



Work Session

WS

Milwaukie City Council

COUNCIL WORK SESSION

City Hall Council Chambers, 10501 SE Main Street
& Zoom Video Conference (www.milwaukieoregon.gov)

AGENDA

DECEMBER 2, 2025

Council will hold this meeting in-person and by video conference. The public may come to City Hall, join the Zoom webinar, or watch on the [city's YouTube channel](#) or Comcast Cable channel 30 in city limits. **For Zoom login** find the meeting event on the city calendar at www.milwaukieoregon.gov. **Written comments** may be delivered to City Hall or emailed to ocr@milwaukieoregon.gov.

Note: agenda item times are estimates and are subject to change.

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1. **Council Goal Update: Affordability – Report** (4:00 p.m.)
Staff: Emma Sagor, City Manager

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2. **Adjourn** (5:15 p.m.)

Executive Session.

After the work session, Council will meet in executive session pursuant to Oregon Revised Statute (ORS) 192.660 (2)(d) to conduct deliberations with persons designated by the governing body to carry on labor negotiations, and (e) to conduct deliberations with persons designated by the governing body to negotiate real property transactions.

Meeting Accessibility Services and Americans with Disabilities Act (ADA) Notice

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La ciudad se compromete a proporcionar igualdad de acceso para reuniones públicas. Para solicitar servicios de asistencia auditiva y de movilidad, favor de comunicarse a la Oficina del Registro de la Ciudad con un mínimo de 48 horas antes de la reunión por correo electrónico a ocr@milwaukieoregon.gov o llame al 503-786-7502. Para solicitar servicios de traducción al español, envíe un correo electrónico a espanol@milwaukieoregon.gov al menos 48 horas antes de la reunión. El personal hará todo lo posible para responder de manera oportuna y atender las solicitudes. La mayoría de las reuniones del Consejo de la Ciudad se transmiten en vivo en el [canal de YouTube de la ciudad](#) y el Canal 30 de Comcast dentro de los límites de la ciudad.

Executive Sessions

The City Council may meet in executive session pursuant to Oregon Revised Statute (ORS) 192.660(2); all discussions are confidential; news media representatives may attend but may not disclose any information discussed. Final decisions and actions may not be taken in executive sessions.



COUNCIL WORK SESSION

City Hall Council Chambers, 10501 SE Main Street
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MINUTES

DECEMBER 2, 2025

Council Present: Councilors Adam Khosroabadi, Robert Massey, Rebecca Stavenjord, and Council President Will Anderson, and Mayor Lisa Batey

Staff Present: Joseph Briglio, Assistant City Manager
Mandy Byrd, Development Project Manager
Justin Gericke, City Attorney
Michael Osborne, Finance Director
Peter Passarelli, Public Works Director
Emma Sagor, City Manager
Scott Stauffer, City Recorder

Mayor Batey called the meeting to order at 4:04 p.m.

1. Council Goal Update: Affordability – Report

Sagor introduced the topic, outlined the meeting structure. **Briglio** provided an update on the community survey, noting that a consultant change delayed its launch; the survey was expected to be issued in the first quarter (Q1) of calendar year (CY)2026, with results anticipated in the second quarter (Q2).

Passarelli provided an update on utility affordability efforts, including ongoing water and wastewater rate studies and discussions with the Community Utility Advisory Committee (CUAC). Efforts were described to align capital project timing with available funding and staff capacity to moderate rate impacts, refocus the Safe Access for Everyone (SAFE) program on spot and street safety improvements, and continue coordination with Finance to improve utility billing and service-area data using geographic information systems (GIS).

The group discussed stormwater billing accuracy related to impervious area, planned data updates, potential incentives to reduce impervious surfaces, and a broader shift toward aligning capital planning and utility decisions with affordability considerations.

Councilor Khosroabadi arrived at the meeting at 4:15 p.m.

Osborne provided an update on utility affordability efforts, highlighting customer outreach and education on billing assistance programs, recent and planned utility assistance events, proposed code changes to increase flexibility around shutoffs, and ongoing work to improve administrative efficiency amid limited staffing capacity.

Mayor Batey suggested better coordination between climate staff and staff conducting home visits would help identify residents who may benefit from weatherization or retrofit assistance.

Briglio provided an update on Sparrow Site development project, reporting that a notice of intent to award had been issued to Development Northwest. Next steps included Council direction to enter exclusive negotiations and development of an agreement, with further details to return to Council as negotiations proceed.

