



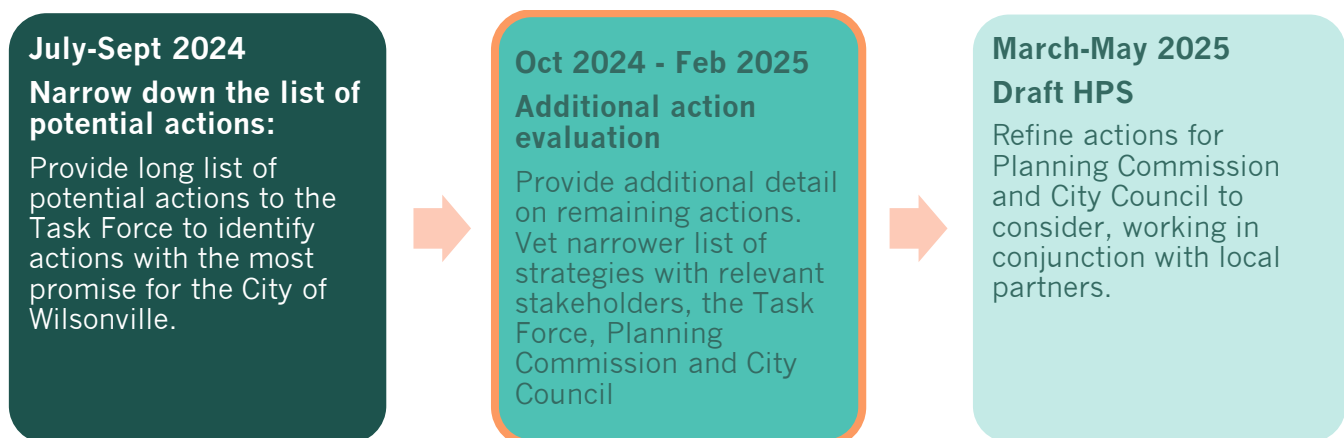
**DATE:** January 21, 2025  
**TO:** Kim Rybold and Dan Pauly, City of Wilsonville  
**FROM:** Beth Goodman and Nicole Underwood, ECOnorthwest  
**SUBJECT:** Wilsonville HPS – Additional Information on Potential Actions

The City of Wilsonville recognizes the need for housing that meets the diverse requirements of its community members. To help address this need, the City is developing its first Housing Production Strategy (HPS) in accordance with House Bill 2003 adopted by the Oregon legislature in 2019. The HPS will outline actions that the City will undertake over the next six years to encourage housing development and preservation that meets the needs of its residents with a focus on low and middle-income households, individuals with disabilities, those experiencing homelessness, and historically marginalized communities within the city.

## Purpose of this Memorandum

This memorandum outlines potential actions the City of Wilsonville could implement to address its housing needs. The project team developed these proposed actions through discussions with City staff, community stakeholders, the Task Force, Planning Commission, and City Council. This document serves as an interim deliverable. The listed actions will undergo further development and refinement before the City's selection of actions are finalized and incorporated into Wilsonville's Housing Production Strategy (HPS).

This memorandum supports the strategy evaluation phase (highlighted in orange in the diagram) and provides additional details on each of the potential actions and next steps that the City would take to implement over the course of six years. Currently, there are 15 proposed actions. The City aims to narrow these down to a focused set of impactful actions that will promote the development and preservation of affordable and attainable housing. The project team seeks input to determine which actions will be most effective and appropriate for inclusion in the final HPS.



This memorandum includes the following sections:

- ◆ Actions Under Consideration for Inclusion in the HPS
- ◆ Actions Removed from Consideration
- ◆ Appendix A: Definitions of Terms Used to Describe Actions

## Actions Under Consideration for Inclusion in the HPS

The following actions are under consideration for inclusion in the HPS. If selected for inclusion in the HPS, the project team will continue to build out the details of each action.

### Summary of Actions

Exhibit 1 provides details about each action, based on the information below. For more details about the terms used to describe each action, see Appendix A.

- ◆ **Income Level and Population Served** considers the population focused on by the action. In particular, the question is asked whether there is focus on incomes below 120% of MFI as these households are most likely to have difficulty affording housing. Outside of income level, the populations served may range from all residents of Wilsonville to serving a specific population.
- ◆ **Potential Impact on Housing** considers the potential scale of impact on housing that the action could have. This provides context for whether the policy tool generally results in a little or a lot of change in the housing market in terms of housing units produced or preserved.
- ◆ **Staff Capacity** considers whether existing staff could implement the action or whether it would require additional staff with specialized housing knowledge and/or a more formal housing program to implement.
- ◆ **Ease to Implement** assesses the political and community acceptability of the action, as well as potential need to coordinate with other organizations.
- ◆ **Funding Required** considers how much funding is required to implement and administer the action. This is a relative comparison to other actions.
- ◆ **Revenue Generation** considers whether the action will generate revenue to support housing production or preservation programs or infrastructure to support housing development.

The order of actions presented here does not indicate priority or the sequence of implementation as some actions may depend on others being completed first. Instead, actions are grouped by similarity to improve clarity and understanding.



## Exhibit 1. Summary of Actions

Action	Income Level / Population Served	Impact on Housing	Staff Capacity	Ease to Implement	Funding Required	Revenue Generation
<b>Actions that Can be Undertaken with Current Staff</b>						
A. Evaluate redesignating or rezoning land for housing	All incomes / all residents	Moderate	Existing	Medium	Low	None
B. Facilitate a variety of housing types and designs throughout the city to meet diverse housing needs	All incomes / all residents	Small to Moderate	Existing	Medium	Low	None
C. Evaluate use of administrative review processes for residential development	All incomes / all residents	Small	Existing	High	Low	None
D. Expand flexibility for live-work and living units accessory to other uses like businesses	All incomes / all residents	Small	Existing	Medium	Low	None
E. Scale SDCs (System Development Charges) to unit sizes	Lower incomes / residents in smaller units	Small	Existing	Low	Medium	None
F. Encourage accessible design	All incomes / individuals with disabilities and seniors	Small	Existing	Medium	Low	None
G. Develop requirements for a Housing Specialist position	All incomes / all residents	Moderate to Large *while this position does not directly produce or preserve housing it is essential for implementing other actions that have moderate to large impact	Existing	High	Medium	None
H. Pursue establishing an Urban Renewal District and prioritize funding to support affordable housing development	Up to 120% MFI, could target specific populations	Moderate to Large	Existing	Low	Medium	High
I. Establish a Construction Excise Tax (CET)	Up to 100% MFI, could target specific populations	Moderate to Large	Existing	Low	Low	Medium



Action	Income Level / Population Served	Impact on Housing	Staff Capacity	Ease to Implement	Funding Required	Revenue Generation
J. Identify locations where infrastructure is needed to facilitate development of needed housing and identify funding sources to support infrastructure development	All incomes / all residents	Moderate to Large	Existing	Medium	Low  Medium to High for infra. Dev.	None
<b>Actions Requiring a Housing Specialist</b>						
K. Expand land banking, parcel assembly, and public land disposition efforts	Up to 120% MFI, could target specific populations	Moderate to Large	Additional	Low	Low to High	None
L. Partner with a Community Land Trust (CLT) to develop affordable housing	Up to 120% MFI, could target specific populations	Moderate	Additional	Medium	Low to High	None
M. Support homebuyer assistance programs	60-120% MFI / first time low- and moderate-income homebuyers; could target specific populations	Small	Additional	Medium	Medium to High	None
N. Support preservation of affordable rental housing	0-60% MFI / low-income renters	Small	Existing and Additional	Medium	Medium	None
O. Implement a rental housing inspection program	Renters, especially low-income and marginalized populations	Small	Additional	Medium	Medium	Small charge to cover inspection cost possible



## How the Actions Work Together

The actions and funding tools discussed in this section address housing needs across various income levels. Oregon has outlined seven objectives to ensure cities provide adequate housing opportunities for diverse incomes and needs.

