

CITY OF OAK HARBOR HOUSING ACTION PLAN PROJECT CHARTER



June 1, 2020



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Purpose

The purpose of a Project Charter is:

- ✓ To provide an understanding of the project, the reason the project is being conducted, its justification, and to provide guidance for completion;
- ✓ To establish the general scope of work and project schedule;
- ✓ To establish communication protocols; and,
- ✓ To identify potential risks and strategies to address those risks.

Project Background

The Washington State Department of Commerce (“Commerce”) received \$5 million in the 2019 Legislative Session to provide grant funds to local governments for activities to increase residential building capacity, streamline development, or develop a Housing Action Plan (HAP).

The City of Oak Harbor has chosen to develop a HAP that will focus on encouraging construction of a greater variety of additional affordable and market rate housing types that are accessible to a variety of incomes. Specifically, the HAP project will:

- ✓ Quantify existing and projected housing needs for all income levels
- ✓ Develop strategies to increase the supply of housing needed by those income levels
- ✓ Analyze population and employment trends
- ✓ Consider strategies to minimize displacement of low-income residents resulting from redevelopment
- ✓ Review and evaluate the Comprehensive Plan Housing Element
- ✓ Provide for participation and input from a variety of stakeholders
- ✓ Include a schedule of programs and actions for implementation of the HAP

The Commerce deadline for adoption of the HAP is June 30, 2021. However, it is expected the Oak Harbor City Council will adopt the HAP by May 31, 2021.

Project Goals and Objectives

As noted in the Oak Harbor’s Comprehensive Plan, almost half of the City’s homeowner and renter households are classified as cost-burdened by rising housing costs, meaning they pay more than 30 percent of their income toward their housing. In an effort to address this issue, to encourage the preservation of existing affordable housing, and to help promote development of new housing, the City is developing a HAP to gain a better understanding of housing issues and challenges the City faces.

Goals

- ✓ Assess the housing needs of Oak Harbor
- ✓ Through a comprehensive public engagement process, develop a strategy addressing housing needs for the citizens of Oak Harbor
- ✓ Prepare a HAP that is consistent with the housing element of the City's Comprehensive Plan and addresses goals and policies

Objectives

- ✓ Develop strategies and recommendations to increase the supply and types of housing needed in Oak Harbor
- ✓ Develop zoning, regulatory, and incentive strategies to support housing that meets the needs of Oak Harbor
- ✓ Evaluate and refine existing housing policies and actions
- ✓ Develop recommendations for improvement based on housing needs assessment data
- ✓ Identify a schedule of programs/actions to implement the recommendations of the HAP
- ✓ Create a collaborative process that is inclusive and focused on housing solutions

Project Team Members

City of Oak Harbor

Cac Kamak	Interim Development Services Director	City of Oak Harbor
Dennis Lefevre	Senior Planner (Project Manager)	City of Oak Harbor
Ray Lindenburg	Associate Planner	City of Oak Harbor

LDC (consulting team)

Todd Hall	Planning Manager	LDC, Inc.
Matt Covert	Planner	LDC, Inc.
Isaac Anzlovar	Permit Tech	LDC, Inc.
Samantha Adams	Permit Tech	LDC, Inc.

Dennis Lefevre, Senior Planner, City of Oak Harbor, is the project manager and responsible for day to day management of the project. LDC, Inc., is the contracted consulting team assisting the City of Oak Harbor during the project.

The project team will communicate bi-weekly to provide guidance and updates during the course of the project to discuss project tasks, project status and to ensure the project schedules stay on course and deliverable due dates are met. Schedule and scope adjustments may occur on an as-needed basis. Notes of informal meetings will be emailed at the conclusion of meetings. Minutes will only be taken for any formal project meetings.

Public Participation / Project Webpage

A major component of this project is to allow for public participation and opportunities for engagement. The City and consulting team will provide for both online and in-person engagement opportunities throughout the project timeline. Any meetings associated to the project will be posted on the website in a conspicuous location.

In addition, a project webpage (landing page) will be hosted on the City’s website. This website will be frequently updated with general project information, project timelines, meeting dates/times, and an opportunity to directly comment on project documents that are uploaded to the site during the course of the project.

External Communications Protocols

Dennis Lefevre, Senior Planner, City of Oak Harbor, is the project manager. Any external communications (i.e. project stakeholders, public, media, etc.) will be routed through Mr. Lefevre. No external communication is to be routed to the consulting team.