The group discussed the Sparrow Site request for proposals (RFP) process, and acknowledged efforts to elevate the project's visibility, expressed optimism about

negotiations, and highlighted the value of the public-private partnership and the selected proposer's experience working on constrained sites.

Briglio referenced prior Council discussions on high-density housing capacity supported by an Oregon Department of Land Conservation and Development (DLCD) grant, with further analysis expected in the coming months, and noted that initial land banking conversations would return to Council in January 2026 for additional direction.

Briglio noted a potential grant opportunity to support the Clackamas County Hillside Park redevelopment project in partnership with Development Northwest. The group discussed timing, funding competitiveness, and administrative capacity, and indicated support for pursuing the application pending Council authorization.

Sagor outlined upcoming affordability-related work and noted that, as part of the 2026 business registration renewal process, a business survey would examine rental and landlord data to inform broader discussions on renter protections.

Councilor Khosroabadi reflected on recent progress toward affordability goals and commented on realistic utility capital planning, potential expansion of consumption-based incentives, and improving public awareness of existing relief programs, while acknowledging gaps in eligibility.

The group discussed the upcoming timeline for budget and utility rate decisions. Discussion highlighted the role of the CUAC in reviewing tiered rate options, concerns about equity impacts such as multigenerational household water use, and opportunities for continued refinement through the fee schedule process alongside budget adoption.

Councilor Khosroabadi noted recent affordability achievements, including adoption of housing incentives and progress on Hillside Park, Short Stack Milwaukie, and the county's 23-Hour Stabilization Center, emphasizing expanded housing options and strong intergovernmental collaboration.

The group discussed ongoing coordination and oversight related to the Stabilization Center, noting regular biweekly staff meetings with county partners and law enforcement coordination. It was suggested that periodic updates be scheduled in 2026, alongside other behavioral health and service updates.

Councilor Khosroabadi summarized recent Council affordability actions which included tenant screening fee limits, continued exploration of high-density residential zoning and land banking strategies, and the Moderate Income Revolving Loan (MIRL) program. **Khosroabadi** emphasized that no decision had been made regarding MIRL, and that Council and staff were continuing to gather information and conduct due diligence before returning the topic for further discussion.

The group discussed upcoming state-level rulemaking related to the MIRL program, potential impacts on county coordination, and timing considerations for future Council direction. Questions were raised about staff capacity and the feasibility of adding additional staff positions, with staff noting that budget adjustments could be made if direction was provided. It was also noted that State Representative Mark Gamba would be invited to a future meeting to further discuss plans for the program.

The group discussed cross-cutting affordability issues emerging across committees, including potential access to multifamily energy-use data to better inform tenants, and coordination with upcoming business survey data to understand cost pressures on local businesses. Discussion highlighted the importance of transit access for cost-burdened

households, regional funding and governance challenges facing transit agencies, and opportunities for future advocacy through regional partners and state-level engagement, while noting the value of forthcoming needs assessment and survey data to inform future policy direction.

Council agreed they still wanted to tour the Clackamas Service Center (CSC) and that Briglio would take the lead on getting the tour scheduled.

The group discussed topics to raise with Portland General Electric (PGE) leadership at the December 16 meeting, including how electricity costs were allocated between data centers and other ratepayers, potential impacts of pending state-level regulatory actions, and challenges related to transmission capacity and bottlenecks that could affect future consumer pricing.

Councilor Khosroabadi and **Sagor** asked Council what information Council wants to receive regarding affordable housing development.

Council discussed priorities for affordable housing work in 2026, noting a shift toward a greater focus on housing following completion of utility affordability efforts, and emphasized providing clear direction to support housing production aligned with affordability, economic development, and transit goals. Council identified potential future focus areas not yet programmed, including system development charge (SDC) waivers for additional dwelling units (ADUs) and exploration of alternative housing models, and noted the importance of early prioritization to inform future work planning.

Sagor summarized next steps. **Mayor Batey** suggested adding interim housing production targets to the goal actions matrix to better track progress toward the state-mandated 2043 goal.

2. Adjourn

Mayor Batey announced that after the meeting Council would meet in executive session pursuant to Oregon Revised Statute (ORS) 192.660 (2)(d) to conduct deliberations with persons designated by the governing body to carry on labor negotiations, and (e) to conduct deliberations with persons designated by the governing body to negotiate real property transactions.

Mayor Batey adjourned the meeting at 5:17 p.m.