The state objectives of an HPS are (OAR 660-008-0050):

- ◆ **Affordable Homeownership:** Support and create opportunities for development of affordable homeownership opportunities, especially for state and federal protected classes.
- ◆ **Affordable Rental Housing:** Support and create opportunities for the production of affordable rental housing, especially for state and federal protected classes.
- ◆ **Housing Stability:** Increase housing stability and reduce gentrification impacts, including displacement caused by redevelopment or investment.
- ◆ **Housing Choice:** Expand housing options for communities of color, low-income residents, people with disabilities, and other protected groups. Ensure housing is in neighborhoods with good schools, jobs, and community amenities.
- ◆ **Housing Location:** Promote development of housing in compact, mixed-use neighborhoods to meet greenhouse gas reduction goals.
- ◆ **Fair Housing:** Address disproportionate housing needs, segregation patterns, and disparities in access to housing opportunities.
- ◆ **Addressing Homelessness:** Advocate for and enable housing options for people experiencing homelessness. Partner with organizations to promote services, including permanent supportive housing.

To achieve these objectives, the City will implement a focused selection of new actions that when combined with its existing policies and programs would meet state requirements. Exhibit 2 highlights how the 15 proposed actions along with existing policies and programs address housing needs and align with state objectives. From these proposed actions, the City will choose the most impactful actions to implement over the next six years to promote affordable and attainable housing while ensuring compliance with state mandates.



## Exhibit 2. State Housing Objectives and the Potential and Existing Actions

■ Primary focus of the action   □ Secondary focus of the action

Actions	Affordable homeownership	Affordable Rental	Housing Stability	Housing Choice	Housing Location	Fair Housing	Address Homelessness
<b>Potential Actions</b>							
A. Evaluate redesignating or rezoning land for housing	■	■		□	□		
B. Facilitate a variety of housing types and designs throughout the city to meet diverse housing needs	■	■		■	□	■	
C. Evaluate use of administrative review processes for residential development	■	■					
D. Expand flexibility for live-work and living units accessory to other uses like businesses	□	■		■	■		
E. Scale SDCs (System Development Charges) to unit sizes	■	■					
F. Encourage accessible design				■		■	
G. Develop Requirements for a Housing Specialist position	Depends on the actions implemented in the HPS						
H. Pursue establishing an Urban Renewal District and prioritize funding to support affordable housing development	□	■		□	■		□
I. Establish a Construction Excise Tax	Depends on how much revenue is generated and how funding is spent						
J. Identify locations where infrastructure is needed to facilitate development of needed housing and identify funding sources to support infrastructure development	■	■		□	■	□	□
K. Expand land banking, parcel assembly, and public land disposition efforts	■	■	□	■	■	□	□
L. Partner with a Community Land Trust (CLT) to develop affordable housing	■			■	■	■	
M. Support homebuyer assistance programs	■			■		■	
N. Support preservation of affordable rental housing		■	■	■			■
O. Implement a rental housing inspection program			■			■	



Actions	Affordable homeownership	Affordable Rental	Housing Stability	Housing Choice	Housing Location	Fair Housing	Address Homelessness
<b>Existing Policies and Programs</b>							
Monitoring development activity							
Allowed missing middle housing	■	■	□	■	□	□	
Established clear and objective standards for all housing types	■	■					
Removed zoning barriers to ADUs and other smaller unit types	□	■	□	■	□	□	
Eliminated/reduced parking requirements	■	■		□	■	□	
Implemented mixed housing type requirements in Frog Pond	■	■		■	□	■	
Land disposition for affordable housing at Wilsonville Transit Center		■		■	■	■	■
SDC deferral program for affordable housing projects on City-owned property	□	■		□	□	□	
SDC waivers for ADUs	□	■		□			
Established a Vertical Housing Development Zone (VHDZ)		□		■	■		
Implemented the Nonprofit Corporation Low Income Housing Tax Exemption	□	■		■		■	□
Accessibility requirements in Frog Pond				■		■	
Established a safe sleep site							■
Intergovernmental agreement with Clackamas County to use Metro Supportive Housing Services funds for homelessness support							■



Many of these actions are more effective when bundled with other actions. Exhibit 3 shows how the actions work together. The City acknowledges that several funding sources and partnerships are necessary to implement these actions.

**Exhibit 3. Relationship of Actions to Existing City Actions and Other HPS Actions**

Potential Action	Relationship to Existing Wilsonville Housing Policies	Relationship to Other HPS Actions
A. Evaluate redesignating or rezoning land for housing		If non-residential land is re-zoned, it provides more opportunities for development of housing. These redesignated areas are likely to have utility capacity more readily and otherwise be development ready sooner than new land brought into the UGB. Actions A, B, and C are connected to most other actions in the HPS, as they aim to support increased housing development more broadly.
B. Facilitate a variety of housing types and designs throughout the city to meet diverse housing needs	This builds off the city's recent changes to allow middle housing throughout residential areas and reflects the adopted housing variety requirements in Frog Pond East and South.	This action, paired with encouraging accessible design in Action F, may result in opportunities for a wider range of accessible and affordable housing throughout newly developing areas of the city. Actions A, B, and C are connected to most other actions in the HPS, as they aim to support increased housing development more broadly.
C. Evaluate use of administrative review processes for residential development		This action will simplify the development process for housing developed with clear and objective standards. Actions A, B, and C are connected to most other actions in the HPS, as they aim to support increased housing development more broadly.
D. Expand flexibility for live-work and living units accessory to other uses like businesses	This builds on Development Code standards adopted in Frog Pond East and South that provide definitions for live-work dwelling units and business-integrated dwelling units.	





