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## 2025 Retreat





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**Mt. Hood Oregon Resort**  
**68010 East Fairway Avenue**  
**Welches, OR 97067**

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**Day One**

- 1:00 PM      Session 1: Opening Session**
- C4 Co-Chair Call to Action + Introductions
  - Facilitator-Led Discussion on Weekend Goals and Agreements
- 1:40 PM      Session 2: 2025 Clackamas County Point-In-Time Count**  
Guests: Mary Rumbaugh & Shannon Callahan, Clackamas County, Health, Housing, and Human Services (H3S)
- 2:30 PM      Break**
- 2:40 PM      Session 3: Strategic Planning for Rural Housing Needs**  
Guests: Mandy Gawf (Focus Strategies), Dan Huff (Molalla), Melanie Wagner (Estacada)
- 3:45 PM      Break**
- 4:00 PM      Session 4: Middle Housing Panel – Successes and Challenges**  
Guests: Martha Fritzie (Clackamas), Daniel Pauly (Wilsonville), Jill Sherman (Edlen & Co.), Laura Terway (Happy Valley), Pete Walter (Oregon City)
- 5:15 PM      Session 5: Legislative Debrief on Housing**  
Guests: Legislative Guests
- 6:20 PM      Adjourn for Day One**
- 6:30 PM      Dinner**  
Please join us for a catered dinner service and networking opportunity from 6:30 – 9:00 pm at the ZigZag Inn, 70162 US-26, Welches, OR 97067.

**Dinner Transportation**

A shuttle bus is available for guests who do not wish to drive. The shuttle will depart the Mt. Hood Resort at 6:30 pm from the lobby entrance. The shuttle will return to the Mt. Hood Resort at 9:00 pm.

**Overnight Lodging**

Room check-in begins at 4:00 pm on July 25. Check-out is 11:00 am, July 26.

## **Day Two**

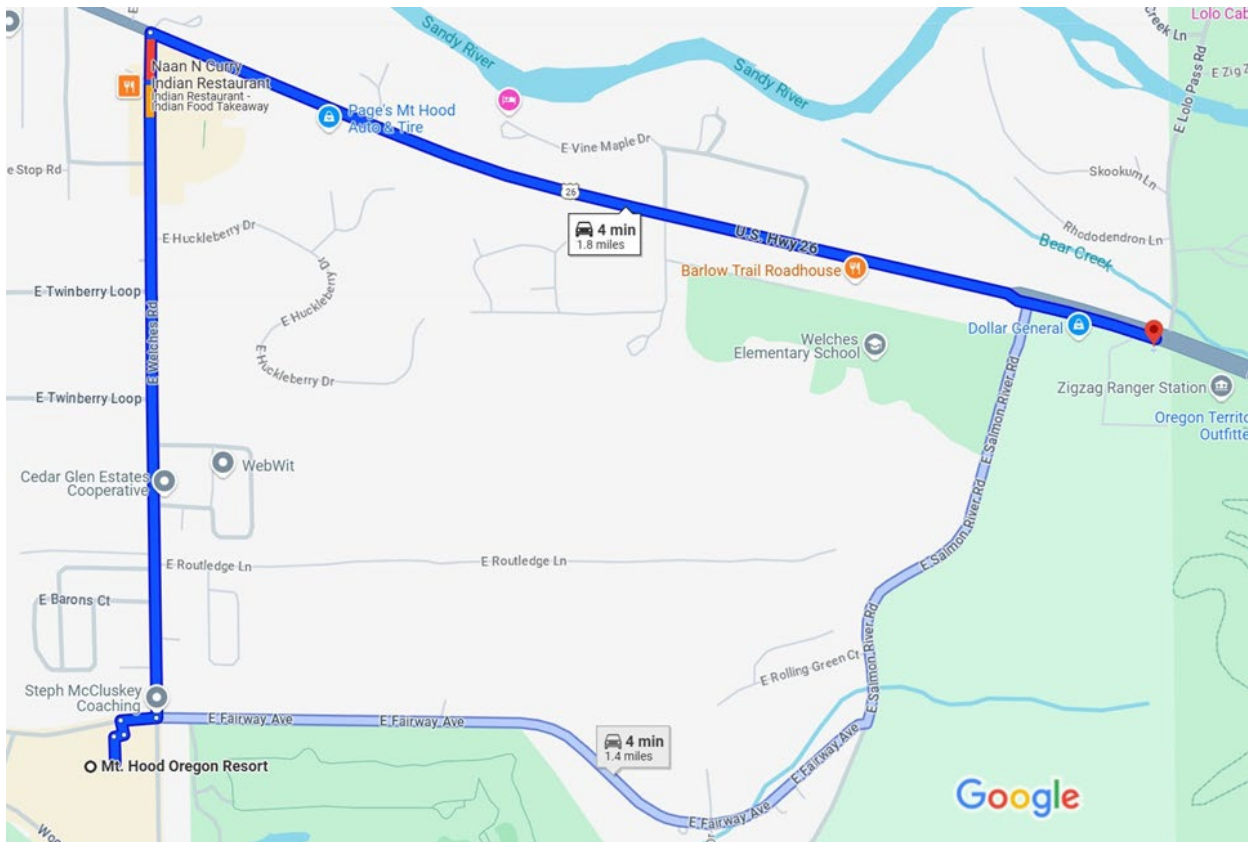
- 7:30 AM**      **Breakfast Opens**  
Guests: Trent Wilson, Clackamas County, Public & Government Affairs
- 8:00 AM**      **Session 6: Transit Landscape Panel**  
Guests: Andi Howell (Sandy Area Metro/C4 Transit Providers Subcommittee),  
Tom Mills (TriMet), Ted Leybold (Metro)
- 9:00 AM**      **Session 7: Transit System Visioning – Part 1**  
Guests: Jeff Owen, Clackamas County, Department of Transportation and  
Development (DTD)
- 10:00 AM**      **Break**
- 10:15 AM**      **Session 8: Transit System Visioning – Part 2**
- 11:15 AM**      **Session 9: C4 Priorities Planning**  
    • Co-Chairs host “next 12 months” dialogue. Help us set the agenda.
- 12:00 PM**      **Adjourn**



### **Driving Directions to ZigZag Inn**

Please join us for a catered dinner service and networking opportunity from 6:30 – 9:00 pm at the ZigZag Inn, 70162 US-26, Welches, OR 97067. Directions are provided below for guests who elect not to ride the event shuttle bus.

1. Begin at Mt. Hood Oregon Resort (68010 E Fairway Ave, Welches, OR 97067)
2. Turn right onto E Fairway Ave ➡
3. Turn left onto E Welches Rd ⬅
4. Turn right onto US-26 E ➡
5. Destination will be on the right:  
ZigZag Inn (70162 US-26, Welches, OR 97067)



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#### **Retreat Attendees (C4 Members and Alternates)**

- |                        |   |
|------------------------|---|
| • Paul Savas, Co-Chair | Clackamas County, Commissioner                          |
| • Kenny Sernach        | Community Planning Organization, Beaver Creek CPO       |
| • Pamela Burback       | Community Planning Organization, Boring CPO (Alternate) |
| • Traci Hensley        | City of Canby, Councilor (Alternate)                    |
| • Michael Milch        | City of Gladstone, Mayor                                |
| • Joe Buck             | City of Lake Oswego, Mayor                              |
| • Will Anderson        | City of Milwaukie, Councilor                            |
| • Lisa Batey           | City of Milwaukie, Mayor (Alternate)                    |
| • Scott Keyser         | City of Molalla, Mayor                                  |
| • Adam Marl            | City of Oregon City, Commissioner                       |
| • Michael Mitchell     | City of Oregon City, Commissioner (Alternate)           |
| • Valerie Pratt        | City of Tualatin, Councilor                             |
| • Mary Baumgardner     | City of West Linn, Councilor (Alternate)                |
| • Shawn O'Neil         | City of Wilsonville, Mayor                              |
| • Anne Shevlin         | City of Wilsonville, Councilor (Alternate)              |
| • Christine Lewis      | Metro, Councilor  |
| • Dwight Brashear      | Urban Transit, SMART                                    |

#### **Retreat Support**

- |                    |  |
|--------------------|--|
| • Trent Wilson     | Clackamas County, Government Affairs Manager           |
| • Jaimie Lorenzini | C4 Administrator, Clackamas County, Government Affairs |
| • Cory Mathews     | Facilitator, Clackamas County Resolution Services      |



### **Retreat Attendees (Non-C4 Members)**

- Craig Roberts Clackamas County, Chair
- Diana Helm Clackamas County, Commissioner
- Melanie Wagner City of Estacada, City Manager
- Jacque Betz City of Gladstone, City Administrator
- Tom Ellis City of Happy Valley, Mayor
- Kevin McGrane City of Happy Valley, Policy Analyst
- Laura Terway City of Happy Valley, Asst. Economic & Community Dev. Director
- Will Farley City of Lake Oswego, Assistant City Engineer
- Dayna Webb City of Oregon City, Public Works Director
- Caroline Berry City of Wilsonville, Councilor, C4 Metro (Alternate)
- Carol Bryck City of West Linn, Councilor
- Everett Wild City of Wilsonville, Director Public & Government Affairs
- Teresa Christopherson Clackamas County, Health, Housing & Human Services (H3S)
- Dan Johnson Clackamas County, Transportation & Development (DTD)
- Mike Bezner Clackamas County, Transportation & Development (DTD)
- Brendan Adamczyk Clackamas County, Transportation & Development (DTD)
- Martha Fritzie Clackamas County, Transportation & Development (DTD)
- Jeff Owen Clackamas County, Transportation & Development (DTD)
- Becca Tabor Clackamas County, Transportation & Development (DTD)
- Adam Torres Clackamas County, Transportation & Development (DTD)
- Miles Pengilly TriMet, Director of Government Affairs

### **Special Guests**

- Session 2: Mary Rumbaugh & Shannon Callahan, Clackamas County, Health, Housing & Human Services (H3S)
- Session 3: Mandy Gawf, Focus Strategies; Melanie Wagner, City of Estacada; Dan Huff, City of Molalla
- Session 4: Martha Fritzie, Clackamas County, Transportation & Development (DTD); Daniel Pauly, City of Wilsonville; Jill Sherman, Edlen & Co.; Laura Terway, City of Happy Valley; Pete Walter, City of Oregon City
- Session 5: Legislative Guests
- Session 6: Andi Howell, Sandy Area Metro & C4 Transit Providers Subcommittee; Tom Mills, TriMet; Ted Leybold, Metro
- Session 7: Jeff Owen, Clackamas County, Transportation & Development (DTD)



## **C4 Retreat**

### **July 25, 2025**

### **1:00 p.m.**

### ***Session 01***

### ***Opening Session***

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#### **Summary**

*Presenting: Commissioner Paul Savas: C4 Co-Chair*  
*Jaimie Lorenzini: C4 Administrator and Clackamas County Government Affairs*  
*Cory Mathews: Facilitator, Clackamas County Resolution Services*

Retreat attendees will ease into the retreat with opening remarks from C4 Co-Chair Savas, a run of show provided by C4 Staff, meeting the retreat facilitator, and discussing desired outcomes for the weekend.

#### **Session Breakdown**

- 15m – Welcome by Co-Chair Savas and introductions
- 05m – C4 Staff, run of show and logistics
- 20m – Meet your facilitator and share desired outcomes for the C4 Retreat

#### **Materials Provided for this Session**

- C4 General Information Page
- C4 Bylaws

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## 2025 General Information



### *Current Voting Membership*

|                           |  | C4 Exec | C4 Metro | C4 Rural | JPACT | MPAC | R1ACT |
|---------------------------|--|---------|----------|----------|-------|------|-------|
| <b>Clackamas County</b>   | Commissioner Paul Savas                  | ●       | ●        | ●        | ●     |      | ●     |
| <b>Clackamas County</b>   | Commissioner Ben West                    |         | ●        | ●        |       |      |       |
| <b>Canby</b>              | Mayor Brian Hodson                       | ●       |          | ●        |       |      | ●     |
| <b>CPOs</b>               | Kenny Sernach                            | ●       | ●        | ●        |       |      |       |
| <b>Estacada</b>           | Mayor Sean Drinkwine                     |         |          | ●        |       |      |       |
| <b>Fire Districts</b>     | Matthew Silva (Estacada Fire District)   | ●       |          |          |       |      |       |
| <b>Gladstone</b>          | Mayor Michael Milch                      | ●       | ●        |          |       |      |       |
| <b>Hamlets</b>            | Mark Hillyard (Hamlet of Beavercreek)    |         |          | ●        |       |      |       |
| <b>Happy Valley</b>       | Councilor Josh Callahan                  |         | ●        |          |       |      |       |
| <b>Johnson City</b>       | Vacant                                   |         |          |          |       |      |       |
| <b>Lake Oswego</b>        | Mayor Joe Buck                           |         | ●        |          | ●     | ●    |       |
| <b>Milwaukie</b>          | Councilor Will Anderson                  |         | ●        |          |       | ●    |       |
| <b>Molalla</b>            | Mayor Scott Keyser                       |         |          | ●        |       |      |       |
| <b>Oregon City</b>        | Commissioner Adam Marl                   |         | ●        |          |       | ●    |       |
| <b>Portland</b>           | Vacant                                   |         |          |          |       |      |       |
| <b>Rivergrove</b>         | Councilor Doug McLean                    |         | ●        |          |       |      |       |
| <b>Sandy</b>              | Councilor Rich Sheldon                   |         |          | ●        |       |      |       |
| <b>Sanitary Districts</b> | Paul Gornick (Oak Lodge Water Services)  | ●       |          |          |       |      |       |
| <b>Tualatin</b>           | Councilor Valerie Pratt                  |         | ●        |          |       |      | ●     |
| <b>Water Districts</b>    | Sherry French (Clackamas Water District) |         | ●        |          |       | ●    | ●     |
| <b>West Linn</b>          | Mayor Rory Bialostosky                   |         | ●        |          |       |      |       |
| <b>Wilsonville</b>        | Mayor Shawn O'Neil                       |         | ●        |          |       |      |       |

### *Current Ex-Officio Membership*

|                         |                                |
|-------------------------|--------------------------------|
| <b>MPAC Citizen Rep</b> | Ed Gronke                      |
| <b>Metro Council</b>    | Councilor Christine Lewis      |
| <b>Port of Portland</b> | Emerald Bogue                  |
| <b>Rural Transit</b>    | Todd Wood (Canby Area Transit) |
| <b>Urban Transit</b>    | Dwight Brashear (SMART)        |

# Frequently Referenced Acronyms and Short-forms:

## Related to the Clackamas County Coordinating Committee (C4)

### C4 Metro Subcommittee

### C4 I-205 Diversion Subcommittee

**CTAC:** Clackamas Transportation Advisory Committee (C4 Transportation TAC)

## Related to Metro and Metro Committees

**JPACT:** Joint Policy Advisory Committee on Transportation (Metro)

**MPAC:** Metro Policy Advisory Committee (Metro)

**TPAC:** Transportation Policy Advisory Committee (JPACT TAC)

**MTAC:** Metro Technical Advisory Committee (MPAC TAC)

## Related to the Oregon Department of Transportation (ODOT) and Tolling

**OTC** Oregon Transportation Commission (ODOT policy decision body)

**Region 1:** ODOT's geographic designation for the metro area + Hood River

**R1ACT:** ODOT Region 1 Advisory Committee on Transportation

**UMO:** ODOT's Urban Mobility Office

**RTAC:** ODOT's Regional Tolling Advisory Committee

**STRAC:** ODOT's State Tolling Rules Advisory Committee

**EMAC:** ODOT's Equity Mobility Advisory Committee (for tolling)

## General Transportation Acronyms

**STIP:** State Transportation Improvement Plan (ODOT)

**RTP:** Regional Transportation Plan (Metro)

**TSP:** Transportation System Plan (Local – county and cities)

**HCT:** High Capacity Transit

**UPWP:** Urban Planning Work Program

## General Housing and Land Use Acronyms

**H3S:** Clackamas County's Health, Housing, and Human Services Department

**HACC:** Housing Authority of Clackamas County

**SHS:** Supportive Housing Services (Regionally approved funds for housing services)

**OHCS:** Oregon Housing and Community Services

**LCDC:** Land Conservation and Development Commission

**DLCD:** Department of Land Conservation and Development

**UGB:** Urban Growth Boundary

**UGMA:** Urban Growth Management Agreement

## CLACKAMAS COUNTY COORDINATING COMMITTEE BY-LAWS

### 1. PURPOSE

The Clackamas County Coordinating Committee (C-4) was founded by the County to promote a partnership between the County, its Cities, Special Districts, Hamlets, Villages, and Community Planning Organizations (CPOs).