LDC/City will mutually manage meeting scheduling, format, and arrangements. For formal meetings, the City and consulting team will provide agendas and any presentation materials necessary for the meetings. Meeting minutes will only be taken for formal meetings.

Estimated Project Schedule

The following is a general project schedule, which is subject to change. Refer to Appendix A - Scope of Work for a more detailed list of project tasks.

Task	Dates
Task 1: Project Kick-Off/Charter	April 22 – May 31, 2020
Task 2: Public Involvement Plan/Webpage Development	May 1 – May 31, 2020
Task 3: Housing Needs Assessment	June 1 – September 30, 2020
Task 4: Preliminary Draft Housing Action Plan	October 1 – December 31, 2020
Task 5: Final Draft Housing Action Plan	January 1 – April 15, 2021
Task 6: Public Hearing Process/Final Adoption	April 15 – May 31, 2021

Project Deliverables

Task 1	<ul style="list-style-type: none"> Project Charter distributed to project team (LDC) Project schedule (LDC) Establish website landing page (LDC)
Task 2	<ul style="list-style-type: none"> Public Involvement Plan (LDC) Develop SAC Membership, SAC engagement invitation and send to key stakeholders & public (City/LDC) Lead facilitation with Planning Commission and City Council (City)

Task 3	<ul style="list-style-type: none"> • Housing Needs Assessment (LDC) • Review/comment by City (City) • Revise document, if necessary (LDC)
Task 4	<ul style="list-style-type: none"> • Preliminary Draft Housing Action Plan (LDC/City) • Support staff with Preliminary Draft Plan (LDC)
Task 5	<ul style="list-style-type: none"> • Final Draft Housing Action Plan (LDC/City) • Support staff with Final Draft Plan (LDC) • Public notification/mailings (City) (LDC assist w/ project page) • Support staff at hearing, if requested (LDC)
Task 6	<ul style="list-style-type: none"> • Present Final Housing Action Plan to City Council (City) • Public notification/ mailing (City) (LDC assist w/ project page)



Assumptions and Constraints

Assumptions - Involved staff and stakeholder groups will have time to devote to the project in the schedule identified in this Charter. Public engagement will be available online and in-person (when practical). The project budget will be sufficient to complete the project.

Constraints - Limited staff resources. The city has identified the senior planner as the only staffing resource dedicated for this project. At the time of writing of this Charter, there are no other expected constraints for the project.

Expectations and Keys to Success

The following factors will be necessary to ensure project success:

- Build trust with project stakeholders and the community at-large
- Establish common goals among the project team and stakeholders
- Provide clear, concise, and consistent messaging

- Provide documents that are easy to understand by the general public
- Encourage participation from all populations, including elderly and under-represented population
- Ensure a higher awareness and understanding of housing needs and issues

Project Risks and Mitigation

The following is a list of potential risks that have been identified for this project:

1. Lack of understanding of the project – A housing needs assessment and housing action plan are needed to identify both short- and long-term housing needs within the City of Oak Harbor. The overall process and methods of identifying these needs may not be understandable to the general public. The project team should collectively work together to ensure that messaging is clear, understandable and accurately represents the issues raised by project stakeholders and participants.
2. Public engagement methods – Due to the recent COVID-19 pandemic, State and Federal government have placed restrictions on public gatherings, severely impacting opportunities for traditional public engagement methods. Even after the pandemic passes, there may be a greater fear of meeting in-person for quite some time. This has a significant effect on those who prefer to engage face-to-face vs. online, either by choice or because of a lack of online resources (Internet). The project team will need to assess current conditions at the time of each phase of the project, adjust participation methods and ensure that whatever the current health directives and social distancing protocols are in place, that the public is engaged to the best extent possible.
3. Limited staffing and duration of grant window – As noted above, the city has one assigned planner to this project. Depending on the Planning Department's work program, the City's project manager may be assigned to other projects as needed. This may have an impact on meeting project deliverables and deadlines as noted in the Commerce grant award and schedule. In order to ensure the project stays on track and the housing action plan is adopted by the June 30, 2021 deadline as mandated by Commerce, the city will need to ensure continuous staff resources throughout the life of the project.
4. Housing Action Plan through Legislative Process – During the budget/holiday season (October – early January), City Council agendas are typically busy with review and approval of the budget, and due to limited available meetings there may be a delay in review of the draft Housing Action Plan. In order to ensure the project stays on schedule, the project team should inform the Council that due to the grant deadlines for the project, every effort should be made to accommodate project review during the budget season.