Potential Action	Relationship to Existing Wilsonville Housing Policies	Relationship to Other HPS Actions
E. Scale SDCs (System Development Charges) to unit sizes	The City completed an initial study of scaled SDCs during the Frog Pond East and South planning process and plans on evaluating them as infrastructure master plans are updated and SDC rate studies are done.	
F. Encourage accessible design	This builds on the work the City is doing in Frog Pond East and South to require a certain percentage of units be friendly or adaptable for limited mobility.	This action, paired with Action B to encourage wider variety of housing types and designs, will support development of housing that is more accessible to people with disabilities.
G. Fund a Housing Specialist position	This action was recommended as Action 1E in the Equitable Housing Strategic Plan but has not yet been implemented.	This action would support implementing the other actions in the HPS, especially more complex actions such as Actions I, K, L, M, N, and O.
H. Pursue establishing an Urban Renewal District and prioritize funding to support affordable housing development	Studying the use of urban renewal funds to support affordable housing development was one of the recommendations contained within the 2022 Urban Renewal Strategic Plan.	This action would provide funding to support housing developed within the urban renewal district. Actions that may depend more on this funding include Actions G, J, K, L, M, N, and O.
I. Implement a Construction Excise Tax (CET)	The Equitable Housing Strategic Plan recommended consideration of CET to fund affordable housing initiatives. Some evaluation of this tool has occurred, but no action to implement a CET has been taken by City Council.	This action would provide funding to support affordable housing developed across the city. Actions that may depend more on this funding include Actions G, J, K, L, M, N, and O.
J. Identify locations where infrastructure is needed to facilitate development of needed housing and identify funding sources to support infrastructure development	Prior infrastructure funding plans for Frog Pond West, Town Center, and Frog Pond East and South have assessed various funding options to pay for the infrastructure that is required to support new residential development.	This action may be necessary to support development of new housing related to Actions H, K, and L.



Potential Action	Relationship to Existing Wilsonville Housing Policies	Relationship to Other HPS Actions
K. Expand land banking, parcel assembly, and public land disposition efforts	The City has already donated public land for affordable housing (TOD site); this action would continue this type of strategy.	Provides land for the Community Land Trust in Action L, possibly funded by Urban Renewal in Action H, and/or a CET in Action I.
L. Partner with a Community Land Trust (CLT) to develop affordable housing	Action 2D of the Equitable Housing Strategic Plan recommended exploration of Partnerships with a Community Land Trust. The City has met with Proud Ground (a local CLT) but has not entered into any partnerships.	This action could rely on land from Action K, funding from Actions I and J, development of infrastructure from Action J, and homebuyer support from Action M.
M. Support homebuyer assistance programs	Action 2E of the Equitable Housing Strategic Plan recommended several tools, including homebuyer assistance programs, to support homeownership.	This action may rely on funding from Action I.
N. Support preservation of affordable rental housing		This action could rely on funding from Actions I and J and might respond to problems identified in Action O. There may be opportunities to provide more accessible housing from Action F.
O. Implement a rental housing inspection program		This action may rely on funding from Action I and potential Action H to support necessary repairs after inspection.



## Details of Each Action

This section describes the potential actions under consideration for inclusion in the HPS. Each proposed action includes an assessment of its potential impact and key considerations for implementation.

### A. Evaluate Redesignating or Rezoning Land for Housing

**Rationale:** Increasing the amount of land within the UGB for housing development increases opportunities for developing new housing. Redesignating or rezoning land from non-residential uses to residential uses can also provide more opportunity for housing development in locations closer to transit and urban services (such as medical services or grocery stores), particularly in areas where the market demand for existing non-residential land use designations is low.

**Description:** This will include redesignating or rezoning vacant or partially vacant low-density residential land and employment land. These areas could be planned for a diversity of housing types, including middle housing, multifamily housing, mixed-use development, or other types of housing that the City needs.

**City Role: Lead** The City will conduct research, identify potential areas for redesignation, engage stakeholders, and guide any Comprehensive Plan and Zone Map amendments through approval.

**Staffing:** Existing Staff and/or grant-funded consultants

**Partners:** Stakeholders and landowners in Wilsonville, providing input into Comprehensive Plan and Zoning Map changes.

#### Implementation Steps:

- Identify locations in the City where redesignating or rezoning land may be appropriate.
- Develop analysis about potential redesignation or rezoning of selected locations to determine possible impacts on availability of employment land and infrastructure needs to support housing development.
- Work with the landowner(s) and Planning Commission to provide input into the potential redesignation or rezoning of land, potentially as part of a broader Comprehensive Plan update process.
- Hold public hearings with the Planning Commission and City Council to implement the redesignation or rezoning of land.

**Funding or Revenue Implications:** Most costs can be covered using existing staff resources, though consulting services or public outreach efforts will require additional funds.

#### Anticipated Impacts

**Income Level Served:** All incomes

**Population:** All residents

**Tenure:** Renters and owners

**Impact on Housing:** Moderate

#### **Equity Implications:**

- *Benefits* - Homebuyers/renters: More land for housing; potential for more affordable housing types; Developers: Increased land available for housing
- *Burdens* - Current property owners: Potential neighborhood changes



## B. Facilitate a Variety of Housing Types and Designs Throughout the City to Meet Diverse Housing Needs

**Rationale:** Requiring further diversification of housing stock in newly built areas within Wilsonville gives households more opportunity to find housing options that better meet their financial needs or housing preferences.

**Description:** The City will undertake approaches to facilitate the development of a variety of housing types. This could include the following approaches:

- **Establish mixed housing type requirements in targeted areas.** This could be modeled after the approach in Frog Pond East and South which included specific regulations to require the development of a diverse range of middle housing options, ensuring a balanced mix of housing types to meet community needs.
- **Incentivize development of manufactured, prefabricated, and modular housing.** Offer a density bonus or other incentive for manufactured, prefabricated, or modular housing, which can have lower construction costs, connecting to housing affordable at 120% of MFI or less.
- **Continue to allow a mix of housing throughout residential zones.** The Development Code allows for a mix of residential unit types in all residential zones throughout the City. Mixed housing type requirements combined with these continued allowances will continue to facilitate housing variety in Wilsonville.

### Anticipated Impacts

**Income Level Served:** All incomes

**Population:** All residents

**Tenure:** Renters and owners

**Impact on Housing:** Small to Moderate

### **Equity Implications:**

- **Benefits** - Homebuyers/renters: More housing options; potential for more affordable housing types; Developers: Potential incentives to support development
- **Burdens** – Developers: Requirements would decrease flexibility for development

**City Role: Lead** The City would be responsible for drafting, reviewing, and implementing these new requirements or incentives. The City will conduct research, identify potential areas for requirements or incentives, engage stakeholders, and guide changes through the approval process.

**Staffing:** Existing Staff and/or grant-funded consultants

**Partners:** Stakeholders in Wilsonville, providing input on approaches to diversify housing development.

### **Implementation Steps:**

- Evaluate how the variety standards adopted for Frog Pond East and South can be adapted to other areas of the City.
- Evaluate the types of incentives the City can implement to encourage development of manufactured, prefabricated, and modular housing.
- Work with the stakeholders and Planning Commission to provide input into adapting variety standards or other incentives to encourage development of more diverse housing types.
- Hold public hearings with Planning Commission and City Council to implement approaches.

**Funding or Revenue Implications:** Most costs can be covered using existing staff resources, though consulting services will require additional funds.



## C. Evaluate Use of Administrative Review Processes for Residential Development

**Rationale:** Streamlining the administrative review process for development processes that use clear and objective development standards can make the development process faster and increase certainty in the process.

**Description:** In most cases, new subdivisions and multifamily residential developments are approved through a public hearing process, even when applications meet clear and objective standards of the Development Code. Processing these applications administratively would reduce the overall review time and the potential for additional regulatory delay. To maximize effectiveness, the City will consider adding an administrative review process for adjustments to certain clear and objective standards.

**City Role: Lead** The City would analyze current review processes, identify opportunities for streamlining, and draft Development Code amendments to reflect updated administrative review processes.

