

Steering & Oversight Committee

April 24, 2026

Multnomah Building, Board Room



**Homelessness
Response
System**



HRS SOC Quorum

- A quorum exists for purposes of voting when four (4) voting members and three (3) non-voting members are present.



Agenda

Agenda Item	Time	SOC Actions
Introducing...	10	Nathaniel VerGow, Incoming HSD Director
Latest Data Highlights	5	Ryan Deibert, HRS
<ul style="list-style-type: none">Housing Production StrategyHousing Needs Analysis (Revised)	25	Tom Armstrong, Bureau of Planning & Sustainability
<ul style="list-style-type: none">Social Housing Study0-30% AMI Planning - Key Performance Indicator	10	Josh Roper, Portland Housing Bureau
Discussion	30	All





Part 1: Nathaniel VerGow, incoming HSD Director



Part 2: Latest Monthly Data Snapshot



Transition Timeline: New System KPIs

Aligning Budget Decisions with Performance Goals

1. Final "Old" Report

- Last quarterly report using original 4 KPIs.
- Covers performance through end of CY 2025.
- **Milestone:** End of original two-year plan goals.

**YOU
ARE
HERE**

May 2026

3. Budget Decisions

- Board & Council vote on Fiscal Year budget, informed by modeling based in KPIs.
- **Key:** Investment levels determine achievable outcomes.

June 2026

July 2026

5. Continued Progress Measurement

- Quarterly report, data through June.
- **Baseline established:** June data set 2-year goal baseline.

Aug 2026

Feb 2026

2. Preliminary "New" Report

- **First report** using the 12 new KPIs.
- Covers data through March 2026.
- **Purpose:** Establishes data trends to inform budget modeling and goal setting.

4. Set Goals, Go Live

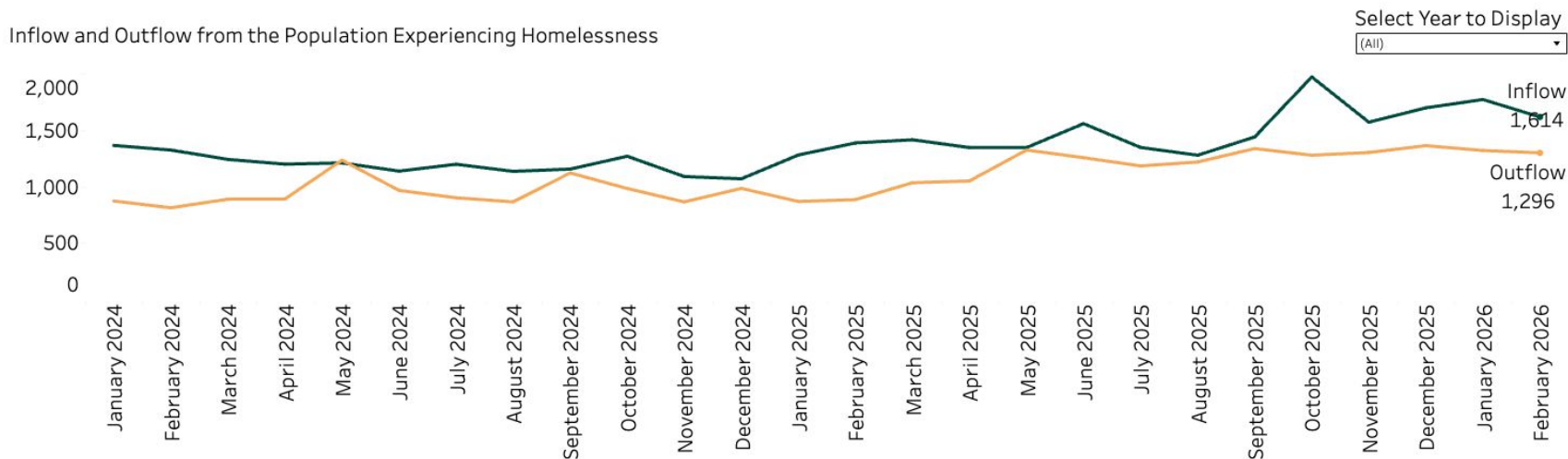
- Start of Fiscal Year.
- 2-year performance "Clock" starts ticking.
- **Late July:** SOC formalizes specific numeric goals based on current trends and approved budgets.

