

DATE: April 20, 2022
TO: Laura Weigel, Joseph Briglio, City of Milwaukie
FROM: Beth Goodman, Kaitlin La Bone, ECONorthwest
SUBJECT: Milwaukie Housing Capacity Analysis and Housing Production Strategy: Community Engagement Plan

The City of Milwaukie contracted with ECONorthwest to develop the Milwaukie Housing Capacity Analysis (HCA) and Housing Production Strategy (HPS). Part of this project involves engaging with stakeholders and the broader community. This memorandum describes the community engagement activities.

The Project Management Team (PMT), comprised of City staff and ECONorthwest, will host several virtual events throughout the course of the project to share information and gather feedback. Project information will be shared and updated through *Engage Milwaukie*, the City's online engagement site. *Engage Milwaukie* will also be used to gather feedback through surveys at key points during the project. The City will also share information through social media. Additional outreach will be conducted with specific underrepresented communities to gather information on housing needs.

Housing Capacity Technical Committee (HCTC)

The City will recruit and establish an HCTC made up of members of the community, housing experts, planning commission, and city council to review and provide feedback on the analysis. The City expects that most of the HCTC meetings will be remote meetings. The HCTC meetings are expected to be as follows, though meetings may be consolidated where appropriate:

- **Meeting 1: Project kickoff.** We will provide an overview of the project and project schedule, discuss desired project outcomes, and ask for feedback about the public engagement process.
- **Meeting 2: Housing need.** We will present the preliminary findings of Milwaukie's housing needs, including reviewing the key findings of the draft housing needs projection memorandum. If time permits, the draft buildable lands inventory may be ready for preliminary discussion by this meeting.
- **Meeting 3: Buildable lands inventory.** We will discuss the approaches, key assumptions, and draft results from the buildable lands inventory. This meeting will also discuss the redevelopment analysis.
- **Meeting 4. Residential land needs.** We will present revisions to the forecast of housing need (meeting 2), buildable lands inventory (meeting 3), and discuss whether Milwaukie has enough residential land to accommodate the forecast of housing. If time permits, we recommend beginning with a discussion of policy approaches to address barriers to the development of needed housing, given the assessment of land sufficiency from the HCA.

- **Meeting 5. Identify unmet housing need and policy gaps.** We will discuss Milwaukie's unmet housing needs, a list of existing strategies to address housing need in Milwaukie, and gaps in existing housing policies. The draft HCA report will be made available for HCTC review and comment at this meeting.
- **Meeting 6. Identify additional potential strategies.** This meeting will focus on identifying additional strategies, beyond those discussed in meeting 5. These strategies will likely focus on affordable housing development, housing preservation, and equity issues.
- **Meeting 7. Refine and narrow strategies.** We will provide additional information about key strategies and work with the HCTC to narrow the strategies to those with the most promise for addressing Milwaukie's unmet housing needs.
- **Meeting 8. Develop details of each strategy.** This meeting will continue the discussion from meeting 7. It will include finalizing the list of strategies. If possible, we will solicit advice on the relative priority of the strategies.
- **Meeting 9. Finalize strategies.** We will discuss the final list of strategies and discuss the timing of implementation of each strategy. The draft HPS report will be made available for HCTC review and comment at this meeting.

Meetings with Decision Makers

The Project Management Team will present at Planning Commission and City Council meetings several times during the HCA / HPS process, corresponding to the timing of specific draft deliverables. The purpose of these meetings will be to provide decision makers with information from the project and ask for feedback on key questions about assumptions and policy issues.

City Council meetings

- **Meeting 1. Review the Preliminary Housing Capacity Analysis.** This meeting will present the work of Tasks 2.1, the draft buildable lands inventory, and Task 2.3, the preliminary findings of Milwaukie's HCA, including reviewing the key findings of the draft housing capacity projection memorandum. Estimated date: December 2022.
- **Meeting 2. Present preliminary summary of housing production strategies.** As part of Task 3.3, ECONorthwest and City staff will present the revised summary of strategies to the City Council and receive feedback. Estimated date: February 2023.
- **Meeting 3. Present draft Housing Production Strategies.** As part of Task 3.5, ECONorthwest will attend one City Council meeting to present the draft HPS report and make revisions based on Council review. Estimated date: March 2023.
- **Meeting 4. Present final Housing Production Strategy Report.** As part of Task 3.6, ECONorthwest may need to attend one City Council meeting to respond to any final questions on the Housing Production Strategy. Estimated date: May 2023.

Planning Commission meetings

- **Meeting 1. Review the Preliminary Housing Capacity Analysis.** This meeting will present the work of Tasks 2.1, the draft buildable lands inventory, and Task 2.3, the preliminary findings of Milwaukie's HCA, including reviewing the key findings of the draft housing capacity projection memorandum. Estimated date: October 2022.
- **Meeting 2. Present draft Housing Production Strategies.** As part of Task 3.5, ECONorthwest will attend one Planning Commission to present the draft HPS report and make revisions based on Commission review. Estimated date: March 2023.

Community Feedback

The Project Management Team will prepare two to three on-line engagements hosted on the City of Milwaukie's online engagement site *Engage Milwaukie* to share and gather feedback on the Housing Capacity Analysis and Housing Production Strategy. The engagements will present findings of the analysis and will include questions about key issues and questions for feedback from participants. The engagements will provide opportunities to comment on housing needs in Milwaukie, potential housing policy options, and draft housing policies. The project may also include other opportunities for community engagement led by City staff, such as opportunities for residents of Milwaukie to share stories about housing at public events (such as at the Milwaukie Farmers Market).

Additionally, ECONorthwest and City staff will work together to organize and host two to three discussion groups with underrepresented populations such as members of the Latino/a/x community and other Black, Indigenous and people of color (BIPOC) community members. The project team will also engage with the City's Equity Steering Committee when feasible. The purpose of these discussion groups will be to better understand participants' housing needs and how the City can be part of addressing unmet housing needs.

Stakeholder Interviews

ECONorthwest and City staff will work together to conduct interviews with up to eight people involved with housing production or from agencies providing services to low-income, BIPOC, or seniors and people with disabilities living in Milwaukie. The purpose of these interviews will be to solicit feedback on the key findings of the project and potential policies to address unmet housing needs of people living in Milwaukie.