

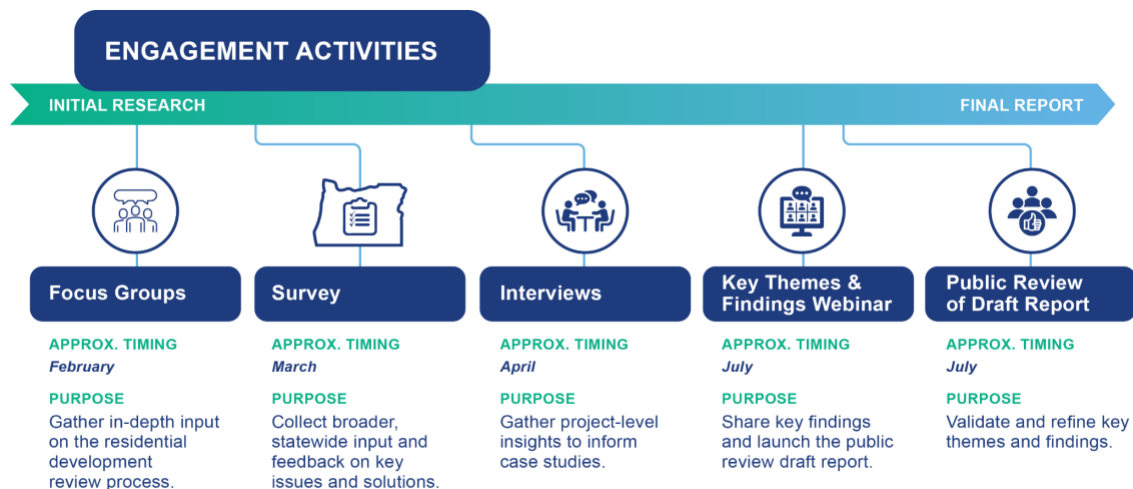
Appendix C: Engagement Summary

This appendix documents the stakeholder engagement conducted as part of the Local Residential Development Process Improvement (LRDPI) Study. The engagement process was designed to inform the study's understanding of residential development review processes across Oregon, identify common barriers to housing production, evaluate potential solutions and best practices, and inform the study's findings and recommendations.

The project team conducted engagement with two primary stakeholder groups involved in residential development across Oregon:

- ◆ Housing producers, including market-rate and affordable housing developers, builders, general contractors, architects, engineers, land use planners, and other professionals involved in designing, financing, and delivering housing.
- ◆ Development reviewers, including city and county planning staff, building officials and inspectors, public works and engineering staff, special district representatives, and other public sector professionals responsible for reviewing, permitting, inspecting, and approving residential development.

Engagement activities included a project website, two public webinars, seven focus groups, thirty-six case study interviews, two statewide surveys, and a three-week public review period for the draft report. Together, these activities engaged participants representing a range of geographic regions, jurisdiction sizes, housing types, development scales, and professional perspectives.



Source: EConorthwest



The engagement process was intentionally structured so that each activity informed subsequent phases of the study. Focus groups and interviews helped identify key issues, barriers, and emerging themes across land use review, public improvements review, and building permitting processes. These findings informed the development of statewide surveys, which helped contextualize the extent, frequency, and consistency of issues identified through the qualitative engagement. Findings from all engagement activities were synthesized and incorporated throughout the study's analysis, findings, and recommendations.

This appendix describes the engagement approach and activities conducted as part of the study. Detailed summaries of focus group discussions and survey findings are provided in **Appendix D: Focus Group Summary** and **Appendix E: Survey Results**. Findings from stakeholder engagement are incorporated throughout the final report where relevant.

Engagement Recruitment

The project team used multiple outreach channels to identify and invite participants for the LRDPI Study engagement process. HAPO and the project team developed a list of potential participants using the OregonServes distribution list, HAPO's existing stakeholder networks, and contacts identified by the consultant team through prior work with local governments, housing producers, development professionals, and public sector reviewers across Oregon.

The project team used HAPO's existing communication channels to reach potential participants and the broader public. Outreach included HAPO's email newsletter, DLCD and HAPO open forum and webinar dates, the project website, and direct email invitations to individuals and organizations with relevant experience in residential development review and permitting.

To capture a broad range of perspectives, the project team sought participation from stakeholders representing:

- ◆ Urban, suburban, and rural communities;
- ◆ Geographic regions across Oregon, including coastal communities, the I-5 corridor, Central Oregon, and Eastern Oregon;
- ◆ Small, midsize, and large jurisdictions; and
- ◆ A range of housing types, development scales, tenure models, and construction methods.

Senate Bill 1537 directed HAPO to produce both the LRDPI Study and a companion state-level housing production study. The project team coordinated with the University of Oregon Institute for Policy Research and Engagement (UO-IPRE), who led the state-level study to align outreach efforts where appropriate. This coordination helped avoid duplicative requests to stakeholders, share relevant contacts, and identify opportunities to synthesize input across the local process and state-level studies.