****Goal timeline
now tied to FY
budget process****

(KPI #5)

(KPI #10)

Indicators: Inflow vs. Outflow



Inflow consistently outpacing outflow (avg. +360/mo)

Roughly 1,675 (avg.) entered homelessness each month; ~73% new to system

Roughly 1,315 (avg.) exited; ~ 30% to housing (KPI #11)



(KPI #1)

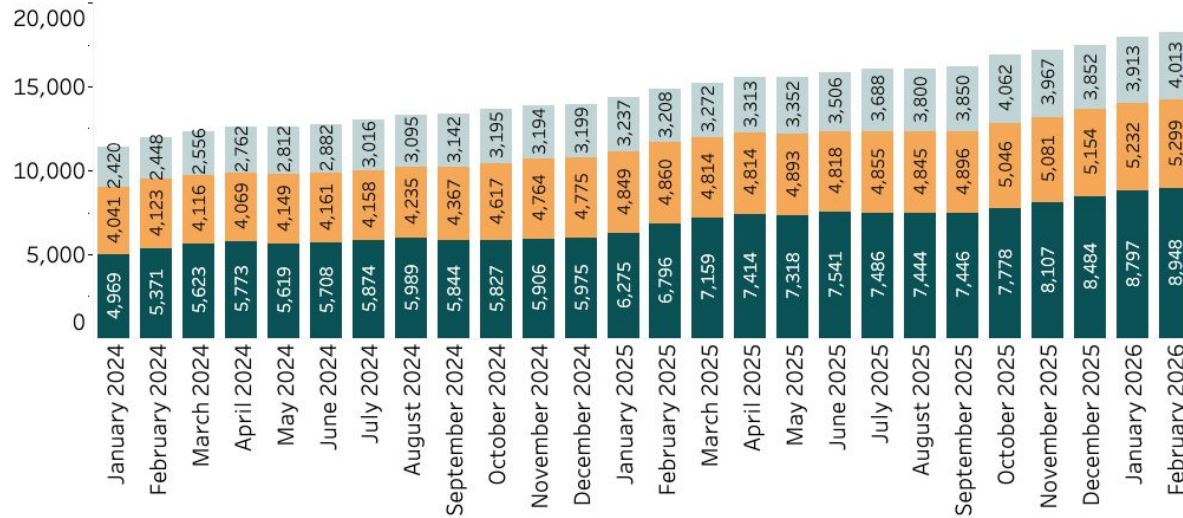
(KPI #8)

Indicators: Total Homeless, % Sheltered

Number of People Experiencing Homelessness by Shelter Status

- Unknown
- Sheltered
- Unsheltered

Select Year to Display



Roughly 18,250 currently homeless

Just under half unsheltered

Roughly 30% sheltered



Part 3: Housing Production





Community and Economic
Development

Housing Production Strategy

April 24, 2026

Tom Armstrong
Supervising Planner
Bureau of Planning and Sustainability



Agenda

1. HPS Overview
2. Revised Production Targets





Overview of Production Strategy



Housing Production Strategy (HPS)

- State requirement, every 6 years, to ensure we're doing the work needed to meet our housing need
- Adopted in August 2024
- Contains 35 specific actions, measures and policies needed to address housing needs over the next six years
- Approved by State in January 2025





Recent Actions Prior to Adoption of HPS

2015 – Housing emergency declaration

2016 – 2022 – Key actions

- Residential Infill Project
- Shelter to Housing Continuum
- Inclusionary Housing
- City Housing Bond
- Metro Housing Bond