**Staffing:** Existing staff

**Partners:** Stakeholders in Wilsonville, providing input on the development review process of housing.

### Implementation Steps:

- Develop draft edits to the Development Code to allow administrative review processes for residential development.
- Work with stakeholders and Planning Commission to provide input into changes for the administrative review processes.
- Hold public hearings with the Planning Commission and City Council to adopt Development Code amendments to allow for administrative review processes.

**Funding or Revenue Implications:** This is primarily a development review process change that can be implemented by existing staff.

### Anticipated Impacts

**Income Level Served:** All incomes

**Population:** All residents

**Tenure:** Renters and owners

**Impact on Housing:** Small

### **Equity Implications:**

- *Benefits* - Homebuyers/renters: Faster availability of new housing; Developers: Faster approval process
- *Burdens* - Broader community: Reduced opportunities for public input on developments



## D. Expand Flexibility for Live-work and Living Units Accessory to Other Uses like Businesses

**Rationale:** Expanding flexibility for live-work and accessory units supports small business owners by offering cost-effective housing options, encourages efficient land use, and reduces transportation demands. This approach also contributes to local economic development by fostering vibrant, mixed-use areas and providing affordable housing opportunities close to jobs and amenities.

**Description:** Update zoning regulations to allow housing units associated with non-residential uses where business owners or employees can live on the same site as a business.

**City Role: Lead** The City will draft Development Code amendments to promote and incentivize live-work units and accessory housing. This will include stakeholder outreach and adoption of Development Code updates.

**Staffing:** Existing Staff

**Partners:** Stakeholders in Wilsonville, providing input on approaches to expanding opportunities for live-work and living units accessory to other uses.

### Implementation Steps:

- Develop amendments to the Development Code to expand opportunities for live-work and living units accessory to other uses throughout the City.
- Work with stakeholders and Planning Commission to provide input into the draft Development Code amendments for live-work type uses.
- Hold public hearings with the Planning Commission and City Council to implement the changes to the Development Code for live-work type uses.

**Funding or Revenue Implications:** This can likely be done with existing staff and resources as part of regular Development Code updates

### Anticipated Impacts

**Income Level Served:** All incomes

**Population:** All residents

**Tenure:** Renters and owners

**Impact on Housing:** Small

### **Equity Implications:**

- *Benefits* - Local businesses and workers: Expanded live-work opportunities
- *Burdens* - Current property owners: Potential neighborhood changes



## E. Scale SDCs to Unit Sizes

**Rationale:** Scaling SDCs by unit size could encourage the development of smaller, more affordable housing types such as small single-family detached units or cottage clusters by reducing costs. However, since SDC fees typically represent a small portion of overall project costs, the impact on development feasibility is likely to be limited.

**Description:** Cities often charge a set SDC per dwelling unit, applying the same fee to large single-family detached units as for small single-family detached units or accessory dwelling units. Some cities have started scaling SDCs based on unit size (square footage). Wilsonville’s preliminary study on scaling SDCs found implementation to be complex. Further study is needed to determine the correct approach for scaling SDCs.

Additionally, the Supreme Court decision in *Sheetz v. County of El Dorado* may affect a city’s ability to scale SDCs for housing affordability. Implementation of this action will require additional analysis to determine its legality.

Implementation would occur concurrently with updates of various system project lists and related SDC methodologies. As such, any scaling of SDCs is not anticipated to be fully implemented prior to the next HPS.

**City Role: Lead** When it next evaluates its SDC methodology for each SDC fee, the City would conduct an analysis of current SDC structure, develop a new scaled fee system, and implement the changes. This would involve coordination across multiple City departments, and systems fee plans, and hiring consultants for technical analysis.

**Staffing:** Existing Staff and consultants

**Partners:** Developers and housing advocates

### Implementation Steps

- Conduct legal reviews to ensure compliance with recent court rulings and Oregon law.
- Develop methodologies for scaling SDCs based on unit size.
- Present findings to stakeholders, the Planning Commission, and City Council.
- If approved, implement changes through updates to City policies and SDC rate schedules as project lists and SDC methodologies are updated.

**Funding or Revenue Implications:** This requires complex analysis and potential restructuring of City fees, which will necessitate outside consultants or additional staff time.

### Anticipated Impacts

**Income Level Served:** Lower incomes

**Population:** Residents in smaller units

**Tenure:** Renters and owners

**Impact on Housing:** Small

**Equity Implications:**

- *Benefits* - Developers of small units: Lower costs for small-unit projects; Homebuyers/renters of small units: May lower housing costs for smaller units. However, typically cost savings are not passed down to buyers or renters. Any guarantee of pass through of savings would need additional City administrative process.
- *Burdens* – Broader community: reduction in collected SDCs may cause a delay in funding for capital projects; Developers of larger units: Higher costs for larger units; Homeowners/renters of larger units: May increase costs for larger units.



## F. Encourage Accessible Design

**Rationale:** Encouraging accessible design expands housing options for individuals with disabilities and seniors, enabling them to live independently and in the housing setting of their choice.

**Description:** The City would provide incentives in the Development Code to increase units designed for Universal Design and Lifelong Housing Certification, aiming to enhance accessibility and livability for all residents. The Frog Pond East and South Master Plan includes a strategy to require a certain percentage of units be friendly or adaptable for limited mobility. The City may want to build upon those efforts in other areas of the city. The Task Force also noted that due to Federal requirements, buildings with four or more units, like quadplexes, have accessibility requirements, so incentivizing these unit types in single family neighborhoods helps to affirmatively further fair housing.

**City Role: Lead** The City would develop and implement incentives or requirements for accessible design in new developments. This might involve modifications to the Development Code and coordination with the Building Division.

**Staffing:** Existing staff

**Partners:** Developers and advocates and service providers for people with disabilities, providing input on design standards and development strategies

### Implementation Steps:

- Draft changes to the Development Code and/or develop an incentive program and identify source of funding to increase the number of dwelling units designed accessibly.
- Work with the developers, advocates and service providers for people with disabilities, and the Planning Commission to provide input into the proposed program for encouraging accessible design.
- Hold public hearings with the Planning Commission and City Council to adopt Development Code amendments to encourage accessible design.

**Funding or Revenue Implications:** This primarily involves policy changes and can be implemented through existing development review processes. An additional incentive program may require implementation of a new or expanded funding source.

### Anticipated Impacts

**Income Level Served:** All incomes

**Population:** Individuals with disabilities and seniors

**Tenure:** Renters and owners

**Impact on Housing:** Small

### **Equity Implications:**

- *Benefits* - People with disabilities and seniors: Increased access to housing that meets their needs
- *Burdens* – Developers: May face higher construction costs to meet accessibility standards, which could impact overall affordability; Renters/homeowners: Higher costs may be passed on to the end user





## G. Develop Requirements for a Housing Specialist Position

**Rationale:** Several actions being assessed for inclusion in the HPS would require additional staff attention to implement. This new staff person would be tasked with implementation of these and other housing-related responsibilities.

**Description:** The City would develop a position description, requirements, and research funding sources required to employ a City housing specialist. This new position would manage future HPS actions, conduct outreach with stakeholders, and connect community members with housing resources. The City envisions a housing specialist would:

- Manage implementation of HPS actions outside the scope of the Comprehensive Plan and Development Code.
- Conduct ongoing outreach with the County, Metro, development community, community-based organizations, and service providers.
- Connect prospective homeowners, renters, and people experiencing homelessness with the array of resources available through other partners. The City does not expect to be able to offer its own housing services, including homeless services, in the near term.
- Create and maintain an online One Stop Shop that would include a directory of housing-related resources on the City's website for community members, key stakeholders, and interested developers.