Detailed Documentation of Engagement Activities

The following section is outlined chronologically regarding when engagement took place. All findings derived from these engagement efforts were aggregated into key themes and anonymized. No individual attribution was given without prior consent.

Project Website

At the outset of the study, HAPO established a project web page that served as the primary source of public information about the LRDPI Study. The [project website](#) provided background information on the study, project updates, engagement opportunities, webinar registration and recordings, and access to project documents and materials.

The website also provided a central point of contact for stakeholders and members of the public to submit questions and comments related to the study through HAPO's email address, DLCD.Hapo@DLCD.oregon.gov. Throughout the study, the project website served as a public-facing resource for tracking project progress and accessing engagement and study materials.

Webinar #1: Local Residential Development Process Improvement Study Introduction

WHO

Approximately 150 individuals participated in the introductory webinar, including state, regional, and local government staff; residential development and housing industry professionals; housing advocates; and other interested members of the public.

WHEN

- January 28, 2026, at 1:00-2:00 p.m.

PURPOSE/WHY

The first webinar introduced the LRDPI Study, including its legislative direction, scope, timeline, and engagement process. The webinar also informed participants about upcoming opportunities to contribute to the study through focus groups, interviews, surveys, and public review of study findings.

DETAILS/HOW

The webinar was promoted through HAPO's communication channels, including its email newsletter, project contact lists, and the project website. The project team hosted the webinar and presented an overview of the study's objectives, work plan, and stakeholder engagement opportunities. Webinar



materials and recordings were subsequently made available on the project website to support broader awareness and participation throughout the study.

Focus Groups

WHO

The project team organized seven focus groups involving the two primary stakeholder groups identified for the study: housing producers and development reviewers involved in residential development processes across Oregon. Participants were recruited to reflect a range of geographic contexts, development scales, housing types, and tenure models, including small-scale infill development, subdivision development, multi-unit housing, affordable housing, market-rate housing, rental housing, and homeownership development. Focus groups were organized around common areas of expertise and experience, including dedicated discussions focused on manufactured, modular, and factory-produced housing, which often face distinct development review and permitting challenges.

WHEN

Who		When	Number of Participants
Stakeholder	Focus Group		
Developers & Development Teams	Infill and Multiunit Housing Focus	February 25, 2026, from 10:30-11:30 a.m.	9 individuals
	Subdivision Development Focus	February 25, 2026, from 3:00-4:00 p.m.	16 individuals
Local Government and Special District Staff	Land Use Focus	February 27, 2026, from 10:30-11:30 a.m.	17 individuals
	Building Department Focus	February 27, 2026, from 1:00-2:00 p.m.	10 individuals
	Public Works and Infrastructure Focus	March 4, 2026, from 2:00-3:00 p.m.	15 individuals
	Small Jurisdiction Focus	March 5, 2026, from	11 individuals



		11:00-12:00 p.m.	
All	Modular, Manufactured, and Factory-Produced Housing Focus	March 5, 2026, from 2:00-3:00 p.m.	3 individuals

PURPOSE/WHY

The focus groups provided an opportunity to gather detailed perspectives on residential development review processes and how they operate across different development contexts throughout Oregon. Discussions explored participants' experiences navigating land use review, public improvements review, and building permitting processes, with a focus on identifying barriers, sources of delay and uncertainty, opportunities for improvement, and examples of effective practices.

Focus group findings helped the project team refine the residential development review process graphic, identify common barriers and emerging themes, identify case study examples for further exploration, and evaluate potential solutions and best practices. Findings from the focus groups also informed the development of the statewide surveys, which were used to assess the extent and frequency of issues identified through the qualitative engagement.

The focus groups included housing producers and development reviewers representing a range of geographic regions, jurisdiction sizes, housing types, and development scales to capture diverse experiences and perspectives from across Oregon.

DETAILS/HOW

The project team facilitated seven virtual focus groups in coordination with HAPO during February and March 2026. Participants were recruited through project contact lists, HAPO communication channels, the project website, and direct outreach to stakeholders with experience in residential development review and permitting.

The project team developed discussion guides and supporting materials to facilitate consistent conversations across focus groups while allowing participants to share experiences specific to their role, region, housing type, and development context. Discussion topics included:

- ◆ Navigating residential development review processes;
- ◆ Effective practices and successful approaches;
- ◆ Opportunities for process improvements;
- ◆ Sources of delay, cost, and uncertainty;
- ◆ Jurisdictional and regional differences in review processes;



- ◆ Housing type-specific challenges;
- ◆ Building permitting and code review;
- ◆ Public improvements review and permitting;
- ◆ Interdepartmental and interagency coordination;
- ◆ Innovation, flexibility, and emerging practices; and
- ◆ Capacity constraints and implementation challenges.

