

EXECUTIVE SUMMARY

The Clackamas County Coordinating Committee (C4) convened for its annual retreat on July 25 – 26, 2025 in Welches, OR. Event participants included C4 members and alternates, county and city elected officials, staff, and representatives from the Oregon state legislature. Primary topics of the retreat included homelessness, housing production, and public transportation.

Packet materials are available [here](#). The following document summarizes key discussions at the event and potential topics for future meetings.

ATTENDEES

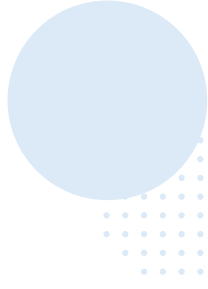
C4 Members: **Canby:** Traci Hensley (Alt.); **Clackamas:** Paul Savas; **CPOs:** Kenny Sernach, Pamela Burbach (Alt.); **Gladstone:** Michael Milch; **Lake Oswego:** Joe Buck; **Milwaukie:** Will Anderson, Lisa Batey (Alt.); **Metro:** Christine Lewis; **Molalla:** Scott Keyser; **Oregon City:** Adam Marl, Michael Mitchell (Alt.); **Tualatin:** Valerie Pratt; **Urban Transit:** Dwight Brashear; **West Linn:** Mary Baumgardner (Alt.); **Wilsonville:** Shawn O’Neil, Anne Shevlin (Alt.)

Staff: Trent Wilson; Jaimie Lorenzini; Cory Mathews

Non-C4 Members: **Clackamas:** Craig Roberts, Diana Helm; **Estacada:** Melanie Wagner; **Gladstone:** Jacque Betz; **Happy Valley:** Tom Ellis, Kevin McGrane, Laura Terway; **Lake Oswego:** Will Farley; **Oregon City:** Dayna Webb; **TriMet:** Miles Pengilly; **West Linn:** Carol Bryck; **Wilsonville:** Caroline Berry, Everett Wild; **Clackamas Health, Housing & Human Services Dept. (H3S):** Teresa Christopherson; **Clackamas Dept. of Transportation & Development:** Dan Johnson; Mike Bezner; Brendan Adamczyk; Martha Fritzie; Jeff Owen; Becca Tabor; Adam Torres

Special Guests: **S2:** Mary Rumbaugh, Shannon Callahan; **S3:** Mandy Gawf; Melanie Wagner, Dan Huff; **S4:** Martha Fritzie; Daniel Pauly, Jill Sherman; Laura Terway; Pete Walter; **S5:** Rep. April Dobson; **S6:** Andi Howell, Tom Mills, Ted Leybold; **S7,8:** Jeff Owen; Rep. Mark Gamba; Sarah Arbuckle (HD-48)

SESSION 1: OPENING SESSION



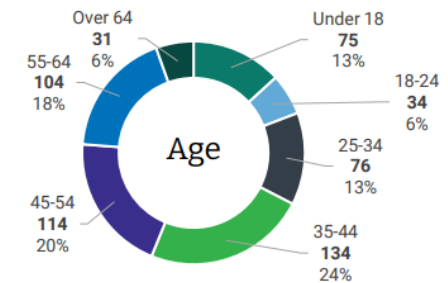
Retreat attendees eased into the retreat with opening remarks from C4 Co-Chair Savas, followed by a run-of-show, introduction of the retreat facilitator, and a discussion on desired outcomes for the weekend. Group goals for the weekend include identifying a pathway forward (not a final result), respecting different community contexts, relationships, and collaborative advocacy (a shared vision). To facilitate work, the group agreed to take turns, focus on the issues and not personalities, and approach different views with curiosity (“Tell me more…”).

SESSION 2: 2025 POINT-IN-TIME COUNT

In January, Clackamas County completed a Point in Time (PIT) Count of sheltered and unsheltered people experiencing homelessness on a single night. Data suggests a decrease in chronic homelessness but an increase in numbers overall, particularly among older adults. In discussion, H3S presenters identified the need for information: What is happening in your community, and what type of investments would you support? Cities requested that H3S initiate contact with city elected officials/staff and provide recurring updates at C4.

Next Steps: C4 could serve as a focus group to explore the county's response to homelessness among older adults.

Age and Gender
of 568 Homeless Individuals Counted



SESSION 3: STRATEGIC PLANNING FOR RURAL HOUSING NEEDS

Clackamas County is preparing to finalize a needs assessment and community plan for homeless services in rural areas of Clackamas County. Feedback from the project consultant, Focus Strategies, and participating city managers suggests that homelessness is more dispersed in rural areas, and the occurrence of homelessness may be disproportionate to the population size. Currently, cities rely on service organizations, such as AntFarm, LoveOne, and churches. Rural cities placed an emphasis on homelessness prevention and supporting the service organizations doing the work.