C-4's primary functions are to:

- Enhance coordination and cooperation between the jurisdictions
- Establish unified positions on land use and transportation plans
- Provide a forum for issues of mutual benefit and interest
- Promote unified positions in discussions at the state and regional levels

### 2. MEMBERSHIP POLICY BODY

Committee membership shall consist of representatives from the following jurisdictions, communities, and districts:

| Voting Body                                 |                                | Members   | Votes     |
|---|--------------------------------|-----------|-----------|
| <i>* = Urban Jurisdiction</i>               |                                |           |           |
| <i>^ = Urban &amp; Rural Representation</i> |                                |           |           |
| <b>County</b>                               | Board of County Commissioners^ | 2         | 2         |
| <b>Cities</b>                               | Barlow                         | 1         | 1         |
|   | Canby                          | 1         | 1         |
|   | Estacada                       | 1         | 1         |
|   | Gladstone*                     | 1         | 1         |
|   | Happy Valley*                  | 1         | 1         |
|   | Johnson City*                  | 1         | 1         |
|   | Lake Oswego*                   | 1         | 1         |
|   | Milwaukie*                     | 1         | 1         |
|   | Molalla                        | 1         | 1         |
|   | Oregon City*                   | 1         | 1         |
|   | Portland*                      | 1         | 1         |
|   | Rivergrove*                    | 1         | 1         |
|   | Sandy                          | 1         | 1         |
|   | Tualatin*                      | 1         | 1         |
|   | West Linn*                     | 1         | 1         |
|   | Wilsonville*                   | 1         | 1         |
| <b>Communities</b>                          | CPOs^                          | 1         | 1         |
|   | Hamlets                        | 1         | 1         |
|   | Villages                       | 1         | 1         |
| <b>Districts</b>                            | Fire*                          | 1         | 1         |
|   | Sanitary*                      | 1         | 1         |
|   | Water*                         | 1         | 1         |
| <b>Total</b>                                |                                | <b>24</b> | <b>24</b> |



| Non-Voting Body |                             | Members  |
|-----------------|-----------------------------|----------|
| <b>Regional</b> | Metro*                      | 1        |
|                 | Clackamas Citizen from MPAC | 1        |
| <b>Transit</b>  | Rural                       | 1        |
|                 | Urban*                      | 1        |
| <b>Other</b>    | Port of Portland*           | 1        |
| <b>Total</b>    |                             | <b>5</b> |

At a minimum, Clackamas County Board of Commissioners will select its two (2) elected representatives in February of odd-numbered years and notify the Secretary of C-4 by letter signed by the Chair or a designee appointed by the Chair.

At a minimum, the cities shall provide the names of their elected C-4 representatives and alternates by letter signed by the Mayor or their designee in February of each odd-numbered year to the Secretary of C-4.

The special districts/authorities representatives shall be designated by agreement among districts/authorities represented. The Hamlet and Village representatives shall be designated by agreement among the County's Hamlets and Villages represented. The process for designating the representatives shall be established by agreement among each of the groups of Districts/Authorities and Hamlets/Villages. Each of these entities shall submit the names of their elected C-4 representative and alternate to the Secretary of C-4 by letter signed by the Chairs of the Boards represented in February of every even-numbered year.

The CPO representative and alternate shall be determined in a process that is guided by the County and includes the opportunity for input of each of the County's recognized CPOs and the County's Committee for Citizen Involvement (CCI). That selection process shall be completed by February of each even-numbered year and the name of the representative and alternate shall be submitted to the C-4 Secretary.

Each jurisdiction with a voting membership shall have one (1) vote, with the exception of the County which has two (2) votes. The cities, special districts, and Clackamas County representatives to JPACT and MPAC are encouraged but not required to have their representative as a voting member or alternate on C-4.

The Metro Council shall provide the name of their C-4 representative and alternate by letter signed by the Metro President or his/her designee in February of each odd-numbered year.

The representatives from the Port of Portland, the transit agencies, and the Clackamas Citizen from MPAC are not elected officials, and their membership is determined by appointment from their respective organizations.

3. EXECUTIVE COMMITTEE

The Executive Committee shall be comprised of a representative of: (a) the board of county commissioners, (b) an urban city, (c) a rural city, (d) water and sewer districts, (e) fire districts, and f) Hamlets, Villages, and CPOs. The Executive Committee will establish the agendas for meetings of C-4, including additional agenda request items that may be made as set forth in section 5(G) of these Bylaws, and may make recommendations to the C-4 body on action items as appropriate. C-4 Metro Jurisdiction cities and Rural Cities shall elect their respective Executive Committee representatives annually at the March C-4 Regular meeting. Special Districts shall annually determine their own Executive Committee representative selection process and shall submit the name of the appointment by a letter signed by the chairs of the special district boards to the Secretary of C-4 at or before the March C-4 meeting.

4. OFFICERS

The co-chairs of the Executive Committee will also serve as the co-chairs of C-4 and shall be elected annually at their March meeting by members of the Executive Committee from among its members. The County member will co-chair the Executive Committee and C-4. The secretary of the Executive Committee and C-4 shall be a county staff member designated by the Board of County Commissioners.

5. PROCEDURES

A. Meetings

All meetings of C-4 and any of its subcommittees are considered public meetings under Oregon's Public Meetings Law. Meetings will be held monthly on a day to be determined by C-4 or called as needed by the co-chairs or by a vote of C-4. The secretary is responsible for notifying members of the meeting time and place and for preparing the agenda. Meeting notices will be provided to the C-4 members, interested parties, and to the public as soon as practicable and shall include a list of the principal subjects anticipated to be considered.

B. Quorum

A quorum of C-4 shall consist of a majority of the participating jurisdictions' voting members.

C. Voting

Votes in C-4 shall carry by a simple majority of those present, provided that no action shall be taken unless a quorum is present. Only members or their designated alternate shall have voting rights.

D. Alternates

A designated alternate will sit in the absence of a member and shall have full voting rights. Alternates will be appointed by the member jurisdiction. There shall be no alternates for either of the co-chair positions.

E. Records

All C-4 actions shall be documented in the form of minutes, memoranda and special reports. The secretary will be responsible for such documentation and distribution of such minutes, memoranda and reports.

F. Rules

Meetings shall be conducted in accordance with Sturgis' Standard Code of Parliamentary Procedure.

G. Additional Agenda Requests

Before presentation to C-4 for action, agenda items shall be presented to the Executive Committee for consideration and placement on the agenda of an upcoming meeting of C-4. Only voting members of C-4 shall be eligible to recommend agenda placement items. If the Executive Committee declines to place an item on the C-4 agenda, then any voting member may present the agenda item for consideration of placement as an agenda item to the entire C-4 body. The matter shall be presented by the voting member under "other business." If C-4 votes in the affirmative to place the matter on the agenda, then it will be placed as an agenda item on the next meeting agenda. If that agenda is full, then not later than the following meeting, unless a later agenda date is otherwise agreed to by the voting C-4 members present. Compliance with this section may be waived where circumstances warrant faster action by an affirmative vote of two-thirds of those C-4 voting members present.

6. ADVISORY SUBCOMMITTEES:

A. Metro Subcommittee

C-4 members who are within the Metro jurisdiction or serve on the Joint Policy Advisory Committee on Transportation (JPACT) or the Metro Policy Advisory Committee (MPAC) shall be a subcommittee of C-4 named "C-4 Metro Subcommittee." This subcommittee shall be a consensus forming body for issues being addressed at JPACT and MPAC and other Metro related issues, and will forward as needed recommendations to the larger C-4 body. This subcommittee will be led by two co-chairs consisting of (1) one Clackamas County commissioner and (1) one Clackamas city member. Both co-chairs will serve as voting members on either JPACT or MPAC. This subcommittee will also be able to facilitate limited decisions through special caucus, specifically a caucus of city members to discuss the selection of the city co-chair and the selection of the MPAC Other Cities of Clackamas County seat per Metro MPAC Bylaws and, if approved by Clackamas County's largest city per Metro JPACT bylaws, the selection of the JPACT Cities of Clackamas County seat, with each seat having a primary representative and an alternate.

B. Rural Cities Subcommittee

C-4 members who are outside of the Metro jurisdiction shall be a subcommittee of C-4 named Rural Cities subcommittee. This subcommittee shall at a minimum develop positions relative to transportation issues and related funding for presentations to the ODOT Region 1 Area Commission on Transportation (R1ACT). The Rural Cities



subcommittee shall also consider coordination with the County, State, and other jurisdictions as appropriate, on land use, planning, or other issues that may uniquely affect these cities located outside of the Metro boundaries.

C. Management Advisory Subcommittee

The administrator of each city, district, authority and county shall serve as a Management Advisory Subcommittee. This subcommittee will provide overview and advice to C-4 and support the work of the Technical Subcommittees. The subcommittee shall also have the responsibility, as directed by C-4, of constituting any ad hoc subcommittees or other groups established for information and advice on specific issues. The Management Advisory Subcommittee shall meet as needed.

D. Technical Advisory Subcommittees

C-4 shall be informed and advised by the following standing Technical Advisory Committees, as well as other ad hoc subcommittees established and chartered at the direction of the co-chairs for information and advice on specific issues, plans or projects of interest to C-4.

1. Clackamas Transportation Advisory Committee (CTAC)

The membership of CTAC shall consist of staff representatives of all agencies on the policy body and is to review transportation plans, projects, and funding issues, and make recommendations to C-4. CTAC shall operate under the same procedures as the policy body, and will meet as needed to be determined by committee members. Member cities will have only one vote when votes are required.

2. Land Use Advisory Subcommittee

The membership of this subcommittee shall consist of the planning directors or the staff persons with lead planning responsibility for all agencies on the policy body. The subcommittee is to focus on land use issues and transportation issues that may have an impact on land use. The subcommittee shall operate under the same procedures as the policy body, and will meet as needed to be determined by subcommittee members or when scheduled by the chairman or by a vote of the subcommittee.

3. Clackamas Transit Providers Subcommittee

Staff of C-4 members who represent or operate a public transit service, or receive service, shall be members of a subcommittee named Clackamas Transit Providers Subcommittee. The Clackamas Transit Providers Subcommittee will meet as needed to coordinate on county-wide transit related issues and will provide recommendations to C-4 for adoption of official positions.

7. DEFINITIONS

Urban cities are those incorporated cities located, either fully or partially, within Clackamas County and also located within Metro's Urban Growth Boundary.

Rural Cities are those incorporated cities located within Clackamas County and also located outside Metro's Urban Growth Boundary.

The Hamlets and Villages are designated communities recognized by Clackamas County as participating in the Hamlets and Villages Program.

Housing as a topic of discussion is not specifically found in the primary functions of the bylaws, but is understood by C-4 to fall within land use and transportation issues.

Community Planning Organizations (CPOs) are officially recognized by the County and statutorily defined public bodies that consist of citizen volunteers who represent their neighborhoods on issues of importance to local communities and make decisions and recommendations to the County.

8. AMENDMENTS

These by-laws may be amended from time to time by a majority of the members of C-4, provided that all voting members of C-4 and all fire districts, water districts/authorities and sanitary sewer districts/authorities have been sent copies of the proposed amendments thirty (30) days prior to the meeting where action on the rules is scheduled.

Adopted on September 26, 2001

Amended on March 3, 2005

Amended on February 5, 2009

Amended on January 7, 2010

Amended on November 3, 2011

Amended on April 4, 2013

Amended on December 5, 2013

Amended on January 5, 2017

Amended on October 5, 2017

Amended on February 1, 2018



**C4 Retreat**  
**July 25, 2025**  
**1:40 p.m.**

## ***Session 02***

# ***2025 Clackamas County Point in Time Count***

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### **Summary**

*Presenting: Mary Rumbaugh: Clackamas County, Health, Housing, and Human Services (H3S)*  
*Shannon Callahan: Clackamas County, Health, Housing, and Human Services (H3S)*

In January, Clackamas County completed a Point in Time (PIT) Count of sheltered and unsheltered people experiencing homelessness on a single night. Sheltered means staying in a safety off the streets program, and unsheltered means living in a place not meant for human habitation.

Data from the January PIT count reflects a decrease in *chronic* homelessness, but an increase in numbers overall, particularly among older adults. While the demand for services continues to increase, funding for social services is expected to decrease, particularly at the federal level. Why are we seeing these trends, and how does it change how we stabilize neighbors?

### **Session Breakdown**

- 05m – Session Introduction
- 15m – Overview of PIT report
- 30m – Q&A/Discussion

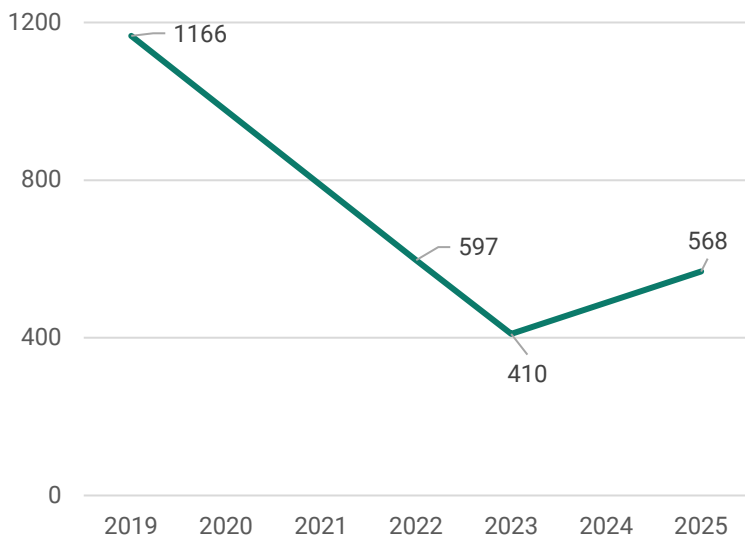
### **Materials Provided for this Session**

- 2025 Point in Time Count Summary
- Presentation

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# 2025 Point In Time Count

*A count of people experiencing homelessness in the county on the night of January 22, 2025*



On January 22, 2025, **568 people** were counted as homeless (sheltered and unsheltered) in Clackamas County.

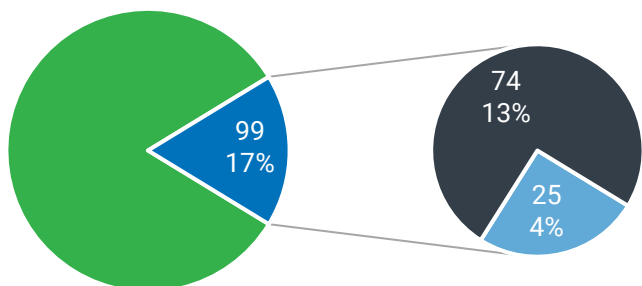
While this is an increase from 2023, it is a significant decrease from 2019, before the historic investment into the county's homeless service system of care from Supportive Housing Services and state Executive Order funds.



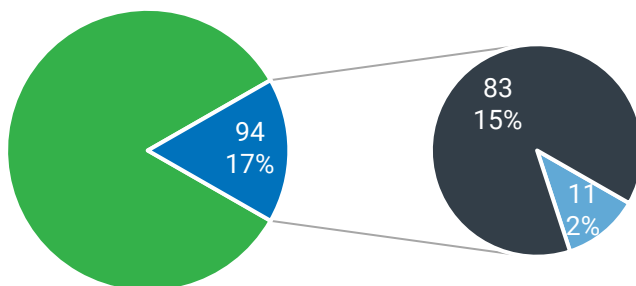
**194 people** (34% of all counted) were **chronically homeless**, meaning they experienced frequent or long-term episodes of homelessness.



**358 people** (63% of all counted) were **unsheltered**. 146 people were unsheltered *and* chronically homeless.



Of the **99 homeless adults** who self-reported **serious mental illness** (17% of all counted), 25 were sheltered, and 74 were unsheltered.



Of the **94 homeless adults** who self-reported a **substance use disorder** (17% of all counted), 11 were sheltered, and 83 were unsheltered.