Respectfully submitted,



 Nicole Madigan, Deputy City Recorder

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COUNCIL STAFF REPORT

To: Mayor and City Council

Date Written: Nov. 24, 2025

Reviewed: Emma Sagor, City Manager

From: Peter Passarelli, Public Works Director,
Joseph Briglio, Assistant City Manager, and
Michael Osborne, Finance Director

Subject: **Affordability Goal Quarterly Update**

ACTION REQUESTED

Council is asked to review the actions completed in the second quarter (Q2) of calendar year 2025 and discuss the upcoming council and staff actions for third quarter (Q3).

HISTORY OF PRIOR ACTIONS AND DISCUSSIONS

[January 31](#) – [February 1](#), 2025: Council held a two-day retreat for the purposes of reviewing feedback and survey results associated with possible goals, as well as deliberating and confirming the top three for 2025-2027.

[February 4](#): Council formally adopted economic development, parks and greenspace, and affordability as the city’s three goals for 2025-2027.

[June 3](#): Council reviewed the draft affordability goal action plan, proposing edits to the metrics, implementation partners, goals, and actions.

[September 2](#): Council received its second quarterly update on the affordability goal.

ANALYSIS

Council approved three citywide goals at its February 4 regular session meeting. These goals included economic development, parks and greenspace, and affordability. During that discussion, staff agreed to provide Council with a draft action plan update for each goal on a monthly rotation (quarterly basis).

Staff developed the affordability goal action plan (Attachment 1), which has been further refined during the quarterly work session updates. At this work session, Council and staff will review the action plan progress for 2025 Q3 and Q4 and coordinate on the upcoming 2026 Q1 actions.

STAFF RECOMMENDATION

This is a discussion item. Staff are seeking direction and confirmation.

ATTACHMENTS

1. Affordability Goal Action Plan (last updated November 25, 2025)

Council Goal Action Plan

AFFORDABILITY: Identify opportunities to provide utility relief and support more income-restricted housing development in Milwaukie.

Why this goal?

Milwaukie residents face increasing financial pressures from rising housing costs, utility bills, and other essentials. According to the City's 2023–2043 Housing Capacity Analysis, approximately 52% of renter households (approximately 2,038 households) are cost-burdened, spending more than 30% of their income on housing, utilities, and related costs; and about 26% are severely cost-burdened, allocating over 50% of their income to these costs. As the city experiences economic revitalization, upward pressures on housing and rent costs are also expected to grow, increasing the risk of displacement of existing residents. While the city has taken action to support the development of affordable housing options in the city and reduce the growth in utility rates over time, macroeconomic pressures still make these costs burdensome to many Milwaukians. This goal reflects the city's commitment to addressing affordability through targeted utility assistance, equitable investments, and policies that stabilize housing and utility costs for residents most in need. The goal is focused on housing and utilities, areas where the city has power to influence costs for local residents; other household costs such as groceries are out of the scope of this goal.

What do we want to accomplish by 2027?

- ⚙️ Expand the city's income-restricted housing inventory and preserve existing affordable housing stock.
- ⚙️ Institutionalize affordability as a policy lens for future decision making, including understanding how governmental efficiency affects affordability for ratepayers.
- ⚙️ Equip residents with knowledge and access to available housing and utility cost support.
- ⚙️ Integrate affordability strategies into budget and land use planning.
- ⚙️ Identify new affordability tools that support Milwaukians most in need while ensuring sustainable resources for future city investments.
- ⚙️ Ensure displacement and gentrification pressures are analyzed and included in policy conversations about development and growth.

How will we measure success?

	BASELINE (as of Dec 31 '24)	End of 2025	End of 2026	End of 2027	Target
<i>Affordable housing-related metrics</i>					
Income-restricted units built <i>Number of new income restricted housing units built in Milwaukie by tenure and % area median income (AMI) served</i> <i>Also track units in the pipeline</i>	Total units: Rental: 292 Ownership: 0 30% AMI: 70 60% AMI: 94 80% AMI: 128 100-120% AMI: 0				367 units at <30% AMI 276 units at 30-50% AMI 362 units at 50-80% AMI 343 units at 80-120% AMI 322 HH at >120% AMI = 1,670 total new units needed by 2043
Middle housing units built (note that this is a mix of market rate/affordable and home ownership/rental)	17				
Milwaukie residents utilizing housing vouchers (note that this total is for the entire 97222 zip code, some of which is outside Milwaukie city limits)	1,402				
Awareness of housing assistance programs <i>Percent of residents who state they are aware of housing assistance or affordability programs as gathered through the bi-annual community survey</i>	No data	<i>Establish baseline in fall '25 survey</i>			Upward trend
<i>Utility-related metrics</i>					
Annual rate of utility fee increases <i>5-Year annual rolling average rate change for average single family residential account (based on 6 CCF water consumption)</i>	Total 1.79% Water 1.93% WW 1.83 % Storm 0.50% SAFE 4.82% SSMP 4.78%				5-Year Rolling Average is Stable or Decreases
Awareness of utility assistance programs <i>Percent of residents who state they are aware of utility assistance or affordability programs as gathered through the bi-annual community survey</i>	No data	<i>Establish baseline in fall '25 survey</i>			Upward trend
Energy Efficiency Program Participation <i>Number of income-qualified households participating in weatherization and energy efficiency programs</i>	Calculating baseline				Upward trend