### Anticipated Impacts

**Income Level Served:** All incomes

**Population:** All households

**Tenure:** Owners, renters, and unhoused

**Impact on Housing:** Moderate to Large

### **Equity Implications:**

- *Benefits* - Residents in need: Easier access to housing programs and resources; Marginalized groups: targeted outreach to ensure equity in housing support services; Developers: Additional assistance in navigating the development process.
- *Burdens* – Broader community: Requires funding resources which would be unavailable to pursue other City priorities

**City Role: Lead** The City would be responsible for researching experience requirements, creating a position description, reviewing comparables to establish a salary range, reviewing where the position sits within the City organization, and preparing the information required for the Budget Committee and City Council to consider adding this position to City staff.

**Staffing:** Existing staff

**Partners:** N/A

### **Implementation Steps**

- Develop a position description including minimum experience requirements.
- Identify a sustainable funding source for this position and, through the annual budgeting process, prepare information needed to consider adding an FTE position.

**Funding or Revenue Implications:** Addition of a housing specialist involves ongoing salary and benefits for a new staff position.



## H. Pursue Establishing an Urban Renewal District and Prioritize Funding to Support Affordable Housing Development

**Rationale:** Urban renewal is a flexible funding tool that can support many actions in the HPS. Funds can be used for off-site infrastructure to enable new housing development. In addition, funds could be used to support affordable housing development as well as rehabilitation of existing housing in poor condition, possibly with future requirements that it remain affordable at an income level like 120% or less of MFI.

**Description:** Tax increment finance (TIF) revenues are generated by increases in assessed value within an urban renewal district from the time the district is first established. Cities can allocate TIF funds for affordable housing development within Urban Renewal Areas (URAs), alongside infrastructure improvements and other district upgrades. The City would need to establish a URA and include funding affordable housing as a priority in the Urban Renewal Plan. Depending on how the City administers the program (such as working with a nonprofit), the City could do special outreach to historically marginalized groups.

**City Role: Lead** The City would be responsible for identifying areas for establishing a URA and including a priority to allocate tax increment financing for housing. The City would lead development (with help of a consultant) of the necessary analysis and planning for establishing a new District. This would involve public engagement and coordination across City departments.

**Staffing: Existing staff and consultants** to establish the Urban Renewal District and develop the plan; Implementation of housing programs funded through Urban Renewal may require **additional staff**

**Partners:** Property owners in the proposed urban renewal area; overlapping taxing districts

### Implementation Steps

- As part of planning for a potential new district, evaluate the approach to supporting housing development, such as whether a housing set-aside is an appropriate expenditure and how much can be allocated while balancing the need for infrastructure investments.
- Should a new urban renewal district be deemed appropriate, proceed with creating and adopting an Urban Renewal Plan. Establish priorities for the area, identify a project list, consult with taxing districts, prepare a feasibility study, prepare required plan documents, and hold adoption hearings.

**Funding or Revenue Implications:** Establishing a new URA requires significant planning and potential shifts in resource allocation. Development of a new URA would likely require hiring a consulting firm to assist with the analysis and engagement. **Revenue Generated:** High

### Anticipated Impacts

**Income Level Served:** 0-120% MFI

**Population:** Low- and moderate-income households within the URA; Depending on program criteria, housing could focus on specific populations

**Tenure:** Renters

**Impact on Housing:** Moderate to Large depending on funding

### **Equity Implications:**

- *Benefits* – Low-income families: More affordable housing in URA; Renters: Access to diverse housing options; likely in areas with access to services and transit
- *Burdens* – Taxpayers: Reduced tax revenue for other URA projects



## I. Establish a Construction Excise Tax (CET)

**Rationale:** Construction Excise Tax (CET) is one of few options to generate additional locally controlled funding for affordable housing. A CET is intended to provide funding to support development of affordable housing. The funds from the CET are required by State law to be spent on developer incentives, supporting affordable housing programs, and homeownership programs. Although SB 1533, passed by the Oregon Legislature in 2016, allows municipalities to implement a CET to fund affordable housing, the City of Wilsonville does not currently collect this tax.

**Description:** CET is a tax assessed on construction permits issued by local cities and counties. The tax is assessed as a percent of the value of the improvements for which a permit is sought unless the project is exempted from the tax. The City could use CET revenue funds to support the development or re-development of affordable housing. Affordable housing itself is typically exempt from a CET, and as such this tax on new construction does not impact regulated affordable housing development.

In 2016, the Oregon Legislature passed Senate Bill 1533 which permits cities to adopt a construction excise tax (CET) on the value of new construction projects to raise funds for affordable housing projects. CETs may be residential only, commercial only, or residential and commercial. If the City were to adopt a CET, the tax would be up to 1% of the permit value on residential construction and an uncapped rate on commercial and industrial construction. The allowed uses for CET funding are defined by the state statute. The City may retain 4% of funds to cover administrative costs. The funds remaining must be allocated as follows, if the City uses a residential CET:

- 50% must be used for developer incentives (e.g. fee and SDC waivers, tax abatements, etc.)
- 35% may be used flexibly for affordable housing programs, as defined by the jurisdiction.
- 15% flows to Oregon Housing and Community Services for homeowner programs. If the City implements a CET on commercial or industrial uses, 50% of the funds must be used for allowed developer incentives and the remaining 50% are unrestricted. The rate may exceed 1% if levied on commercial or industrial uses.

**City Role: Lead** The City would be responsible for designing and adopting the tax structure, implementing collection procedures, and managing the funds generated. This would require coordination with the Building Division. Future administration of housing programs funded by the

### Anticipated Impacts

**Income Level Served:** 0-100% MFI

**Population:** Low- and moderate-income **households; Depending on program criteria, housing could focus on specific populations**

**Tenure:** Owners and/or renters depending on program criteria

**Impact on Housing:** Moderate to Large, depending on funding available

#### **Equity Implications:**

- *Benefits* - Low-income households: More affordable housing in targeted areas; Affordable housing developers: More funding for affordable housing projects
- *Burdens* – Market-rate developers: Increased project costs that could be passed to buyers or renters; Local businesses: Increased rents/sales prices if the tax is passed to the end user; Buyers/renters of market rate housing: Increased rents/sales prices if the tax is passed to the end user.



CET would require additional staff. The 4% administrative fee set aside from CET could be used to support a new staff position.

**Staffing:** Existing staff; additional staff needed for implementation of housing programs funded through CET

**Partners:** Local developers, Chamber of Commerce, major employers, and the Wilsonville business community

**Implementation Steps:**

- Evaluate potential approach. Include projections on potential revenue and what programmatic goals could be accomplished with revenue. Include SWOT analysis for both residential and commercial/industrial development.
- Engage with developers, major employers, and the business community in Wilsonville to evaluate tolerance for a CET on commercial and industrial development and where there are shared interests in supporting local housing production.
- Seek direction on whether to proceed with adoption from City Council at work sessions.
- Wilsonville City Council could impose the CET by adoption of an ordinance or resolution that conforms to the requirements of ORS 320.192–ORS 320.195.

