



A 10-Year Strategic Direction to Redevelop and Reposition the HACC Housing Portfolio

Purpose: Upgrade and expand HACC's housing portfolio to provide affordable housing to lower income residents that is energy efficient, accessible, financially stable, community-oriented, and supportive of resident achievement and long-term success.

The following 11 principles shall guide the efforts in pursuit of the Strategic Direction:

1. Redevelop Public Housing units with the goal of one-for-one replacement. Replacement units may be developed at other "off-site" locations. If at some point one-for-one replacement is determined to be financially infeasible, then HACC shall seek to acquire "replacement" vouchers from HUD and project-base those vouchers to ensure that the affordability of "lost" units is retained.
2. Increase the number of Affordable Housing units for working households. The integration of Affordable Housing units with Public Housing units will serve to: a) provide additional housing opportunities to a range of households with incomes between 30% and 60% median family income; and b) provide a more balanced portfolio for HACC long-term management and operations.
3. Locate new housing projects in or around the North Clackamas Urban Renewal District, and/or close to other existing community amenities, supportive services, education/training, job opportunities, and public transportation.
4. Incorporate green building and energy efficient standards, meeting the LEED silver standard, into the design and construction of housing projects. Pursue the use of renewable energy and waste water reduction solutions.
5. Provide open space/play space/community space on redevelopment sites.
6. Create diverse communities with a mix of incomes, race, ethnicity, ages and tenure (rental and homeownership), and commercial and residential uses that are accessible to disabled people.
7. Build with project designs that are compatible with and enhance the surrounding neighborhoods.
8. Pursue public-private partnerships throughout the development process.
9. Maximize the long-term financial health of HACC by creating a financially strong housing portfolio, using a mix of housing types, tenures, funding sources, and ownership models.
10. Undertake site planning efforts with the participation and input of existing public housing and neighborhood residents, local municipalities, and other community stake holders.
11. Facilitate the development of more housing for targeted, unmet housing needs of "special needs" populations.

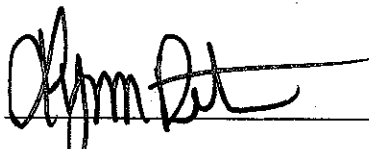
Action Items for 2009 through 2014

- A. Undertake the planning process to redevelop Clackamas Heights in Oregon City. This includes initiating a master planning process for the site with the City of Oregon City and community stakeholders, and organizing a development team.
- B. Perform work necessary to apply for a HUD HOPE VI grant in 2010.
- C. Pursue off-site development opportunities or the acquisition of existing units, in anticipation of the sale of Oregon City View Manor and/or the scattered site units to developed mixed unit type projects.
- D. Sell Scattered Site units only as needed to generate cash flow and development resources, with the intent of replacing the units with at least at a one-for-one ratio within the new projects.
- E. Until the housing markets show corrections and "sell-and-replace" scenarios are more financially feasible, retain and maintain as active Public Housing the Oregon City View Manor.

Original Approved by HACC Board of Commissioner in May 2008

Revised August 2009

Approved by the Board of Commissions of the Housing Authority of Clackamas County, Oregon



Lynn Peterson, Chair

8-20-09 II.1.

Date