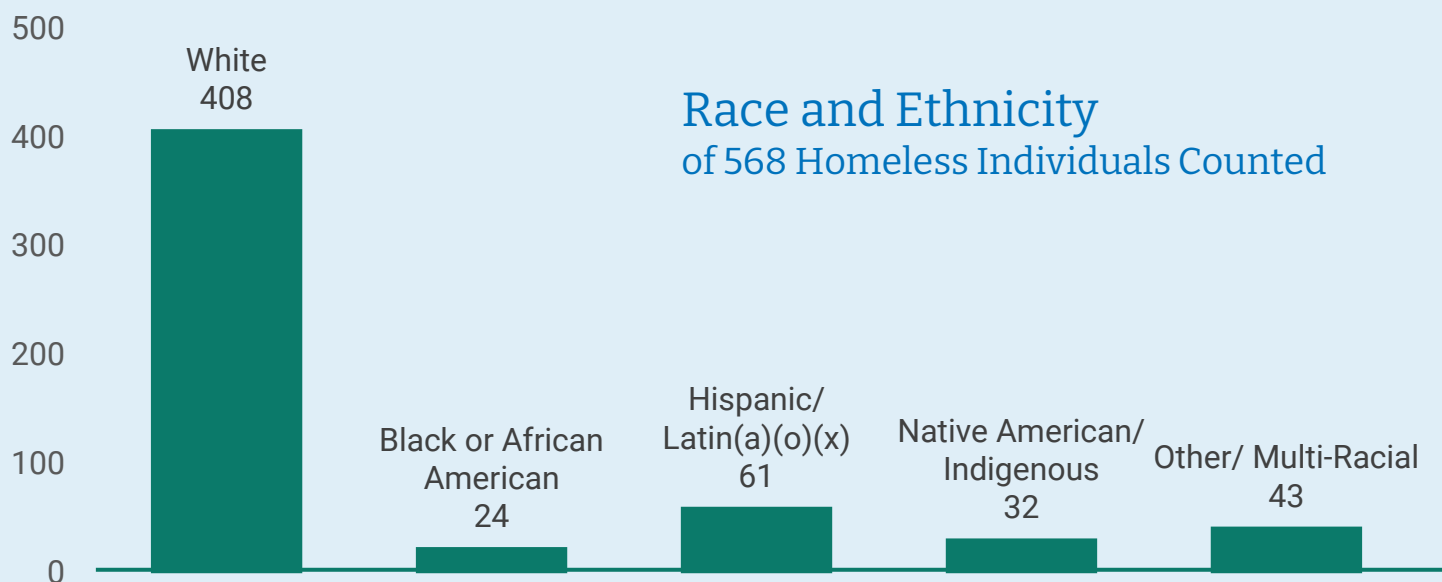
**100 people** (18% of all counted) were homeless adult **survivors of domestic violence**.



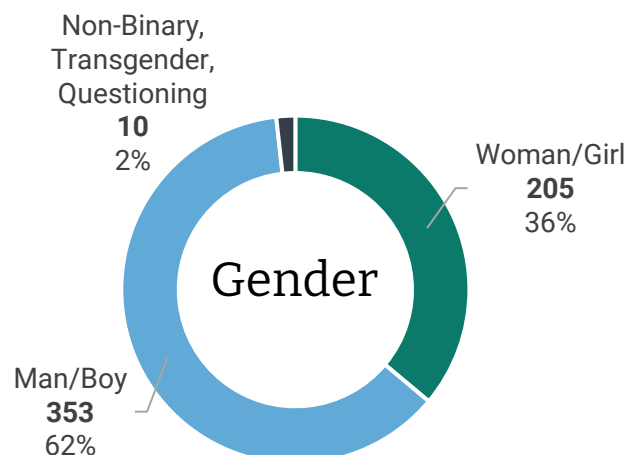
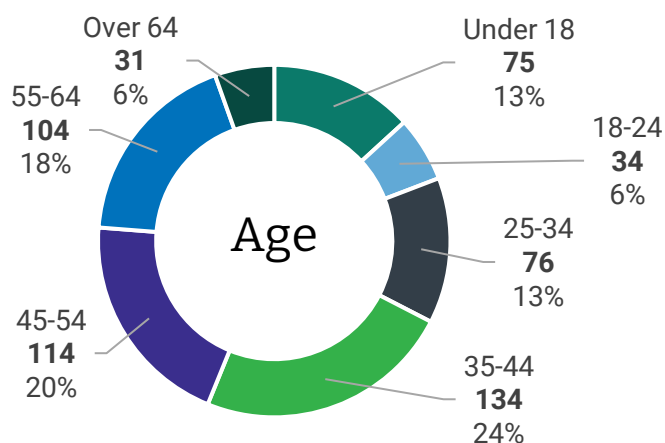
**41 people** (7% of all counted) were homeless **veterans**.



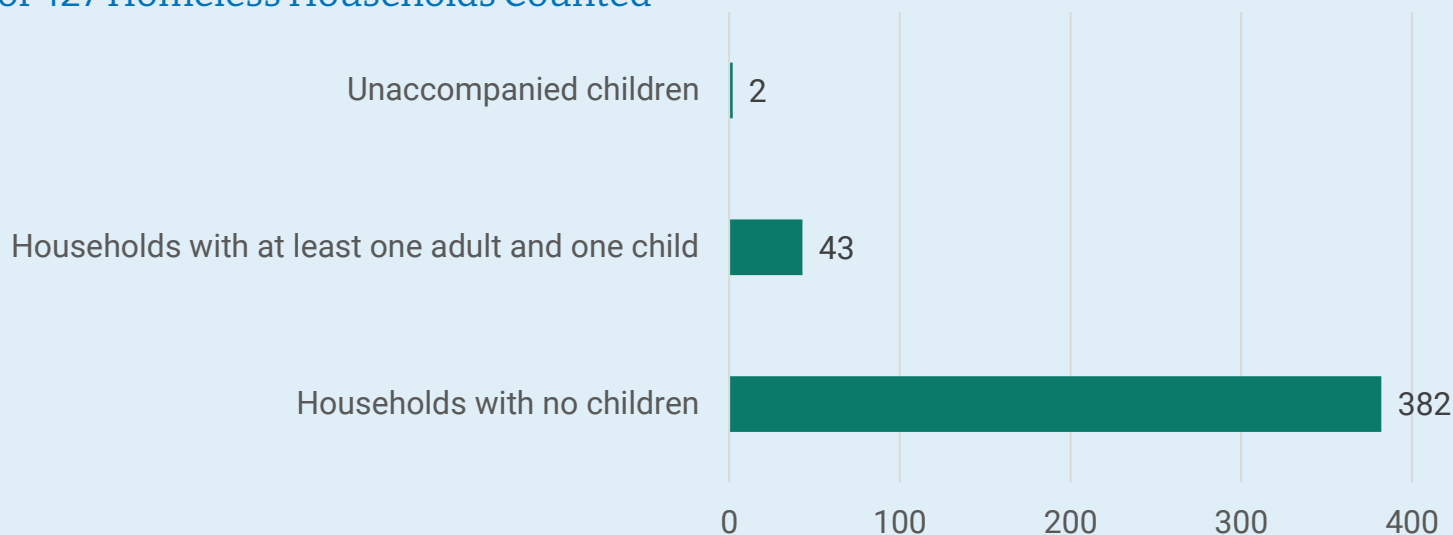
**75 children** (13% of all counted) were homeless.



### Age and Gender of 568 Homeless Individuals Counted



### Household Type of 427 Homeless Households Counted



# 2025 Point In Time Count

*A count of people experiencing homelessness in the county on the night of January 22, 2025*



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# 2025 Point In Time Count

- 🔑 Trends
- 🔑 Emerging Needs
- 🔑 Continuum Response

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Decrease of 49% from 2019 to 2025

Increase of 158 people from 2023 to 2025

| Year | Count |
|------|-------|
| 2019 | 1166  |
| 2023 | 410   |
| 2025 | 568   |

*Individuals counted as homeless in Point In Time Counts*

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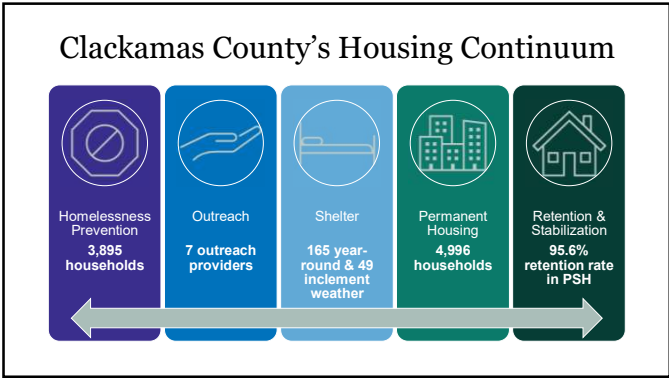
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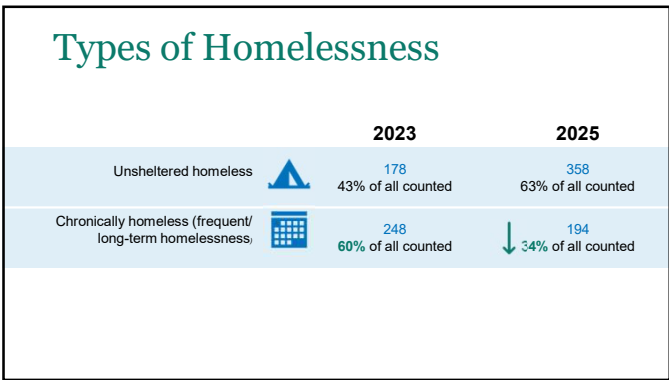
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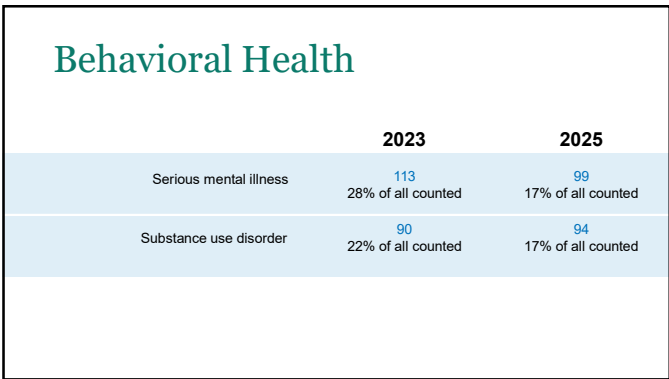
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Age Demographics

|  | 2023                     | 2025  |
|--|--------------------------|---|
| Children    | 63<br>15% of all counted | 75<br>13% of all counted  |
| Ages 18-24  | 25<br>6% of all counted  | 34<br>6% of all counted   |
| Ages 55+    | 82<br>20% of all counted |  135<br>24% of all counted |

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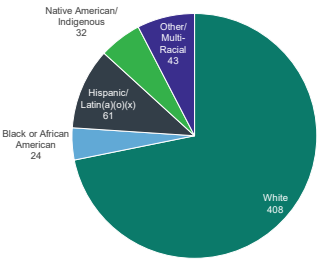
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Race and ethnicity of individuals counted as homeless in 2025

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A Closer Look at Trends



| Decreasing           | Emerging         |
|----------------------|------------------|
| Chronic Homelessness | Homeless Seniors |

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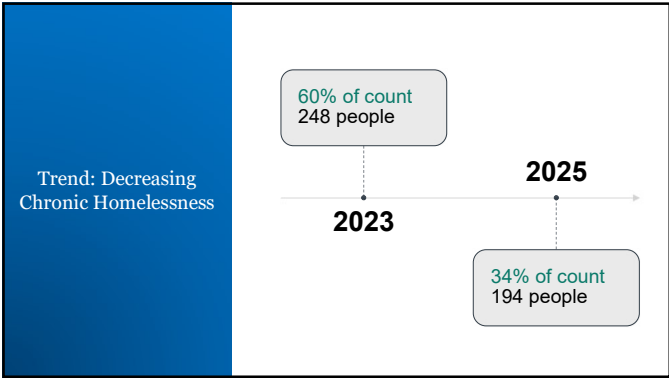
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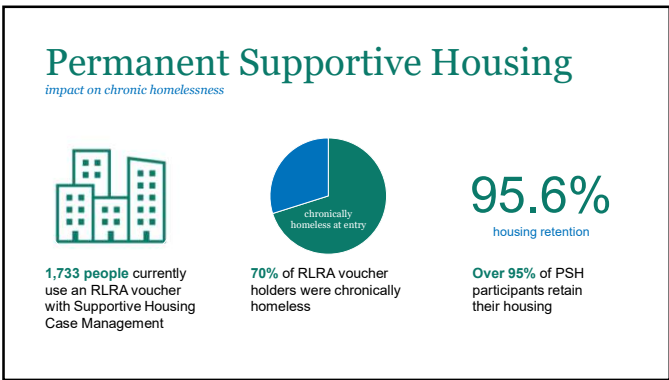
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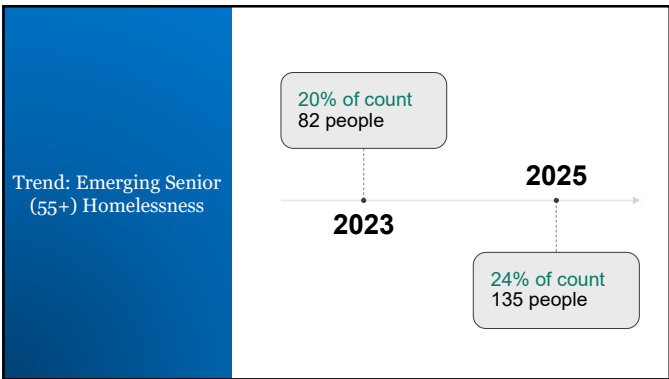
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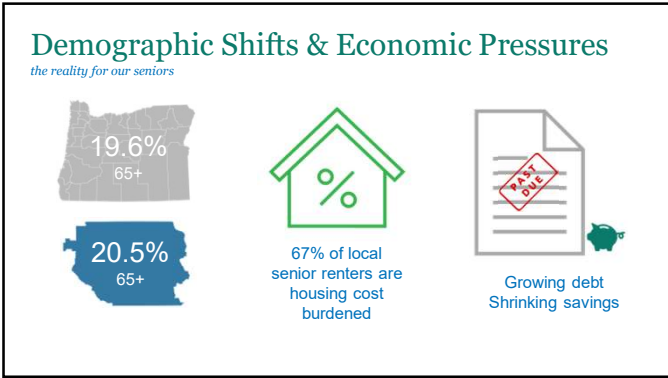
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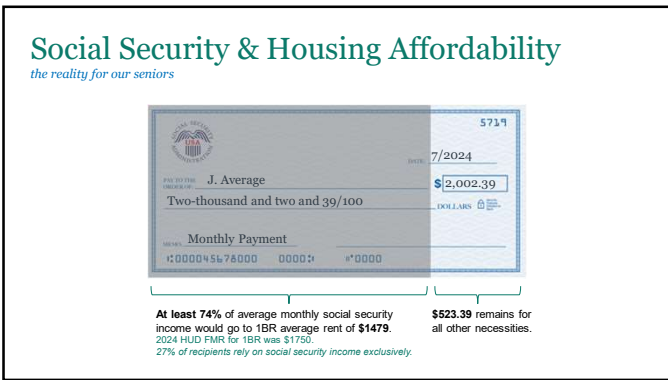
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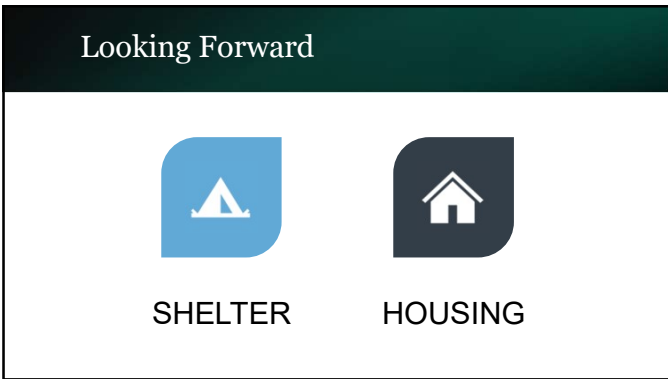
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Expanding Shelter Capacity



Clackamas Village

Stabilization Center

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Permanent Supportive Housing Infrastructure

|   |  |
|---|--|
|  <p><b>Tukwila Springs</b><br/>📍 Gladstone<br/>Opened July 2022<br/>All 48 units are PSH<br/>(Permanent Supportive Housing)</p>            |  <p><b>Mercy Greenbrae</b><br/>📍 Lake Oswego<br/>Opened May 2024<br/>100 total units; 40 are PSH</p>        |
|  <p><b>Fuller Road Station</b><br/>📍 Southgate (urban unincorporated)<br/>Opened December 2022<br/>100 total units; 25 units are PSH</p> |  <p><b>Hillside Park</b><br/>📍 Milwaukie<br/>Opening 2026<br/>275 total units; 21 are PSH</p>             |
|  <p><b>Good Shepherd Village</b><br/>📍 Happy Valley<br/>Opened October 2023<br/>143 total units; 58 are PSH</p>                          |  <p><b>El Nido</b><br/>📍 Lake Oswego<br/>Opening 2026<br/>55 total units; 10 units are PSH</p>            |
|  <p><b>Las Flores</b><br/>📍 Oregon City<br/>Opened December 2023<br/>171 total units; 17 are PSH</p>                                     |  <p><b>Vueia</b><br/>📍 Wilsonville<br/>Opening winter 2025-2026<br/>121 total units; 21 units are PSH</p> |

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Questions

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**C4 Retreat**  
**July 25, 2025**  
**2:40 p.m.**

### ***Session 03***

## ***Strategic Planning for Rural Housing Needs***

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### **Summary**

*Presenting: Mandy Gawf: Focus Strategies*  
*Dan Huff: City Manager, City of Molalla*  
*Melanie Wagner: City Manager, City of Estacada*

Clackamas County is preparing to finalize a housing needs assessment and community plan for homeless services in rural areas of Clackamas County. The county contracted with Focus Strategies to work with rural community partners to assess outstanding social needs impacting housing stability in rural Clackamas County and develop strategies rooted in rural experience and expertise. Developed in partnership with key stakeholders, including leaders, civic groups, faith organizations, public safety agencies, service providers, and individuals with lived experience, the community plan outlines strategies and action steps to address near, medium, and long term goals to improve housing stability across rural Clackamas County. As the County and rural communities seek to expand rural infrastructure and services in the future, the needs assessment and strategic plan will provide human-centered, data-driven guidance for decision-makers.

