), Planning Commission (1), Citizen Involvement Committee (2), Oregon City Resident (2), Single-Family Developer Interest (1), Multi-Family/Mixed Use Developer Interest (1), Business Community (OC Chamber, Main Street or OC Business Alliance) (1), At large (Youth, Elderly, Working Family) (3) and Technical Advisory Team (TAT), a developer of regulated affordable housing (1), an organization representing low income families and/or communities of color (1), and one at large position to be filled if needed based on any additional needs.

Technical Advisory Team

A Technical Advisory Team (TAT) of experts will also be formed and appointed by the Mayor. The TAT will meet up to five (5) times over the course of the project. Selection of the TAT will be through a recruitment process administered by the City to include a variety of positions including: Oregon City Building Division (1), Oregon City Economic Development Department (1), Oregon City Public Works (1), Clackamas County Health, Housing and Human Services (H3S) (1), Affordable Housing Developer - Northwest Housing Alternatives (1), Single-Family Developer (1), Metro (1), and one at large position to be filled if needed based on any additional needs.

PAT and TAT meetings will be held consecutively on the same day whenever possible.

Public Engagement Methods

The success of this project is dependent on successful integration with a variety of community members through various methods throughout the course of the project. The following engagement methods shall occur:

- Project Website
- Kick-off Meeting
- 5 Meetings with the Project Advisory Team
- 5 Meetings with the Technical Advisory Team
- 2 Citizen Involvement Committee (CIC) dates (one will be City only)
- 1 Public Open House
- 3 Online Surveys (designed by consultant and surveys and website administered by City)

- 5 (30 minute) stakeholder interviews
- 2 Extra Meetings

Milestone 2 Consultant Deliverables:

- Kickoff meeting
- Scope refinement and project schedule including detailed approach to the decision making process: including schedule for completion of all memoranda and deliverables for Milestones 3-10.
- Public involvement outline, schedule and plan to include a commitment to prepare agendas and presentation materials for PAT and TAT meetings and meeting summaries, PAT and TAT guidance documents including meeting procedures and consensus process, with attendance and facilitation at five (5) PAT and five (5) TAT meetings.
- Informational materials for City website and other community engagement activities.

Milestone 2 City Deliverables:

- Background information including code regulations, processes, fees, preferred and regularly scheduled meeting dates, etc. Provide any applicable City documents, plans, ordinances, and written policies related to housing development.
- Website Development
- Application Process for PAT positions / Recruitment for TAT positions
- Work with Consultant to finalize PAT and TAT positions: appointment by Mayor
- Advertise Meetings / Providing meeting facilities, food, refreshments, copies
- CIC Meeting
- Draft performance measures, including short- term measures to evaluate success of the grant project and long-term measures of income-based affordability.

Milestone 2 Schedule: Months 1-2, due end of September 2017.

Milestone 3. General Code and Policy Audit

Consultant will prepare a Code and Policy Audit for review by City staff and members of the PAT and TAT to identify priority policies and code provisions to be targeted amendments and optional approaches to amendments, where applicable. The consultant shall review background materials provided by the City including but not limited to the City's development code, fee schedule, application and educational materials, recent land use decisions, permitting history for residential development, and City staff's observations about the application of the code and development policies.

The code audit shall incorporate feedback from identified developers of single family housing, multi-family housing, ADU, cottage, and regulated affordable housing on the City's codes and policies through a series of stakeholder interviews and an online survey. The consultant will schedule and conduct five (5) interviews with development professionals to get specific, detailed feedback about particular code sections and policies as they impact development of a range of housing types. The consultant will deploy an online survey targeted at development interests to help identify current regulatory barriers to housing development. Survey will build on themes identified in stakeholder interviews, observations from City staff about current development review trends, and issues raised at the City's monthly development review meetings with developers.

For broader context, the consultant will consider work being undertaken by Metro's Build Small Coalition and similar efforts that analyze regulations across the Metro region, to take advantage of regional attention and work around equitable housing issues for inspiration and specific insights into opportunities as well as best practices for regulating housing.