2022 – Resolution to increase housing
construction

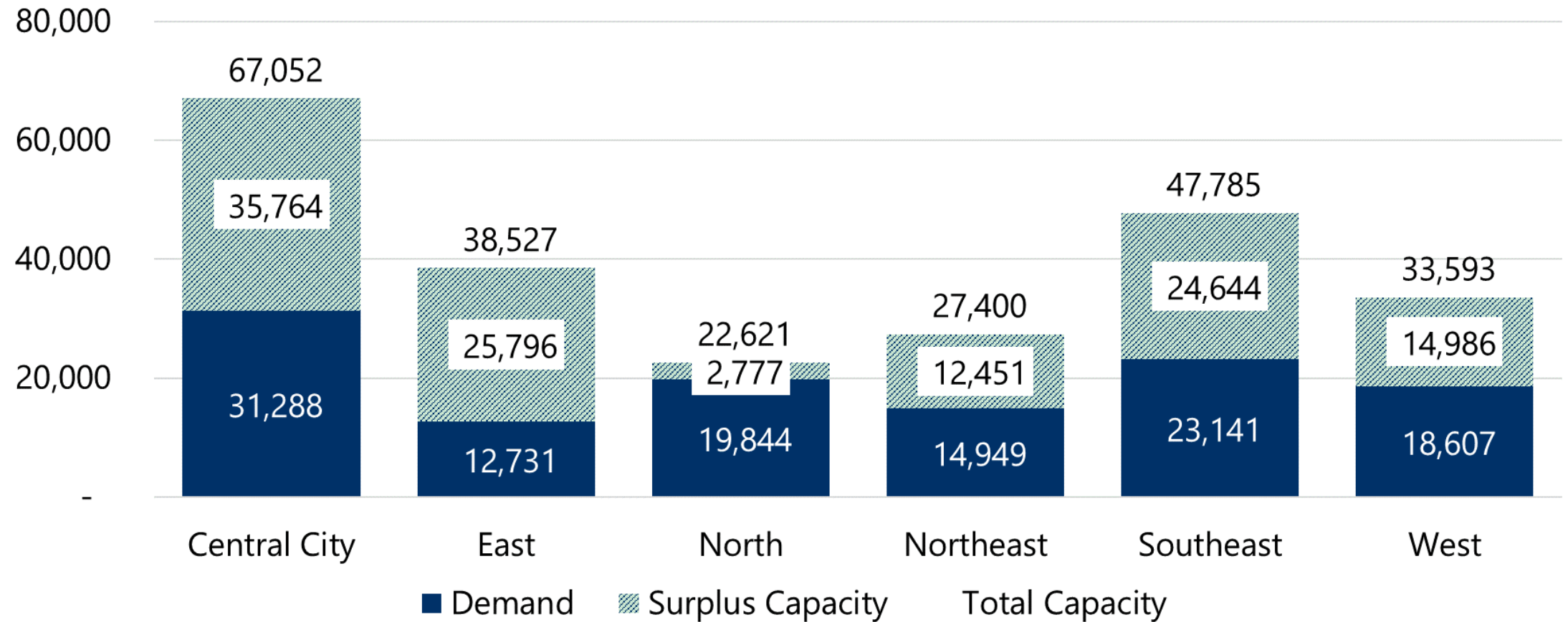
2023 – Governor Kotek sets statewide 2032
housing production goal

2024 – Council actions

- Housing Regulatory Relief Project
- Housing Needs Analysis and Production
Strategy



Portland Has Adequate Zoned Capacity





HPS Initiatives

- A. Promote affordable housing (0-80% AMI)
- B. Increase middle income housing and homeownership
- C. Increase access to opportunity
- D. Reduce barriers to development and improve processes
- E. Stabilize current and future households
- F. Promote age- and disability-friendly housing
- G. Promote climate-friendly and healthy homes
- H. Advocate at state and federal level



2024-25 Completed Actions

Rezone Sites For Affordable Housing (BPS, Action A.6)

- Rezoned 19 sites to support development of affordable housing development with affordable developers and non-profit partners

Land Division Code (BPS, Action B.2)

- Simplify the land division process for smaller, less complex properties by streamlining application requirements and creating clear and objective standards

New Tax Increment Financing (TIF) Districts (Prosper, PHB, Action A.2)

- Three new East Portland and three new Central City TIF districts approved by City Council
2025–2026: Community committees to create action plans for investment priorities

New Middle-Income Financial Programs (Prosper, Action B.1)

- Low-interest loans from Prosper, potential to stack with PCEF investments
- ~\$25m in FY 25-26 for middle income housing and small business acquisition & working capital and \$7m PCEF over 5 years for access to capital