### **Session Breakdown**

- 05m – Session Introduction
- 30m – Presentation; Insights from Rural City Managers
- 30m – Q&A/Discussion

### **Materials Provided for this Session**

- Handout
- Presentation

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Excerpt from

# Draft At Home in Rural Clackamas County: A Community Plan for Housing Stability

Developed by Focus Strategies on behalf of the Clackamas County Department of Health, Housing, and Human Services.

## Executive Summary

"At Home in Rural Clackamas County: A Community Plan for Housing Stability" lays out strategies to create a **rural Clackamas County where all residents have the opportunity to live with dignity in safe and stable housing**. The Community Plan provides a comprehensive look at housing insecurity and homelessness in rural Clackamas County and a detailed set of actionable recommendations to address residents' housing and service needs.

The Community Plan is rooted in the experiences of people in rural Clackamas County. Hundreds of people who live and work in the rural cities and unincorporated areas provided input through surveys, interviews, listening sessions, focus groups, and planning meetings. The Plan also relies on the best available data on housing instability in rural Clackamas County, and a review of numerous local policy and planning documents.

For purposes of this Community Plan "rural Clackamas County" is defined as the parts of Clackamas County that are outside the Metro Urban Grown Boundary (UGB). Just under a quarter of Clackamas County residents reside outside the UGB. As detailed in the Housing Needs Assessment for rural Clackamas County that accompanies this Community Plan (see Appendix E), rural Clackamas County has a large number of people struggling with housing insecurity and homelessness. In many respects, the level of need is proportionately higher than in the urban areas. At the same time, rural Clackamas County has limited resources available to assist households that are struggling with housing insecurity. Some of the key findings related to rural needs and services set out in this Community Plan include:

- ✓ **Many residents of rural Clackamas County are living "paycheck to paycheck."** All the major rural cities and most other unincorporated areas have higher percentages of households living "paycheck to paycheck" than the county as a whole. Households that routinely struggle to make ends meet ranged from 38% of the population in

Sandy to 54% of the population in Molalla, as compared to a countywide average of 34%.

- ✓ **Rural Clackamas County residents are disproportionately in need of housing assistance.** The County's data indicates that in 2024, 33% of those actively seeking housing and homelessness services through the countywide coordinated housing access system were from rural areas of the county, despite rural households accounting for only 24% of the total county population.
- ✓ **A significant number of rural Clackamas County households experience literal homelessness.** The County's data indicates that over a recent twelve-month period, 292 rural households seeking housing services through the coordinated housing access system were literally homeless (i.e., living in a shelter, motel room, car, or outside) and 92 of those households were families with children.
- ✓ **Many rural Clackamas County households experiencing housing insecurity leave their community to receive services.** Less than 5% of the shelter and housing capacity in the County's system is located in rural areas. At least 60% of rural residents who received housing services over a recent twelve-month period accessed them in urban areas.

These findings highlight the importance of focusing attention on the housing and services needs of rural Clackamas County residents and adopting goals and strategies tailored to address these needs.

## Community Plan Goals

The Community Plan focuses on eight goal areas to help realize the vision of safe and stable housing for all rural Clackamas County residents. Each goal area is supported by strategies and metrics to measure progress on the strategies. The goal areas are:

- 1** Prevention:  
**Keep rural Clackamas County residents stable in their housing**
- 2** Housing Opportunities:  
**Provide safe affordable housing to at-risk and unhoused rural residents**

- 3** Emergency Services:  
**Ensure access to basic nutrition, hygiene, and shelter for rural residents in need**
- 4** Transportation:  
**Improve transportation for at-risk and unhoused rural residents to support their access to human services, healthcare, and work**
- 5** Healthcare:  
**Meet the physical and behavioral health needs of at-risk and unhoused residents of rural Clackamas County**
- 6** Information and Access:  
**Educate rural residents about the resources available to them and ensure they can access them**
- 7** Education and Employment:  
**Increase incomes for at-risk and unhoused rural residents through education, training, and living wage employment**
- 8** Governance and System Administration:  
**Build a rural focus into county-wide system planning and implementation**

### **A Shared Vision and Commitment to Stakeholder Cooperation**

Some of the goals and strategies in this Community Plan can be pursued by Clackamas County Health, Housing, and Human Services (H3S) and its service provider partners. But achieving the vision of a rural Clackamas County where all residents live with dignity in safe and stable housing will require an “all hands on deck” approach. County and city elected, and staff leaders will have to join with the large network of rural community-based organizations and those experiencing housing instability in rural Clackamas County. The needed level of cooperation will not be easy, but these same stakeholders came together to collaboratively develop this Community Plan. The demonstrated commitment from so many parties to improve the lives of rural residents struggling with housing insecurity, and a shared understanding of what is needed make it possible achieve real progress on the vision over the coming five years.

# Draft At Home in Rural Clackamas County: A Community Plan for Housing Stability

## Goal 1: Prevention

### Keep rural Clackamas County residents stably housed

Prevention services are a critical safety net that keep households on the verge of losing their housing from entering homelessness. Effective prevention efforts are widely advertised, easily accessible, targeted to those most likely to become homeless, and equipped to provide an array of timely interventions to stabilize households in their current housing situation. These interventions typically include emergency financial assistance, mediation, and legal representation.

**Strategic Priorities:** The following high-priority strategies will increase the number of RCC residents who are prevented from losing their housing.

1

**Prevention Resources:** Increase investment in prevention funding and supportive services for rural residents to ensure equitable access.

2

**Awareness and Access:** Improve awareness and access to prevention services for at-risk households in RCC through expanded outreach, targeted marketing, and coordination with schools, health care providers, and other institutions serving at risk households.

3

**Legal and Mediation Services:** Expand tenant legal and mediation services for residents of rural Clackamas County.

4

**Homeowner Supports:** Invest in expanded services to stabilize at-risk low-income homeowners in RCC, including additional and more flexible mortgage/tax foreclosure, home repair, and accessibility services.

## Goal 2: Expanding Housing Opportunities

### Provide safe affordable housing to more rural Clackamas County residents

Expanding housing opportunities encompasses many areas of work, including increasing the available affordable housing stock in rural areas, expanding the flexibility of rental assistance resources to meet the needs of rural communities, and increasing resources to re-house those who have lost their housing as quickly and effectively as possible. The most effective re-housing strategies use a housing-first approach and offer both rental assistance and supportive services at levels targeted to the individual needs of each household.

**Strategic Priorities:** The following high-priority strategies will expand the housing opportunities available to unhoused and at-risk RCC residents.

1

**Limited Duration Rent Assistance:** Increase move-in financial assistance and limited duration rental assistance (up to 24 months) paired with appropriate housing retention supportive services for unhoused RCC residents seeking to lease housing in RCC.

2

**Housing Options Eligible for Support:** Maximize the flexibility of rent assistance and housing support services to expand non-traditional permanent housing options like home-share, accessory dwelling units (ADU), tiny homes, and lawful long-term RV living.

3

**Long-Term Rent Assistance Options:**

Expand and equitably allocate long-term housing assistance, such as tenant-based Housing Choice Vouchers and Permanent Supportive Housing, with appropriate housing retention supportive services in RCC. Create a long-term shallow subsidy program for rural residents on fixed incomes.

4

**Housing Case Management:** Invest additional funding in expanded in-person housing case management capacity for rural residents needing assistance to secure housing, as well as ongoing housing retention supportive services to ensure those who are rehoused are able to retain their housing.

5

**Proportional Investments in Housing:** Ensure that rural Clackamas County residents see proportionate investments in expanded affordable housing

production by applying a rural equity lens<sup>1</sup> to all current and future County housing production and resource allocation plans.

6

**Landlord Recruitment and Coordination:** Invest in dedicated staff and financial incentives to recruit and retain landlords in RCC who will provide housing opportunities to rural residents experiencing and at risk of homelessness.

### Goal 3: Emergency Services

**Increase access to basic nutrition, hygiene, and shelter for rural residents in need.**

Emergency Services provide health, safety, and basic needs support for people who are unhoused or are housed but lack access to adequate food, clothing, protection from the elements, and hygiene services. These supports include resources such as food pantries, clothing closets, laundry and shower facilities, and temporary day and night shelter. Emergency services are most effective when they are “housing focused,” meaning they are used as an opportunity to connect people with the additional supports they need to secure housing and end their homelessness or housing insecurity as quickly as possible.

**Strategic Priorities:** The following high-priority strategies will increase the availability of emergency services to RCC residents and ensure that these services are ‘housing focused,’ meaning they are used to engage individuals in the more intensive services they need to end their homelessness.

1

**Plan for Interim Housing:** Develop a plan to create a range of interim housing options in rural Clackamas County. Incorporate nationally recognized best practices related to siting, operations, participant expectations, and good neighbor agreements. Include education and engagement with public safety partners and housed residents in plan implementation.

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<sup>1</sup> A rural equity lens, similar to a racial equity lens, asks a series of questions of any planned policy, program, or investment strategy, to ensure that rural members of the target population are benefitted proportionately, and, to the extent they are currently underserved in a particular area, relative to their proportion of need, ensuring that these disparities are addressed.

2

**Interim Housing Options:** Expand accessible, housing-focused, 24/7 interim housing options in rural Clackamas County, such as motels, village-style shelters, transitional housing, emergency shelters, and RV safe-park sites.

3

**Services in Community Resource Centers:** Invest in the expansion of emergency services for unhoused and at-risk individuals in existing community resource centers, libraries, and other similar settings.

4

**Day Centers:** Create or expand dedicated spaces in rural Clackamas County cities that offer basic needs support to people who are unhoused, such as food, bathrooms, and showers, as well as navigation to housing, healthcare, and other related services.

## Goal 4: Transportation

**Improve transportation for at-risk and unhoused rural residents to access social services, healthcare, and work.**

Private and public transportation are critical connectors to resources and opportunities that support housing stability, including jobs, healthcare, education, childcare, food, and social services. As such, increasing access to reliable transit options is crucial to ensuring ongoing housing stability in rural areas.

**Strategic Priorities:** The following high-priority strategies will increase critical access to private and public transportation for unstably housed residents.

1

**Fund for Private Vehicle Costs:** Establish a highly flexible fund, administered through rural community-based organizations, to cover gas, license, insurance, registration, repair, and other costs associated with maintaining a vehicle for unhoused and at-risk vehicle-dependent rural households.

2

**Access to Fixed Route Public Transit:** Improve fixed route transportation options for transit-dependent residents in RCC; streamline access to tickets and transfers, create more comprehensive schedules, and revisit regulations that adversely impact public transit use by unhoused people.

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<sup>2</sup> Youth Host Homes are a shelter option designed for unaccompanied youth, where youth stay with volunteers in their private homes while wraparound or case management supports are provided by a service organization.



3

**Reduced Risk of Penalties:** Convene a work group to explore strategies, e.g., diversion options, to reduce the risk of financial penalties and vehicle loss for at-risk RCC residents who drive without a license, registration, or insurance.

4

**On-Demand Public Transit:** Expand on-demand public transit access to vulnerable and unhoused residents through investments that expand the reach and population priorities of current community based on-demand shuttle programs.

## Goal 5: Physical and Behavioral Healthcare

**Meet the physical and behavioral health needs of at-risk and unhoused people in rural Clackamas County.**

One of the most critical factors that leads to housing instability among low-income households is having significant untreated health-related issues that interfere with the ability to work and generate the income necessary to cover living expenses.

**Strategic Priorities:** The following high-priority strategies will have an immediate and significant impact on reducing housing instability associated with unmet physical and behavioral healthcare needs in RCC.

1

**Behavioral Health Outreach:** Expand peer-led behavioral health outreach by creating a new behavioral health outreach team for RCC.

2

**Mobile Primary & Urgent Care:** Increase primary and urgent care services to unhoused and at-risk rural residents through mobile services – pop-up clinics, street medicine programming, and/or an expanded Community Paramedic Program.<sup>3</sup>

3

**Treatment Facilities:** Create crisis stabilization, detox, and residential treatment facilities for unhoused and at-risk rural residents.

4

**Public Safety Partnerships:** Strengthen collaborations between public safety, corrections, and behavioral health providers for unstably housed and homeless RCC residents. Expand the practice of adding behavioral health

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<sup>3</sup> "Community Paramedic Program - Clackamas Fire District." 2022. <https://clackamasfire.com/community-paramedic-program/>.

clinicians to police forces and build on learnings from the recently launched County Deflection program.<sup>4</sup>

## Goal 6: Information and Access

**Educate rural residents about the resources available to them and ensure they can access them.**

Rural residents facing a housing crisis report being unable find timely and accurate information about available services and how to access them. In alignment with best practices, this goal area moves the system in RCC towards a “no wrong door approach,” meaning that persons in crisis have many options for connecting to services through institutions they are already interacting with.

**Strategic Priorities:** The following high-priority strategies will increase RCC residents’ access to reliable and timely information about available services and help them connect with those services.

1

**Partnerships to Disseminate Information:** Build partnerships with first responders, rural city staff, faith-based and civic organization, libraries, and other institutions to deliver reliable and timely information about emergency and housing stabilization services to residents in need.

2

**Information and Navigation for Non-English Speakers:** Expand information and service navigation resources for non-English speaking households by investing in culturally specific and multilingual outreach and navigation staff.

3

**Digital Access:** Develop and implement a digital access initiative to expand access to cell phone, computer, and Wi-Fi services to unhoused and at-risk households in rural Clackamas County to facilitate service access and participation.

4

**In-Person Navigation:** Prioritize a significant investment in additional in-person service navigation capacity dedicated to rural Clackamas County, with navigators available through outreach workers and in local community-based settings.

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<sup>4</sup> “Deflection | Clackamas County.” 2024. <https://www.clackamas.us/da/deflection>.

## Goal 7: Education and Employment

**Increase incomes for at risk and unhoused rural residents through education, training, and living wage employment.**

Access to stable employment and living wage jobs is a cornerstone of housing stability. Employment and education strategies are needed for the spectrum of employment seekers, from youth in high school preparing for a trade, to adults training for a higher wage position, and for anyone preparing to re-enter the workforce.

**Strategic Priorities:** The following high-priority strategies will support increased incomes, financial literacy, and housing stability for at-risk and unhoused rural residents.