Milestone 3 Consultant Deliverables:

- Code Audit Report Outline (Memo #1) – Initial memorandum which may include a menu of potential local regulatory barriers, constraints and incentives for equitable housing, including but not limited to processes, standards, fees, etc.
- Interview questions

- c) Interview results to be incorporated into Code Audit Report
- d) Survey questions
- e) Survey results to be incorporated into Code Audit Report
- f) Code Audit Report – Draft #1 – Building on (a) above and incorporating (c) and (e), this report will be prepared for initial review by staff, prior to circulating to PAT and TAT for feedback.
- g) Code Audit Report – Draft #2 – Targeted memorandum refining (f) based on staff feedback documenting specific barriers and constraints for implementing equitable housing in Oregon City, including analysis of code regulations, processes, fees, etc. and a comparison to other jurisdictions.
- h) PAT Meeting #1
- i) TAT Meeting #1
- j) Code Audit Report – Draft #3 – Final Audit to incorporate PAT and TAT feedback.

Milestone 3 City Deliverables:

- a) Review, comment, and provide direction.
- b) Facilitate PAT and TAT feedback on Code Audit Report Draft #2.
- c) Provide background information on development review trends, how current code is implemented, recent land use decisions and related observations.

Milestone 3 Schedule: Due end of October 2017.

Milestone 4. Code and Policy Amendments – Part 1

The Code and Policy Amendments will be accomplished in three iterative tasks to refine identified codes and policies listed in the Metro/Oregon City IGA as Milestones 4 through 6. The consultant will address regulatory and policy updates across three policy areas: zoning, engineering and financial.

Milestones 4 through 6 will consist of developing, amending and reformatting portions of the development standards within the Oregon City Municipal Code to facilitate desired equitable housing development and to provide greater clarity to the development community and public. The Consultant will recommend revisions to existing standards and new standards as they relate to the future development of equitable housing projects; where possible and practical, the Consultant will also shorten or reformat, improve readability, and remove unneeded or unclear standards, as related to the equitable housing objectives. The following portions of the Oregon City Municipal Code will be reviewed in this task: Chapters 12.04, 12.08, 13.12, 14.04, 15.48 and Titles 16 and 17. In addition, where possible and practical, the Consultant will recommend revisions to other applicable City documents, plans, ordinances, and written policies for consistency with the code amendments and equitable housing development goals. In their review, the PAT will focus on broad concepts around equitable housing, while the TAT will focus on technical aspects of specific regulations.

Milestone 4 Consultant Deliverables:

- a) Code Amendments Part 1 Memo (Memo #2). Memo #2 will provide and explain the initial direction for code and policy changes based on the Final Code Audit Report from Milestone 3.
- b) Amendments – Part 1, Draft #1. Draft #1 will identify specific code sections that affect equitable housing development, and recommended concepts for refining the code sections including identifying any broader policy options for City, PAT and TAT.
- c) PAT Meeting #2
- d) TAT Meeting #2
- e) Amendments – Part 1, Draft #2. Refine amendments in (b) to reflect policy direction on key sections from City, PAT and TAT.

Milestone 4 City Deliverables:

- a) Review, comment, and provide direction.

Milestone 4 Schedule: Due end of December 2017.

Milestone 5. Code and Policy Amendments – Part 2

Milestone 5 will continue with the process of amending and reformatting portions of the development standards and provide more targeted policy recommendations that began in Milestone 4. This may include, but is not limited:

- a) Revisions of listed Permitted Uses by District
- b) Revisions to Dimensional Standards
- c) Revisions to specific Site Plan and Design Review Standards such as parking, architectural, landscaping, etc.
- d) Reformatting or simplifying the language of the development code
- e) Revisions to System Development Charges and other fees
- f) Revisions to review and processing timelines and procedures (e.g. Expedited reviews, Type I through Type IV land use processes)
- g) Identification of needed new housing types, and applicable standards
- h) Identification of zoned areas throughout the City with greatest potential for construction of needed housing types, in anticipation of Milestone 7, Equitable Housing Sites
- i) Other revisions as needed

The consultant will deploy an online survey (and hard copy if deemed necessary by the City) to identify needed housing types among various population groups. The PAT will distribute surveys within their communities to expand reach of surveys. At their meetings, PAT and TAT meetings will focus on larger substantive concepts behind zoning code such as desired housing types and parking needs, rather than specific code language. Members also will review and comment on sample “guides for development” to provide the consultant team with direction prior to drafting the Educational Materials in Milestone 8.

