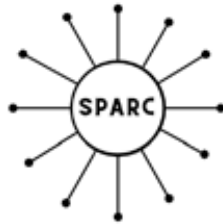
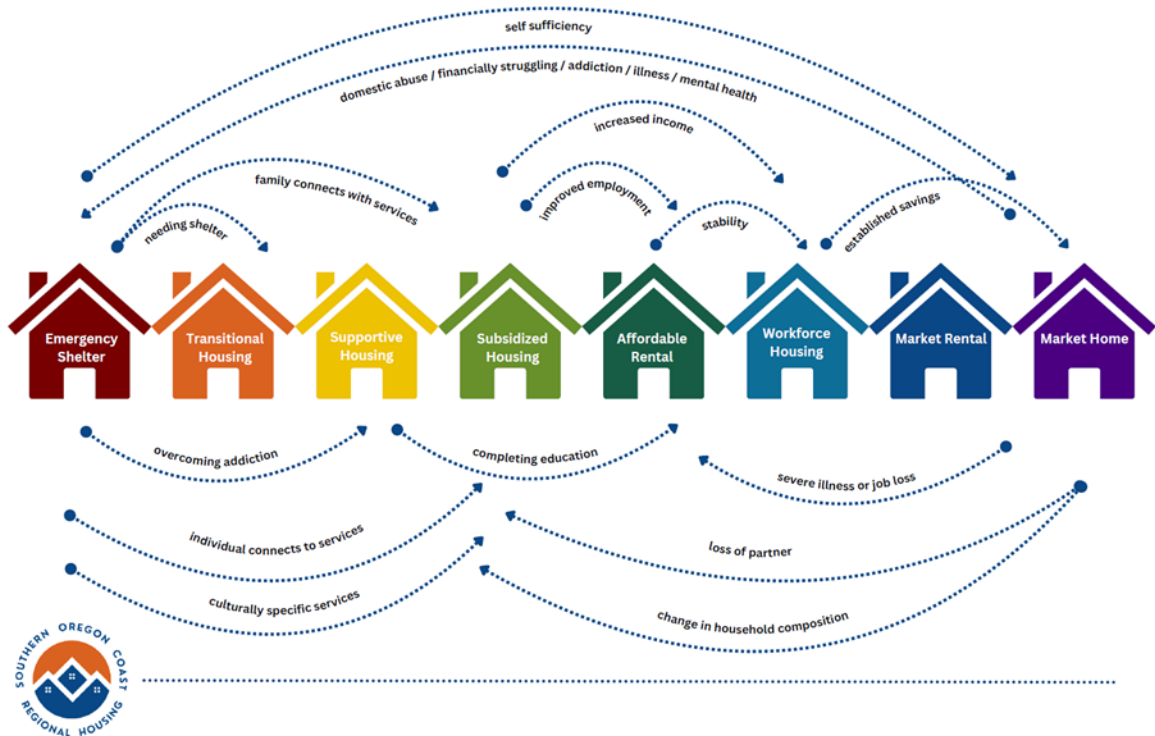


# Service Providers and Regional Connections (SPARC)



By: Matthew Vorderstrasse, M.A, PHM.

## A Comprehensive Framework to End Homelessness



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## Acknowledging the Legacy of South Coast Leadership

The **SPARC Network** is not just an initiative—it is a testament to the collective dedication, vision, and perseverance of the **community leaders** who have tirelessly worked behind the scenes in **Coos and Curry Counties** for years. These leaders have paved the way for transformative change, creating a foundation for collaboration, innovation, and hope. Their efforts have guided this region to embrace new possibilities, foster partnerships, and address the most pressing challenges of housing instability and homelessness.

SPARC is **your legacy**, an embodiment of the **spirit of the South Coast**—a spirit defined by resilience, community, and a shared commitment to lifting one another up. It is a living reflection of the trust, compassion, and collaboration that have shaped this region's approach to addressing systemic challenges. Without the groundwork laid by these remarkable individuals, the vision of SPARC would not have been possible.

This network, with its emphasis on integration, innovation, and inclusivity, is a tribute to the **unsung heroes**—the community members, local officials, tribal leaders, nonprofit advocates, and public servants—who believed in the potential of Coos and Curry Counties to create lasting change.

As SPARC continues to grow and evolve, it carries forward the legacy of these leaders, ensuring their vision for a stronger, more equitable South Coast lives on for generations to come. SPARC is not just a network; it is a movement rooted in the heart and soul of this community. Together, we honor this legacy by continuing the work to build a brighter, more sustainable future for all.

# Executive Summary- SPARC Network

The **SPARC Network** (Service Providers and Regional Connections) is an initiative design to create a seamless continuum of care for individuals and families experiencing homelessness or housing insecurity in Coos and Curry Counties. By uniting public, private, and nonprofit organizations, SPARC aims to address the root causes of homelessness, connect shelter beds directly to housing opportunities, and foster long-term stability through comprehensive support systems.

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## The SPARC Network's Foundational Strength

The SPARC Network is anchored by its founding partners, a coalition of organizations that collectively bring expertise, resources, and innovative approaches to the housing continuum. These partners include:

- **AllCare Health:** Providing critical funding for services and housing projects, including the acquisition of the Ellensburg site, and supporting regional initiatives like Brookings CORE's Peer House Navigation Center.
  - **Advanced Health:** Supporting health and housing integration through funding and leadership in Community Health Improvement Plans.
  - **Brookings CORE Response:** Managing shelter and transitional housing programs, including Courage Lane Cottages, and linking housing efforts to permanent supportive housing at the Ellensburg site.
  - **St. Timothy's Episcopal Church:** A powerful community resource offering mail services, housing advocacy, and legal support while operating programs that directly assist homeless individuals.
  - **SOCRH (Southern Oregon Coast Regional Housing):** Leading affordable housing development and stewarding community land trust models to create sustainable housing pathways.
  - **Curry County Homeless Task Force:** Coordinating the local planning group for homeless services and organizing the Point-in-Time Count to guide strategic resource allocation.
  - **Coos Health & Wellness:** Investing \$2.2 million in permanent supportive housing services at North Bend Family Housing and supporting the Housing 360 program to enhance transitional housing across the region.
  - **CCD Business Development Corporation:** Facilitating infrastructure improvements and grant administration to support housing and shelter developments.
  - **DCM Communities:** Delivering turnkey development expertise and leveraging partnerships to build affordable housing units efficiently.
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## Transformative Impact on Housing and Homelessness

SPARC's approach directly addresses the housing crisis by bridging emergency shelters and housing production through the following strategies:

1. **Integration of Shelter and Housing:** SPARC ensures that shelter beds are not an endpoint but a pathway to permanent housing. Projects like the Ellensburg site and North Bend Family Housing link individuals in shelter settings directly to affordable and supportive housing opportunities, fostering stability and reducing recidivism into homelessness.
2. **Data-Driven Decision-Making:** The Point-in-Time Count, coordinated by SPARC partners in Coos and Curry County, provides critical insights into the region's homelessness challenges. This data informs SPARC's resource allocation and strategic planning to maximize impact.
3. **Comprehensive Support Services:** Partners like Coos Health & Wellness, and ADAPT integrate mental health, addiction recovery, and case management services with housing initiatives to address the root causes of homelessness.
4. **Collaborative Resource Allocation:** SPARC's founding partners combine their strengths to streamline resource distribution, such as leveraging grants from CCD and contributions from healthcare providers to fund new housing developments and improve existing infrastructure.
5. **Regional Scalability:** SPARC's hub-and-spoke model creates a blueprint for replicable solutions in rural communities. From Courage Lane Cottages to North Bend Family Housing, SPARC demonstrates how localized efforts can collectively transform a region.

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## Vision for the Future

The SPARC Network envisions a future where every individual and family in Coos and Curry Counties has access to safe, affordable housing and the support services they need to thrive. By connecting emergency shelter beds to housing production and addressing systemic barriers, SPARC is creating a sustainable system that:

- Reduces the length of time individuals experience homelessness.
- Increases the availability of affordable housing through community-driven projects.
- Aligns health and housing initiatives to address social determinants of health.
- Fosters collaboration among regional partners to maximize resources and impact.

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## Conclusion

The SPARC Network represents a unified effort to address homelessness and housing insecurity in Coos and Curry Counties. By leveraging the collective expertise and resources of its founding partners, SPARC is not only transforming individual lives but also creating a sustainable framework for addressing housing challenges in rural communities. Together, this coalition ensures that no one is left behind, building a stronger, more resilient region for all.

# The Founding SPARC Partners

## A Unified Force for Housing and Homelessness Solutions

The **SPARC Network** is built upon the collective expertise, commitment, and innovation of its founding partners, representing a diverse range of organizations dedicated to addressing housing and homelessness across Coos and Curry Counties. This powerful coalition of local government agencies, community organizations, healthcare providers, and housing authorities is united by a shared vision: to create a seamless continuum of care that connects shelter beds to housing production and delivers comprehensive support to individuals and families in need.

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### Transformative Impact on Housing and Homelessness

The founding SPARC Partners leverage their unique strengths to address homelessness holistically, ensuring that each step in the journey—from emergency shelter to permanent housing—is supported by robust systems and resources. Together, they create pathways that reduce barriers and foster long-term stability:

1. **Integration of Shelter and Housing Production:**

SPARC Partners recognize that solving homelessness requires more than shelter beds—it demands a direct link to housing opportunities. By connecting transitional shelters to affordable housing developments, the network ensures that individuals and families can move quickly into stable homes. This approach shortens the duration of homelessness and promotes sustained independence.