- 1 Financial Literacy Resources:** Offer rural residents expanded and conveniently located no-cost budgeting, financial management, and related skill building trainings.
- 2 Career Training:** Strengthen H3S partnerships with workforce and community college systems to expand access for rural residents to education and training that focuses on living wage career employment.
- 3 Supported Employment:** Expand investments in employment readiness, search, and retention services designed and prioritized for at risk and unhoused rural residents.
- 4 Housing Workforce Partnerships:** Create/expand collaborations between training/workforce providers (i.e., Vocational Rehabilitation, Jobs+, WorkSource, community colleges) and housing programs, to facilitate successful training and long-term housing stability through living-wage employment.

## Goal 8: Governance and System Administration

**Build a rural focus into all county-wide system planning and implementation.**

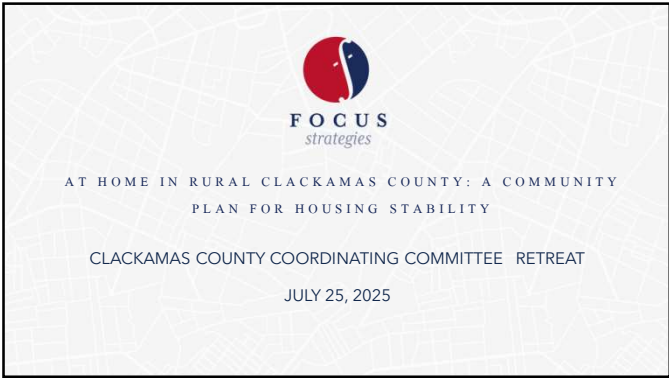
Achieving the objectives of this Community Plan will require incorporating a rural focus into housing and homelessness planning, data collection and reporting, and program design and implementation. A rural focus will help ensure that the unique needs and barriers to housing stability faced by vulnerable rural residents of Clackamas County are addressed.

**Strategic Priorities:** The following priority recommendations build on the strengths of current efforts related to system governance and administration and address existing gaps.

- 1 Rural Representation:** Ensure that rural representation and a rural equity lens<sup>5</sup> are part of all County planning processes addressing housing and homelessness.
- 2 Rural Planning Committee:** Establish a sub-committee in the County's housing crisis response system to oversee planning and implementation of rural-focused strategies addressing housing and homelessness.
- 3 Reallocate Funds and Identify New Funding Sources to Meet Rural Need:** Reallocate federal, state, and local funds where possible given SHS resources, and identify new fund sources to increase service capacity in RCC and implement the priority strategies in this Community Plan.
- 4 Need and System Performance Data:** Implement data improvements to allow more accurate reporting on the scale and demographics of rural need and to track the rural access and performance metrics in this Community Plan. Set specific system and program goals for rural areas and report annually.
- 5 Program Design and Budgeting:** Adapt program guidelines, provider capacity targets, and service budgets to reflect the unique challenges of effective service delivery in RCC.

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<sup>5</sup> A "rural equity lens" is a set of questions to help ensure that decisions about planning, programming, and funding of housing and homeless services take into account whether rural communities are represented and will benefit in proportion to their need.



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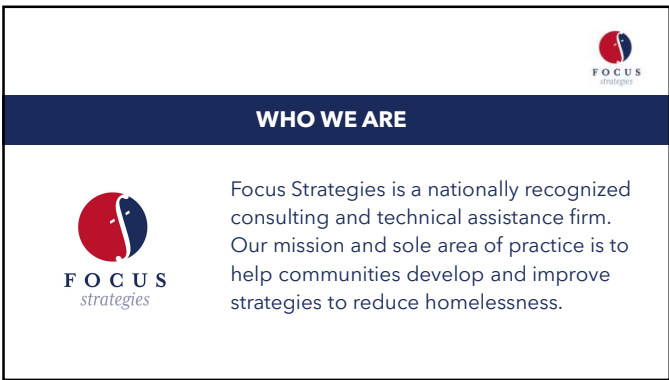
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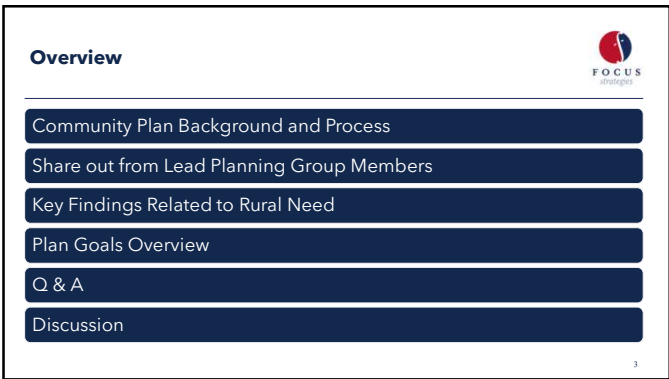
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Community Plan: Background

Commissioned by Clackamas County Health Housing and Human Services, implemented by Focus Strategies, led by local planning group

Two Phase Project:

Needs AssessmentCommunity Plan

This effort is the **first-ever comprehensive look at housing insecurity and homelessness in rural Clackamas County** and provides a detailed set of actionable recommendations to address residents' housing and service needs.



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
Rural Community Plan: Objectives


 Create a **community plan** that is guided by rural residents and stakeholders.

 Bring focus to a wide range of aspects that contribute to rural housing instability

 Plan for short, medium, and long-term strategies

 Strategize for rural Clackamas County as a whole, with input from the unique perspectives from each rural city/area

 Align with commitments and strategies in existing plans



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Project Timeline

Needs Assessment

Draft Plan Created

Implementation

January 2024

August 2024


May 2025

September 2025

Community Plan Activities

We Are Here

Community Plan Finalized



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Information Gathering Strategies

Document Review

Reviewed existing Plans and Needs Assessments


Quantitative Analysis

Analyzed available quantitative data such as:

- HMIS, PIT, HIC data
- American Community Survey data
- Housing Authority data

Community Engagement

Broad community engagement throughout RCC



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Community Plan Engagement Process




Community Listening Sessions




Lived Experience Listening Sessions




Community & Provider Surveys




Goal Area Planning Sessions



Review Sessions





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Lead Planning Group

Role of LPG Members:

- Guidance on how best to engage rural communities and stakeholders
- Assisted with interpreting engagement findings
- Reviewed and refined goals and recommendations


Rural City Governments

County Departments

Rural Service Providers

Educational and Public Safety Partners

Persons with Lived Experience



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Share Out: Lead Planning Group Members

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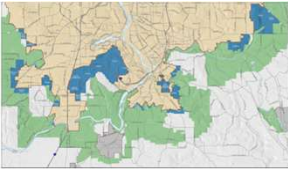
At Home in Rural Clackamas County:  
Community Plan for Housing Stability

Vision

"This Community Plan seeks to advance the vision of a rural Clackamas County where all residents have the opportunity to live with dignity in safe and stable housing."

What do we mean by Rural Clackamas County?

Clackamas county areas outside of Metro UGB (24% of the CC population)



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Key Findings Related to Rural Need

Percentage of Households Below the ALICE threshold in Rural Clackamas County

|                |     |
|----------------|-----|
| Boring         | 44% |
| Canby          | 48% |
| Colton         | 45% |
| Estacada       | 52% |
| Molalla        | 54% |
| Sandy          | 38% |
| County Average | 34% |

ALICE Data

- ALICE= Asset Limited, Income Constrained and Employed.
- Households below ALICE Threshold are "one paycheck away" from a serious housing crisis.

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Key Findings Related to Rural Need



Rural Clackamas County faces disproportionately high rates of housing instability and homelessness

- As of November 2024, **nearly 300 people were experiencing literal homelessness** and awaiting housing resources through the County's homelessness response system, including **92 family households**
- Rural residents made 38% of all people experiencing homelessness in Clackamas County

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Key Findings Related to Rural Need



Less than 5% of the system resources (housing and shelter beds) reported are in rural Clackamas County

- A minimum of 61% of rural Clackamas County residents enrolled in housing crisis services had to go to urban areas of the county to access services.

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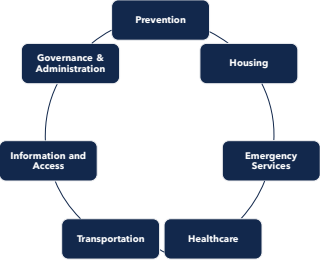
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Community Plan Goal Areas





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Community Plan Goals

Prevention

Keep rural Clackamas County households stably housed

Housing Opportunities

Return more rural Clackamas County residents to safe housing

*"I'll tell you right now, I'm a paycheck away from losing everything. My children and grandchildren live with me."*

- Molalla Community Listening Session

FOCUS

strategies

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Community Plan Goals

Emergency Services

Increase access to basic nutrition, hygiene, and shelter for rural residents in need.

Transportation

Improve transportation for at-risk and unhoused rural residents to access social services, healthcare, and work.

*"It's important to have a place to sleep and shower and take care of yourself that allows you to get a job and take care of health. It's an uphill battle everyday if you don't have your basic needs met."*

- Lived Experience Focus Group Participant

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Community Plan Goals

Healthcare

Meet the physical and behavioral health needs of at-risk and unhoused people in rural Clackamas County

Information and Access

Educate rural residents about the resources available to them and ensure they can access them

*"I can't navigate 211 - they sent me to 10 different people and then I just hit waitlists or lots of criteria that I can't meet. I need an advocate to help guide me through the process."*

-Focus Group Participant

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### Community Plan Goals

Education and Employment

**Increase incomes for at risk and unhoused rural residents through education, training, and living wage employment.**

Governance and System Administration

**Build a rural focus into system planning and implementation**

"Communication has to be improved so that people in rural areas can have a say and be part of the solutions to these problems."  
-Community Survey (Spanish Survey)

FOCUS strategies

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### Considerations for Special Populations


FOCUS strategies




Seniors




Households of Color and Immigrants




Families




People Exiting Institutions (i.e. foster care, criminal justice system)



Survivors of Domestic and Sexual Violence



People with Behavioral Health Conditions



Youth and Young Adults

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FOCUS strategies

THANK YOU!

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**C4 Retreat**  
**July 25, 2025**  
**4:00 p.m.**

## ***Session 04***

# ***Middle Housing Panel – Successes and Challenges***

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## **Summary**

*Presenting: Martha Fritzie: Principal Planner, Clackamas County  
Daniel Pauly: Planning Manager, City of Wilsonville  
Jill Sherman: Co-Founder, Edlen & Co.  
Laura Terway: Asst. Economic & Community Development Director, City of Happy Valley  
Pete Walter: Community Development Interim-Director, City of Oregon City*

House Bill 2001 (2019) required local code updates to address increased housing costs, changing households, and systemic injustices. Local jurisdictions have made required code changes to allow for Middle Housing, and some forms of middle housing are occurring in rural spaces, too. Each community, however, has experienced unique successes and challenges. What can we learn from each other?

## **Session Breakdown**

- 10m – Opening Remarks and Session Overview
- 50m – Expert Panel
- 15m – Open Q&A

## **Materials Provided for this Session**

- Presenter Bios
- HB 2001 Overview Flyer (DLCD)

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## ***Session 4: Panel Biographies***

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### **Daniel Pauly, Planning Manager | City of Wilsonville**

Daniel Pauly, AICP, has over 17 years in urban planning. Since May 2019, he's led land use entitlement, liaising with the Development Review Board and supporting planners. His previous roles include Senior, Associate, and Assistant Planner, managing projects like the Villebois Village Master Plan. He holds a Master's in Urban and Regional Planning from Portland State University (PSU) and a Bachelor's in History and Secondary Education from Boise State University. AICP-certified, he has published on housing diversity policies in master planning.

### **Jill Sherman, Co-Founder | Edlen & Co.**

Jill leads Edlen & Co.'s public-private partnerships and build-to-suit projects for nonprofits and for-profits, focusing on affordable housing, community facilities, and mixed-use developments. With expertise in sourcing deals and managing the development process, she integrates various financing sources like low-income housing tax credits and urban renewal funds. Jill holds a Master's in Urban Studies from PSU and dual degrees in Psychology and Economics from the University of Pennsylvania.

### **Laura Terway, Assistant Economic & Community Development Director | City of Happy Valley**

Laura Terway, AICP, serves as the Assistant Economic and Community Development Director for the City of Happy Valley, Oregon. With over 22 years of experience in urban planning, she brings an understanding of land use and policy development. In her current role, Laura leads the Planning Division, participates in various regional committees, and participates in the legislative initiatives. Prior to joining Happy Valley, Laura served as the Community Development Director for the City of Oregon City. A lifelong Oregonian, she holds a Master's degree in Urban and Regional Planning from Portland State University and a Bachelor's degree in Geography from Western Oregon University.

### **Pete Walter, Community Development Interim-Director | City of Oregon City**

Pete Walter has over thirty years of experience in community development and land use policy. Currently the Planning Manager for Oregon City, he has led complex planning projects and comprehensive updates to city plans, ensuring sustainable growth and effective resource management. His previous roles include Senior Planner in Oregon City and Supervisor of Urban Forestry in Portland, where he emphasized public engagement and collaboration with stakeholders. He holds a Master's in Community and Regional Planning from the University of Oregon and a Bachelor's in Range and Forest Management Science from Colorado State University.

# House Bill 2001: More Housing Choices for Oregonians

In 2019, the Oregon Legislature passed House Bill 2001, a bipartisan bill to help provide Oregonians with **more housing choices**, especially housing choices **more people can afford**.

The new law lets people build certain traditional housing types that already exist in most cities, instead of being limited to a single housing type.

House Bill 2001 requires updates of local rules that have limited what sorts of housing people could build. These limitations have led to increased housing costs.

## The Need for More Diverse, Affordable Choices

People need a variety of housing choices. Today, too many Oregonians are paying too much for the housing they have and are limited to renting or buying detached single-unit homes. Meanwhile, the composition of Oregon households is shifting; more than a quarter of households today are a single person living alone.

At different times in their lives, we have different needs. Imagine what sort of housing a young adult might want or be able to afford, or think of the needs of a retired person.

## The Bill: Traditional Housing Types Allowed in Most Neighborhoods Soon

Under the bill, by June 30, 2021, Oregon's medium-sized cities must allow Oregonians to build duplexes in areas zoned for single-family dwellings. Most cities already allowed duplexes in certain circumstances.

By June 30, 2022, cities in the Portland Metro region and Oregon's other largest dozen cities (those over 25,000 population), must allow people to build duplexes, triplexes, fourplexes, cottage clusters, and townhouses in residential areas.

These houses can be more affordable and meet the housing needs of many younger people, older people, and people who work hard but can't afford a large detached house of their own.

The bill also provided \$3.5 million for technical assistance to cities, and has other details. Read the bill for details: [olis.leg.state.or.us/liz/2019R1/Downloads/MeasureDocument/HB2001/Enrolled](https://olis.leg.state.or.us/liz/2019R1/Downloads/MeasureDocument/HB2001/Enrolled)

## Siting and Design Flexibility; Transformation Expected to be Gradual

While the bill re-legalizes certain housing types, the bill is about choices. People can still build detached single-family homes. We expect most homes in residential areas to be built as such.

Cities can set reasonable siting and design requirements on the houses, including making sure there is adequate infrastructure. The bill directs the Department of Land Conservation and Development (DLCD) to help cities figure this out.

While the law allows traditional housing types, DLCD expects the transformation of housing choices to be gradual. Cities have allowed some of these types in certain areas. Not many have been built. Local knowledge of how to build these housing types will grow over time. The building of them will depend on local housing markets.

## Learn More and Sign Up to Stay Informed

[www.oregon.gov/lcd/UP/Pages/Housing-Choices.aspx](https://www.oregon.gov/lcd/UP/Pages/Housing-Choices.aspx)

Ethan Stuckmayer, Senior Housing Planner, [ethan.stuckmayer@state.or.us](mailto:ethan.stuckmayer@state.or.us) (503) 934-0619



*Before being outlawed, non-single-unit homes have long been built in our cities; this is a Salem triplex.*





**C4 Retreat**  
**July 25, 2025**  
**5:15 p.m.**

***Session 05***

## ***Legislative Debrief on Housing***

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### **Summary**

*Presenting: Legislative Guests*  
*Trent Wilson: Government Affairs Manager, Clackamas County*

The 2025 state legislative session began on January 21 and adjourned on June 27, just 2 days ahead of constitutional sine die. Nearly 3,500 bills were introduced.

During the session, many bills were introduced to accelerate housing production. Some concepts sought to reduce permitting timelines. Efforts were also made to secure \$880M in bond authority for affordable homes, allocate \$100M for infrastructure such as water and sewer, and expand middle housing through HB 2138 for urban unincorporated lands. A permanent statewide shelter program was established via HB 3644.

On July 25, C4 will be joined by legislative guests to debrief the 2025 session.