**Funding or Revenue Implications:** Implementation costs are relatively low, primarily involving administrative setup, which can be paid from CET funds. The 4% administrative fee set aside from CET could be used to support a new staff position. **Revenue Generated:** Medium



## J. Identify Locations Where Infrastructure is Needed to Facilitate Development of Needed Housing and Identify Funding Sources to Support Infrastructure

**Rationale:** Identifying infrastructure needs and funding solutions removes barriers to housing development, shares costs equitably, and ensures infrastructure supports community growth and housing demand.

**Description:** The City will continue to identify areas where infrastructure improvements are needed to support housing development and determine funding sources to pay for the infrastructure, including lobbying for state and federal funds. Potential funding options could include a Local Improvement District<sup>1</sup> and/or a Reimbursement District.<sup>2</sup>

**City Role: Lead** The City would identify infrastructure needs, develop funding mechanisms (such as local improvement districts or reimbursement districts), and manage the infrastructure projects. This would involve coordination with engineering and potentially with developers.

**Staffing:** Existing staff

**Partners:** Local developers, property owners, elected officials, community development staff

### Implementation Steps:

- Assess infrastructure needs, identifying areas where improvements are required to support diverse housing development.
- Continue to articulate the need for infrastructure funding opportunities on the City's State Legislative Priorities list.
- Evaluate potential funding mechanisms, such as Local Improvement Districts and Reimbursement Districts; engage stakeholders to discuss potential funding mechanisms
- Implement the funding mechanism and make infrastructure improvements

**Funding or Revenue Implications:** The City would pursue cost sharing mechanisms and state/federal grants, which would lower the cost of infrastructure improvements for the City.

### Anticipated Impacts

**Income Level Served:** All incomes

**Population:** All households

**Tenure:** Renters and owners

**Impact on Housing:** Moderate to Large

### **Equity Implications:**

- *Benefits* - Consumers of housing: Enables cost sharing for infrastructure, supporting new housing development that may otherwise be hindered by high infrastructure costs.
- *Burdens* – Developers: additional cost to developer that may or may not get passed down; Property owners: Pay fee for infrastructure improvements, proportionate to their benefit from the improvement. *Lower income property owners may find these fees especially burdensome*

<sup>1</sup> **Local Improvement District:** A special assessment district where property owners are assessed a fee to pay for capital improvements like streetscape enhancements, underground utilities, or open spaces. Residential assessments cannot exceed the property's pre-improvement value. Establishing the district requires an ordinance approved through a public hearing and majority support from affected property owners.

<sup>2</sup> **Reimbursement District.** A Reimbursement District is a cost sharing mechanism, typically initiated by a developer. The purpose is to provide a reimbursement method to the developer of an infrastructure improvement, through fees paid by property owners at the time the property benefits from the improvement.



## K. Expand Public Land Disposition Efforts

**Rationale:** Land control is critical because costs make affordable housing development difficult or financially infeasible. Control of land also allows the owner to determine how land is developed. Land costs account for a substantial portion of housing development costs. Thus, removing or reducing land costs can dramatically lower the costs of developing affordable housing.

**Description:** The City will expand public land disposition efforts. This will include inventorying city-owned land and other publicly owned land to identify surplus properties. Where it makes sense, the City will solicit a partner to develop housing affordable to target MFI on surplus sites (**land disposition**).

The City may also consider **land banking and parcel assembly**. In this instance, the City would purchase land, disposing of it as opportunities for future affordable housing development became available. This would require a funding source.

The City could also implement a policy requiring or incenting first purchase rights for certain types of properties to the City or nonprofit (first right of refusal policies). This type of policy would require landlords to notify cities and/or nonprofits of the intent to sell so that the cities/nonprofits can purchase land/properties before they turn to market rate (important for low-cost, market-rate housing).

**City Role: Lead** The City would identify and/or acquire suitable land but may partner with developers or nonprofits for actual housing development. The City would lead in creating policies for land disposition and potentially in assembling parcels.

**Staffing:** Additional staff needed

**Partners:** Government agencies that own land in Wilsonville

### Implementation Steps:

- Identify parcels of land that would be suitable for disposition and discuss goals for development of these sites with City Council.
- Identify whether the City is willing and has the funds to purchase land and hold it for development of affordable housing (land banking).

### Anticipated Impacts

**Income Level Served:** Depends on program criteria: 0-60% MFI, could serve up to 120% MFI

**Population:** Low-and moderate-income residents; depending on program criteria, housing could focus on specific populations

**Tenure:** Owners and/or renters depending on program criteria

**Impact on Housing:** Moderate to Large depending on amount of land available

### **Equity Implications:**

- *Benefits* – Low-income homebuyers/renters: Access to lower-cost housing in the future; People experiencing homelessness: Potential for supportive housing; Communities of Color: Opportunity for intergenerational wealth building, depending on program criteria
- *Burdens* – Broader community: Publicly owned land used for housing is not available for other City priorities. Land acquisition requires significant funding resources which may mean the City may not be able to pursue other priorities.



- Working with the City Council, determine funding, land, staff, and other resources the City can commit to land disposition and land banking.
- Research partnerships for affordable housing development where the City can contribute land to development of affordable housing projects, including how the City can participate in partnerships with different organizations.
- Document the City's proposed approach on land disposition and land banking and begin executing on the approach, as appropriate.

**Funding or Revenue Implications:** Acquiring and managing land requires significant capital investment. This could be supported with urban renewal or CET funds.



## L. Partner with a Community Land Trust (CLT) to Develop Affordable Housing

**Rationale:** Land trusts support affordable housing development by reducing or eliminating land cost from development. Land trusts hold land in perpetuity and sell or lease the housing on the land at below-market-rate prices. Land trusts most frequently provide opportunities for homeownership that remain affordable over the long term.

**Description:** The CLT model in the Portland area typically involves a nonprofit or municipal organization owning land and providing long-term ground leases to low-income households to purchase homes. Agreements cover purchase prices, resale prices, equity capture, and other terms. The City would partner with a CLT, identify sites it could offer a CLT, and explore options agreements for development of affordable units for homeownership, potentially as a part of a larger development.

The City and nonprofit partner could consider limited equity cooperative housing as a part of its strategy. In this model residents buy shares in a cooperative that owns the property (which is often a multifamily building) rather than individual units. Resale prices are set by a formula to maintain long-term affordability for future owners.

**City Role: Lead** The City would support the CLT by providing resources (potentially land or funding), adjusting policies to facilitate CLT operations, and collaborating on identifying suitable properties or development opportunities.

**Staffing:** Additional staff needed

**Partners:** Nonprofits such as Proud Ground, Northwest Community Land Trust Coalition, DevNW, and Network for Oregon Affordable Housing, Center for Community Progress, Fair Housing Council, Community Partners for Affordable Housing; other governmental agencies

### Implementation Steps:

- Explore potential partnerships and how the City can participate in these partnerships.
- Working with the City Council, determine funding, land, staff, and other resources the City can commit to these approaches.
- Document the City's proposed approach on these partnerships and begin executing on the approach, as appropriate.