Discussion Ideas

- District model to alleviate funding burden on rural cities that serve unincorporated areas.
- Service heat map to avoid duplicate efforts across the county.
- Promote the "ClackCo Connects" bus service, and fix the transportation barriers (e.g., 213).
- Explore mobile services for the dispersed population (e.g., bookmobile).

SESSION 4: MIDDLE HOUSING PANEL – SUCCESSES AND CHALLENGES

C4 welcomed a panel of planning experts and a local affordable housing developer to discuss middle housing. Within the discussion, panelists identified opportunities and challenges, e.g.:

- It is challenging to seek public feedback on the implementation of state mandates. Look for the decision points that you can influence and that make sense.
- Consider shared visitor parking. People want to host home events.

- The cost of building affordable housing is the same, even if the units are being rented at a discount, but there are strategies that help, e.g., a tax-exempt, non-profit owner.
- State law and the Oregon Admin. Rules do not always agree, and local regulatory options are closing.
- There is insufficient money to offer financial incentives, e.g., System Development Charge (SDC) waivers, but other strategies are being explored, like land banking. The state Middle Housing Loan Fund (MHLF) may also be an opportunity.

SESSION 5: LEGISLATIVE DEBRIEF ON HOUSING

Rep. April Dobson reported on housing legislation introduced during the 2025 legislative session. Notable bills include HB 2138, HB 3031, SB 974, SB 6, and HB 3644. Rep. Dobson noted the trend toward legislating land use. Whereas there is a desire to reduce holding costs for developers, local governments also need a reasonable amount of time. Looking toward next session, Rep. Dobson expressed interest in scattered sites funding (affordable housing), a bill to address SDCs (e.g., modifying the time at which SDCs are due), and streamlining state permits.

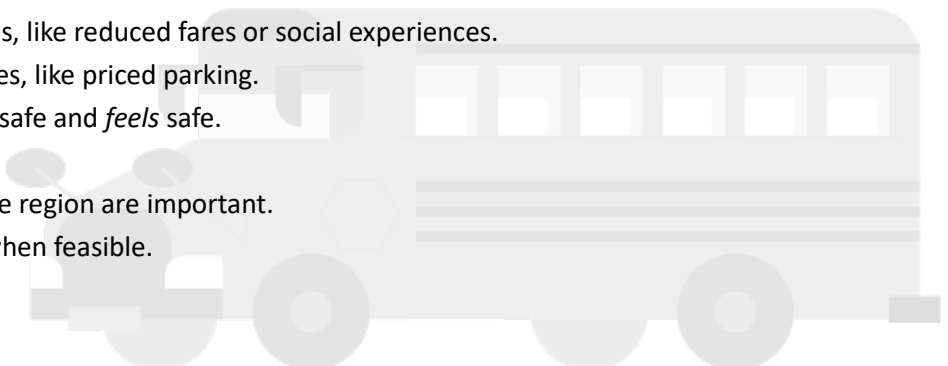
BREAKFAST MINI SESSION

Trent Wilson, Government Affairs Manager, discussed the formation of HB 2025 (2025), process challenges, and the legislature's trajectory toward a special session in pursuit of a "band-aid" transportation funding package.

SESSION 6: TRANSIT LANDSCAPE PANEL

C4 welcomed presenters from Sandy Area Metro, TriMet, and Metro to discuss major transit initiatives in the region, including the C4 Transit Providers Subcommittee, the TriMet Level of Service Study, and Metro Community Connectors Study. Within the discussion, guests raised interest in how to create ridership in a vehicle-centric system. Several possible strategies were identified amongst presenters and guests, e.g.:

- Shuttles to nurture a market or demonstrate proof of concept prior to larger investments.
- Deviated fixed-route service.
- Offering positive incentives, like reduced fares or social experiences.
- Offering negative incentives, like priced parking.
- Providing a system that is safe and *feels* safe.
- Commute-shed model.
- Partnerships outside of the region are important.
- Provide fareless options when feasible.



SESSION 7: TRANSIT SYSTEM VISIONING – PART 1

C4 received a presentation about the upcoming Clackamas County Transit Development Plan refresh. The TDP outlines a coordinated transit strategy for the region. To inform the plan update, C4 was asked to contemplate the adjectives included (but undefined) in the 2021 TDP vision statement. Pursuant to this visioning exercise and report out, guests participated in a dot exercise to identify topics of mutual interest. Each guest received three dots.