Strategies by Lead Bureau

Planning and Sustainability

- ☑ **A5. Rezone Sites For Affordable Housing**
- ☑ **B2. Update Land Division Code**
 - C2. Increase Housing Capacity in Inner Centers and Corridors
 - C3. Revise Zoning Bonuses and Incentives
 - C5. Increase Housing Capacity in Central City
 - C6. Identify Housing Opportunity Along 82nd Avenue
 - C7. Incorporate Affirmatively Furthering Fair Housing
 - F1. Implement Accessible Housing Production Strategies
 - F2. Educate on Opportunities for Aging in Place & Community
 - G1. Support Mass Timber and Modular Innovations
 - G2. Develop Low Carbon Building Policies
 - G4. Implement Heat Adaptation Recommendations

Prosper Portland

- A2. Create New Tax Increment Financing (TIF) Districts
- B1. Create New Middle-Income Financial Incentives
- C1. Implement and Support Catalytic Investments
- C4. Kickstart Housing Demand in Central City
- D4. Explore Infrastructure Investments and Strategies
- G3. Promote Commercial to Residential Conversion

Portland Housing Bureau

- A1. Replace Housing Bonds Revenue Source
- A3. Leverage Other State and Federal Funding Sources
- A4. Establish a Comprehensive Citywide Land Banking
- A6. Conduct Inclusionary Housing (IH) Program Periodic Review
- A7. Update Short Term Rental Nightly Fee
- B3. Expand Homeownership programs
- E1. Preserve Existing Affordable Housing
- E2. Launch Affordable Housing Listing Service

Office of Government Relations

- H. Advocate at State and Federal Level

Portland Bureau of Transportation

- C7. Promote Increased Transit Service

Permitting and Development

- B4. Improve Middle Housing Permit Process
- D1. Implement Regulatory Reform Project
- D2. Improve User Experience within Permitting Systems
- D3. Reform Development Services Funding Model
- D5. Revise System Development Charges (SDC)



Short Term Actions (2026-27) led by the City

Regulatory Reform (PP&D, Action D.1)

- Enhance collaboration among bureaus responsible for implementing development regulations

Revise System Development Charges (All, D.5)

- Study how SDCs, and other fees affect development feasibility, and adjust accordingly
- Changes to fees, if proposed following this study, would likely require Council approval.

Promote Commercial to Residential Conversion (Prosper lead, BPS, PP&D, PHB, G.3)

- Explore additional policies to support adaptive reuse

Revise Zoning Bonuses and Incentives (BPS, C.3)

- Restructure incentives for housing to serve all household types, incomes and needs.
- Land use legislation proposal for Council action in 2026.

Increase Housing Capacity in Central City (BPS, C.5)

- Explore ways the City can do more to create more housing in the city core.
- Land use legislation proposal ready for Council Action in 2026



Short Term Actions (2026-27) led by the City

Replace Housing Bond Revenue Source (PHB, A.1)

- Continue to work with Metro to identify long term sustainable funding source
- Conduct communications campaign

Launch Affordable Housing Listing Service (PHB, E.2)

- Establish listing service in partnership with local housing providers and other jurisdictions

Establish Comprehensive Citywide Land Banking (PHB/Prosper, A.4)