2. **Comprehensive Support Services:**

The coalition combines housing solutions with wraparound services such as mental health care, addiction recovery, employment assistance, and case management. This integrated model ensures that housing is paired with the resources individuals need to thrive.

3. **Resource Coordination:**

Each founding partner brings unique capabilities:

- **Housing Authorities** lead affordable housing development and provide rental assistance.
- **Healthcare Organizations** address social determinants of health that contribute to homelessness.
- **Community Service Providers** manage shelters, transitional housing, and supportive services.
- **Advocacy Groups** ensure that marginalized voices are heard, shaping equitable housing policies.

4. **Scalable Solutions for Rural Communities:**

The SPARC Network is designed as a model that can be replicated in other rural regions. Its



emphasis on collaboration and leveraging local expertise ensures that housing solutions are tailored to the unique challenges and opportunities of rural communities.

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### **A Regional Approach to Systemic Change**

By uniting organizations across sectors, the SPARC Network provides a foundation for systemic change. The ability to connect emergency shelters, like those operated by Brookings CORE and the Salvation Army, to housing developments led by partners such as SOCRH, DCM Communities, and the Housing Authority ensures that shelter beds are not an endpoint but a stepping stone to permanent stability.

Healthcare partners like Advanced Health, Coos Health & Wellness, and AllCare Health provide critical funding and behavioral support, addressing the root causes of homelessness and reducing recidivism. Organizations like the South Coast Equity Coalition and Curry County Homeless Task Force ensure that equity and community engagement remain central to all SPARC initiatives.

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### **Transforming Lives, Strengthening Communities**

The founding SPARC Partners are more than a coalition—they are a unified force transforming lives and strengthening communities. By bridging the gaps between shelter, services, and housing, the network creates a comprehensive system that not only addresses immediate needs but also builds pathways to long-term success. This collective impact ensures that Coos and Curry Counties can lead the way in ending homelessness and creating a future where every resident has access to safe, affordable housing and the support needed to thrive.

# SPARC Overview and Vision

The **Service Providers and Regional Connections (SPARC) Network** is a transformative initiative tailored to address the unique housing and homelessness challenges in Coos and Curry Counties. These rural areas, with dispersed populations, aging infrastructure, and limited resources, face significant barriers to meeting the needs of their most vulnerable residents. SPARC provides a comprehensive framework that integrates shelter, transitional housing, workforce housing, and permanent affordable housing with wrap-around supportive services, creating a Continuum of Care that ensures stability and independence for individuals and families.



SPARC's strength lies in its ability to align state, federal, and local resources into a cohesive system. By leveraging funding from Oregon Housing and Community Services (OHCS), Coordinated Care Organizations (CCOs), federal housing programs, and local investments, SPARC creates sustainable solutions to homelessness and housing instability. This alignment fosters collaboration among service providers, governments, and community stakeholders, amplifying the impact of individual projects.

Key projects under the SPARC umbrella, such as **North Bend Family Housing**, the **Gold Beach RV Park**, and the proposed **South County Tiny House Village**, illustrate the power of SPARC's integrated approach. The **North Bend Family Housing Project**, with its 176 affordable housing units, includes Permanent Supportive Housing (PSH) and Project-Based Vouchers (PBVs), delivering comprehensive support for families and seniors. Meanwhile, workforce housing initiatives like the **Hunter Creek Workforce Housing Project** in Gold Beach provide much-needed stability for essential workers, addressing both housing shortages and economic challenges.

Through these developments and more, SPARC is building the infrastructure and partnerships necessary to ensure no one is left behind. The following sections detail how SPARC's principles and practices align funding streams, integrate services, and create a replicable model that transforms the housing landscape in rural communities.

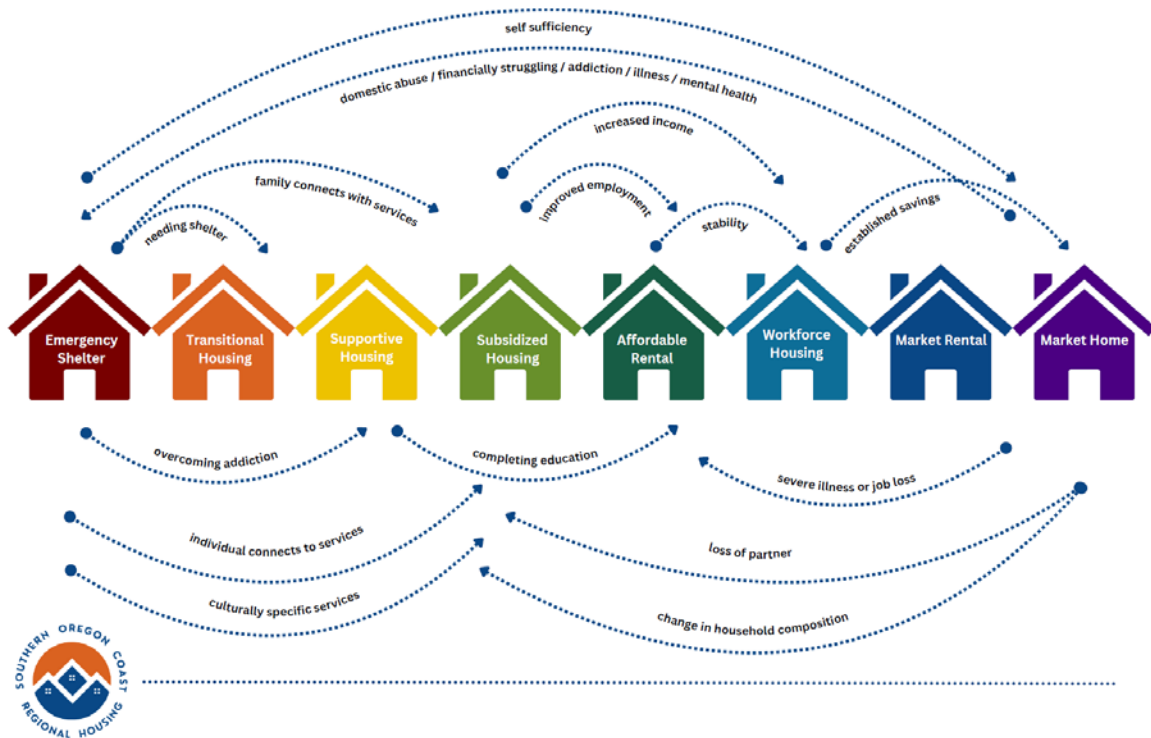
- **SPARC Mission:**

To create a comprehensive, community-driven Continuum of Care that connects individuals and families to essential shelter, housing, and supportive services, paving the way for long-term stability and independence.

- **SPARC Vision:**

A resilient, coordinated South Coast region where individuals and families have reliable access to shelter, supportive services, and

diverse housing options, advancing health, stability, and empowerment for all.



This graphic from Southern Oregon Coast Regional Housing illustrates the Continuum of Care that SPARC aims to establish by seamlessly integrating and aligning our systems.

- **Core Values:**
  - **Support:** Holistic, integrated assistance that addresses immediate needs and builds pathways to independence.
  - **Partnership:** Collaborative solutions driven by unified community efforts.
  - **Accessibility:** Equitable access to shelter and housing for all residents.
  - **Resilience:** A commitment to continuous improvement and adaptability.
  - **Compassion:** Upholding dignity and recognizing the potential of every individual.

## SPARC Framework: Building a System of Shelter and Housing Integration

### Key Principles

#### 1. Integration of Shelter and Housing Systems

- **Goal:** Embed shelter systems within the broader housing continuum, ensuring every shelter bed serves as an entry point to housing.
- **Approach:**
  - Align shelters with housing developments to create seamless transitions for residents. For example, Belloni Ranch serves as a hub, linking emergency shelter

beds to both transitional and permanent housing options, supported by case management services.

- Utilize Coordinated Entry and HMIS systems to ensure the most vulnerable populations receive priority placements. This system also reduces duplication and inefficiencies, enabling more effective resource allocation.

## 2. Pathway-Centered Design

- **Goal:** Create structured pathways for individuals and families to transition from shelters to permanent housing.
- **Approach:**
  - Develop transitional units, including tiny homes like those at Hope Village, which provide privacy and stability while residents prepare for permanent housing.
  - Embed services such as employment readiness programs, mental health care, and financial literacy training at every stage of the housing continuum to address underlying barriers to stability.

## 3. Sustainable Housing Creation

- **Goal:** Expand the housing stock to ensure viable options for individuals leaving homelessness.
- **Approach:**
  - Utilize Community Land Trusts (CLTs) to maintain long-term affordability, as seen in the Gold Beach Workforce Housing development. CLTs preserve affordability by separating the ownership of land and buildings, allowing housing costs to remain stable for future generations.
  - Leverage braided funding models, combining state programs like OHCS's LIFT and PSH funding, federal LIHTC, and local contributions from stakeholders like Coos Health and Wellness.

## 4. Service Integration and Accessibility

- **Goal:** Embed comprehensive services within shelters and housing sites to address root causes of homelessness.
- **Approach:**
  - Partner with health organizations like ADAPT and Coos Health and Wellness to provide on-site mental health, substance use treatment, and family support services.
  - Deploy mobile outreach units, as demonstrated in Curry County, to deliver critical services like healthcare and case management directly to rural and underserved areas.