Focus group findings were documented, synthesized, and incorporated into the study's analysis. Detailed focus group findings are provided in [Appendix D: Focus Group Summary](#).

Interviews

WHO

The project team conducted 36 interviews with housing producers and development reviewers who had direct experience with residential development projects selected for the study's case study analysis. Interview participants included members of development teams as well as public sector staff involved in reviewing and permitting those projects.

WHEN

- April through June 2026

PURPOSE/WHY

The interviews supported the development of the study's residential development case studies and provided detailed project-level insights into Oregon's development review processes. The interviews helped:

- ◆ Document experiences navigating land use review, public improvements review, and building permitting processes;
- ◆ Identify barriers, delays, and sources of uncertainty encountered throughout development review;
- ◆ Understand how review processes, timelines, and requirements varied across jurisdictions, housing types, and development contexts;
- ◆ Identify factors that contributed to successful project outcomes or project challenges; and
- ◆ Inform the study's understanding of promising practices and opportunities for process improvements.



DETAILS/HOW

The project team conducted one-on-one, semistructured interviews with individuals directly involved in selected residential development projects. Discussions focused on project timelines, review milestones, coordination among applicants and reviewing agencies, challenges encountered during the review process, and strategies used to address those challenges.

Where possible, interviews were conducted with both housing producers and development reviewers associated with the same project to capture multiple perspectives on the development review process. Findings were synthesized using a consistent framework to support comparative analysis across case studies and were incorporated into the study's findings and recommendations.

Survey

WHO

The project team conducted two statewide online surveys: one for housing producers and one for development reviewers. The housing producer survey received 88 responses, and the development reviewer survey received 57 responses. Both surveys were publicly available on the project website, promoted through HAPO's newsletter, and shared with project participants and other stakeholders involved in the engagement process.

WHEN

- April 7 through April 20, 2026

PURPOSE/WHY

The surveys gathered broader statewide input on barriers, challenges, and potential solutions related to local residential development review processes. They were designed to build on themes identified through earlier engagement activities, including focus groups, interviews, and case study research.

Survey responses helped the project team understand the extent, frequency, and consistency of issues identified through qualitative engagement. The surveys also helped identify areas of alignment and divergence across regions, jurisdiction types, stakeholder groups, and development contexts.

DETAILS/HOW

The project team developed two targeted online surveys informed by findings from focus groups, interviews, and related research. The surveys included a mix of closed-ended and open-ended questions to capture both quantitative trends and qualitative insights.

The surveys were distributed through state agency contact lists, HAPO communication channels, project partner networks, the project website, and direct outreach to stakeholders. Survey results were analyzed to



identify common patterns, notable differences, and themes relevant to the study's findings and recommendations.

The project team coordinated with UO-IPRE throughout the engagement process and incorporated lessons learned from the companion state-level housing production study. This coordination informed survey design, outreach strategies, and participant recruitment efforts while helping to reduce duplication of stakeholder engagement.

Survey results were documented, synthesized, and incorporated throughout the study. Details of the survey results are provided in **Appendix E: Survey Results**.

Webinar #2: Local Residential Development Process Improvement Study Key Findings and Themes

WHO

The webinar will be open to all interested parties, including state, regional, and local government staff; residential development and housing industry professionals; housing advocates; and other interested members of the public.

WHEN

July 6th, 2026

PURPOSE/WHY

The second webinar is intended to kick off the public review period for the draft report by sharing key findings, themes, and recommendations emerging from the LRDPI Study. The webinar will provide an opportunity for participants to learn how stakeholder engagement informed the study's findings and recommendations and to provide feedback on the draft report prior to finalization.

DETAILS/HOW

The webinar will be promoted through HAPO communication channels, including the project website, project contact lists, and HAPO newsletters. The project team will host the webinar and present an overview of the study's findings, recommendations, and next steps.



Public Comment Period

WHO

Stakeholders who participated throughout the study, as well as interested members of the public, will be invited to review and provide comments on the draft report.

WHEN

July 7 through July 28, 2026

PURPOSE/WHY

The public review period is intended to provide stakeholders and interested parties an opportunity to review the draft report, findings, and recommendations prior to finalization. Feedback received during this period will help identify any additional considerations, clarifications, or perspectives that should be incorporated into the final report.

DETAILS/HOW

Stakeholders who participated throughout the study, as well as interested members of the public, will be invited to review the draft report and provide feedback. Notice of the public review period will be distributed through HAPO communication channels, including the project website, newsletters, project contact lists, and direct outreach to study participants.

Comments will be submitted through HAPO's established communication channels and reviewed by the project team. Feedback received during the public review period will be documented and considered during finalization of the report and recommendations.