AFFORDABILITY		
What is an AFFORDABLE transit network?	Are we making progress toward this outcome, and if not, what's in the way?	How can we work together to achieve this outcome?
<ul style="list-style-type: none"> • Standard fare is \$2.80, and the low-income fare is \$1.40 • Round up • Make \$1.40 the only option • "\$0" • Discount starting at park and ride (2 dots) • Fareless square • Youth pass (2 dots) • Time is also a measure of affordability/convenience (4 dots) 	<ul style="list-style-type: none"> • Increase ridership at reduced/\$0 fares costs more and doesn't raise revenue • \$100m is greater than the \$60m fares post-covid • \$0 – where does the fare gap come from? • Low-income fare is hard to get and too complicated (4 dots) 	<ul style="list-style-type: none"> • Failed transp. Bill \$50m to \$100m • Prioritize type of service to concentrate funding available (competing regional priorities) (4 dots) • Have process to sign people up for low-income fare. Market to people who aren't using it

EQUITABLE		
What is an EQUITABLE transit network?	Are we making progress toward this outcome, and if not, what's in the way?	How can we work together to achieve this outcome?
<ul style="list-style-type: none"> • Expanding beyond access to work – appointments, parks, etc. (1 dot) • Seniors (w/ or w/out disabilities) • Intersecting with affordability • Onboard Wi-Fi (especially for commuters) • Ensuring service at all hours • Flexibility in services (not just fixed-route) (2 dots) • Connecting w/ housing and density - > but not ignoring rural (3 dots) • Addressing last-mile issues (2 dots) • Serving low-income people/people of color spread across the county 	<ul style="list-style-type: none"> • Improving security (safe = equitable) 	<ul style="list-style-type: none"> • Educate – youth, etc. (1 dot) • Staff ridealongs for new riders (1 dot) • Better online info • Social events • Expanding light rail (1 dot) • Encouraging youth (2 dots)

SAFE		
What is a SAFE transit network?	Are we making progress toward this outcome, and if not, what's in the way?	How can we work together to achieve this outcome?
<ul style="list-style-type: none"> • Clean (2 dots) • Safe parking (2 dots) • No weapons • How to create an experience where you are not on high alert? (2 dots) • Safety monitors/onboard (5 dots) <ul style="list-style-type: none"> ◦ Social norms of safety personnel • Platform security (4 dots) • Drug free 	<ul style="list-style-type: none"> • TriMet navigators good. Perception still bad (1 dot) • Metro area perception vs non-Metro • Closed system -> cost sweet spot 	<ul style="list-style-type: none"> • Law enforcement network • SUD treatment/service access (1 dot) <ul style="list-style-type: none"> ◦ How about some behavioral health spec. as monitors? • Ridership creates accountability (1 dot)

CONNECTED		
What is a connected transit network?	Are we making progress toward this outcome, and if not, what's in the way?	How can we work together to achieve this outcome?
<ul style="list-style-type: none"> • Both local and regional • Hub and spoke plus on-demand (1 dot) • Cover employers (whether downtown or not) • Partner w/ other regions to connect Salem and more, Salem to Portland (3 dots) • Move past/away from hub and spoke (7 dots) • Shuttles add connections, even to fixed route (3 dots) • Commute shed -> more than county • Website/comms clear/available • Advertising (poles and signs, radio, TV) (1 dot) • Dial a ride/senior services throughout UGB • Space for multiple providers (1 dot) • Tradeoffs (parking, logistics) (1 dot) 	<ul style="list-style-type: none"> • On the list but not on the ground • Marketing/comms, expand • Some yes, more needed 	<ul style="list-style-type: none"> • Continue the collaboration

CONVENIENT		
What is a convenient transit network?	Are we making progress toward this outcome, and if not, what's in the way?	How can we work together to achieve this outcome?
<ul style="list-style-type: none"> • Flexibility (1 dot) • Scalable to the local context • Embrace mid-bus boarding • On demand – take it to the people (5 dots) • Timely (wait time and travel time) • Price \$\$\$ • Frequency • Connected w/ employers • Access – priority and Park & Ride • Does it go where I need to go? PDX is not the main destination • Bike racks – modal transitions • Where are the seniors and the people who can't drive? • Need the <u>right</u> bus in the <u>right</u> place and at the <u>right</u> time (7 dots) • Does the bus run on time? 	<ul style="list-style-type: none"> • The MPO-level analysis is too narrow – we need to look at ClackCo's commute shed. 	<ul style="list-style-type: none"> • Communication w/ employers (4 dots) and agencies to ID needed connections • Level up Ride Clackamas website (1 dot) • Ask employers: "What do you need, and how can you accommodate transit as a service?"

SESSION 8: TRANSIT SYSTEM VISIONING – PART 2

Pursuant to a break, C4 discussed outcomes from the dot exercise. Topics with the most group interest included: The need for the right bus in the right place at the right time (7 dots), a departure from the "hub and spoke" model (6 dots), on-demand service (5 dots), and safety monitors (5 dots).