## 5. Community Engagement and Support

- **Goal:** Build community buy-in by highlighting the social and economic benefits of ending homelessness.
- **Approach:**
  - Share success stories and metrics showing the reduction of homelessness, increased workforce stability, and improved public health outcomes.
  - Engage local stakeholders, including businesses and faith-based organizations, as active partners in the system to build a broad coalition of support.

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## Framework in Action: SPARC Core Components

### 1. Emergency Shelter Hubs

- Emergency shelters serve as the first point of stabilization for individuals and families.
- **Example:** Belloni Ranch provides a centralized navigation hub with immediate access to transitional housing, supportive services, and wraparound case management. This model ensures no one stays in emergency shelter longer than necessary, transitioning clients into longer-term solutions.

### 2. Transitional Housing Pathways

- Transitional housing bridges the gap between emergency shelter and permanent housing.
- **Example:** Hope Village offers tiny homes with shared facilities to provide stability for residents as they work toward securing permanent housing. This approach allows residents to rebuild their independence while still receiving support.

### 3. Permanent Housing Solutions

- Affordable housing developments incorporate on-site support services to ensure long-term stability.
- **Example:** North Bend Family Housing includes 105 affordable units in Phase I, with 20 PSH units and at least 30 PBVs. These units are supported by mental health services, employment readiness programs, and Medicaid-funded healthcare.



### 4. Mobile and Decentralized Services

- Mobile outreach units extend critical services to rural areas, reducing transportation barriers and expanding access to care.
- **Example:** Curry County's mobile units bring mental health care, food distribution, and housing navigation services to remote communities, ensuring no one is left behind.

### 5. Sustainable Financing

- SPARC employs innovative funding models to ensure long-term project viability.
- **Example:** The Hunter Creek Workforce Housing Project utilizes CLTs to maintain affordability while blending state and federal grants with private contributions.

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## Steps to Build the System

1. **Map Existing Resources:**  
Conduct an inventory of all shelter beds, transitional units, and permanent housing to identify gaps and opportunities.
2. **Develop Coordinated Entry Points:**  
Establish centralized systems to connect individuals to housing and services based on their needs and vulnerability.
3. **Expand Housing Stock:**  
Use sustainable models like modular housing and CLTs to quickly and affordably increase housing availability.
4. **Scale Support Services:**  
Embed services such as mental health care, job training, and financial counseling at every stage of the housing continuum.
5. **Monitor and Adjust:**  
Use data-driven approaches to evaluate outcomes, refine systems, and ensure continuous improvement.

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## SPARC Partner Commitments

SPARC's success is driven by its partners' shared commitments:

1. **Resource Sharing and Coordination:** Align resources, data, and expertise across the network to streamline service delivery.
2. **Integrated Service Delivery:** Embed holistic programs within housing developments to promote stability and self-sufficiency.
3. **Equity and Accessibility:** Prioritize historically underserved populations, ensuring all services are inclusive and accessible.
4. **Innovation and Adaptability:** Continuously refine programs to address emerging challenges and incorporate new best practices.

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## Aligning State, Federal, and Local Resources

The SPARC Network prioritizes the strategic alignment of funding and resources across multiple levels of government and community stakeholders. This approach ensures long-term sustainability and maximizes the impact of individual projects:

1. **State Resources**
  - **Oregon Housing and Community Services (OHCS):** Leveraging programs like LIFT, Permanent Supportive Housing (PSH), and the Emergency Housing Account for shelter and housing developments.
  - **Community Land Trust (CLT) Support:** Partnering with OHCS to preserve long-term affordability and prevent displacement.
2. **Federal Resources**
  - **Low-Income Housing Tax Credits (LIHTC):** Reducing development costs for affordable and workforce housing, as seen in the North Bend Family Housing project.
  - **USDA Rural Development:** Funding infrastructure improvements and housing initiatives in rural areas like Gold Beach.

- **Medicaid Reimbursements:** Supporting on-site health services such as mental health care and substance use treatment.
3. **Local and Regional Resources**
- **CCOs:** Advanced Health and AllCare contribute funding to address housing as a social determinant of health, aligning with Community Health Improvement Plan (CHIP) goals.
  - **Local Governments:** Streamlining permitting, zoning, and funding efforts to accelerate development timelines.
  - **Private and Philanthropic Contributions:** Engaging local employers and community organizations to co-invest in workforce housing projects like Hunter Creek and North Bend Family Housing.

By integrating these resources, SPARC ensures efficient service delivery and creates a robust housing ecosystem that meets the needs of both individuals and the broader community.

## Conclusion

The SPARC Network is redefining the way Coos and Curry Counties address homelessness and housing instability. By integrating shelter, workforce housing, and permanent affordable housing with essential support services, SPARC provides a sustainable and scalable framework for rural housing development.

Projects like **North Bend Family Housing**, with its comprehensive mix of affordable units and supportive services, and the **Hunter Creek Workforce Housing Project**, which stabilizes the workforce by providing housing for essential employees, highlight SPARC's transformative potential. Combined with initiatives like the **Gold Beach RV Park** and **South County Tiny House Village**, SPARC is building a housing continuum that fosters stability, health, and opportunity for all residents.



Through strategic alignment of state, federal, and local resources, SPARC not only addresses immediate housing needs but also creates a resilient foundation for long-term community growth. By tackling systemic barriers with bold, innovative solutions, SPARC empowers Coos and Curry Counties to transition from managing homelessness to solving it—ensuring every resident has the dignity, stability, and opportunity they deserve. Together, SPARC represents a brighter, more equitable future for the South Coast.

# SPARC Partner Spotlight: North Bend City/Coos-Curry Housing Authorities (NBC/CCHA)

## Founding Organization of SPARC

The North Bend City/Coos-Curry Housing Authorities (NBC/CCHA) are the **founding organizations of SPARC**, serving as a vital leader in transforming housing and homelessness solutions on Oregon's South Coast. NBC/CCHA operates at the intersection of housing, economic development, and community building, ensuring that individuals and families across Coos and Curry Counties have access to stable, affordable housing. As an economic engine, housing provider, and developer, NBC/CCHA continues to shape the future of housing for the region through SPARC's collaborative initiatives.



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## Who We Are

### Mission Statement

To provide safe, sanitary, and affordable housing for low-income families while maintaining the dignity and respect of all clients.

### Vision Statement

Thriving communities where all residents have access to quality, affordable housing that promotes dignity, self-sufficiency, and economic empowerment.

### Core Values:

- **Community Focus:** Building strong, vibrant communities.
- **Accessibility:** Ensuring housing is available to all who need it.
- **Quality:** Prioritizing safe and sanitary living conditions.
- **Affordability:** Keeping housing within reach for low-income families.
- **Dignity and Respect:** Preserving the dignity of every client.
- **Economic Empowerment:** Promoting self-sufficiency and growth for residents.

NBC/CCHA's operations span decades of service, providing housing assistance to over 1,200 unduplicated households each year. Their programs directly support more than 2,500 individuals every night, ensuring families have a roof over their heads and a place to call home.

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## NBC/CCHA's Role in the SPARC Network



As the **architect of SPARC**, NBC/CCHA provides strategic leadership in building a seamless continuum of care. Their work integrates pathways from shelter and transitional housing into affordable housing. These intentional pathways to permanent housing are crucial to solving homelessness and housing insecurity.

### Key Contributions to SPARC:

- **Housing Operations:** The largest housing provider in the South Coast. Managing 258 housing units while assisting an additional 800 households each month through the Housing Choice Voucher (HCV) Program.
- **Economic Impact:** Paying nearly \$5 million annually to local landlords through the HCV Program, NBC/CCHA is a key driver of economic stability for the region.
- **PBV Support:** Offering Project-Based Voucher (PBV) assistance to affordable housing developments, enabling NBC/CCHA to act as both a funder and a partner in expanding housing options.
- **Regional Development:** Guiding large-scale projects like North Bend Family Housing and the Ellensburg site in Curry County, addressing critical gaps in housing supply.



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### Driving Impact Through Housing and Economic Growth

NBC/CCHA's multifaceted role as a housing provider, economic engine, and developer makes them indispensable to the SPARC Network. Their efforts ensure that housing is not only accessible but also a foundation for community growth and stability.

### Key Initiatives:

- **North Bend Family Housing Development:** A transformational project providing 176 affordable units, including Permanent Supportive Housing (PSH) and Project-Based Vouchers (PBVs). This development strengthens the continuum of care by connecting individuals transitioning from shelter to stable, long-term housing.
- **Ellensburg Site in Curry County:** This project will deliver 26 affordable units tailored for rural residents, including middle-income earners and those requiring Permanent Supportive Housing (PSH).
- **Economic Contributions:** Through the HCV Program, NBC/CCHA ensures landlords receive consistent income, fostering economic growth while housing vulnerable families.

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## Why NBC/CCHA Matters to SPARC

NBC/CCHA's leadership and operational capacity are foundational to SPARC's success. Their ability to simultaneously house, develop, and fund ensures a comprehensive approach to addressing housing insecurity. NBC/CCHA's impact is profound:

- **Housing Support:** More than 2,500 individuals are housed each night thanks to their programs.
- **Economic Engine:** The nearly \$5 million in HCV payments annually supports landlords, drives local investment, and strengthens community infrastructure.
- **Affordable Housing Development:** With PBV support, NBC/CCHA is uniquely positioned to partner on new developments, ensuring long-term housing solutions for the region.