What additional data will inform our understanding?								
Data	Question	Indicator	2024	2025	2026	2027	Source	Frequency
General affordability metrics								
Milwaukie population that is Asset-Limited, Income Constrained, Employed (ALICE)	What proportion of Milwaukie residents are below the ALICE threshold?	ALICE was created by the United Way of Northern New Jersey to highlight the population that earns more than the poverty level, but less than its basic survival budget. It considers household composition and geographic location across a range of monthly cost categories, including housing, childcare, food, transportation, and more.	45% (2022 data)				ALICE data from Clackamas County CAB	
Milwaukie population below the federal poverty line	What proportion of Milwaukie residents are below the federal poverty line?	The Federal Poverty Guidelines are federally set "poverty lines" that indicate the minimum amount of annual income that an individual / family needs to pay for essentials, such as housing, utilities, clothing, food, and transportation. These guidelines are based on the size of a household and the state in which one resides.	7% (2022 data)				Census	
Milwaukie population that is cost burdened	What proportion of Milwaukie residents are considered cost-burdened?	Households that are cost-burdened spend more than 30% of their income on housing, utilities, and related costs. Households that are severely cost-burdened allocate over 50% to these costs.	65% of renter households are cost burdened (2024 data) 26% of renter households are severely cost burdened (2024 data)				Census	
Milwaukie median household (HH) income compared to area median HH income	Is Milwaukie's median HH income consistent with other jurisdictions in the Portland Metro?	Comparing median HH incomes across jurisdictions within the same metro area provides detailed analysis of inequality, opportunity, and planning needs, which isn't always apparent in metro-wide data or stand-alone jurisdiction data.	Milwaukie: \$82,422 \$47,031 per capita Portland-Vancouver-Hillsboro Metro: \$94,573 \$50,158 per capita Beaverton: \$94,279 \$52,054 per capita Oregon City: \$94,648 \$42,810 per capita				American Community Survey (ACS)	
Economic mobility	Is Milwaukie offering children the best chance to rise out of poverty? Where should investments be made to improve opportunities in areas where they are lacking?	Studying economic mobility in Milwaukie can help leaders: <ul style="list-style-type: none"> ID neighborhoods with disproportionately low mobility in order to spotlight areas for investment resources ID "high opportunity" neighborhoods for affordability strategies/incentives Overlay mobility maps with local schools, jobs, health, grocery, to help target resources Monitor neighborhood trends to measure the impact of policies over time 	Verifying				Opportunity Atlas	
Affordable housing-related metrics								