### **Session Breakdown**

- 15m – Debrief on legislative themes and what's on the horizon
- 45m – Q&A with legislative guests

### **Materials Provided for this Session**

- Key 2025 Housing and Land Use Bills



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## 2025 Housing and Land Use Bills to Know

| BILL           | SUMMARY  | OUTCOME       |
|----------------|--|---------------|
| <b>HB 2138</b> | Expands allowable middle housing, expands requirements to urban unincorporated areas.  | <b>PASSED</b> |
| <b>HB 2259</b> | Creates pre-approved building plans to streamline approval processes and remove housing option barriers.   | <b>FAILED</b> |
| <b>HB 2411</b> | Authorizes Oregon Business Development Department to provide financial assistance to industrial land projects. Establishes Industrial Site Loan Fund in State Treasury (Funded at \$10m via HB 5531).  | <b>PASSED</b> |
| <b>HB 3031</b> | Establishes a program through which the Oregon Infrastructure Finance Authority may provide financial assistance in the form of grants, loans, or forgivable loans for infrastructure to support housing development. Eligibility favors developments advancing affordable housing.  | <b>PASSED</b> |
| <b>HB 3144</b> | Prohibits new recorded instruments or governing documents of a planned community from banning the siting of manufactured dwellings or prefabricated structures. Makes other changes.   | <b>PASSED</b> |
| <b>HB 3503</b> | Provides \$4.2M in state funds to the Housing and Community Services Department to convert about 70 homes from the county's scattered-site public housing portfolio into permanent affordable units for low- and moderate-income families.   | <b>FAILED</b> |
| <b>HB 3644</b> | Creates a statewide shelter program, investing \$204.9 million to keep all open shelters operating. It also offers coordination and planning that takes the pressure off localities like those in the metro region that offer shelter services and those with few or no shelter options.   | <b>PASSED</b> |
| <b>SB 6</b>    | Requires a building official or any other agency or official responsible for administering and enforcing the state building code to approve and issue, or disapprove and deny, any application for a building permit for middle housing or conventional single-family residential housing in a residential subdivision with more than six lots not later than 45 business days after the date on which the applicant submits a complete application. | <b>FAILED</b> |
| <b>SB 974</b>  | Requires local governments and special districts to complete the final review of final engineering plans for residential development within 120 days of submission. Advocates originally sought a 45-day window.   | <b>PASSED</b> |

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**C4 Retreat**  
**July 26, 2025**  
**7:45 a.m.**

## ***Breakfast***

## ***State Transportation Funding Package Updates***

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### **Summary**

*Presenting: Trent Wilson: Government Affairs Manager, Clackamas County*

During summer 2024, the Joint Committee on Transportation conducted a 13-stop listening tour that included round table discussions with local leaders, site visits, and public hearings in preparation for the upcoming transportation package in 2025. The Governor's Recommended Budget signaled her intent to avoid job cuts at ODOT, which could number between 600 and 800 absent a funding package. After the session ended without passing a transportation package, nearly 500 notices were sent to ODOT employees in preparation for layoffs, and more notices could follow. Legislators now face decisions on how to tackle transportation funding moving forward, considering options such as calling a special session, waiting until the 2026 short session, or the 2027 regular session.

### **Session Breakdown**

- 15m – Updates on State Transportation Funding Package

### **Materials Provided for this Session**

- TRIP Act Framework
- 2025 Clackamas Communities Values & Outcomes Document

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## PACKAGE CRITERION:

- Establish **sustainable and innovative funding mechanisms** built on the principle that **all users pay their fair share**

## INVESTMENTS IN:

- **SAFETY, maintenance, and preservation** of our multimodal system
- **Urgent and necessary** anchor project commitments
- Transit, rail, & pedestrian safety that ensures an **equitable, safe, and green** multimodal system

## IF WE DON'T ACT?:

- **\$205M** annual funding shortfall in maintenance and operations
- **\$227M** annual funding shortfall in paving
- The crisis will worsen and **risk the safety of our roads**
  - The pavement replacement cycle will be **every 50 years instead of 20 years**
  - Roads in fair condition will turn to poor, and **we'll pay more in repairs or replacement later**
  - More potholes, higher vehicle repair costs, & decreased speeds on damaged pavement
  - Non-interstate paving will **cease after 2027**
  - County roads will **deteriorate** due to a lack of state funding

## Why does Oregon need to invest this session?

Our economy and quality of life depend on our ability to keep our roadways operating daily. Without funding reform, Oregon will continue to see a decline in the safety, reliability, and quality of its transportation system. That's why the Legislature is advancing a new **transportation framework**- a responsible, forward-looking plan to modernize how Oregon pays for and maintains our infrastructure.

## What are we investing in? SAFETY!



**ROADS:** The vast majority of revenue for the **State Highway Fund** will be dedicated to **operations, maintenance and preservation efforts** at the **state, county, and city** levels to increase safety:

- Pave priority routes
- Clear roads
- Repair road signals
- Fix unstable slopes
- Replace culverts
- Restore bridges
- Fix pedestrian infrastructure
- Build rumble strips
- Restripe roads
- Restore maintenance workers
- Restore and add DMV customer service
- Respond to incidents



**HONORING PROJECT COMMITMENTS:** The package will include funding for previous legislative promises: **I-5 Rose Quarter** and **Abernethy Bridge**, as well as moving along **I-205 widening**, **Center Street Bridge**, and **Newberg-Dundee** bypass.



**TRANSIT:** As Oregon's population continues to age and grow, it becomes increasingly important to provide sustainable ways for all Oregonians to access their needs and their community. Investing in a multimodal transportation system means lower emissions, safety for pedestrians, access for all citizens and businesses, and a healthy, thriving Oregon.



**RAIL:** Freight and passenger rail are instrumental to efficiently move freight to and from port and passengers up and down the I-5 area. Rail offers a great alternative to congested highways, is the most environmentally responsible way to ship freight by land and provides a much safer transportation alternative.



**PEDESTRIAN SAFETY:** Many Oregonians walk, bike, scoot or skate to jobs or school. Investing in pedestrian infrastructure—**Safe Routes to School** and **Great Streets**—ensures Oregonians of all ages, regardless of mode of transport, get where they safely need to go.

## Modern Funding for the 21<sup>st</sup> Century



**INDEXING:** Index fuels tax to tie it to inflation to ensure future solvency of the revenue stream.



**RUC for PASSENGER VEHICLES:** Ensure that all vehicles pay their fair share, including electric and highly fuel-efficient vehicles. Vehicles can enroll with the RUC program or pay a flat RUC annual fee. Once enrolled, EVs would no longer pay higher registration rates.



**RUC for COMMERCIAL DELIVERY:** Ensure that fulfillment center fleets pay their fair share for use of Oregon roads. A business that operates a fleet vehicle (8,000-26,000 pounds) to deliver packages to homes or businesses in Oregon from a fulfillment center would be required to enroll and pay by the mile.

### IF WE DON'T ACT? (Continued):

- **\$360M** annual funding gap in Bridge Program
  - Bridge replacement will be at **900 years instead of 100 years**
  - **Bridges will be weight-restricted for safety**, & trucks will face detours
- **Other consequences of funding shortfall include:**
  - **Longer response times** to incidents & weather
  - **Longer wait times at DMV + closures**
  - **Decreased frequency of transit**
  - **Delayed trains clogging local intersections**
  - **Increased mortality rates** for bike/ped on unsafe roadways

## Revenue

| Revenue Mechanism                | Rate in HB2025   | Purpose   |
|----------------------------------|--|---|
| Fuels Tax                        | 15 cent increase<br>1/1/26: +10¢/gallon<br>1/1/28: +5¢/gallon    | Goes into the <b>State Highway Fund</b> : for the <b>50/30/20 split</b> for the <b>maintenance, operations, and preservation</b> of Oregonian roads.                    |
| Title Fees                       | +\$70 to base  |   |
| Registration                     | +\$50 to base  |   |
| Weight-Mile                      | (waiting math)   |   |
| RUC Passenger Vehicles           | Per mile charge (5% of gas tax)                                  |   |
| RUC Commercial Delivery Vehicles | Per mile charge (10% of gas tax)                                 |   |
| Fuels Tax Indexing               | (adjusts with inflation)   |   |
| Payroll Tax                      | +0.2% increase on payroll  | Transit maintenance and enhancement   |
| Transfer Tax                     | 2% on new vehicles<br>1% on used vehicles<br>Floored at \$10,000 | - <b>Great Streets</b> (\$250 million/bi)<br>- <b>Safe Routes</b> (\$50 million/bi)<br>- <b>Anchor Projects</b> (\$250 million/bi)<br>Off the top of State Highway Fund |
| Privilege Tax                    | +.05% increase on new vehicle sales (in state)                   | Railroad Fund   |
| Vehicle Use Tax                  | +.05% increase on new vehicle sales (out of state)               | Wildlife Crossing Fund (\$10 million/bi)  |

## Stewardship and Accountability



**ACCOUNTABILITY:** Require frequent performance audits and put more oversight of capital projects with the legislature to ensure **public dollars are spent wisely and transparently**, particularly with accounting, budget, and project delivery processes and practices.



**EFFICIENCY:** Simplify **weight-mile rates** from 85 tax rates down to 10 tax rates, in order to alleviate serious administrative burdens on trucking companies and the state, as well as significantly reduce chances for tax evasion.



**STEWARDSHIP:** Oregon is the only state to tax diesel at the pump instead of higher in the distribution chain. This results in significant administrative burdens on several small-company fuel sellers and fuel users. **Raising the point of taxation for diesel** to where gasoline is taxed and officially recognizing dyed diesel in law will reduce complexity and provide stronger enforcement for fuels tax evasion.



**FAIRNESS:** Restore **Highway Cost Allocation balance** (the amount that both heavy vehicles and light vehicles pay into our system) is necessary per the Oregon Constitution. The package will restore that balance.

**Joint Values and Outcomes  
for the 2025 State Legislative Transportation Package  
by the Communities of Clackamas County**

Approved on February 6, 2025

The jurisdictions named here support a seamless, functional transportation system that prioritizes safety and the reliable movement of people and goods.

We acknowledge that without adequate transportation funding to address maintenance and capital projects in our communities, our collective transportation system will continue to struggle, maintenance projects will become capital projects, and our transportation systems will fail to meet public expectations and uses. As the state legislature considers funding solutions to address state and local needs, the values and outcomes named here will be the foundation of our advocacy.

**These values are not an endorsement of any collective or particular funding proposal.**

**To ensure an equitable, balanced, and seamless system for all, a transportation package should...**

- Develop in collaboration with local voices and jurisdictions
- Protect and retain the 50/30/20 revenue formula from the State Highway Fund
- Secure operations and maintenance funding for state and local partners
- Increase safety for all travel modes and reduce diversion from highways onto local roads

**To ensure maximum and efficient utilization of public dollars, a transportation package should...**

- Provide local jurisdictions with the resources to implement state requirements
- Build trust through budget transparency, implement cost saving measures, and limit administrative costs
- Maximize our opportunity to leverage federal funds for local and state projects of significance
- Secure varied revenue sources to diversify funding tools for local and state agencies

**To advance projects that build public trust and accountability, a transportation package should...**

- Finish what was promised in HB 2017 and HB 3055, including the I-205 widening and bridge improvements between Stafford Rd and Abernethy Bridge.
- Formulate a list of additional, high-priority projects for future funding, such as Sunrise Corridor and other investments addressing growth in urban, suburban, and rural communities

**To provide accessibility and funding to multimodal facilities and services, a transportation package should...**

- Complete gaps in transit service, sidewalks, and bike lanes
- Improve transit operations, including regional coordination and equitable access to transit
- Invest in transit and paratransit so that it is a convenient, reliable, and safe travel option
- Provide sustainable long-term funding for first- and last-mile transit solutions
- Consider investments that improve safety for commuters reliant on bicycles, scooters, and other non-traditional transportation options

**To support housing production and economic opportunities, a transportation package should...**

- Accelerate transportation networks supporting developing areas
- Improve the operations of regional freight routes, bridges and arterials
- Improve safety and reduce congestion on roads that connect urban and rural communities



Supporting Logos for the Clackamas Joint Values and Outcomes





## **C4 Retreat**

### **July 26, 2025**

### **8:00 a.m.**

### ***Session 06***

### ***Transit Landscape Panel***

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#### **Summary**

*Presenting: Andi Howell, Transit Director, Sandy Area Metro & C4 Transit Providers Subcommittee  
Tom Mills, Planning and Policy Director, TriMet  
Ted Leybold, Transportation Policy Director, Metro*

Earlier this year, C4 tasked the Transit Providers Subcommittee with identifying ideas for expanding transit more rapidly in Clackamas County. The Transit Providers Subcommittee met twice, identifying immediate operational challenges (ridership, access to business space) and systemic policy barriers (inter-district connections). Simultaneously, TriMet is undertaking a level of service study, and Metro is conducting a community connector study.

During this session, transit experts will present major transit initiatives in the region and offer perspectives on factors that influence transit expansion and the future of the transit landscape.

#### **Session Breakdown**

- 05m – Session Introduction
- 25m – Panel Introductions and Project Introductions
- 30m – Facilitated panel questions; Open Q&A

#### **Materials Provided for this Session**

- Panelist Bios & Facilitated Questions
- Project Presentations

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## ***Session 6: Panel Biographies***

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### **Andi Howell, Transit Director | Sandy Area Metro, C4 Transit Providers Subcommittee Member**

Andi is an accomplished Transit Director for the City of Sandy, Oregon, with a rich background in government administration. Holding a Master of Science in Sociology from Portland State University, Andi has a proven track record in budgeting, grant management, and public speaking. She has held various key positions, including adjunct professor of Sociology and Research Analyst for Oregon Housing and Community Services and Transit Manager and Director for the City of Sandy. Andi serves on multiple boards and committees, including as the former President of the Oregon Transit Association and a member of the Region 1 ACT.

### **Tom Mills, Planning and Policy Director | TriMet**

Tom Mills is the Director of Planning and Policy at TriMet in Portland, Oregon, bringing over 25 years of experience in transit planning and operations. During his time with TriMet, he has overseen the operations planning for major projects like the Portland-Milwaukie Light Rail and the Portland Mall Revitalization. His expertise includes jurisdictional coordination, public outreach, and project management, particularly focused on projects that right-size transit service to transit markets. Tom previously worked as a Transportation Planner at the Presidio Trust and held positions at Sustainable San Mateo County and MPR Associates, contributing to projects that enhance community mobility and sustainability. He holds a Master's in Urban Planning from San José State University and a Bachelor's in Political Science from Pitzer College.

### **Ted Leybold, Transportation Policy Director | Metro**

Ted Leybold has more than 30 years of professional transportation planning and programming experience working to bring a safer and more equitable transportation system to the greater Portland metropolitan area. As Transportation Policy Director for Metro, he provides strategic leadership on regional transportation policy and funding topics to staff and policy boards and ensures compliance with federal transportation planning regulations for the metropolitan region.

### **Facilitated Questions**

1. Learning Highlights - During your project, have you learned or encountered anything surprising?
2. Influencing Factors – Based on what you know now and within the context of your project, what factors do you believe have the most significant influence over the future transit landscape?
3. Barriers to Expansion - From your perspective, what are the biggest barriers currently facing transit expansion in Clackamas County, and how can we work to overcome them?

## C4 Transit Providers Subcommittee

Andi Howell  
Sandy Area Metro Transit Director &  
C4 Transit Providers Subcommittee



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## BACKGROUND & BYLAWS

On Jan. 9, C4 moved to reconvene the C4 Transit Providers Subcommittee to explore ideas and options to expand transit coverage more rapidly in ClackCo.

"Staff of C-4 members who represent or operate a public transit service, or receive service, shall be members of a subcommittee named Clackamas Transit Providers Subcommittee..."

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## MEETING 1 | FEB. 19

*"What are the barriers to deploying transit more aggressively within your service area?  
What are the high-priority service gaps?"*

### Individual Needs

- Board governance
- Office space
- Maintenance space

### Collective Challenges

- Operational funding
- Inflation
- Competition for labor

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## MEETING 2 | APRIL 30

*"What are all the options to expand transit more rapidly to unserved areas, including the transit deserts within the county at-large and the underserved areas within existing districts?"*

**Focus on connections between service providers.**

- District boundary challenges
- STIF legislation challenges (HB 2017)

**Level up existing relationships**

Formalize and enhance existing teamwork

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## CLACKAMAS RURAL/SMALL URBAN PROVIDERS

**Collaborative Projects:** Small providers in Clackamas County, including SAM, SMART, and others, have pooled their resources to tackle regional transportation issues.