As a SPARC partner, NBC/CCHA is advancing a vision of stability, opportunity, and sustainability for Coos and Curry Counties. Their leadership ensures that SPARC remains a transformative force for rural housing and homelessness solutions.

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## Building the Future Together

Guided by **Matthew Vorderstrasse**, Executive Director and author of SPARC, NBC/CCHA continues to expand its role as an economic driver, housing provider, and developer. Through projects like North Bend Family Housing and the Ellensburg Project, NBC/CCHA is creating pathways to stability and prosperity for the South Coast.

With NBC/CCHA at the helm, SPARC is more than a network—it is a movement to reshape housing and community development for generations to come.

# A Solution for Rural Communities: The SPARC Model

The **Service Providers and Regional Connections (SPARC) Model** offers a transformative framework to address the unique challenges faced by rural communities in combating homelessness and housing instability. Rural areas, including Coos and Curry Counties, often contend with geographic isolation, limited infrastructure, scarce resources, and dispersed populations. Traditional urban-focused approaches, which rely heavily on centralized systems and high-density service delivery, fail to address these realities. SPARC adapts by leveraging a **hub-and-spoke model** that decentralizes services while maintaining robust regional coordination, creating an innovative, scalable framework tailored to rural needs.



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## The SPARC Framework: Core Principles

The SPARC Model operates on the following core principles to build a comprehensive Continuum of Care:

### 1. Integrated Systems of Care

- SPARC connects shelter beds to housing production, creating a direct pipeline that ensures individuals and families can transition seamlessly from emergency shelter to permanent housing. By embedding housing development into the shelter system, SPARC guarantees that each shelter bed becomes a gateway to stability, rather than a dead end.
- This integration addresses the most pressing issue in homelessness: the lack of sufficient housing options to transition people out of shelter. Without connecting these systems, rural communities will continue to struggle with recurring homelessness and overburdened emergency resources.

### 2. Hub-and-Spoke Model

- **Hubs** act as centralized points of coordination, such as the North Bend Family Housing Project and Belloni Ranch SPARC Community. These hubs provide emergency shelter, transitional housing, and supportive housing, supported by on-site services tailored to community needs.
- **Spokes** extend services into rural and underserved areas through mobile outreach units, remote service centers, and partnerships with local organizations. This ensures

equitable access to critical resources, even for residents in the most isolated communities.

### 3. **Housing as the Solution**

- SPARC prioritizes housing production as the ultimate solution to homelessness. Shelter beds are critical stabilization tools, but their effectiveness hinges on the availability of housing to transition individuals and families into long-term stability.
- Developments like the North Bend Family Housing Project, Ellensburg Project, and Courage Lane Cottages demonstrate the direct connection between shelter and housing. These projects create permanent, affordable options while reducing bottlenecks in the shelter system.

### 4. **Community Land Trusts (CLTs)**

- SPARC ensures long-term affordability through CLTs, which separate land ownership from housing ownership. This model keeps housing accessible for future generations while addressing the systemic causes of housing instability.

### 5. **Braided Funding Models**

- By aligning state, federal, and local resources, SPARC maximizes the impact of every dollar invested. The model blends public and private funding streams, such as OHCS grants, Low-Income Housing Tax Credits (LIHTC), Medicaid reimbursements, and philanthropic contributions, ensuring long-term financial sustainability.

### 6. **Data-Driven Decision Making**

- The SPARC Model emphasizes the use of data to connect shelter and housing systems effectively. Tools like Homeless Management Information Systems (HMIS) prioritize individuals for housing placements into PSH units and monitor outcomes, ensuring resources are deployed where they are needed most.

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## **Connecting Shelter Beds to Housing Production**

At its core, SPARC is a framework that bridges the gap between shelters and permanent housing, addressing the root causes of homelessness and housing instability. This connection is critical because:

- **Shelter Beds as an Entry Point:** Shelters provide immediate stabilization, but without adequate housing options, they can become overburdened holding systems. By directly linking shelters to housing developments, SPARC transforms shelters into functional entry points for long-term solutions.
- **Housing Production as the Key:** The SPARC Model actively incorporates housing production into the Continuum of Care, ensuring that new units are being developed to meet demand, with linkages being created into the shelter system. Projects like the North Bend Family Housing Project, with 176 affordable units, and Ellensburg Project, are critical components of this system.

- **A Coordinated Pipeline:** By connecting shelter systems to housing developments, SPARC creates a coordinated pipeline that reduces reliance on emergency resources and allows us to ensure that homelessness is rare, brief, and non-recurring.
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## Key Components of the SPARC Framework

### 1. Continuum of Care (condensed)

- **Shelter Hubs:** Serve as the first point of stabilization, ensuring no individual or family remains unsheltered.
- **Transitional Housing:** Bridges the gap between emergency shelter and permanent housing, providing stability while residents prepare for long-term solutions.
- **Permanent Housing:** Includes affordable units, workforce housing, and Permanent Supportive Housing (PSH) with wrap-around services to ensure long-term success.

### 2. Mobile and Decentralized Services

- Mobile outreach units extend healthcare, food distribution, case management, and other critical services to remote and under-served areas. This decentralization reduces transportation barriers and increases accessibility.

### 3. Sustainable Housing Solutions

- CLTs, PHA's, CSO's, Non-Profits, developers and innovative construction techniques allow rural communities to rapidly expand housing stock while maintaining affordability and environmental sustainability.

### 4. Workforce Housing Integration

- Workforce housing developments, such as the Hunter Creek Workforce Housing Project, address the acute need for housing among essential workers, stabilizing local economies and strengthening rural communities.
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## Transformational Outcomes

The SPARC Framework transforms rural systems of care by:

- **Reducing Service Gaps:** Connecting shelter beds to housing production eliminates bottlenecks and ensures a seamless progression along the Continuum of Care.
- **Increasing Accessibility:** Decentralized services ensure equitable access to resources, even in the most remote areas.
- **Fostering Sustainability:** Housing production tied to CLTs and braided funding models creates lasting solutions that reduce dependency on emergency systems.

- **Promoting Equity:** Inclusive and culturally responsive programs empower historically underserved populations.
  - **Strengthening Communities:** Workforce housing stabilizes local economies, supports businesses, and fosters long-term growth.
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### **A Blueprint for Rural Solutions**

The SPARC Model is not just a solution—it is a framework for systemic change. By connecting shelter beds to housing production and integrating comprehensive services, SPARC addresses the root causes of homelessness and creates a sustainable system that transitions rural communities from managing homelessness to solving it.

Through SPARC, rural regions like Coos and Curry Counties can achieve stability, independence, and dignity for their most vulnerable residents. This framework ensures that **no one is left behind**, proving that the integration of shelter and housing systems is the only way to truly end the homelessness and housing crisis.

## SPARC Partner Spotlight: CCD Business Development Corporation

### Mission:

“Encourage economic development, diversify local economies, support industry, and enhance quality of life for all in the region.”

For over 50 years, [CCD Business Development Corporation](#) has been a trusted leader in economic and community development across Coos, Curry, and Douglas counties. Founded in 1971, CCD initially focused on securing grants and funding for infrastructure development and job creation. Today, CCD has evolved into a dynamic organization that combines mission-driven lending with technical expertise to foster resilient communities and address critical housing and development needs.



CCD’s work centers on strengthening regional economies and empowering communities through innovative projects, resourceful funding strategies, and expert guidance. As a nonprofit lender and development partner, CCD reinvests its resources into the communities it serves, ensuring long-term benefits and sustainable growth.

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### CCD’s Role in the SPARC Network

As a core SPARC Partner, CCD provides the expertise and resources needed to overcome barriers to housing and shelter development. Their contributions amplify SPARC’s efforts to create a coordinated system of care for Coos and Curry Counties.

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### Who is CCD Business Development Corporation?

CCD is more than a development agency—it is a mission-based organization deeply embedded in the South Coast community. Their comprehensive services provide critical support for municipalities, nonprofits, and businesses, helping them navigate the complexities of funding, compliance, and development.

Key services include:

- **Grant Writing & Administration:** Helping organizations secure funding for infrastructure, housing, and community projects.



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## SPARC Partner Spotlight: Veteran Services

Coos County Veteran Services is a cornerstone partner in the SPARC Network, providing vital support and resources to veterans on Oregon's South Coast. Dedicated to improving the lives of veterans and their families, the organization plays a key role in fostering stability and access to essential services for those who have served our nation.



### Key Contributions:

#### Coos County Veteran Services

Offers a wide range of assistance to veterans, including navigating benefits, accessing healthcare, and securing financial resources. Their team of dedicated advocates works tirelessly to ensure that veterans receive the support they have earned, addressing both immediate and long-term needs.

#### Oregon Coast Community Action (ORCCA)

Through its Supportive Services for Veteran Families (SSVF) program, ORCCA provides case management, financial assistance, and housing stabilization resources to prevent and end veteran homelessness. Their efforts complement the broader initiatives of the SPARC Network by addressing veterans' unique challenges and providing critical support services.

#### HUD-VASH Program

This collaborative program combines rental assistance with case management and clinical services to ensure long-term housing stability for veterans experiencing homelessness. By integrating these resources, HUD-VASH plays a vital role in supporting the SPARC Network's mission to combat housing instability.