Multi-Family Vacancy Rate	Is Milwaukie's residential vacancy rate consistent across all AMI levels?	Vacancy rates can inform our understanding of supply and demand, with low vacancy rates indicating high demand (and perhaps lack of supply) of residential units at certain price points, versus high vacancy rates indicating too much supply at certain price points.	All vacancy: 8.2% Market Rate Only: 8.4% Affordable: 3.0% Senior: 2.2%					CoStar	
Changes in Residential Rents and Home Prices	Are rents increasing and leading to gentrification? Where are upward rent pressures greatest, and is this affecting naturally occurring affordable housing?	Changes in residential rents and home prices can shed light on areas at risk of displacement/gentrifying. High or increasing property values and rental rates can attract investors who end up displacing Milwaukie residents that can no longer afford to stay. Increasing property values and rents can signal a need to devote additional resources to preserving naturally occurring affordable housing amid market pressures.	\$1,703 as of November 2024, a 3.5% increase from November 2023					CoStar	
Housing Choice Decision Making	Are Milwaukians making housing decisions based on choice or inability to afford living here?	When Milwaukie residents decide to relocate or new customers sign up for utility service, understanding the factors leading to that relocation will illustrate the extent to which residents are empowered to exercise housing choice versus being priced out of desirable neighborhoods due to lack of affordability.	No data					NEW proposed Utility Survey	
Eviction data	To what extent is rental housing reliable, stable, and secure, and how frequent are evictions in Clackamas County?	Monitoring eviction data helps inform policy makers of patterns of displacement or gentrification, as well as monitoring affordability pressures within specific neighborhoods.	Verifying					County	
Utility-related metrics									
Utility customers at risk of disconnection because of non-payment	What is the monthly average of customers that receive a shut-off notice because of lack of payment?	While other cities typically issue a shutoff notice after 1 or 1.5 months of no payment, the city does not move to shut-off service until 75 days of no payment. City staff also aim to work with all customers to develop payment plans or connect them to utility assistance to avoid shut offs. Tracking customers at risk of disconnection will help plan proactively for future utility assistance budgeting needs.	Monthly average 7-10 shut offs.					City finance	
Utility assistance dollars distributed per year	How much budget does the city allocate for utility assistance annually?	Monitoring total dollars distributed through assistance programs each year helps assess the scale of city support, its growth over time, and how well it aligns with demand and need.	\$5,000	\$5,000				City finance	
Milwaukie Utility Customers Enrolled in Utility Assistance Program	How many households are enrolled in the city's Utility Assistance Program?	Customers enrolled in this program receive a reduced monthly charge for Water, Sewer, Storm, and Street utility charges. To qualify for the reduced rate utility program, a customer must not exceed current gross annual income levels established by the Housing Choice Voucher Program, which are established by the federal government annually.	119	135				City finance	

Milwaukians who have received notice of potential shut off of electric or gas service due to non-payment	How many households are struggling to pay their electric and gas bills?	Objective data to help understand the challenges that residents are having in paying the utilities that the city does not manage but does have influence.	Request to PGE & NW Natural				PGE/NW Natural	
Milwaukians enrolled in Low Income Energy Program (LIEP)	How many households qualify and are taking advantage of this program?	The number of qualifying households compared to the number of households that are utilizing the program provides an understanding of the potential demand for the program and the need for more marketing/education.	Request to PGE				PGE	

Implementation partners

COUNCIL LEAD:

Councilor Adam Khosroabadi

STAFF LEAD:

- *Joseph Briglio, Assistant City Manager*
- *Peter Passarelli, Public Works Director*
- *Michael Osborne, Finance Director*
- *Mandy Byrd, Development Project Manager*

SUPPORTING DEPARTMENTS:

- *City Manager's Office*
- *Public Works Department*
- *Community Development*
- *Finance Department*
 - *Community Utility Advisory Committee*

EXTERNAL PARTNERS:

- *Clackamas County*
 - *Community Action Board*
- *Portland General Electric (PGE)*
- *Northwest Natural (NWN)*
- *Developers*
- *Energy Trust of Oregon*
- *Community Energy Project*
- *St Vincent DePaul*
- *United Way*
- *Metro*
- *211*