**Focus on Connectivity**

Using STIF Discretionary funding, these agencies are able to expand their services beyond their typical boundaries and ensure that residents have access to a connected transit system.

**Shared Goals**

Implemented projects focus on improving service coordination, reducing service gaps, and enhancing customer experience through technology.

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## PARTNERSHIPS IN SERVICE



**Connectivity**

Contracted Services  
Interlined Routes  
Regional Coordination

**Shared Goals**

Shared Webpage @RideClackamas  
GPS Tracking/Data Collection  
Shared Mobile Ticketing/Ease of Transfer  
One Stop Transit Information Center

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## PROGRAM INTEGRATION AND BENEFITS

Integration of STIF, STIF Discretionary, and Regional Coordination

- Comprehensive transit development that aligns funding priorities across regional boundaries
- Projects funded through STIF Discretionary and Regional Coordination programs can fill gaps in formula fund projects

**Key Benefits:**

- Increased ridership
- Improved access for vulnerable populations (older adults, people with disabilities)
- Enhanced efficiency and cost-effectiveness

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## LEARNING HIGHLIGHTS

Integration of STIF, STIF Discretionary, and Regional Coordination

- Comprehensive transit development that aligns funding priorities across regional boundaries
- Projects funded through STIF Discretionary and Regional Coordination programs can fill gaps in formula fund projects

**Key Benefits:**

- Increased ridership
- Improved access for vulnerable populations (older adults, people with disabilities)
- Enhanced efficiency and cost-effectiveness

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Clackamas County Level of Service Study



C4 Retreat

July 26, 2025

Tom Mills, Director of Mobility Planning & Policy  
TriMet

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TriMet Service Planning Guidelines

Board Adopted Service Planning Guidelines

- Equity
  - “...considering needs of low-income populations, people of color, people with disabilities, and other communities of concern.”
- Demand
  - “...respond to changes in demand for mobility and access via transit.”
- Productivity
  - As measured in “boarding rides per vehicle hour”.
- Connections
  - “These can include key locations such as job centers, schools, colleges, training centers, and neighborhood housing.”
- Growth
  - “...in population and employment...”

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Level of Service Study

Level of Service Study

- Study to determine the quality of transit – *Transit Capacity and Quality Service Manual*
- Assign “grades” to transit service

Clackamas County Level of Service Studies

- 2016 – Transportation Service Plan
  - Kittelson & Associates
- 2020 – Transportation Development Plan
  - Kittelson & Associates

2025 Level of Service Study

- Kittelson & Associates
- Based on TriMet’s Transit Market Index

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## Transit Market Index

### Factors

- Population density – Population per square mile
- Employment density – Jobs per square mile
- Median household income – Low income block groups get higher score
- Low/medium wage jobs – Percent of jobs earning \$3,333/month or less
- Population with a disability and under age 65 – Percent of population
- Youth and young adults – Percent of population aged 15 to 29
- Households with limited vehicle access – Percent of households with
  - No vehicle access
  - 2+ workers and only one vehicle
- Sidewalk coverage – percent of pathways with sidewalk or pedestrian designated path
- Intersection density – intersections per square mile
- High density land use – higher score to mixed use development

### Further Consideration

- Steep grades – are they a positive or a negative

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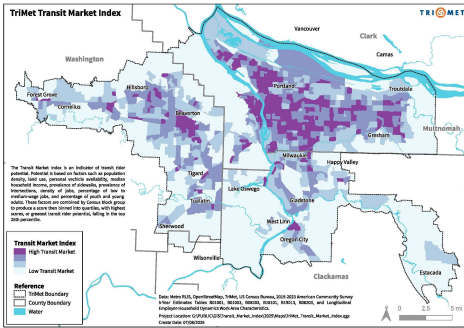
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## Transit Market Index Map



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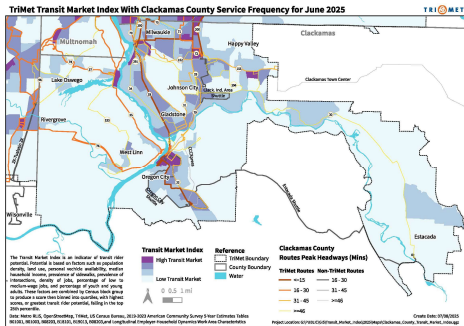
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## Transit Market Index Map



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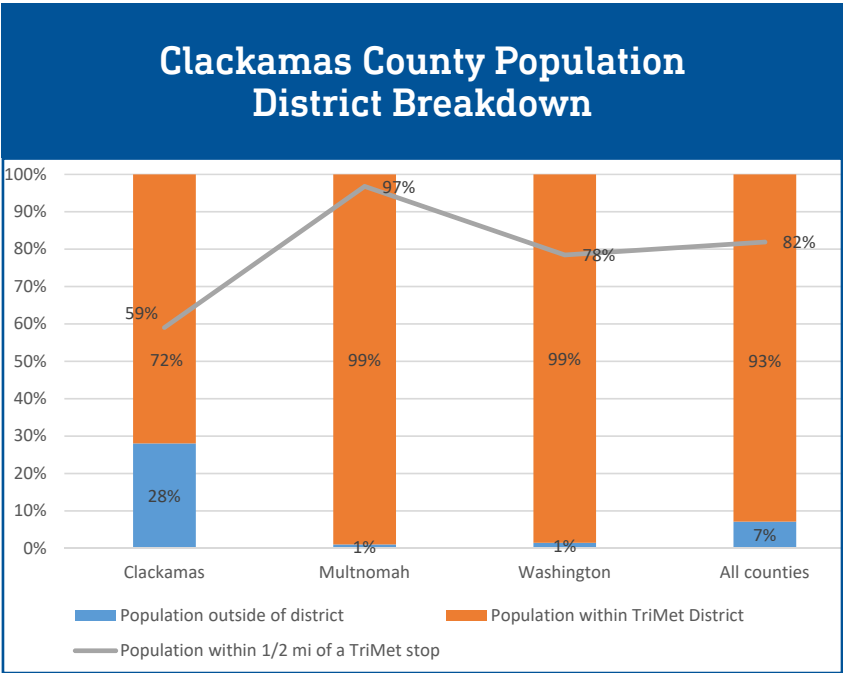
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# Tri-County Populations, Areas, and Access to Transit

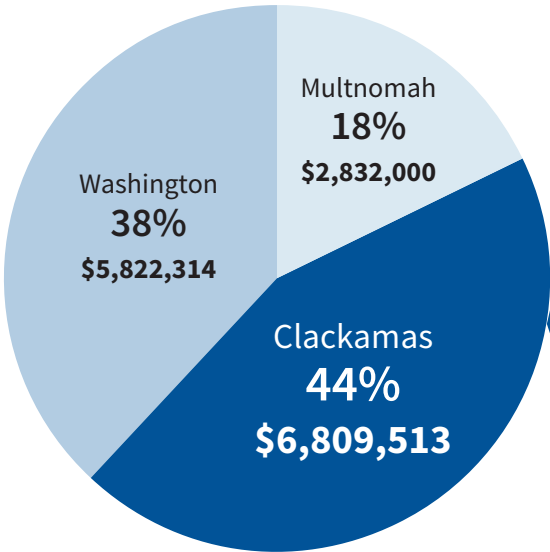
## Clackamas County focus

In Clackamas County alone, TriMet has extended multiple bus lines, expanded service on others, and added a brand-new connection since August 2024 through our Forward Together service concept. TriMet’s goal is to improve connections, increase ridership, and provide more and better service for people who depend on transit.

Providing service in Clackamas County is uniquely challenging due to the significant rural and suburban populations. We work to tailor our service for these communities by supplementing our fixed-route bus service with our regional coordination program, which is intended to provide community shuttle service that can expand sustainable and flexible transit options.



### TriMet Investment in Regional Coordination Service FY26-27



#ClackCo  
CONNECTS

- ClackCo Connects
  - Oregon City
  - Clackamas Industrial
  - CCC Express
  - Estacada Shuttle
- SMART 2X
- SAM-Clackamas Town Center Route

### Key Metrics - All of Clackamas County

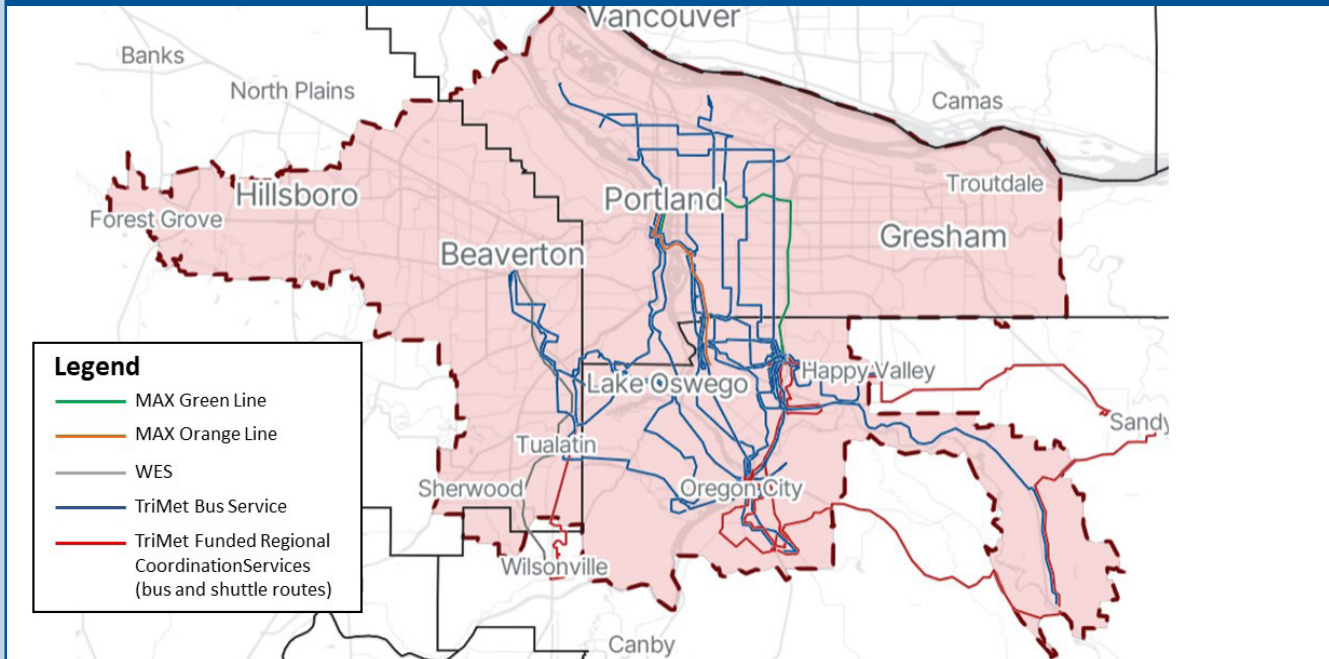
SPRING 2025

| Service Lines | Weekly Boardings | Monthly Boardings |
|---------------|------------------|-------------------|
| 24            | 85,968           | 343,872           |

### ESSENTIAL JOBS REACHABLE FROM OREGON CITY TRANSIT CENTER VIA TRIMET IN:

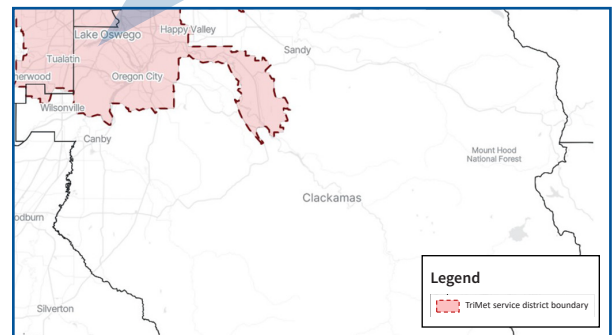


## Clackamas County Transit Service Funded by TriMet



### TriMet Service District Boundary and Service in Clackamas County

TriMet serves nearly three-quarters of Clackamas County's people within less than a third of its land, targeting our impact and meeting riders where they are.



### Clackamas County Service

- MAX Green Line
- MAX Orange Line
- WES
- 30-Estacada
- 31-Webster Rd.
- 32-Oatfield Rd.
- 33-McLoughlin/King Rd.
- 35-Macadam/Greeley
- 37-Lake Grove
- 38-Boones Ferry Rd.
- 70-12th/NE 33rd
- 71-60th Ave.
- 72-Killingsworth/82nd Ave.
- 75-Cesar Chavez/Lombard
- 78-Denney/Kerr Pkwy.
- 79-Clackamas/Oregon City
- 152-Milwaukie
- 155-Sunnyside
- 156-Mather Rd.

### NEW LINES, EXTENSIONS AND SERVICE LEVEL EXPANSIONS SINCE AUG 2024

- Line 29-Lake/Webster Rd
- Line 34-Linwood/River Rd
- Line 76-Hall/Greenburg
- Line 153-Stafford/Salamo
- Line 291-Orange Bus



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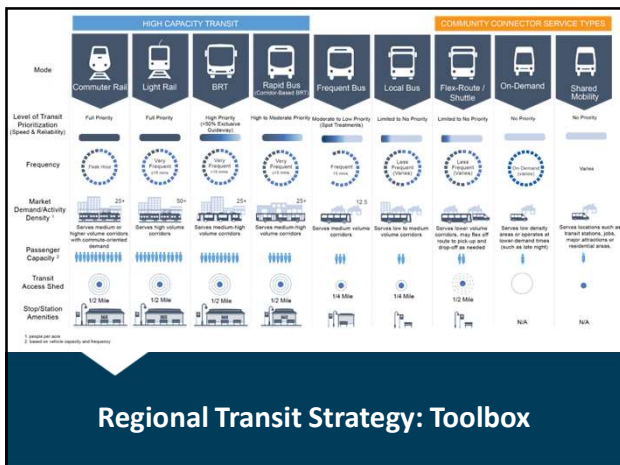
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### Identifying current gaps and needs

- Mobility in **low density areas** (*neighborhoods, local places*)
- Access to **jobs**
- Access to major **outdoor recreation areas**
- Mobility by time-of-day

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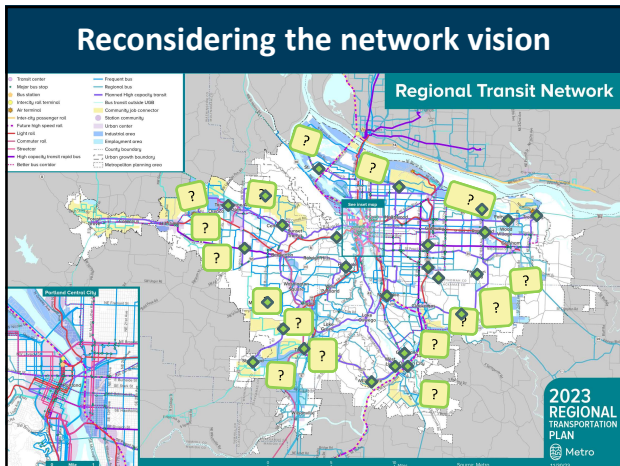
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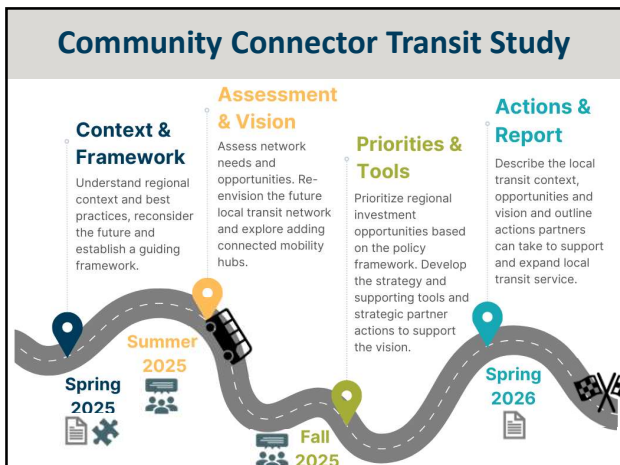
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**C4 Retreat**  
**July 26, 2025**  
**9:00 a.m.**

## ***Session 07***

### ***Transit System Visioning – Part 1***

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#### **Summary**

*Presenting: Jeff Owen: Principle Planner, Clackamas County Department of Transportation and Development (DTD)*  
*Cory Mathews: Facilitator, Clackamas County Resolution Services*

In 2021, the Board of County Commissioners adopted the county's first-ever Transit Development Plan. The vision of the Transit Development Plan (TDP) is to provide "guidance for an equitable, safe, convenient and connected transit network throughout Clackamas County that will support the health and well-being of Individuals, communities, the economy and the environment". In practice, the TDP is used to guide State Transportation Improvement Fund (STIF) investments and communicate a coordinated vision for transit service and access to transit across the county.