#### Brookings CORE Response

Brookings CORE is a critical partner in veteran housing efforts through initiatives like **Courage Lane Cottages**, a project that provides permanent supportive housing for veterans in Curry County. This innovative development addresses the specific needs of veterans, offering both housing stability and access to wrap-around services.

### Commitment to Community:

Coos County Veteran Services exemplifies the spirit of service and dedication that defines the SPARC Network. By championing veteran-focused programs and fostering partnerships with organizations like ORCCA, HUD-VASH, and Brookings CORE, they contribute to the broader goal of creating a sustainable, integrated system of care across Coos and Curry counties.

### A Model of Veteran Advocacy:



Through their commitment to advocacy and collaboration, Coos County Veteran Services demonstrates how tailored support can transform the lives of veterans. Their work aligns seamlessly with SPARC's mission to eliminate homelessness and create a thriving, supportive community for all.

For more information, visit Coos County Veteran Services at: <https://www.co.coos.or.us/veterans>

- **Environmental Reviews & Compliance:** Ensuring projects meet federal and state regulatory standards.
  - **Infrastructure Development Support:** Facilitating planning, financing, and execution of essential infrastructure projects to meet community needs.
  - **Economic Strategy Leadership:** Preparing and maintaining the region's Comprehensive Economic Development Strategy (CEDS).
  - **Mission-Based Lending:** Offering tailored small business loan programs, including SBA 504 loans, and reinvesting excess capital into community projects.
  - **Technical Assistance:** Providing targeted support for housing and economic development initiatives.
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### Driving Infrastructure and Housing Solutions

CCD's expertise in infrastructure development is a cornerstone of their contribution to the SPARC Network. By addressing critical gaps in utilities, transportation, and housing-related infrastructure, CCD ensures that regional housing projects are built on a solid foundation.

#### Infrastructure Highlights:

- **Utilities and Transportation:** Collaborating with municipalities to identify and secure funding for critical infrastructure upgrades, ensuring projects like affordable housing developments have the necessary support systems in place.
  - **Housing Infrastructure:** Supporting predevelopment and restoration efforts to prepare sites for housing construction, particularly for workforce housing and affordable rental units.
  - **Community Facilities:** Investing in projects that enhance quality of life, such as community centers and public amenities that complement housing developments.
  - **Regional Capacity Building:** Strengthening municipal capacity to execute large-scale infrastructure projects tied to housing development.
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### HB 3395: Empowering Regional Development

In 2023, CCD received \$399,000 through HB 3395 to support housing-related community development projects in Coos, Curry, and Douglas counties. This funding is focused on:

- **Bridging Information Gaps:** Ensuring all stakeholders have access to the resources and data needed to advance housing initiatives.
- **Securing Infrastructure Resources:** Assisting municipalities in obtaining funding for essential utilities, roads, and community facilities.

- **Connecting Housing Producers and Consumers:** Facilitating partnerships that lead to actionable housing solutions.
- **Supporting Equity and Inclusion:** Working with underrepresented groups to address housing barriers and promote access.

With this funding, CCD has taken on critical projects like the **Missing Middle Fund**, covering costs for Phases I and II to address gaps in housing availability and affordability. Their work supports not only housing projects but also the infrastructure necessary to sustain them.

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### Why CCD Matters to the SPARC Network

CCD's contributions to the SPARC Network go far beyond funding—they are a driving force behind the region's ability to turn vision into reality. By leveraging their expertise in infrastructure, housing, and economic development, CCD plays a central role in addressing the South Coast's most pressing challenges. Their ability to secure critical resources and build capacity ensures that SPARC projects are not only feasible but sustainable for years to come.



Through their collaborative efforts, CCD exemplifies what it means to be a true partner in creating transformative solutions. They bring innovation, strategy, and dedication to every project, ensuring the SPARC Network remains a model for rural communities seeking to integrate housing and economic development into a cohesive, actionable system.

By laying the groundwork—both figuratively and literally—for housing and infrastructure solutions, CCD helps SPARC fulfill its mission to create a future where no one in the South Coast region lacks a place to call home. Together, we're building the foundation for a stronger, more resilient community.

# SPARC Partner Spotlight: The City of Coos Bay

## Driving Leadership and Regional Solutions for Housing and Homelessness

The **City of Coos Bay** is a key partner in the SPARC Network, recognized as a premiere city to work with for developing housing of all types. With a commitment to innovation and collaboration, Coos Bay provides vital leadership and resources to address housing and homelessness across Coos County. As the largest city in the region, Coos Bay not only hosts the most comprehensive network of homelessness services but also actively works to incentivize and support affordable housing development through programs like the **MUPTE Program (Multiple Unit Property Tax Exemption)**. Their leadership within SPARC and the **Coos County Office of Homeless Response** exemplifies their dedication to building a comprehensive, sustainable housing system.

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### Key Contributions to SPARC

The City of Coos Bay's leadership and progressive policies have positioned them as a regional model for fostering affordable housing development and addressing homelessness. Through strategic initiatives and regional collaboration, they continue to drive meaningful impact across the South Coast.

### Incentivizing Housing Development: The MUPTE Program

The **MUPTE Program** is one of the city's most effective tools for incentivizing housing development. This program offers tax exemptions to property owners who build or redevelop multi-unit housing in designated areas. By reducing the financial barriers to development, the program has attracted developers and encouraged the creation of affordable and workforce housing.



### Key Benefits of MUPTE:

- Supports the construction of multi-family housing, including affordable and mixed-income developments.
- Encourages urban density and revitalization, particularly in underutilized areas.
- Aligns with SPARC's mission to expand housing options across the continuum of care.

### Leadership in the Coos County Office of Homeless Response

City leadership has been instrumental in the success of the **Coos County Office of Homeless Response**, a central entity within the SPARC Network. This office coordinates countywide efforts to address homelessness, including the decentralization of services into neighboring communities to reduce the burden on Coos Bay.

## A Premiere City for Housing Development

Coos Bay is recognized as a top-tier city for building housing due to its proactive approach, supportive policies, and collaborative spirit. The city actively partners with developers to bring forward projects that meet the region's diverse housing needs, from affordable housing to market-rate and workforce housing. Their ability to streamline processes and provide incentives has made them a trusted partner in housing development.

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## Key Initiatives and Impact

The City of Coos Bay's efforts to decentralize services and foster housing development ensure the region's housing system is equitable and sustainable. Key initiatives include:

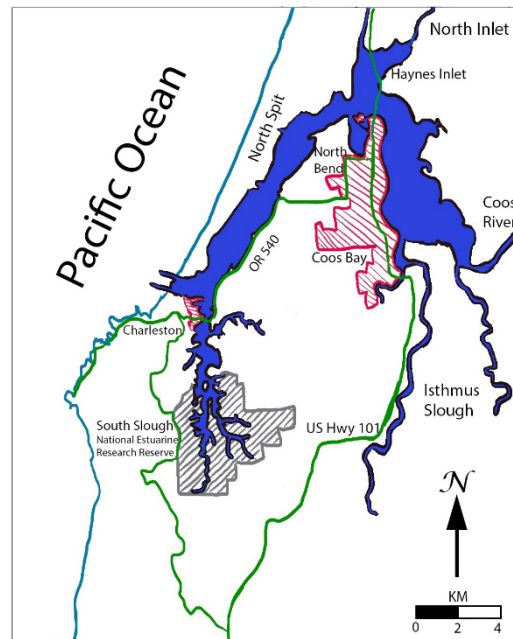
- **Expanding Regional Shelter Sites:** Working with SPARC partners to develop shelters and transitional housing in neighboring communities, balancing the distribution of resources.
- **Affordable Housing Partnerships:** Supporting major developments like **North Bend Family Housing** and **Ellensburg in Curry County**, ensuring affordable housing options across the South Coast.
- **MUPT Program:** Encouraging the construction of multi-unit housing that meets the needs of residents at all income levels.
- **Comprehensive Services Hub:** Continuing to provide the largest collection of homelessness services in the county, while collaborating on decentralized solutions.

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## Why the City of Coos Bay Matters to SPARC

As a premiere city for housing development and a leader in regional homelessness solutions, the City of Coos Bay plays a vital role in advancing SPARC's mission. Their contributions include:

- **Incentivizing Housing Development:** Through programs like MUPT, Coos Bay fosters the creation of affordable and workforce housing to meet regional demand.
- **Equitable Resource Distribution:** Supporting the decentralization of homelessness services into neighboring communities.
- **Regional Leadership:** Driving collaboration through the Coos County Office of Homeless Response and aligning local efforts with SPARC's broader regional strategy.



Their commitment to supporting developers, incentivizing housing of all types, and strengthening regional collaboration ensures that Coos Bay remains a leader in building a better future for the South Coast.

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### **Building a Collaborative Future**

The City of Coos Bay's innovative policies, collaborative leadership, and dedication to regional solutions make them an indispensable partner in the SPARC

Network. By incentivizing housing development, decentralizing services, and fostering partnerships, Coos Bay is shaping a future of stability, inclusivity, and opportunity for all.

Together with SPARC, Coos Bay is not just addressing today's challenges—they are building a foundation for lasting, transformative change.



# A Vision for Coos County

Coos County is facing a significant housing and homelessness crisis driven by a lack of affordable housing options, increasing housing costs, and economic challenges. With limited availability of housing units at or below 60% Area Median Income (AMI), many low-income residents struggle to secure stable and sustainable housing. The housing shortage impacts vulnerable populations, including seniors, families, veterans, and individuals experiencing chronic homelessness.