Action Roadmap

YEAR/FOCUS	QUARTER	STAFF ACTIONS	COUNCIL ACTIONS
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">2025</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">FOCUS: Planning and analysis to identify the most impactful actions</p>	<p style="text-align: center;">CY-Q2 Apr - Jun</p>	<p>Utility Actions</p> <ul style="list-style-type: none"> ✓ Review and discuss solid waste rate study with council ✓ Review and update the fee schedule as part of financial stability strategy. ✓ Begin work with consultant on utility cost of service rate design for water and wastewater <p>Housing Actions</p> <ul style="list-style-type: none"> ✓ Draft affordable housing code improvements as part of the Housing Production Strategy 	<p>General Actions</p> <ul style="list-style-type: none"> ✓ Complete goal action plan ✓ Align city's action plan with Community Advisory Board (CAB)'s strategic plan ✓ Share updates on committee assignment work related to affordability <p>Utility Actions</p> <ul style="list-style-type: none"> ✓ Select and appoint new Budget / Community Utility Advisory Committee (CUAC) members to fill vacancies ✓ Adopt updated fee schedule ❑ Advocate with Metro/Regional Waste Advisory Committee for solid waste rate design transparency (lead: Councilor Massey) ✓ Advocate with WES for wastewater treatment rate design transparency (lead: Councilor Khosroabadi) <p>Housing Actions</p> <ul style="list-style-type: none"> ✓ Hold study session on affordable housing models to better understand opportunities and constraints
	<p style="text-align: center;">CY - Q3 Jul - Sept</p>	<p>Utility Actions</p> <ul style="list-style-type: none"> ✓ Schedule annual update with WES (October 21) ✓ Schedule PGE executive team presentation to Council (November, exact date TBD) ✓ Conduct utility cost of service study rate design work for water and wastewater <ul style="list-style-type: none"> ○ Status update: <ul style="list-style-type: none"> ▪ Milwaukie qualifies for State Safe Drinking Water Revolving Loan fund; incorporating this opportunity into rate design ▪ Staff relaying feedback from Budget Committee (interest in rebates, expanding enrollment in low-income utility assistance program, setting fund maximums, & realistic CIP budgeting) to consultant to inform further rate design ▪ Staff working with consultant to incorporate potential Kellogg CIP impacts to rate design ✓ Educate Council on utility billing process, including utility relief options and utilization of relief programs (September 9) ✓ Conducted work session with Council to discuss proposed code changes for utility billing efficiencies (September 16) ✓ Conduct Customer Account Audit to ensure proper account classifications ✓ Develop SOP for updating utility customer accounts going forward based on changes to customer characteristics (Impervious surface area changes, SAFE and SSMP business changes, changes in meter size, etc.) <p>Housing Actions</p> <ul style="list-style-type: none"> ✓ Launch Sparrow affordable housing development RFP 	<p>General Actions</p> <ul style="list-style-type: none"> ✓ Share updates on committee assignment work related to affordability <p>Utility Actions</p> <ul style="list-style-type: none"> ✓ Define Council's affordability priorities and principles (August BC meetings) ✓ Generate rebate/discount/exemption ideas for further analysis with the CUAC (September CUAC meeting) <p>Housing Actions</p> <ul style="list-style-type: none"> ✓ Conduct walking meeting of Sparrow site with neighbors in conjunction with staff leads (August 26) ✓ Adopt affordable housing code incentives (HPS Item E) ✓ Hold work session on tenant screening fee limits (September 2)

2026 FOCUS: Implementation and awareness raising	CY – Q4 Oct - Dec	<p>General Actions</p> <ul style="list-style-type: none"> ✓ Began scoping and contracting with new community survey consultant. <p>Utility Actions</p> <ul style="list-style-type: none"> ✓ Safe Drinking Water Revolving Loan Application #1 submitted on Nov 10th. ✓ Staff reviewed initial water and ww revenue requirements with CUAC on Nov 3rd <ul style="list-style-type: none"> ○ Additional refinement based on CIP development to occur ✓ Staff discussed SAFE Program recommendations with Council at Nov 4th WS ✓ Held utility billing assistance night to sign individuals up for autopay and the utility assistance program (Nov 12) ☐ Update stormwater impervious surface area data for utility billing ☐ Discuss utility rate design considerations and potential rebate programs with CUAC at December 1st CUAC Meeting ☐ Adopt proposed code changes for utility billing efficiencies (December 16) <p>Housing Actions</p> <ul style="list-style-type: none"> ✓ Conducted work session to discuss increasing high-density housing capacity (HPS Item D) (October 21) ✓ Conducted work session to discuss Land Banking Strategy with City Council, including continued discussion on future goals for Harrison/Main site (November 18; to be continued Jan 6) ✓ Selected developer for affordable housing at the Sparrow site ☐ Discuss grant opportunity to support Hillside buildings D&E (Dec 2) 	<p>General Actions</p> <ul style="list-style-type: none"> ✓ Shared updates on committee assignment work related to affordability ☐ Tour Clackamas Service Center <p>Utility Actions</p> <ul style="list-style-type: none"> ✓ Provided direction on future of SAFE program ☐ Adopt utility billing code updates ☐ Meet with PGE leadership (Dec. 16) <p>Housing Actions</p> <ul style="list-style-type: none"> ✓ Provided direction on: <ul style="list-style-type: none"> ○ Next steps with increasing high-density housing capacity (HPS Item D) ○ Land bank strategy (HPS Item A) ○ Exclusive Negotiations for Sparrow Site Developer ○ Moderate Income Revolving Loan (MIRL) program (to return in March 2026)
	Annual goal review and performance measure data report		