Milestone 5 Consultant Deliverables:

- a) Survey Questions
- b) Survey Results to be incorporated into Memo #3
- c) Code and Policy Amendments Part 2 Memo (Memo #3)
- d) Amendments – Part 2, Draft #1
- e) PAT Meeting #3
- f) TAT Meeting #3
- g) Amendments – Part 2, Draft #2

Milestone 5 City Deliverables:

- a) Review, comment, and provide direction.

Milestone 5 Schedule: Due end of February 2018.

Milestone 6. Code and Policy Amendments – Part 3

Milestone 6 will finalize the process of amending and reformatting portions of the development standards, procedures and other policy recommendations from Milestone 5. The consultant will translate code and policy language into core concepts for PAT and TAT review, detailed in Memo #4.

PAT and TAT meetings #4 will be longer meetings for cost savings and scheduling purposes to review the code amendments, and preview development of Equitable Housing Sites (Milestone 7) and Educational Materials (Milestone 8). Prior to the meetings, the consultant team will provide a detailed guide for reviewing housing sites and educational materials. The guide will describe key aspects of each deliverable and questions for PAT/TAT members to consider. The consultant also will provide a mechanism for PAT/TAT members to submit comments prior to the meetings. This process will help the consultant team and PAT/TAT members come prepared for in-depth discussions on these deliverables.

Milestone 6 Consultant Deliverables:

- a) Code Amendments Part 3 Memo (Memo #4)
- b) PAT/TAT Review Guide for Tasks 6 and 7

- c) Amendments – Part 3, Draft #1
- d) PAT Meeting #4
- e) TAT Meeting #4
- f) Amendments – Part 3, Draft #2

Milestone 6 City Deliverables:

- a) Review, comment, and provide direction.

Milestone 6 Schedule: Due end of April 2018.

Milestone 7. Equitable Housing Opportunity Sites

Milestone 7 consists of the creation of a series of maps by City staff identifying equitable housing opportunity sites, to provide a base of information which will be used to guide development of these sites. A mapping application through the City's existing Geographic Information System web portal will be developed to help interested developers identify properties with development potential for multifamily housing, duplex/triplexes, and Accessory Dwelling Units (ADUs), as well as other housing types which may not yet be permitted but which have been recommended as a consequence of the work completed in Milestones 3 through 6. Consultant will assist in identifying elements which should be mapped, including but not limited to: zoning and overlay districts, transit locations, employment centers, social services, multimodal transportation facilities, parks and open spaces, schools and utility locations, etc. City staff will obtain mapping information as available and conduct the GIS analysis. The Consultant will advise on selection of target areas, analysis methodology and assumptions, and the format of the resulting maps and report.

The map development effort will not be used as a public involvement tool. It will be primarily internal by consultants and city staff, but also include input from the public. The consultant will deploy an online survey (and hard copy if deemed necessary by the City) to identify desired neighborhood amenities to support equitable housing development, such as access to transit, employment opportunities, social services, multimodal transportation facilities, parks, schools and other amenities. The PAT will distribute surveys within their communities to expand reach of surveys.

Milestone 7 Consultant Deliverables:

- a) Survey Questions
- b) Survey Results
- c) Review and comment on products prepared by City staff

Milestone 7 City Deliverables:

- a) Meeting to review methodology
- b) Comments on methodology
- c) Draft maps and summary report
- d) Review, comment, and provide direction.