Homelessness in Coos County has grown increasingly visible, particularly in urban areas like Coos Bay and North Bend. Factors such as job loss, mental health challenges, addiction, and a lack of supportive services exacerbate the problem. Rural areas face additional hurdles, including fewer shelter resources, dispersed populations, and limited access to services.

The regional housing response, led by organizations like the North Bend City/Coos-Curry Housing Authority and Southern Oregon Coast Regional Housing (SOCRH), focuses on expanding affordable housing, increasing shelter capacity, and delivering supportive services. Initiatives such as the SPARC model aim to create sustainable, long-term solutions through regional partnerships, Community Land Trusts (CLTs), and systems of care that address both immediate shelter needs and pathways to permanent housing.

By integrating innovative housing models and fostering collaboration across local governments, nonprofits, and community partners, Coos County seeks to reduce homelessness, support economic stability, and ensure housing opportunities for all residents.

Through the **Service Providers and Regional Connections (SPARC) Network**, the county is building a comprehensive framework to meet the needs of its residents by connecting shelter, transitional housing, and affordable housing with vital supportive services. SPARC ensures that individuals and families have access to housing options that cater to their immediate and long-term needs while fostering health equity, economic stability, and community resilience.

This initiative aligns local, state, and federal resources to maximize impact, targeting funding opportunities such as Oregon Housing and Community Services (OHCS) programs, federal tax credits, and partnerships with regional organizations. The integration of diverse funding streams ensures the sustainability of SPARC's efforts while creating a replicable model for rural communities statewide.

With key developments like the **North Bend Family Housing**, **Belloni Ranch SPARC Community**, and **Empire District Revitalization**, SPARC represents a future where every resident of Coos County has access to safe, stable, and affordable housing. These efforts are more than just a response to the housing crisis; they are a commitment to building a healthier, more equitable, and more prosperous Coos County.



## SPARC Partner Spotlight: Southern Oregon Coast Regional Housing (SOCRH)

### Transforming Housing, Empowering Communities

**Southern Oregon Coast Regional Housing (SOCRH)** is a proud SPARC Partner, dedicated to addressing the housing needs of the Southern Oregon Coast through innovation, collaboration, and sustainability. Utilizing a Community Land Trust (CLT) model, SOCRH is committed to creating affordable and permanent homeownership opportunities while enhancing the region's housing continuum and fostering long-term prosperity for all.

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### Our Mission and Vision

#### Mission Statement

Southern Oregon Coast Regional Housing (SOCRH) is dedicated to creating sustainable, affordable, and permanent homeownership opportunities for the residents of the Southern Oregon Coast. Through the development of a community land trust, we are committed to addressing the housing needs of the "missing middle," creating affordable homeownership pathways, and fostering collaborative partnerships to enhance the housing continuum for our region. Our goal is to ensure that all individuals and families, regardless of income, have access to safe, stable, and affordable housing that fosters community well-being and long-term prosperity.

#### Vision Statement

We envision a Southern Oregon Coast where every individual and family, regardless of income, has access to safe, affordable, and sustainable housing. By addressing the needs of the "missing middle" and creating affordable pathways to homeownership, SOCRH will strengthen regional economic growth, empower communities, promote inclusivity, and create a future of shared prosperity and stability.

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### Our Core Values

1. **Affordable Housing for All:** Housing is a basic human right, and we are committed to providing affordable homeownership opportunities for all members of our community.
2. **Land Stewardship:** Through the CLT model, we preserve land as a shared resource, ensuring long-term affordability and stability.
3. **Long-Term Impact:** Our work integrates permanent housing solutions into the broader housing continuum, strengthening families and communities for generations.
4. **Community Empowerment:** We engage community members in the development and stewardship of housing solutions tailored to their needs.



5. **Sustainability:** We prioritize environmentally and economically sustainable housing models that minimize ecological impact while ensuring affordability.
6. **Collaboration and Partnerships:** We work with government agencies, local organizations, developers, and community leaders to create innovative housing solutions.
7. **Equity and Inclusion:** We are committed to fostering diverse, inclusive communities and ensuring equitable access to housing for all.
8. **Integrity and Transparency:** Our decisions and actions reflect accountability, transparency, and ethical behavior, prioritizing community interests.

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### SOCRH's Role in the SPARC Network

As a founding SPARC Partner, SOCRH drives transformational change in housing and homelessness solutions through its innovative **CLT model** and a commitment to regional collaboration. Unlike traditional housing organizations, SOCRH integrates housing development, land stewardship, and supportive services into a seamless ecosystem.

#### Key Contributions to SPARC:

- **Permanent Affordability:** The CLT model ensures that housing remains affordable for generations by separating land ownership from housing development.
- **Sustainable Revenue Streams:** Developer fees, rental income, and diversified funding sustain SOCRH's operations and reinvestment in the region's housing ecosystem.
- **Full Housing Continuum:** SOCRH creates housing options for everyone—from the unhoused to middle-income earners—through shelters, workforce housing, and affordable rentals.
- **Integrated Services:** Behavioral health, case management, and employment services are embedded within developments to ensure long-term stability and success for residents.



**2024 HUD Funding Forum Hosted and Organized by Southern Oregon Coast Regional Housing**

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### Driving Impact on the Southern Oregon Coast

SOCRH's innovative approach directly addresses the region's most pressing housing challenges, including the lack of affordable options for the "missing middle" and the need for transitional and permanent supportive housing.

### Key Initiatives:

- **Affordable Homeownership Pathways:** Developing sustainable solutions to help families build equity and achieve stability.
- **Workforce Housing Development:** Closing the gap for middle-income earners by creating affordable rental and ownership opportunities near job centers.
- **Land Stewardship:** Preserving community land for housing, ensuring that affordability and accessibility remain priorities for future generations.

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### SOCRH's Visionary Partnership with SPARC

SOCRH's leadership in the SPARC Network represents a groundbreaking collaboration that demonstrates the power of innovation and regional partnerships. By leveraging the CLT model, SOCRH ensures that SPARC's initiatives—such as shelter development and transitional housing—are rooted in long-term affordability and sustainability.

Through its integrated approach, SOCRH amplifies the impact of SPARC by addressing housing challenges at every level, from emergency shelters to affordable homeownership.

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### Why SOCRH is Vital to SPARC

SOCRH's role in the SPARC Network is transformative. By leveraging its innovative Community Land Trust (CLT) model, SOCRH not only provides sustainable and permanent housing solutions but also creates a financial framework that supports the broader SPARC mission. Its focus on fostering equity, sustainability, and long-term affordability ensures that SPARC initiatives—such as shelter and transitional housing—are not just short-term fixes but integral components of a regional housing ecosystem.



**Touring the Future Home of Hope Village on the Salvation Army Campus.**

As a SPARC partner, SOCRH bridges critical gaps in the housing continuum by integrating behavioral health, employment services, and supportive housing into its developments. This holistic approach strengthens the SPARC Network's ability to deliver impactful, scalable solutions that benefit individuals, families, and communities across the Southern Oregon Coast.

Through collaboration, innovation, and a steadfast commitment to its mission, SOCRH amplifies the reach and effectiveness of SPARC, setting a new standard for regional housing and homelessness solutions. Together, SOCRH and SPARC are building not just homes, but opportunities for resilience, stability, and prosperity for all.

# North Bend Family Housing: A Foundational SPARC Site

## Summary:

The North Bend Family Housing Project is a transformative development and a foundational site within the SPARC Network. As a model of innovation and collaboration, it addresses critical housing and service gaps in Coos County. The project delivers affordable housing and supportive services while catalyzing the creation of the SPARC Network. Through its integration of state, federal, and local resources, the initiative provides a replicable framework for addressing housing instability and fostering regional resilience.

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## Goals:

1. Provide 176 affordable housing units, including 20 PSH and 30 PBV units, to address diverse community needs.
2. Integrate culturally informed and health-focused supportive services to promote stability and independence.
3. Utilize sustainable construction practices and include community amenities to enhance residents' quality of life.
4. Strengthen workforce housing options to support local economic growth and reduce turnover.
5. Collaborate with local school districts to improve educational outcomes through housing stability.
6. Demonstrate SPARC's potential to align housing solutions with integrated services, creating a sustainable model for replication.

The **North Bend Family Housing Project** stands as a cornerstone of the Service Providers and Regional Connections (SPARC) Network, exemplifying how integrated housing solutions can address homelessness, housing instability, and workforce housing shortages in Coos County. This transformative affordable housing development demonstrates the power of collaboration, innovation, and strategic partnerships to create a comprehensive framework for meeting the community's diverse needs.

It is this project that catalyzed the creation of SPARC. The vision, momentum, and partnerships generated by North Bend Family Housing provided the spark that inspired the SPARC Network, serving as a model for aligning housing solutions with supportive services to build a sustainable and inclusive system of care.

**DCM Communities** has been instrumental in the success of this project. By acquiring, leading us into this partnership, and bankrolling the development, DCM Communities has provided critical upfront capital while simultaneously building the Housing Authority's capacity to oversee large-scale developments.

SPARC would not be possible without **DCM Communities** and their tireless work on North Bend Family Housing. Their leadership has helped the Housing Authority and the region align with state and federal funding sources, creating a replicable model for rural housing development.