2026 FOCUS: Implementation and awareness raising	CY – Q1 Jan - Mar	<p>General Actions</p> <ul style="list-style-type: none"> ☐ Conduct bi-annual community survey and gather baseline data related to affordability metrics and other topics (including awareness of assistance programs, composting and bulky waste day participation) <p>Utility Activity</p> <ul style="list-style-type: none"> ☐ Develop proposed FY27-28 budget that incorporates direction given on CIP priorities, utility rates and relief strategies from BC/CUAC ☐ Hold second utility billing assistance night <p>Housing Activity</p> <ul style="list-style-type: none"> ☐ Conduct work session discussion about SDC/other fee waivers and affordable housing (HPS Item B) (Feb 10) ☐ Implement affordable housing code incentives (HPS Item E) ☐ Continue work to prepare for Sparrow development ☐ Provide update on work related to rental registration (as part of business registration code update) and hold follow up discussion with Council on renter protections 	<p>Utility Activity</p> <ul style="list-style-type: none"> ☐ Review proposed CIP, revenue requirements, and rate design impacts at February Budget Committee meeting ☐ Share updates on committee assignment work related to affordability <p>Housing Activity</p> <ul style="list-style-type: none"> ☐ Provide direction on SDC/other fee waivers for affordable housing
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	CY – Q2 Apr – Jun	<ul style="list-style-type: none"> <input type="checkbox"/> Present data from bi-annual community survey <input type="checkbox"/> Review and discuss solid waste rate study with council <input type="checkbox"/> Review and update fee schedule <input type="checkbox"/> Evaluate the feasibility of a Revolving Loan Fund for Homeownership Assistance using CET (HPS Item H) <input type="checkbox"/> Continue to track and update Council on State Pre-Approved Plan Sets for ADUs and Middle Housing and provide update if needed (HPS Item F) <input type="checkbox"/> Continue work to prepare for Sparrow development; construction beginning in summer '26 or spring '27 	<ul style="list-style-type: none"> <input type="checkbox"/> Adopt FY 27-28 budget <input type="checkbox"/> Adopt fee schedule changes <input type="checkbox"/> Share updates on committee assignment work related to affordability
	CY – Q3 Jul - Sept	<ul style="list-style-type: none"> <input type="checkbox"/> Prepare for and implement any utility relief strategies adopted as part of the FY 27-28 budget <input type="checkbox"/> Develop communication strategy for informing Milwaukians about housing and utility relief resources <input type="checkbox"/> Present feasibility and strategy for a first-time buyer Revolving Loan Fund (HPS Item H) 	<ul style="list-style-type: none"> <input type="checkbox"/> Provide Direction on a Revolving Loan Fund Program <input type="checkbox"/> Share updates on committee assignment work related to affordability
	CY – Q4 Oct -	<ul style="list-style-type: none"> <input type="checkbox"/> Launch communication strategy for informing Milwaukians about housing and utility relief resources 	<ul style="list-style-type: none"> <input type="checkbox"/> Share updates on committee assignment work related to affordability
Annual goal review and performance measure data report			
2027 FOCUS: Institutionalize affordability programs	CY – Q1 Jan - Mar	<ul style="list-style-type: none"> <input type="checkbox"/> Continue implementation of communications strategy <input type="checkbox"/> Evaluate Multiple-Unit Limited Tax Exemption Program (HPS Item C) <input type="checkbox"/> Implement pre-approved plan sets for ADUs and Middle Housing Typologies (HPS Item F) 	<ul style="list-style-type: none"> <input type="checkbox"/> Continue advocacy. <input type="checkbox"/> Plan for institutionalization of affordability work <input type="checkbox"/> Share updates on committee assignment work related to affordability
	CY – Q2 Apr – Jun	<ul style="list-style-type: none"> <input type="checkbox"/> Review and update fee schedule <input type="checkbox"/> Review and discuss solid waste rate study with council <input type="checkbox"/> Evaluate Multiple-Unit Limited Tax Exemption Program (HPS Item C) 	<ul style="list-style-type: none"> <input type="checkbox"/> Adopt fee schedule changes <input type="checkbox"/> Adopt Revolving Loan Strategy <input type="checkbox"/> Share updates on committee assignment work related to affordability
	CY – Q3 Jul - Sept	<ul style="list-style-type: none"> <input type="checkbox"/> Conduct biannual community survey and utilize it to evaluate effectiveness of communications strategy and other efforts 	<ul style="list-style-type: none"> <input type="checkbox"/> Share updates on committee assignment work related to affordability
	CY – Q4 Oct - Dec		<ul style="list-style-type: none"> <input type="checkbox"/> Report on 3-year Goal progress and provide direction for ongoing operationalization affordability work <input type="checkbox"/> Share updates on committee assignment work related to affordability work