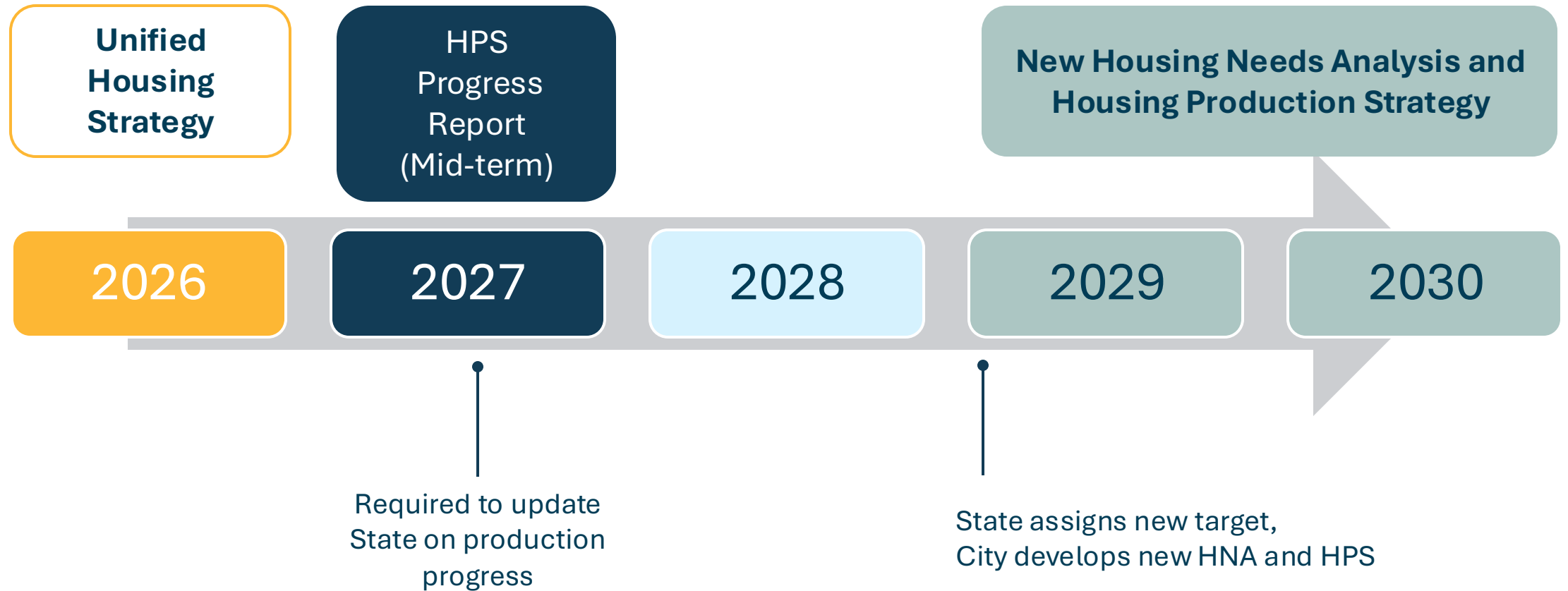
- Conduct analysis of land banking entity models and practices, adopt a citywide strategy

Update Short Term Rental Nightly Fee (All, D.5)

- Update the existing transient occupancy tax to establish automatic fee increases