- Within discussion, members expressed interest in refining the STIF program to improve the efficiency and proportionality of funds flowing to local providers. STIF should support the right bus, place, and time. A legislative concept was noted to study the Qualified Entity (QE) structure.
- Clear and easy rider info is needed (e.g., training videos).
- A toolbox of programs and transit types is needed. There is also interest in SMART's on-demand service model, prioritizing ADA riders and transit as a social experience.
- How can C4 support/influence the work occurring at the Oregon City transit center?
- There are concerns about ODOT accountability, but also a recognition of the challenging conditions under which ODOT is operating.

What is C4's role moving forward?

- Task local transit providers to come up with solutions.
- Develop clear messaging, data to support local legislators. Translate needs for statewide appeal.
- Can C4 help the STIF QE structure work better? Do we need legislation, and what does accountability look like? Improvements must be looked at holistically.
- Develop options to inform the BCC's new transit priority language.
- C4 currently advocates collectively for RFFA funds. Should advocate similarly for Safe Routes to School and Great Streets funding. Are there other sources?
- Ask riders what they need, e.g., surveying at bus stops or listening sessions.
- Make transit personal. It's for us.
- Think beyond the county borders. Invite Salem and Marion County to be part of the solution.
- Influence the Transit Development Plan.

SESSION 9: C4 PRIORITIES PLANNING

Retreat guests identified several possible agenda topics for consideration over the next 12 months. Ideas have been categorized below by theme. Topics denoted by a (*) were added retroactively by staff to reflect feedback from Sessions 1-8. C4 will revisit this list at a future meeting to prioritize topics for discussion.

Theme	Topics
Advocacy	<ul style="list-style-type: none"> • Organize summit between C4 and the Clackamas County Caucus • Co-create transit messaging and data for local legislators* • Advocate collaboratively for SRTS and Great Streets grant awards*
Committee Logistics	<ul style="list-style-type: none"> • Revisit <u>time</u> of C4 meetings. Do early meetings still work? • Focus on city presenters at meetings and bottom-up idea sharing
Economic Development	<ul style="list-style-type: none"> • Industrial land supply <ul style="list-style-type: none"> ◦ What is available (current landscape)? Where is the opportunity? ◦ Which industries yield many jobs on a small amount of land? • Brownfield cleanup • Workforce <ul style="list-style-type: none"> ◦ Could we lead a joint prosperity initiative? ◦ Labor constraints and solutions ◦ Economic development (family wage jobs) • Clackamas County needs a convention center
Housing Production &	<ul style="list-style-type: none"> • Housing production • Supportive Housing Services • Rural wraparound resources for homelessness

Homeless Services	<ul style="list-style-type: none"> • C4 could serve as a focus group to explore the county's response to homelessness among older adults* • District model to alleviate funding burden on rural cities that serve unincorporated areas* • Service heat map to avoid duplicate efforts across the county • Promote the "ClackCo Connects" bus service* • Fix transportation barriers (e.g., 213)* • Explore mobile services for the dispersed population (e.g., bookmobile)*
Infrastructure	<ul style="list-style-type: none"> • Paying for infrastructure • How to extend the useful life of infrastructure • Housing supportive infrastructure, such as roads, pipes • State infrastructure bank (road, pipe, libraries), akin to North Dakota • Urban renewal as an infrastructure financing tool <ul style="list-style-type: none"> ○ Information sharing, lessons learned ○ Tools to educate the public (e.g., https://www.wilsonvilleforward.com/) ○ State lists urban renewal on property tax forms, resulting in confusion
Measure 5 & Measure 50	<ul style="list-style-type: none"> • Workshop local revenue options – What tools do we have? • Update Measure 5 and 50 (reset at sale or set max rate by government type) • During the interim session, there are revenue conversations happening at the legislature, including Measures 5 and 50
Transportation	<ul style="list-style-type: none"> • Roads and road capacity • Transit, transportation <ul style="list-style-type: none"> ○ Options to inform BCC's new transit priority* ○ Influence the Transit Development Plan* ○ Work with employers and agencies to ID needed transit connections and partnership opportunities* ○ Toolbox of transit types and programs* ○ Support work at Oregon City Transit Center* ○ Improvements to STIF program* • Street maintenance fees • Boone Bridge • Opportunity scan of transit infrastructure (e.g., number of drivers, buses, etc.). Where are the gaps? • Invest in Clackamas Regional Center in lieu of Sunrise // Investing in both

CONTINUOUS IMPROVEMENT

Prior to exiting the venue, guests were prompted to complete an anonymous card reflecting on event strengths and opportunities for improvement next time. Guest feedback will be used by the C4 Executive Committee to improve future events. Following are major takeaways from guest feedback:

- We like having legislators and staff in the room. Relationship-building remains very important.
- Guests enjoyed the off-site dinner service but would prefer healthier food options during breaks.
- The panelist format was excellent, and next time, we should include more opportunities for small group discussion.
- Great agenda and collaboration. Next time, consider lengthening the event to two full days so the timeframe feels less rushed.