### Overview

Located in North Bend, this transformative development will deliver **176 affordable housing units** designed to meet the needs of families, individuals, and seniors in Coos County. Key features include:

- **20 Permanent Supportive Housing (PSH) units**, prioritizing individuals and families with complex needs, including those experiencing chronic homelessness.
- **30 Project-Based Voucher (PBV) units**, ensuring long-term affordability for low-income households.
- A mix of housing options that support a diverse and inclusive community while addressing critical housing gaps.

This project integrates housing with supportive services, aligning with the SPARC model's goal of creating a **Continuum of Care** that provides pathways from crisis to stability and independence.

### North Bend Family Housing Project



This two phased project will bring up to 176 new affordable housing units to the South Coast Region.

This marks our first major affordable housing development in over 40 years, and it is also the largest of its kind in the region during that time.

## Core Features

### 1. Integrated Supportive Services

- **On-Site Service Coordination:** Residents will have access to dedicated service coordinators who will connect them with essential resources, including employment readiness programs, childcare support, and housing stabilization services, ensuring a pathway to long-term independence and stability.
- **Health and Wellness Programs:** In collaboration with Coos Health and Wellness and the South Coast Health Equity Coalition, residents will benefit from tailored wellness initiatives, including mental health support, preventative healthcare, and substance use resources, addressing key social determinants of health.
- **Permanent Supportive Housing (PSH):** A dedicated portion of the housing units will provide PSH services, combining stable housing with ongoing case management and supportive services to help residents with complex needs achieve and maintain independence. These units will provide pathways from shelter beds into housing.
- **Culturally Informed Services:** Through partnerships with the Coquille Indian Housing Authority and the CTCLUSI Tribe, service delivery will reflect the cultural values and traditions of the local population, fostering inclusivity and respect while addressing the unique needs of tribal members and underserved communities.

### 2. Sustainable and Inclusive Design

- **Energy Efficiency:** Eco-friendly construction features include solar-ready infrastructure, efficient insulation, and sustainable materials, reducing environmental impact and utility costs for residents.
- **Community Amenities:** Shared spaces such as playgrounds, community gardens, and multi-purpose rooms will foster community connections and enhance residents' quality of life.

### 3. Economic and Workforce Impact

- By addressing workforce housing shortages, the project supports essential workers, including healthcare providers, educators, and service industry employees, strengthening local businesses and reducing workforce turnover.
- Partnerships with **AYA**, local employers, and workforce development programs will enhance residents' access to career support and economic mobility.

### 4. Educational Partnerships

- The development collaborates with **local school districts** to forecast the number of children entering the school system and ensure adequate resources and support are available.

- Housing stability improves school attendance and academic performance for children, strengthening educational outcomes across the community.

#### 5. DCM Communities as the Turnkey Developer

- **DCM Communities** serves as the **turnkey developer** for the North Bend Family Housing Project, bringing their extensive expertise to ensure the success of this transformative initiative.
- DCM Communities has **bankrolled this development**, providing critical upfront capital while simultaneously **building the Housing Authority's capacity** to oversee large-scale developments.
- As a trusted partner, DCM Communities ensures the project adheres to the highest standards of quality and efficiency, leveraging their experience to streamline processes and reduce costs.
- DCM Communities will also serve as the developer for the **Ellensburg site in Curry County**, further expanding their impact within the SPARC Network and supporting its mission to create a comprehensive housing continuum.

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### Funding Secured

The North Bend Family Housing Project is made possible through the successful alignment of multiple funding sources:

- **State Grants:** Funding from Oregon Housing and Community Services (OHCS), including LIFT and PSH funding programs, provides critical support for construction and service integration.
- **Federal Support:** Utilization of Project-Based Vouchers (PBVs) and Low-Income Housing Tax Credits (LIHTC) ensures long-term affordability and financial stability for the project.
- **Local Contributions:** Partnerships with local stakeholders, including Coos Health and Wellness and tribal organizations, contribute to operational sustainability and program development.
- **Private Investment:** DCM Communities has provided significant upfront capital to bankroll the project, allowing for smooth development and construction phases.

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### Timeline

The development of North Bend Family Housing is progressing rapidly, with key milestones on the horizon:

- **2025 Q1: Demolition Begins.** Preparations for site redevelopment will start with the removal of existing structures.

- **2025 Q1: Construction Closing and Development Launch.** Financing will be finalized, and construction will begin immediately after site preparation.

This timeline ensures the project remains on track to address the critical housing needs of Coos County residents in a timely manner.

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### **SPARC Partnership and Alignment**

The North Bend Family Housing Project exemplifies SPARC's mission to align local, state, and federal resources to address

housing instability comprehensively. Through collaboration with **Coos Health and Wellness, South Coast Health Equity Coalition, Coquille Indian Housing Authority, CTCLUSI Tribe, AYA, local school districts, and DCM Communities**, this development integrates housing and services to build a sustainable and resilient community.

## **North Bend Family Housing Project**



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The **North Bend Family Housing Project** transcends the traditional definition of housing development, establishing itself as a transformational cornerstone of the SPARC Network. By aligning state, federal, and local resources with an integrated service model, the project demonstrates how thoughtful collaboration and innovative partnerships can address the multifaceted challenges of homelessness, housing instability, and workforce shortages in Coos County.

The unwavering support and leadership of **DCM Communities** have been pivotal to the project's success. From providing critical upfront capital to guiding the Housing Authority through the complexities of a large-scale development, DCM Communities has not only ensured the success of North Bend Family Housing but also laid the groundwork for a sustainable and replicable model of rural housing solutions. Their efforts have catalyzed the SPARC Network, creating a blueprint for integrating housing and services into a cohesive Continuum of Care.

North Bend Family Housing is more than just a collection of units—it represents a future where housing stability, economic opportunity, and health equity are accessible to all. With its mix of affordable and supportive housing options, culturally informed services, and partnerships with organizations like **Coos Health and Wellness, South Coast Health Equity Coalition, Coquille Indian Housing Authority, CTCLUSI Tribe, AYA, and local school districts**, the project ensures that every resident has the tools and support to thrive.



As construction progresses and residents begin moving into their new homes, the ripple effects of this development will be felt across Coos County. It will strengthen families, stabilize the workforce, and inspire other rural communities to adopt similar models. The success of North Bend Family Housing solidifies SPARC's vision for a brighter, more equitable future—proving that when communities come together with a shared purpose, transformational change is not only possible but inevitable.

# SPARC Partner Spotlight: Coos Health & Wellness

## Promoting Health, Stability, and Community Well-Being

**Coos Health & Wellness** is a cornerstone of the SPARC Network, providing critical leadership and services to improve the health and stability of Coos County residents. As the county's primary provider of public and behavioral health

services, Coos Health & Wellness is instrumental in addressing homelessness and housing insecurity through comprehensive support systems. Their commitment to innovation and collaboration makes them a vital partner in SPARC's mission to build a seamless continuum of care for the region.



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## Key Contributions to SPARC

Coos Health & Wellness's investments in housing and health services directly align with SPARC's goals, creating pathways to stability for vulnerable populations.

### Permanent Supportive Housing Services

- **North Bend Family Housing:** Coos Health & Wellness is investing **\$2.2 million** into the North Bend Family Housing project to develop **20 Permanent Supportive Housing (PSH) units**. These set-aside units will provide housing stability for individuals and families in need, coupled with wraparound services to ensure long-term success.
- **Supportive Services:** The PSH program includes case management, mental health services, and substance use support, providing residents with the tools they need to achieve independence and well-being.

### Housing 360 Program

Through the **Housing 360 initiative**, Coos Health & Wellness will play a crucial role in supporting housing and shelter sites across Coos County. This innovative program:

- Provides holistic support for individuals transitioning from shelter to permanent housing.
- Integrates behavioral health services into housing developments, ensuring residents have access to care where they live.
- Aligns with SPARC's vision of combining housing solutions with comprehensive health and supportive services.

### Behavioral Health Expertise

As the leading behavioral health provider in the region, Coos Health & Wellness offers services that are essential to addressing the root causes of homelessness and housing instability. Their programs include:

- Crisis intervention and 24/7 hotline support.
  - Mental health therapy, psychiatric care, and substance use treatment.
  - Case management and care coordination to connect clients with housing, healthcare, and community resources.
- 

### Key Initiatives and Impact

Coos Health & Wellness's contributions extend beyond individual projects to create systemic change across Coos County.

- **North Bend Family Housing:** The \$2.2 million investment and commitment to PSH services make this project a model for integrating housing with health and supportive services.
  - **Shelter and Transitional Housing Support:** Through Housing 360, they support shelters and transitional housing programs, ensuring residents have access to the care and services needed for long-term stability.
  - **Public Health Integration:** By aligning housing initiatives with public health priorities, Coos Health & Wellness ensures that housing developments also promote community health and safety.
- 

### Why Coos Health & Wellness Matters to SPARC

Coos Health & Wellness is an essential partner in the SPARC Network, providing the critical link between health and housing. Their investments in housing development and expertise in behavioral health services make them uniquely equipped to support SPARC's mission.