Housing Production Strategy Timeline





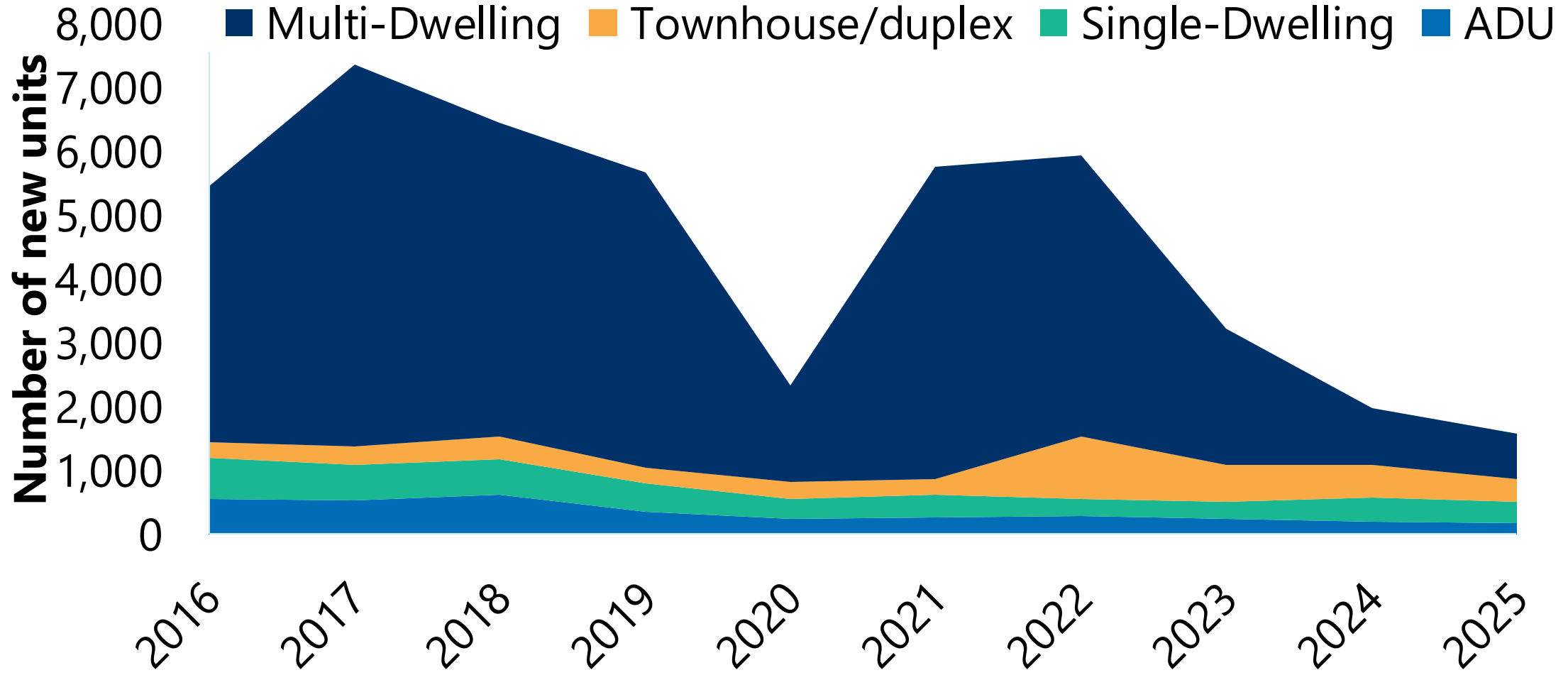
**Community and Economic
Development**

Production Targets





Permitting Activity

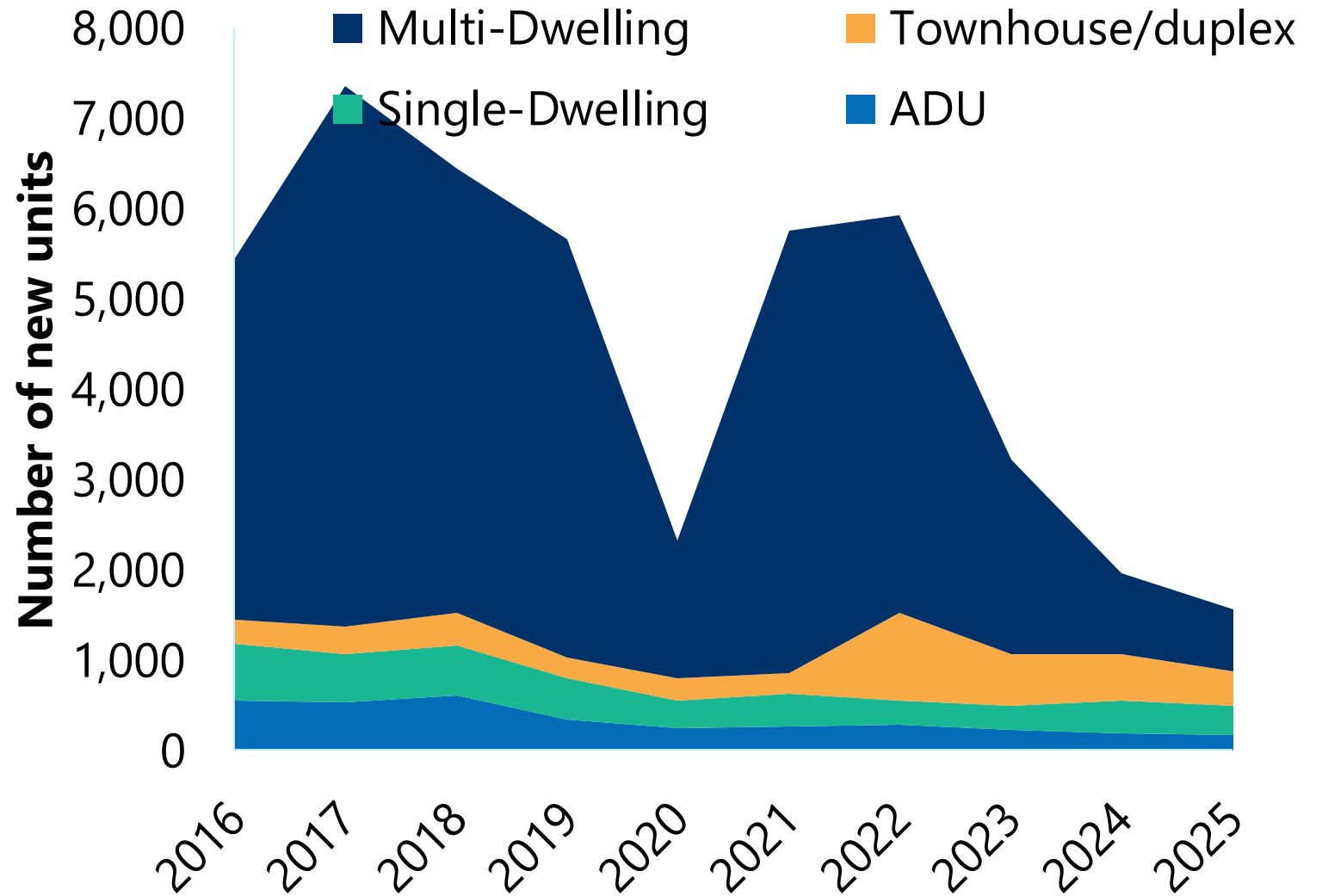




Permitting Activity

Average Annual Production:

Last 5 years: 3,700
 Last 10 years: 4,600
 Last 20 years: 3,0





Oregon Housing Needs Analysis (OHNA) 2045 Target Assumptions

- *Projections show slower growth*
- Metro's 2024 regional forecast is 33% lower than 2018 forecast.
- OHNA allocates the regional forecast to each city in the region based on a range of factors:
 - Development capacity
 - Recent housing production
 - Access to jobs
 - Affordable housing production
 - Fair share allocation



Comparison of 2045 Forecasts

Revised City 2025-2045 Housing Unit Target: 87,750

Somewhere in the middle

	2022-2045 Forecast	2025-2045 Targets	
	<i>Adopted HNA Forecast</i>	State Target	Revised Target
Central City	31,288	4,898	22,773
Citywide	120,560	57,410	87,750
Annual Average	5,242	2,870	4,388



Revised 2045 Target

Total units:

87,750 units

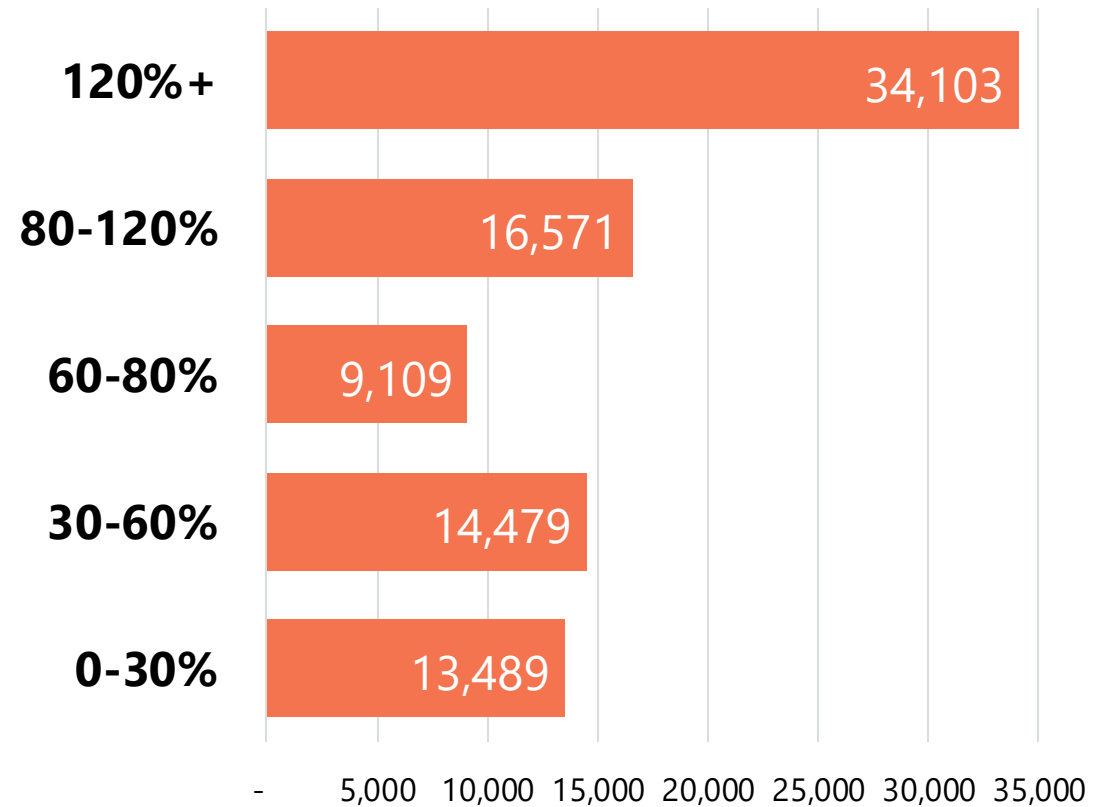
Annual production

target:

4,400 units

Lower income need:

37,080 units





Short Term Targets

	2030	Avg Annual	2032	Avg Annual
Central City	2,500	500		
Citywide			20,000	2,850



Community and Economic Development



Short Term Actions (2026-27) led by the City

Preserve Existing Affordable Housing (PHB, E.1)

- Develop inventory of regulated and unregulated affordable housing and retain affordable units
- Develop strategies for maintaining long term affordability

Analyze Housing Opportunity along 82nd Ave (BPS, C.6)

- In conjunction with the 82nd Avenue Transit Project, evaluate housing opportunities

Improve User Experience within Permitting Systems (PP&D, D.2)

- More user-friendly permitting by streamlining and simplifying
- Council support for permit improvement and sustaining permitting staffing in FY 25-26

Explore Development Services Funding Model Reform (PP&D, D.3)

- Build a mechanism that is not completely reliant on fees and can provide sustained funding
- May require Council support to advance the preferred approach(es), once identified



Short Term Actions (2026–27) requiring partnership

Advocate at State and Federal Level (OGR lead, PHB, BPS, PP&D, Prosper, H)

- Recently, the legislature provided funding for public infrastructure projects to support housing

Leverage Other State and Federal Funding Sources (OGR lead, A.3)

- Additional resources or programs at the state and federal level
- PHB won \$7 Million PRO Housing Grant from HUD to jump start key HPS Initiatives

Implement and Support Catalytic Investments (Prosper, BPS, PHB, PP&D, D.3)

- Major signature projects where the City is playing a significant implementation role. Successful projects will result in a significant number of units developed by developers

Kickstart Housing Demand in the Central City (Prosper, BPS, PP&D, PPR, PHB, C.4)

- Improve livability and make it an attractive place for developers to invest and residents to live

Promote Increased Transit Service (PBOT lead, BPS, Trimet, Metro, C.7)

- Promote increased transit service, speed and reliability in centers and corridors



Medium- and Long-Term Actions (2027-30)

- Inclusionary Housing Calibration** (PHB, Action A.6 – *recurring*)
- Explore Infrastructure Investments and Strategies** (Prosper, BPS, D.4)
- Support Mass Timber and Modular Innovations** (BPS, PHB, Prosper, G1.)
- Conduct Inclusionary Housing (IH) Program Periodic Review** (PHB, A6)
- Expand Homeownership programs** (PHB, B3)
- Improve Middle Housing Permit Process** (PP&D, B.4)
- Incorporate Affirmatively Furthering Fair Housing** (BPS, PHB, C8.)
- Implement Accessible Housing Production Strategies** (BPS, F1.)
- Educate on Opportunities for Aging in Place & Community** (BPS, F2.)
- Develop Low Carbon Building Policies** (BPS, G2.)
- Implement Heat Adaptation Recommendations** (BPS, G4.)