Appendix A – Scope of Work

PHASE 1: LEARN

ACTION 1.1: INITIAL CITY VISIT/LEADERSHIP/PROJECT MANAGEMENT

STEP 1.1.1 Meet with appropriate City staff. Discuss existing housing conditions, community values/needs/issues and goals and expectations of Housing Action Plan. Discuss schedule, deliverables, communication protocols, public outreach methods/opportunities.

ACTION 1.2: PUBLIC INVOLVEMENT PLAN (PIP)/ESTABLISH WEBSITE – STORY MAP

STEP 1.2.1 Establish stakeholder advisory committee (SAC).

STEP 1.2.2 Identify and involve local and regional developers with interest in developing low- to moderate-income housing.

STEP 1.2.3 Develop PIP outlining: schedule, approaches, methods, goals, activities, stakeholders, team responsibilities, identification of venues & translation needs.

Deliverables/Assumptions:

- Kick-off Meeting
- City Housing Tour
- SAC Membership/Charter
- PIP/Schedule
- Project Website – Story Map

PHASE 2: EXPLORE

ACTION 2.1: HOUSING NEEDS ASSESSMENT

STEP 2.1.1 Quantify existing and projected housing needs for all income levels, including extremely low-income households/documentation of housing and household characteristics/cost burdened households (Housing Gap Analysis).

2.1.1.1 Document type and age of housing.

2.1.1.2 Identify how many households in each income segment are paying more than 30% of income for housing.

2.1.1.3 Identify housing and household characteristics.

2.1.1.4 Identify various levels of cost burdened households.

2.1.1.5 Project housing needs based on anticipated population forecast/all income levels.

2.1.1.6 Analyze population trends/forecasts.

2.1.1.7 Develop plan for maintaining existing housing stock within the City.

STEP 2.1.2 Review and evaluate effectiveness of current code provisions related to housing (Land Use Code Audit).

STEP 2.1.3 Identify barriers to accessing and production of housing.

STEP 2.1.4 Consider strategies to minimize displacement of low-income residents resulting from redevelopment.

STEP 2.1.5 Review Housing Needs Assessment with SAC.

Deliverables/Assumptions:

- Complete draft Housing Needs Assessment to review with SAC and Planning Commission.
- GIS maps/visuals supporting Housing Needs Assessment, identifying housing needs within City (neighborhoods).

PHASE 3: PRELIMINARY STRATEGIES

ACTION 3.1: DEVELOP INCENTIVES, STRATEGIES AND PROGRAMS INCREASING THE SUPPLY/VARIETY OF HOUSING TYPES IDENTIFIED IN THE HOUSING NEEDS ASSESSMENT

STEP 3.1.1 Identify housing types that are recommended and allowed by zoning.

STEP 3.1.2 Identify the types and densities of housing needed based on demographic and economic segments.

STEP 3.1.3 Identify incentives and regulations to encourage a variety of housing types.

STEP 3.1.4 Review trade-offs in various code requirements as they affect the yield of housing development (i.e. parking requirements, setbacks, and open space).

STEP 3.1.5 Evaluate the Housing Element to determine the effectiveness of development regulations in implementing these policies, whether short/long-term, fiscal impacts.

STEP 3.1.6 Develop financial analysis based on the identified incentives.

STEP 3.1.7 Review with SAC.

Deliverables/Assumptions:

- Complete list of incentives and financial analysis.
- Coordination with staff during strategy development.

PHASE 4: DRAFT HOUSING ACTION PLAN

ACTION 4.1: PRELIMINARY DRAFT HOUSING ACTION PLAN

STEP 4.1.1 Development of draft Housing Action Plan.

STEP 4.1.2 Provide draft to staff/leadership/public for comment and review

4.1.2.1 Implement PIP, as developed in ACTION 1.2.

STEP 4.1.3 Identify schedule of programs and actions to implement the recommendations of the Housing Action Plan.

Deliverables/Assumptions:

- Draft plan for staff/leadership/public review.
- In collaboration with City, provide updated project information to website/storymap.
- LDC to coordinate with staff for public noticing.

PHASE 5: FINAL REVIEW & ADOPTION

ACTION 5.1: FINAL HOUSING ACTION PLAN

STEP 5.1.1 Refine and finalize documents based on staff/public/SAC comments.

STEP 5.1.2 Additional review/comment by PC/CC at public hearings.

Deliverables/Assumptions:

- Provide clean final copy of Housing Action Plan and supporting documents.
- Final website update with complete document.