

SOCIAL HOUSING TASK FORCE



MEMBERS

City Councilor Kate Sykes
City Councilor Sarah Michniewicz
Paul Styslinger
Bill Stauffer
Jason Spector
Catherine Buxton
Wendy Cherubini
Cullen Ryan
Matthew Peters
Kristin Leffler
Jon Fetherston
Jonathan Culley
Tim Wells

Wednesday, November 12, 2025 at 6:00 PM
Portland City Hall Basement, Room 24
Kippy Richardson Room

The Social Housing Task Force will conduct this meeting in-person. If you are not able to attend in person, a recording will be available in the [Agenda Center](#) following the meeting.

PUBLIC COMMENT INFORMATION:

To submit written public comment on an agenda item, email socialhousingtaskforce@portlandmaine.gov. Submissions must be received by 12:00 pm the day before the Social Housing Task Force meeting to guarantee their inclusion in the agenda packet. All submissions must include the commenter's name and legal address. To help ensure your comment is submitted for the correct item, please include the name of the agenda item (see below).

AGENDA:

- 1. Review and Approve Minutes from the October 22, 2025 Meeting**
 - i. SHTF Draft Minutes of Meeting held on October 22, 2025
- 2. Administrative Updates, Announcements, etc.**
 - i. Draft 3.0 12-Month Work Plan Social Housing Task Force
 - ii. Work Plan Scratch Pad
- 3. Rough Financial Model for Potential Social Housing Approaches - Presented by Matt Peters**
- 4. Discussion**

Social Housing Task Force Minutes of Business Meeting held October 22, 2025 at 6:00 pm

Recording of meeting is posted [here](#). These Minutes provide a record of those in attendance, general discussion taking place, and motions made. Please refer to the recording for discussion details.

In attendance:

City Councilor Kate Sykes – Co-Chair
City Councilor Sarah Michniewicz
Paul Styslinger
Bill Stauffer
Jason Spector
Catherine Buxton
Wendy Cherubini
Cullen Ryan
Matt Peters
Kristin Leffler
Jon Fetherston – Co-Chair
Jonathan Culley
Tim Wells

Greg Watson, Director of City's Housing and Economic Development Department
Mary Davis, Division Director, City's Housing and Community Development Division
Christian Roadman, GPCOG, Senior Planner
Kali Loughlin, GPCOG Sustainability

The meeting opened with review and approval of the minutes from September 24, 2025. (Wendy Cherubini moved for approval, seconded by Cullen Ryan). The minutes were approved unanimously.

Mary Davis told the group about the City's remote meeting policy. The group then voted unanimously to adopt the policy (moved by Chair Fetherston, seconded by Jonathan Culley).

Next Christian Roadman discussed participant stipends which were part of the grant funding awarded to GPCOG to provide administrative support to the task force. Christian asked the members to contact him separately if they wanted to accept or opt out of receiving the stipend. Councilors Sykes and Michniewicz both opted out during the meeting.

Christian indicated that the group would be continuing to discuss the path forward and referred to the matrix and resources included in the agenda packet. Councilor Sykes indicated that the revised work plan was not included in the packet and Christian indicated he would forward it along to the members.

Councilor Sykes then led the members through a discussion of thoughts on the path forward. This included: the logistics of starting a new program within City Hall or under an existing housing partner; creating a replicable model; rental vs. homeownership; creating a model that is not reliant on federal funding and does not compete for the funding currently available (Low Income Housing Tax Credits, for example); who is not being served under current financing programs; potential for a permanent funding stream (bonding, City's Capital Improvement Program or CIP, etc.); and, reconsidering the meaning of public infrastructure to include housing. Members expressed interest in a variety of potential approaches and priorities.

As a summary, Christian identified three potential priorities discussed at the meeting, each of which interacts with or impacts one another: (1) sustainability of the model; (2) price impact on the housing ecosystem; and (3) affordability targeting certain income levels. Additional discussion followed, with the group indicating inclination to prioritize mixed-income, mixed-unit size development, as well as a sustainable funding stream. Specific ranges and percentages of targeted incomes were discussed, from 60% to 120%, with 80% AMI the primary focus. However, the group also discussed that "new income bands" – 70% or 90% AMI – could be an option and may serve the community well.

Jonathan Culley volunteered to develop rough financial models for potential projects, including different assumptions and income mixes, for the group to discuss at the next meeting.