Later this year, county staff will initiate a planning process to update the Transit Development Plan. To support this effort, retreat guests will engage in a visioning exercise on the 2021 goals of equity, safety, convenience, and connection. What does it mean for a transit network to embody these qualities?

#### **Session Breakdown**

- 05m – Session Introduction
- 15m – Presentation on Transit Development Plan Refresh
- 40m – Visioning Exercise & Report Outs

#### **Materials Provided for this Session**

- Presentation
- Visioning Exercise Instructions

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2021 TDP

• HB 2017 (Keep Oregon Moving) created a new transportation revenue stream: **Statewide Transportation Improvement Fund (STIF)**

- A "dedicated source of funding for improving or expanding public transportation service in Oregon"
- Every two years, the County coordinates with all county transit agencies to identify specific projects to be funded by STIF
- Only projects *identified within an adopted plan* are eligible for STIF funding

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2021 TDP

### What does the TDP Include?

The TDP guides transit investments within Clackamas County and guide future investments under STIF by:

Identify connections to area with no service

Provide a coordinated vision for transit service

Take actions to improve transit use

**Within TriMet service area, the TDP:**

- Provides detailed analysis and level of service information
- Informs future STIF plans
- Informs TriMet service implementation

**In unincorporated areas with no transit providers, the TDP:**

- Makes recommendations for how transit service providers can cover these areas in the future
- Identifies how existing transit services can be better connected

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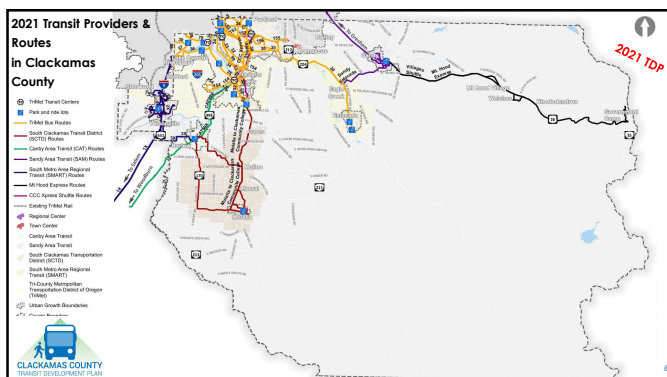
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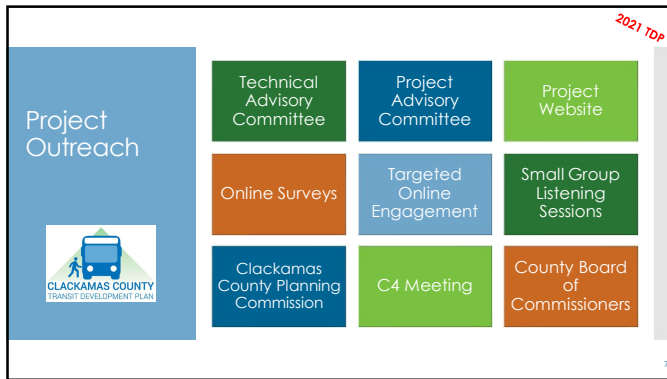
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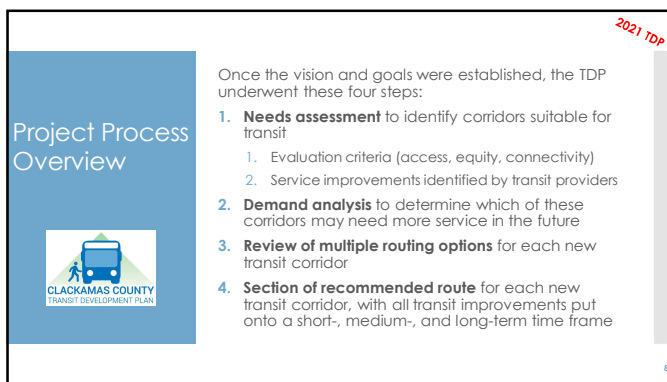
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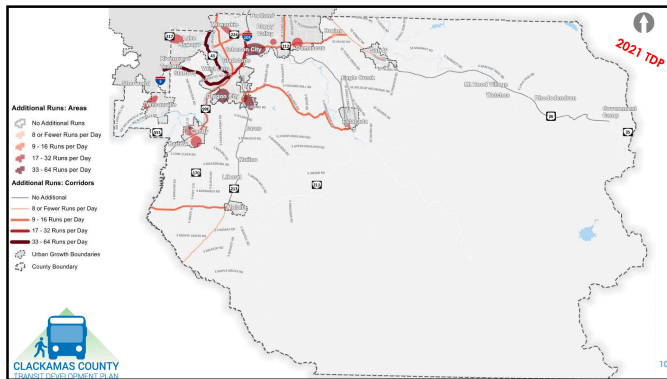
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**Short-Term Recommendations**

| ID   | Corridor or Area                      | Runs / Day | Additional Runs | Recommendation  |
|------|---------------------------------------|------------|-----------------|---|
| ST-1 | Hwy 43: Oregon City to Portland       | 47         | 48              | Implement 15-minute service on Line 35, new service on Rosemont Rd                                      |
| ST-2 | I-205: Oregon City to I-5 Interchange | 0          | 47              | Implement hourly service on Borland Rd and hourly express service on I-105 (about 28 runs/day combined) |
| ST-3 | East Tualatin                         | 0          | 8               | Hourly service provided by Borland Road route   |
| ST-4 | Jennings Lodge-Oak Grove-Oakfield     | 0          | 16              | Jennings Lodge served by new Happy Valley-Oregon City service   |
| ST-5 | Milwaukie Industrial Area             | 33         | 31              | Implement hourly shuttle service; expand Line 152 service hours (about 12 runs/day)                     |

CLACKAMAS COUNTY  
TRANSIT DEVELOPMENT PLAN

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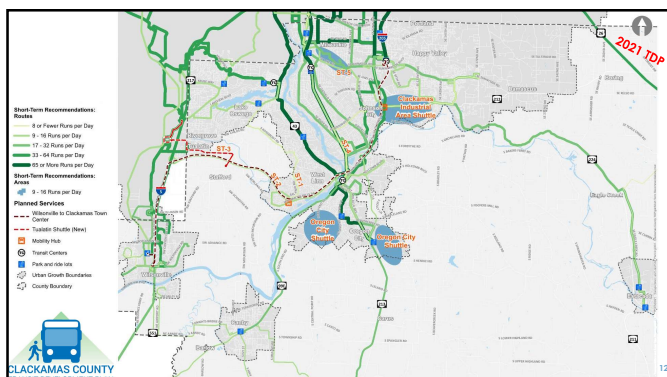
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2021 TDP

Medium-Term Recommendations

| ID   | Corridor or Area                            | Runs/Day Before Mid-Term | Additional Runs | Recommendation   |
|------|---|--------------------------|-----------------|--|
| MT-1 | I-205: Oregon City to I-5 Interchange       | 14                       | 33              | Evaluate service; consider increased service span and frequency to add runs to service |
| MT-2 | Milwaukie Industrial Area                   | 45                       | 19              |  |
| MT-3 | I-205: Oregon City to Clackamas Town Center | 69                       | 18              | Implement 20-minute headways on Line 79 (about 50 runs/day)                            |
| MT-4 | West Lake Oswego/Kruse Way                  | 12                       | 20              | Increase frequency to 30 minutes during AM peak hour (about 10 runs/day)               |
| MT-5 | Wilsonville (West Wilsonville)              | 16                       | 19              | Expand service hours beyond peak periods (about 10 runs/day)                           |
| MT-6 | Happy Valley                                | 16                       | 19              | Establish hourly service (about 10 runs/day)   |

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2021 TDP

Medium-Term Recommendations

| ID    | Corridor or Area                  | Runs/Day | Additional Runs | Recommendation   |
|-------|-----------------------------------|----------|-----------------|--|
| MT-7  | Canby (north and south)           | 16       | 19              | Implement local service as in CAT's Master Plan (about 10 runs/day)                          |
| MT-8  | Jennings Lodge-Oak Grove-Oatfield | 8        | 8               | Establish hourly service from Oak Grove (about 8 runs/day)                                   |
| MT-9  | Damascus                          | 0        | 19              | Establish hourly service (about 10 runs/day)   |
|       | Boring                            | 0        | 8               | Hourly service provided by Damascus deviated fixed-route                                     |
| MT-10 | Hwy 99E: Oregon City to Canby     | 26       | 14              | Establish 30-minute headways during the entire day (about 8 runs per day)                    |
| MT-11 | Hwy 212: I-205 to US 26           | 0        | 14              | Establish hourly service (8 runs/day)  |
| MT-12 | Estacada-Redland-Oregon City      | 0        | 11              | Establish hourly service focused on Clackamas Community College schedule (about 11 runs/day) |

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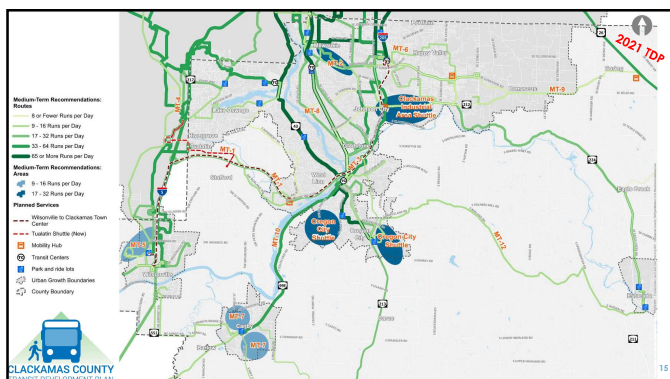
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2021 TDP

Long-Term  
Recommendations

| ID    | Corridor or Area                            | Runs/Day Before Long-Term | Additional Runs | Recommendation  |
|-------|---|---------------------------|-----------------|---|
| LT-1  | I-205: Oregon City to I-5 Interchange       | 31                        | 16              | Evaluate service; consider increased service span and frequency to add about 10 runs/day. |
| LT-2  | Milwaukie Industrial Area                   | 55                        | 9               |   |
| LT-3  | I-205: Oregon City to Clackamas Town Center | 84                        | 3               |   |
| LT-4  | West Lake Oswego/Kruse Way                  | 22                        | 10              |   |
| LT-5  | Wilsonville (West Wilsonville)              | 26                        | 9               |   |
| LT-6  | Happy Valley                                | 26                        | 9               |   |
| LT-7  | Canby (North and South)                     | 26                        | 9               |   |
| LT-8  | Damascus                                    | 10                        | 9               |   |
| LT-9  | Hwy 99E: Oregon City to Canby               | 34                        | 6               |   |
| LT-10 | Hwy 212: I-205 to US 26                     | 8                         | 6               |   |

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2021 TDP

Long-Term  
Recommendations

| ID    | Corridor or Area                      | Runs/Day                                      | Additional Runs | Recommendation  |
|-------|---------------------------------------|---|-----------------|---|
| LT-11 | Hwy 99E: Oregon City to Portland      | 84  | 11              | Add 11 runs/day on Line 99, maintain 20-minute headways with extended hours |
| LT-12 | Hwy 211: Malalla to Woodburn          | 0   | 10              | Establish hourly service  |
| LT-13 | C2C Corridor                          | 0   | 10              | Establish hourly service  |
| LT-14 | Hwy 213: South of Malalla             | 0   | 8               | Establish hourly service  |
| LT-15 | US 26: West of Sandy                  | 33  | 3               | Add 3 runs/day, maintain 30-minute headways with added hours                |
| N/A   | Estacada and Eagle Creek              | Covered by Estacada-Redland-Oregon City route |                 |   |
|       | I-205: North of Clackamas Town Center | Monitor potential increases to transit demand |                 |   |
|       | Hwy 224: Hwy 212 to Estacada          |   |                 |   |
|       | Hwy 213: Oregon City to Malalla       |   |                 |   |
|       | Hwy 99E: South of Canby               |   |                 |   |
|       | US 26: East of Sandy                  |   |                 |   |
|       | Boring                                |   |                 |   |

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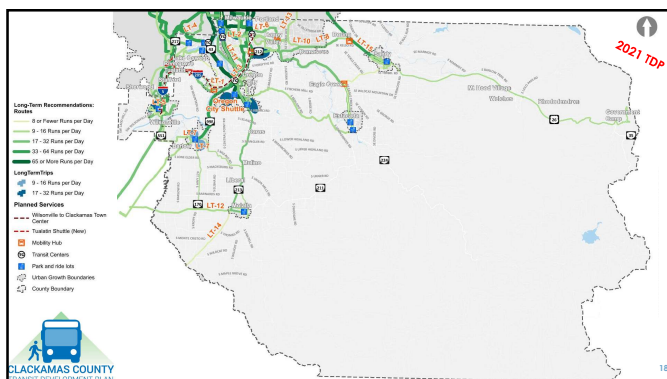
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What changes should be considered to align with today's conditions?



**VISION:**

Provide guidance for an equitable, safe, convenient and connected network throughout Clackamas County that will support the health and well-being of individuals, communities, the economy and the environment

**GOALS:**

1. Enhance Connectivity
2. Prioritize Equity, Health & safety
3. Promote Sustainability
4. Improve Customer Experience and Mobility

2021 TDP

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## ***Session 7: Visioning Exercise***

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### **Background | 2021 Transportation Vision Statement**

“Provide guidance for an equitable, safe, convenient and connected transit network throughout Clackamas County that will support the health and well-being of Individuals, communities, the economy and the environment.”

### **Structure | Visioning Exercise**

Later this year, county staff will begin a planning process to update the 2021 Transit Development Plan (TDP). To support this effort, retreat participants will engage in an exercise to explore the TDP's vision for a transit network that is equitable, safe, convenient, and well-connected. What does it mean for a transit network to embody these qualities?

During this visioning exercise, several stations will be set up around the meeting room. Each station will relate to a different attribute of the TDP vision statement, plus the attribute of affordability. Guests will circulate between the stations to answer three questions:

1. What is a \_\_\_\_\_ transit network? [convenient, connected, safe, equitable, affordable]
2. Are we making progress toward this outcome, and if not, what's in the way?
3. How can we work together to achieve this outcome?

A station-by-station readout of responses will follow the visioning exercise.

### **Next Steps**

At the conclusion of this session, guests will be given three sticky dots and asked to place them next to session comments that are of significant interest or support. In Session 8 (Transit System Visioning – Part 2), guests will discuss outcomes of the dot poll, C4's role in advancing the conversation, and next steps.



**C4 Retreat**  
**July 26, 2025**  
**10:15 a.m.**

## ***Session 08***

### ***Transit System Visioning – Part 2***

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#### **Summary**

*Presenting: Cory Mathews: Facilitator, Clackamas County Resolution Services*  
*Jaimie Lorenzini: C4 Administrator and Clackamas County Government Affairs*

In Session 7, guests participated in a visioning exercise to further articulate goals from the 2021 Transit Development Plan. In Session 8, guests will come back together as a group to strategize on next steps. What is C4's role in advancing these values? How do we define success in one year? Do we need policy changes or additional data to move the needle?

#### **Session Breakdown**

- 10m – Overview of Dot Poll Themes
  - Where are we seeing interests converge?
- 50m – Facilitated Group Discussion

#### **Materials Provided for this Session**

- N/A



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## **C4 Retreat**

### **July 26, 2025**

### **11:15 a.m.**

### ***Session 09***

## ***Closing Session, C4 Priorities Planning***

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### **Summary**

*Presenting: C4 Co-Chair Commissioner Paul Savas (Clackamas)*  
*Cory Mathews: Facilitator, Clackamas County Resolution Services*

Retreat attendees close the retreat with a chance to review the preferred outcomes that were named during the retreat, and identify issues and topics that merit additional consideration for future C4 meetings.

### **Session Breakdown**

- 30m – Goal Setting, Next 12 Months
- 15m – Retreat Wrap Up
  - Did you accomplish your goals?
  - What worked well, what could improve for next year?

### **Materials Provided for this Session**

N/A

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