**Funding or Revenue Implications:** While the CLT would handle much of the work, the City would likely need to provide funding such as from urban renewal or CET, land (such as from the land banking action) or other resources to support the partnership.

### Anticipated Impacts

**Income Level Served:** Depends on program criteria: 0-60% MFI, could serve up to 120% MFI

**Population:** Low- and moderate-income residents; depending on program criteria, housing could focus on specific populations

**Tenure:** Owners

**Impact on Housing:** Moderate

### **Equity Implications:**

➤ *Benefits* - Low-income households: Affordable, secure homeownership; Communities of Color: Opportunity for intergenerational wealth building

➤ *Burdens* - Homebuyers: Limited equity gain compared to traditional homeownership; Broader community: Publicly owned land used for housing is not available for other City priorities. Allocating funding to a CLT could restrict resources for pursuing other City





## M. Support Homebuyer Assistance Programs

**Rationale:** Barriers to homeownership often include upfront costs, such as down payments and closing costs, which are outside of regular monthly housing expenses (e.g., mortgages or utilities). These upfront costs can create financial obstacles for households that can otherwise afford ongoing housing expenses but lack access to the necessary lump sum.

**Description:** The City will collaborate with a nonprofit or housing authority to provide financial assistance—such as grants or low-interest loans—for down payments and closing costs. The program will aim to improve access to homeownership for low- and moderate-income households and will include targeted outreach to historically marginalized communities.

**City Role: Partner** The City will identify appropriate nonprofit or housing authority partners to administer the program, provide funding, and ensure the program aligns with the City’s housing goals. The City will also assist with community outreach to maximize program awareness and participation.

**Staffing:** Additional staff needed

**Partners:** Nonprofit organizations or housing authorities with experience in homeownership assistance programs.

### Implementation Steps:

- Research and identify organizations currently offering down payment or closing cost assistance in Wilsonville or nearby areas.
- Identify a sustainable funding source (e.g., CET revenue) and allocate an amount to support the program
- Formalize a partnership with the selected organization(s) to distribute financial assistance and administer the program.
- Work collaboratively to create targeted outreach efforts, prioritizing historically marginalized households and communities to ensure equitable access to the program.
- Track program participation, demographics served, and outcomes to ensure alignment with City housing equity goals.

**Funding or Revenue Implications:** These programs typically involve direct financial assistance to homebuyers, requiring a substantial funding pool. This could be supported with CET funds.

### Anticipated Impacts

**Income Level Served:** 60-120% MFI

**Population:** First-time low-to moderate- income homebuyers; could target communities of color and other marginalized groups

**Tenure:** Owners

**Impact on Housing:** No new housing developed; supports households directly

### **Equity Implications:**

- *Benefits* - First-time homebuyers: Increased ability to afford homes; Marginalized groups: Access to homeownership for historically excluded communities
- *Burdens* – Broader community: Requires funding resources which would be unavailable to



## N. Support Preservation of Affordable Rental Housing

**Rationale:** Preserving income-restricted affordable rental housing ensures that low-income households, particularly those earning 0-60% of Median Family Income, have continued access to safe and stable housing. Preservation is a cost-effective alternative to building new affordable units.

**Description:** Encourage and support preservation of affordable rental housing for households earning 0-60% Median Family Income. Working with the State and affordable housing partners the City would help ensure no net loss of regulated affordable housing units, especially where prior federal tax credits are expiring in the next 5 to 10 years.<sup>3</sup>

**City Role: Partner** The City would work with state agencies and nonprofit housing providers to identify at-risk properties and develop preservation strategies. The City might provide funding or policy support but is unlikely to directly acquire or manage properties.

**Staffing:** Existing for policy development; Additional staff needed for external coordination or funding support

**Partners:** State agencies and property owners of regulated affordable housing, collaborating to develop preservation strategies

### Implementation Steps:

- Track the expiration of LIHTC coming up from OHCS's tracking sheet to be aware of expected LIHTC expirations.
- Examine the City's current Mobile Home Closure Ordinance and determine the feasibility of adopting a similar policy for properties with expiring tax credits.
- Meet with the property owner of Weidemann Park to discuss preservation potential. Explore extending affordability agreements such as by offering grants for property improvements or facilitating ownership transfers to another organization.
- Identify funding sources, such as renewal of LIHTC, state preservation funds, federal grants, or local urban renewal funds, to support acquisition or rehabilitation of at-risk properties.
- Regularly review the status of at-risk properties and track preservation outcomes to ensure no net loss of affordable units.
- Inform residents and local stakeholders about the importance of preserving affordable housing and available resources for support.

### Anticipated Impacts

**Income Level Served:** 0-60% MFI

**Population:** Low-income renters; some developments may serve marginalized populations

**Tenure:** Renters

**Impact on Housing:** Small – affordable housing preserved but no new housing developed

### **Equity Implications:**

- *Benefits* - Low-income renters: Protection from rising rents; Marginalized groups: Maintains affordable housing availability for specific communities that the developments serve.
- *Burdens* – Landlords: Restrictions on redevelopment of affordable units.

<sup>3</sup> Wiedemann Park in Wilsonville is a 58-unit, income-restricted multifamily development. It faces the risk of losing its regulated affordable status, as the federal tax credits supporting the property are set to expire in December 2029.



**Funding or Revenue Implications:** Preserving existing affordable housing often requires financial investment, potentially including property acquisition or rehabilitation costs. Wilsonville has one regulated affordable multifamily property with federal tax credits expiring in 2029. Funds raised through Urban Renewal (if the property is in a designated urban renewal area) or CET could be used for these costs.



## O. Implement a Rental Housing Inspection Program

**Rationale:** A Rental Housing Inspection Program could help ensure that Wilsonville’s rental housing stock is well maintained and could improve the health, safety, and well-being of residents that rent in Wilsonville. City leaders, Task Force members, and other stakeholders cited the condition of Wilsonville’s housing stock as a concern.

**Description:** A Rental Housing Inspection Program would establish a proactive inspection schedule for rental properties, ensuring housing quality is maintained without relying solely on tenant complaints. While landlords are already required to meet basic maintenance standards, this program aims to prevent unsafe conditions through routine inspections.

The inspection process would focus on identifying and addressing potential issues early, such as faulty heating or plumbing, pest infestations, structural concerns, or inadequate sanitation, to promote safe and livable housing for all tenants.

To encourage compliance and long-term affordability, the City could offer low-interest loans or grants to property owners who commit to maintaining affordable rent levels. This approach promotes stable housing for vulnerable populations—such as low-income renters, seniors, and people with disabilities—while also ensuring that properties remain in good condition over time.

**City Role: Lead** The City would develop the program and be responsible for ongoing enforcement.

**Staffing:** Additional staff needed

**Partners:** Rental property owners and residents, providing input on the housing inspection program and what supports would be most helpful to maintain the properties.

### Implementation Steps:

- Develop an inventory of rental properties with contact information of property managers and owners.
- Engage renters and landlords to identify challenges and collaboratively design solutions.
- Design program guidelines and identify resources needed to implement the program; define inspection focus areas, schedule, and compliance standards for landlords.
- Develop a mechanism for renters to report problems with a property to the City.
- Identify funding source for the program such as rental property fees.