The task force identified Wednesday, November 12 as the date of its next business meeting, and Wednesday, November 5 or Wednesday, November 19 as potential (optional) remote education sessions. The group identified topics of interest regarding bonds, bonding, and municipal finance. Staff agreed to pursue speakers on these topics.

The meeting adjourned at 7:48 pm (moved by Tim Wells, seconded by Jonathan Culley, with unanimous approval).

DRAFT

****Draft 3.0** Social Housing Task Force 12-Month Work Plan**

The Social Housing Task Force has been charged by the City Council with evaluating Portland’s current housing production landscape, studying models of social housing from across the country, and developing actionable recommendations to expand housing opportunities for all residents. This draft work plan outlines a flexible 12-month timeline designed to balance education, analysis, and collaborative planning. It reflects the priorities set by the Council’s resolution, the expertise within the task force, and our shared goal of producing a realistic, actionable strategy that can lead to implementation, including the potential development of a pilot project.

The plan assumes two meetings per month:

- One business meeting for decision-making, planning, and coordination
- One educational session with guest speakers, workshops, community engagement, or technical briefings (to be recorded for those who cannot attend)

This framework is intended to guide our work while leaving space for task force members to shape priorities, contribute research, and propose additional topics as needed.

Month	Focus Area	Business Meeting	Educational Session / Guest Speaker	Assignments & Deliverables
Sept 2025	Overview & Context	Establish baseline understanding of Portland’s current housing production systems. Review permitting, financing, and development pipelines. Review Social Housing landscape.	GPCOG/City Staff from Planning and HED. Furman Center academics, or other outside experts.	Members review provided studies and submit any additional articles/resources. Build consensus on what defines social housing (e.g., permanent affordability, mixed income communities, resident control). Produce comparative report outlining opportunities and risks of each model, Members select 1–2 models for deeper dive summaries.
Oct 2025	National Social Housing Models	Identify relevant models to evaluate for Portland’s context.	Invite experts/social housing developers to discuss comparative frameworks.	Members select 1–2 models for deeper dive summaries.
Nov 2026	Stakeholder Mapping	Identify external partners (PHA, MaineHousing, local	Panel: PHA, MaineHousing, Affordable housing	Assignment: Create a matrix mapping

Month	Focus Area	Business Meeting	Educational Session / Guest Speaker	Assignments & Deliverables
		developers) and their roles in housing delivery.	developers discuss their pipelines, challenges and authority.	stakeholder roles, capacities, and opportunities for alignment as well as gaps.
Dec 2025	Risk & Legal Structures	Evaluate insurance, liability, and financing structures for municipal-led housing projects.	Invite housing finance legal counsel to discuss Maine statutory constraints/opportunities.	Assignment: Members collaborate on a legal gap analysis with staff support.
Jan 2026	Incorporation and Governance of Public Developer Models	Explore how other municipalities structure public developers, build internal expertise, and manage risk.	Invite Seattle Public Development Authority / Montgomery HOC or other leaders in this area.	Staff memo on Portland's legal framework for establishing a public developer.
Feb 2026	TBD	TBD	TBD	TBD
Mar 2026	Feasibility/Land Use Policy	Review public and city-owned parcels (existing and potential). Identify redevelopment sites and zoning constraints/opportunities.	Speaker City on current land holdings, zoning rules, and processes. Invite other experts on innovative municipal land banking approaches (e.g., Austin, Denver).	Identify candidates for pilot sites for potential social housing projects. analyze potential strategies for leveraging public land and expanding Portland's land banking authority.
Apr 2026	Property/Asset Management	Explore long-term feasibility of social housing through property/asset management, governance models, and reserve planning.	Invite experts from Montgomery County HOC, Vienna, or cooperative housing managers to discuss mature asset management systems.	Members research asset management practices; draft framework for Portland's public developer model; identify risks if underdeveloped.
May 2026	Tenant Voice & Resident Control + Community Forum to Gather Public Input	Examine pathways for ensuring permanent affordability and democratic governance. Invite experts from cooperative housing and Community Land Trust models.	Host Community Forum to report back to the public on findings and gather input through breakout sessions.	GPCOG: Draft outreach materials in partnership with City. Facilitate forum. Synthesize community feedback into a post-event report.