WS 1. 12/2/25
Presentation

Affordability Goal Update

2025 Q4

WORK SESSION | DEC 2, 2025





**Q3/Q4 Staff
Accomplishments**
September - December



General Actions

- ✓ Began scoping and contracting with new community survey consultant.
 - Survey will launch in January
 - Data to be reported in March/April
 - Statistically valid sample size
 - Will gather longitudinal data on questions asked bi-annually
 - Will also gather data on goal-specific topics:
 - **Affordability:** Solid waste (composting and bulky waste), awareness of utility assistance programs
 - **Economic Development:** Satisfaction with development, development priorities
 - **Parks and Greenspace:** Satisfaction with parks, park priorities





Utility Actions

- ✓ Held annual update with WES (October 21)
- ✓ Continued work related to utility rate design
 - Submitted Safe Drinking Water Revolving Loan Application #1 (Nov. 10)
 - Held meetings with CUAC to review CIP progress and rate implications (Nov. 4, Dec. 1)
 - Discussed future of SAFE program and rate structure with Council (Nov. 4)
- ✓ Working on incorporating impervious surface data into utility billing system





Utility Actions

- ✓ Educated Council on utility billing process, including utility relief options and utilization of relief programs (September 9)
- ✓ Discussed draft code updates to reflect needed utility billing efficiencies (September 16)
- ✓ Held first utility billing assistance night to help enroll customers in autopay and utility assistance program
- ✓ Developed SOP for updating utility customer accounts going forward based on changes to customer characteristics (Impervious surface area changes, SAFE and SSMP business changes, changes in meter size, etc.)





Housing Related Actions

- ✓ Completed affordable housing code updates (HPS item 3)
- ✓ Launched and closed Sparrow affordable housing development RFP
 - Staff to request Council approval to begin exclusive negotiations on Dec. 16





Housing Related Actions

- ✓ Conducted work session to discuss increasing high-density housing capacity (HPS Item D) (October 21)
- ✓ Conducted work session to discuss Land Banking Strategy with City Council (November 18)
 - To be continued Jan. 6





2025 Q4 + 2026 Q1 Staff Plans

December - March



General Actions

General Actions

- Conduct bi-annual community survey and gather baseline data related to affordability metrics and other topics



Utility Actions

- Develop proposed FY27-28 budget that incorporates direction given on CIP priorities, utility rates and relief strategies from BC/CUAC
- Continue updating stormwater impervious surface area data for utility billing
- Hold second utility billing assistance night



Housing Actions

- Discuss Business Oregon grant opportunity for Hillside buildings D&E (Dec. 2)
- Conduct work session discussion about SDC/other fee waivers and affordable housing (HPS Item B) (Feb. 10)
- Implement affordable housing code incentives (HPS Item E)
- Continue work to prepare for Sparrow development
- Provide update on work related to rental registration (as part of business registration code update) and hold follow up discussion with Council on renter protections





Q3/Q4 Council Accomplishments

September - December



Utility Actions

- Provided direction on future of SAFE program (Nov. 4)
- Continued to advocate for affordability principles defined with Budget Committee:
 - Focus should include **both supporting those in greatest need AND limiting overall rate increases** for all customers; balance matters
 - The City should work to **expand enrollment in existing utility assistance programs** before looking to deepen utility relief discounts
 - Strategies BC agrees **city should prioritize:**
 - Review and potentially set maximum reserves
 - Realistic Capital budget planning
 - Expand incentives/disincentives based on consumption behavior that could relieve cost





Housing Actions

- Adopted affordable housing code incentives (HPS Item E)
- Celebrated openings of:
 - Shortstack Milwaukie
 - Bonaventure
 - Hillside Park "Blossom" Building
 - Stabilization Center
- Held work session on tenant screening fee limits (September 2)
- Provided direction on:
 - HPS item D (HDR zone analysis)
 - Land banking strategy (to be continued on Jan. 6)
 - Moderate Income Revolving Loan (MIRL) program





2026 Q1 Council Preview and Discussion

January - March



General Actions

- Are there topics coming up in anyone's assigned committee related to affordability we should all know about?
- Are we still interested in touring the Clackamas Service Center?





Utility Actions

- Are there specific questions we want to ask PGE leadership on Dec. 16? Topics we have already shared of interest:
 - Affordability and future rate adjustments
 - Undergrounding
 - Resiliency
 - Electrification



Housing Actions

- Looking ahead to 2026, what information do we want to receive from staff regarding **affordable housing development?**

Affordable housing work already underway:

- HPS implementation and idea exploration:
 - HD-R zone work
 - SDC waivers
 - City-administered revolving loan fund
- Sparrow Site Development
- Affordable housing code implementation
- Rental registration considerations (as part of biz reg code updates)

Affordable housing work discussed but not yet programmed:

- Participation in state programs (e.g., MIRL)