Milestone 7 Schedule: Due end of April 2018.

Milestone 8. Educational Materials

Milestone 8 consists of producing educational materials to understand the housing options available and the associated approval processes and costs, and to promote development of identified housing options. The educational materials will identify the opportunities and processes for creating additional housing to provide transparency to the development community and public. This will include a list of items a developer or property owner would typically need to know in order to conduct due diligence, including all processes, potential fees, likely development exactions and dedications, types of consultants, permits and inspections needed, system development charges, and City financing options if available.

Ultimately, these education materials need to be tailored to the various housing types addressed in the code and policy amendments, including but not limited to:

- Guides to the City process across all departments for residential development from pre-application conference through final occupancy certificate for up to seven (7) priority housing types: single-family homes, accessory dwelling units (ADUs), apartment or condo units, cottage housing, subdividing or partitioning land, converting commercial or office space to housing units, converting a single-family home into a duplex or multi-family property, or other similar residential projects.
- ADU brochure/guidebook intended to encourage homeowners to develop ADUs, including pictures and floor plans of ADUs that meet Oregon City ADU regulations, sample project budgets, overview of ADU benefits, and other background information.
- Development fees calculator that can help to inform developers' own pro forma assumptions about soft costs. The calculator can include costs related to permit fees, processes, inspections, system development charges, and potential incentives available to offset or finance these costs for selected types of residential development projects. The calculator will adjust estimated costs based on site size, project geography, project type, and other factors depending on the City's needs.

Milestone 8 Consultant Deliverables:

- a) Guides for Development – Draft #1
- b) Guides for Development – Draft #2
- c) Development Fees Calculator – Draft #1
- d) PAT Meeting #5
- e) TAT Meeting #5
- f) Guides for Development – Final Draft
- g) Development Fees Calculator – Draft #2

Milestone 8 City Deliverables:

- a) Review, comment, and provide direction.

Milestone 8 Schedule: Drafts due end of April 2018; final at end of May 2018.

Milestone 9. Final Memo, CIC and Public Meeting / Open House

Prior to beginning the formal review process by Planning Commission and City Commission, the consultant shall prepare and present all recommended policy and code amendments with a final summary memorandum and technical memorandum to the Citizen Involvement Committee (CIC) and in an informal public open house.

Milestone 9 - Consultant Deliverables

- a) Policy and Code Amendments Summary Memo (Memo #5) and Final Technical Memo
- b) Creation of materials and attendance at a CIC Meeting
- c) Creation of materials and attendance at an Open House

Milestone 9 – City Deliverables

- a) Coordinate support and meeting space and resources
- b) Support for and attendance at CIC Meeting and Open House

Milestone 9 Schedule: Due end of June 2018.

Milestone 10. Planning Commission and City Commission Hearings & Adoption

It is expected that a Legislative approval process, and potentially a Resolution may be needed to implement the recommendations of this project. The Legislative approval process is required to amend the Oregon City Municipal Code and includes mailing a postcard to all property owners within the Urban Grown Boundary, a meeting with the Citizen Involvement Committee and a series of public hearings before the Planning Commission and City Commission.

Milestone 10 - Consultant to attend and present during plan adoption:

- Pre-Application Conference (1)

- Planning Commission (PC) Work Session (1)
- Planning Commission (PC) Hearings (1)
- City Commission (CC) Work Session (1)
- City Commission (CC) Hearings (1)

Milestone 10 Consultant Deliverables:

- a) Attendance and presentation at up to four (4) PC and CC meetings and hearings
- b) Creating application materials for inclusion in a standard Legislative application, including responses to the applicable sections of the Oregon City Municipal Code and any other applicable criteria or document.
- c) Presentations and materials for review and adoption process
- d) Final Memorandum summarizing project, analysis and recommendations.

Milestone 10 City Tasks and Deliverables:

- a) Process Type IV Legislative application, including public notices and drafting of findings
- b) Review by City Attorney

Milestone 10 Schedule –Due end of September 2018, although hearing process may be longer.