### Anticipated Impacts

**Income Level Served:** All incomes

**Population:** Renters, especially low-income and marginalized populations

**Tenure:** Renters

**Impact on Housing:** Small – preservation of existing supply

### **Equity Implications:**

- *Benefits* - Renters: safer, better maintained homes; Seniors/people with disabilities: more habitable, accessible living spaces
- *Burdens* – Landlords: potential increase in maintenance costs; Renters: risk of landlords increasing rents/fees to cover additional



- Develop an incentives program to offer loans or grants to landlords to maintain their properties who commit to charging affordable rents; this could be done with urban renewal or CET.

**Funding or Revenue Implications:** While program development costs may be low, implementation and enforcement would require ongoing staff resources. The City would need to cover the costs of the program, which could include a fee on rental properties that is calibrated to the cost of implementing the program. Urban renewal or CET funds could be used for a residential loan or grant program to make repairs after inspection.



# Actions Removed from Consideration

While all actions have value, the City plans to focus on a set of impactful actions to support affordable and attainable housing over the next six years, given resource limitations. Following discussions with the Task Force, Planning Commission and City Council, the project team removed some potential actions from consideration. These could be addressed outside the HPS or considered in the next HPS.

- ◆ **Explore and Implement Tax Exemptions.** The City will evaluate and pursue at least one of the following tax exemptions: Multiple Unit Limited Tax Exemption (MULTE) or Homebuyer Opportunity Limited Tax Exemption (HOLTE).
- ◆ **Explore Programs to Support housing Rehabilitation and Weatherization.** The City will evaluate and pursue at least one of the following programs: Housing Rehabilitation Program or Housing Weatherization Program.
- ◆ **Support a Rental Assistance Program.** Rental assistance programs provide funds to qualifying low-income households to pay rental costs. The City could choose to administer a rental assistance program itself or could provide support to non-profit agencies that provide these services.
- ◆ **Develop a Homelessness Action Plan.** A homelessness action plan outlines the strategies and actions a city will take to address and reduce homelessness within the community.
- ◆ **Adopt Affirmatively Furthering Fair Housing as a Housing Policy in the Comprehensive Plan.** Amend the Comprehensive Plan to explicitly make Affirmatively Furthering Fair Housing a Housing Policy.
- ◆ **Establish a Tenant Protection Program.** This program would provide enhanced support for renters. It would focus on promoting housing stability and equitable treatment by offering resources such as landlord education, tenant rights education, and legal aid services.



# Appendix A: Definitions of Terms Used to Describe Actions

This section summarizes the terms used to describe each action. These terms include: income level served, population served, tenure (rental, ownership, or both), impact on housing development/preservation, equity implications, city role, staff capacity, ease of implementation, funding required, and revenue generation.

## Income Level Served

Wilsonville’s HPS will strive to support increased access to housing affordable to all income levels. Focusing on production and preservation of housing for households with incomes below 120% of AMI is an important way to achieve this goal. This HPS defines income levels based on 2024 Median Family Income for Clackamas County (based on the U.S. Department of Housing and Urban Development) for a household of four people, as follows:

Extremely Low Income	Very Low Income	Low Income	Moderate Income	Higher Income
Less than 30% MFI Less than \$35,400	30% to 60% of MFI \$35,400 to \$70,140	60% to 80% of MFI \$70,140 to \$94,400	80% to 120% of MFI \$94,400 to \$140,280	120% of MFI + \$140,280
18% of households	24% of households	11% of households	25% of households	22% of households
Can afford \$890 or less in monthly housing costs. <sup>4</sup>	Can afford \$890 to \$1,750 in monthly housing costs.	Can afford \$1,750 to \$2,360 in monthly housing costs.	Can afford \$2,360 to \$3,510 in monthly housing costs.	Can afford \$3,510 or more in monthly housing costs.

## Population Served

The populations served may range from all residents of Wilsonville to serving a specific population, such as historically marginalized populations like People of Color, people with disabilities, people experiencing homelessness, or other marginalized groups.

## Tenure

Tenure considers whether the action would primarily serve renters, homeowners, or both.

<sup>4</sup> This row calculates how much a household in this income category can afford in monthly rent without cost burdening themselves. A household is defined as cost burdened if their housing costs exceed 30 percent of their gross income. Cost burden is a standard set by the U.S. Department of Housing and Urban Services to measure housing affordability.



## Potential Impact on Housing

Potential Impact on Housing considers whether the action will result in a little or a lot of change in the housing market. How many dwelling units might be produced, or Affordable Housing units preserved? Can the tool leverage investments from other partners? The scale of impact depends on conditions in the City, such as other existing or newly implemented housing policies, land supply, and housing market conditions. The HPS defines Potential Impact as follows:

Small	Moderate	Large
May result in development of a small amount of new housing or preservation of existing Affordable Housing.	Could directly result in development of new housing or preservation of existing Affordable Housing.	Would directly result in development of new housing or preservation of existing Affordable Housing.
<i>~1-3% of new needed housing. Up to 85 new dwelling units</i>	<i>~3% to 5% of new needed housing. 85 to 141 new dwelling units</i>	<i>~5% to 10% (or more) of new needed housing. Greater than 141 new dwelling units.</i>

## Equity Implications

Equity implications consider who benefits and who is burdened by the action. This evaluation will include a high-level description of who is benefited and who is burdened.

## City Role

City Role considers whether City staff would take the lead role in implementing an action, or if the City’s role would be to partner with other organizations. This evaluation will include a high-level description of what the City’s role might entail.

## Staff Capacity

Staff Capacity considers whether existing staff at Wilsonville could implement the action or whether it would require additional staff with specialized housing knowledge and/or a more formal housing program to implement.

## Ease of Implementation

Ease of Implementation assesses the difficulty of implementing the action in terms of coordination with elected officials and stakeholders. It considers expected political acceptability for elected officials, interested stakeholders (such as developers), and the public at large. For instance, developers may resist changes to land use regulations if they perceive it may make it more costly to develop. Community members may resist certain actions if they perceive negative impacts to themselves or their property. If the action is





dependent on the action of another organizational entity, the action is less likely than if the City controlled all aspects of tool implementation. We define ease of implementation, as follows:

	Low	Medium	High
Potential concerns from stakeholder groups, the public at large, and/or elected officials	Likely significant concern	Moderate concern	Little concern
Coordination with another entity required	Significant	On-time or ongoing coordination	Little or none.
Planning Commission review and/or City Council acceptance/adoption required	Extensive review and adoption required	Moderate review and adoption may be required	Little review required

### Funding Required

Funding Required considers the level of financial resources, outside of existing staff and decision-maker time, required to develop and implement an action. This includes the additional cost of establishing and maintaining a new program, including new staff. This is a relative comparison to other actions. The HPS defines Funding Required as follows:

Low	Medium	High
Has relatively small funding impacts, in that it requires little additional funding.	Has relatively moderate funding impacts. It requires moderate amounts of additional funding.	Has relatively larger funding impacts. It requires large amounts of additional funding.

### Revenue Generation

Revenue Generation considers whether the action will generate revenue to support housing production or preservation programs or infrastructure to support housing development. This will apply to a small subset of actions. The HPS defines Revenue Generation as follows:

None	Low	Medium	High
Does not generate revenue.	Generates little new revenue.	Generates a moderate amount of new revenue.	Generates a large amount of new revenue.