Month	Focus Area	Business Meeting	Educational Session / Guest Speaker	Assignments & Deliverables
Jun 2026	Actionable Strategies & Pilot Project Scoping	Develop framework for an initial pilot social housing project with financial feasibility, governance, and land identified.	Panel of developers on practical implementation and timelines.	Deliverable: Draft outline of pilot project concepts, including financing pathway and site options. Incorporate public input from May Community Forum
Jul 2026	Drafting Recommendations	Consolidate findings from the year into a preliminary report to Council.	GPCOG facilitates report synthesis workshop.	Assignment: Members draft sections/submit feedback.
Aug 2026	Final Report Preparation + Public Listening Session	Finalize report, including policy recommendations and pilot project proposals.	Public listening session/open house to build awareness and community support.	Deliverable: Final report and implementation roadmap submitted to Council.

Social Housing Task Force Work Plan (Scratch Pad)

This draft is meant as a working outline for the co-chairs and Task Force members. It draws from the Council resolution, ongoing discussions, and the 12- month plan. Each month includes broad goals, likely discussion topics, and possible educational directions; details can be added or shifted as the work evolves.

September 2025 – Overview & Context

- **Business Meeting:** Establish baseline understanding of Portland’s housing production systems, including permitting, financing, and development pipelines. Review early definitions of social housing.
- **Educational Session:** GPCOG and City Planning/HED staff provide overview of housing production system regionally and in Portland; share relevant national framing.
- **Assignments:** Members review provided studies, submit additional resources, and work toward consensus on core characteristics of social housing that could work locally.

October 2025 – National Social Housing Models

- **Business Meeting:** Identify and discuss relevant social housing models that could apply in Portland.
- **Educational Session:** Invite practitioners or scholars of Seattle, Montgomery County, or other comparative models.
- **Assignments:** Members produce short summaries on selected models; group drafts a comparative overview of risks and opportunities.

November 2025 – Stakeholder Mapping

- **Business Meeting:** Map current housing actors (PHA, MaineHousing, nonprofit developers, private sector). Clarify where gaps exist.
- **Educational Session:** Panel with MaineHousing, PHA, and developers on their pipelines and constraints.
- **Assignments:** Create a stakeholder matrix identifying capacities and potential alignment.

December 2025 – Risk & Legal Structures

- **Business Meeting:** Evaluate legal, liability, and financing risks of city-led development.
- **Educational Session:** Invite housing finance legal counsel or state experts on statutory authority.
- **Assignments:** Develop a preliminary legal gap analysis with staff support.

January 2026 – Incorporation & Governance of Public Developers

- **Business Meeting:** Discuss what it would mean for Portland to incorporate as a public developer; what skills and staffing would be required.
- **Educational Session:** Invite Seattle PDA or Montgomery County HOC leaders to explain their governance frameworks.
- **Assignments:** Staff prepare memo on Portland’s legal authority to establish a public developer.

February 2026 – Flex Month

- No set topic; allows catch-up, adjustments, or new issues.

March 2026 – Feasibility & Land Use Policy

- **Business Meeting:** Review city-owned parcels and land bank practices. Discuss potential redevelopment sites and zoning constraints.
- **Educational Session:** Presentation from City staff; invite experts from Austin, Denver, or other land-banking innovators.
- **Assignments:** Identify candidate pilot sites; analyze strategies for leveraging public land.

April 2026 – Property & Asset Management

- **Business Meeting:** Explore how to ensure long-term viability of social housing projects through property and asset management.
- **Educational Session:** Guest speakers from Montgomery County, Vienna, or cooperative housing providers to discuss mature asset management systems.
- **Assignments:** Members research asset management practices; draft framework for embedding asset management into a Portland model.

May 2026 – Tenant Voice, Resident Control & Community Forum

- **Business Meeting:** Explore democratic governance, cooperative housing, and CLT models.
- **Educational Session:** Public community forum hosted by GPCOG and City, with breakout sessions to gather resident input.
- **Assignments:** Draft outreach materials; synthesize public feedback into a report.

June 2026 – Actionable Strategies & Pilot Scoping

- **Business Meeting:** Develop draft framework for an initial pilot project, including financing, governance, and site selection.
- **Educational Session:** Panel with developers to assess implementation timelines.

- **Assignments:** Draft outline of pilot project concepts and incorporate public input from May.

July 2026 – Drafting Recommendations

- **Business Meeting:** Consolidate findings into preliminary recommendations for Council.
- **Educational Session:** Workshop facilitated by GPCOG to synthesize report sections.
- **Assignments:** Members draft/report out assigned sections.

August 2026 – Final Report & Public Listening Session

- **Business Meeting:** Finalize report, including policy recommendations and pilot proposals.
- **Educational Session:** Hold a public open house/listening session to share draft recommendations.
- **Assignments:** Deliver final report and implementation roadmap to Council.