### Key Contributions:

- **Transformational Investments:** The \$2.2 million commitment to North Bend Family Housing demonstrates their leadership in creating sustainable housing solutions.
  - **Integrated Care:** By combining housing with supportive services, Coos Health & Wellness ensures that individuals and families have the resources they need to succeed.
  - **Regional Support:** Through programs like Housing 360, they enhance the capacity of shelters and housing sites across Coos County, driving systemic change.
-

## **Building a Healthier, More Stable Future**

As a SPARC partner, Coos Health & Wellness exemplifies the power of collaboration in addressing homelessness and housing insecurity. Their investments, programs, and expertise are shaping a future where every individual in Coos County has access to safe, stable housing and the support needed to thrive.

Together with SPARC, Coos Health & Wellness is transforming the landscape of housing and health, ensuring a better future for all.

# Site Behavioral Health Service Integration Initiative

## Summary:

The SPARC Network's initiative integrates supportive services into affordable housing sites, aligning closely with Housing 360's objectives to establish a Continuum of Care. By embedding essential services such as case management, behavioral health, and job readiness programs directly into housing locations, the initiative enhances accessibility, promotes stability, and supports long-term resident self-sufficiency. This approach builds on SPARC's hub-and-spoke model, activating housing sites as dynamic service delivery points while addressing housing insecurity with a sustainable and holistic strategy.

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## Goals:

1. Enhance service accessibility by embedding supportive programs into housing locations, minimizing transportation barriers for residents.
2. Strengthen housing stability through integrated services like case management, mental health support, and financial literacy programs.
3. Align with Housing 360 to prioritize health and wellness integration, emphasizing behavioral health services.
4. Expand service delivery to rural areas using mobile outreach units and partnerships with community organizations.
5. Activate each SPARC housing site as a “spoke” for tailored, site-specific services while leveraging Belloni Ranch as a central hub.
6. Foster sustainable funding through Medicaid reimbursements, Housing 360 funds, local grants, and reinvested transitional housing fees.
7. Build resilient communities by embedding wrap-around support within affordable housing, promoting pathways from crisis to stability and independence.
8. Establish a replicable model of service integration for other rural regions, demonstrating the SPARC Network’s comprehensive approach to housing insecurity.

## Aligning and Integrating Services

The SPARC Network proposes an initiative to integrate supportive services into both existing and new affordable housing sites, aligning closely with the objectives of Housing 360 funds. This integrated approach ensures that housing stability is coupled with access to essential health, wellness, and employment services, building a comprehensive Continuum of Care across the region. The project aims to create resilient communities by embedding wrap-around support within affordable housing locations, allowing residents to transition from crisis to stability and ultimately to self-sufficiency.

Building upon the hub-and-spoke model already established within the SPARC Network, this initiative will activate housing sites as service delivery points, enhancing accessibility for residents and reducing the need for off-site service travel. With a focus on creating sustainable housing communities, SPARC's integration of services at these locations offers a long-term solution to housing insecurity and promotes a holistic approach to community health and wellness.

### Purpose and Goals

The primary goal of this initiative is to embed supportive services within affordable housing sites, establishing them as dynamic centers for both housing stability and personal growth. The project will provide:



- **Increased Accessibility:** By embedding services directly into housing locations, we reduce barriers for residents, particularly those facing transportation challenges, to access essential services.
- **Improved Housing Stability:** Supportive services such as case management, mental health care, employment readiness, and financial literacy will enhance residents' capacity to maintain stable housing and progress toward greater independence.
- **Health and Wellness Integration:** Aligning with Housing 360's emphasis on behavioral healthcare, the initiative will prioritize mental health and wellness services, promoting overall community health and empowering residents to thrive.

### Core Components of the Initiative

#### 1. Embedded Supportive Services

- **Case Management and Behavioral Health:** Partnering with Adapt, Coos Health and Wellness, and other providers, each affordable housing site will offer on-site case management, behavioral health services, and mental health support, funded through Medicaid and other health equity funds.

- **Employment and Financial Counseling:** Residents will have access to job readiness programs, financial literacy courses, and counseling services in partnership with local workforce development organizations and financial advisors.
- **Health and Wellness Programs:** Regular health screenings, substance use support, and nutrition programs will be coordinated in collaboration with healthcare providers, aligning with SPARC’s commitment to health equity and community wellness.

## 2. Community Resource Integration

- **Mobile Outreach Units:** For housing sites in rural or remote areas, mobile units will deliver services such as healthcare screenings, food distribution, and job counseling directly to residents, reinforcing the accessibility of essential resources.
- **Partnerships with Local Organizations:** Faith-based groups, nonprofits, and other community partners will offer services such as childcare, after-school programs, and community meals, fostering a supportive environment for residents of all ages.

## 3. Hub-and-Spoke Service Distribution

- While Belloni Ranch will remain the primary hub for emergency and transitional housing services, each affordable housing site within the SPARC Network will act as a “spoke” by offering tailored services based on community needs. This approach extends SPARC’s reach, ensuring that the entire network benefits from aligned, accessible services.

## Target Housing Sites

### 1. Woodland Apartments

Located in the Empire District, Woodland Apartments will provide affordable rental units, including Permanent Supportive Housing (PSH) and Project-Based Voucher (PBV) units. These units will be equipped with onsite supportive services delivered through Coos Health and Wellness, including mental health support, wellness programs, and healthcare referrals. The Empire District Revitalization Project also reduces the historical overconcentration of services, dispersing support and improving neighborhood conditions.

### 2. North Bend Family Housing

North Bend Family Housing will provide stable, family-focused affordable housing and workforce housing for residents. On-site services will include financial literacy, employment counseling, and family support services to foster long-term stability and self-sufficiency.

### 3. Gold Beach RV Park

This transitional shelter village will provide immediate shelter with integrated health and wellness services for vulnerable populations, including veterans. Managed by Brookings CORE, this site will connect residents with permanent housing opportunities through a direct referral pathway to Ellensdale, the new affordable housing complex.

### 4. Hope Village (TSA Campus)

As a tiny house transitional community located on The Salvation Army’s Coos Bay campus, Hope Village

will offer support for individuals preparing to transition from shelter to stable housing. Residents will access employment resources, health screenings, and case management services.

### 5. Ellensburg Site

This new 26-unit affordable housing complex will serve as a permanent, stable housing option for individuals ready to move beyond transitional housing, including residents from Gold Beach RV Park. Coos-Curry Housing Authority, in partnership with Adapt, will provide on-site PSH services and wellness programs.

### Funding and Sustainability Strategy

The SPARC Network's initiative for service integration within affordable housing sites will leverage Housing 360 funds alongside a braided funding model to ensure long-term sustainability:

- **Housing 360 and OHCS Grants:** Funds will support the establishment and operational costs of embedded supportive services, aligning with the Housing 360 emphasis on integrating behavioral health into housing settings.
- **Medicaid Reimbursements:** Many services, including mental health and substance use support, qualify for Medicaid reimbursement, creating a sustainable revenue stream for ongoing health services.
- **Local Foundations and Donor Support:** Grants and contributions from local foundations will supplement capital needs and help expand service offerings, particularly in rural housing sites.
- **Revenue from Transitional Housing Fees:** Collected fees for transitional housing at locations like Gold Beach RV Park will be reinvested into SPARC's service infrastructure, covering operational expenses and future site expansions.

### Conclusion

This SPARC initiative represents a transformative step in integrating services within affordable housing sites, creating a sustainable and responsive continuum of care for vulnerable populations across the region. By embedding essential services—such as behavioral health, job readiness, and financial literacy—into both new and existing housing, SPARC ensures that residents receive comprehensive support close to home, enhancing housing stability and community health.

This project aligns with Housing 360's objectives and demonstrates a proactive, community-centered approach to addressing homelessness and housing insecurity. Through strategic partnerships and a

# Permanent Supportive Housing

Permanent Supportive Housing offers long-term stability and assistance for individuals in need of housing and support services.

[Read More](#)





diversified funding approach, SPARC's integrated services initiative provides a replicable model for other regions, fostering resilient communities where every resident has the support and resources to achieve self-sufficiency. As part of the larger SPARC Network, this project will serve as a key pillar in building a balanced, equitable response to housing instability, setting a new standard for holistic, community-driven support in affordable housing.

# SPARC Partner Spotlight: Advanced Health CCO

## Advancing Community Health and Aligning with SPARC's Vision

**Advanced Health**, a locally operated Coordinated Care Organization (CCO), plays a crucial role in improving health outcomes and addressing social determinants of health in Coos and Curry Counties. As the lead organization for the Community Health Improvement Plan (CHIP) for the region, Advanced Health's priorities directly align with SPARC's mission of creating a continuum of care that integrates housing, health, and supportive services to foster stability and well-being.



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## Key Contributions to SPARC

### Alignment with SPARC Goals

Advanced Health's 2025-2029 CHIP outlines strategies to tackle systemic barriers to housing and health. By prioritizing **Housing and Homelessness**, **Access to Healthcare**, **Food and Nutrition**, and **Childcare**, the CHIP provides a foundation for SPARC's regional initiatives. These focus areas align with SPARC's objectives to create long-term, sustainable solutions that address the root causes of homelessness and housing instability.

### Key Focus Areas and Contributions:

#### 1. Housing and Homelessness:

- Advanced Health recognizes stable housing as foundational to health and well-being. By supporting affordable housing options and providing funding for supportive services, they help reduce homelessness and promote long-term stability.
- Advanced Health collaborates with SPARC to address systemic barriers, ensuring that housing efforts are coupled with health initiatives to create holistic solutions.

#### 2. Access to Healthcare:

- Equitable healthcare access is critical for SPARC's mission. Advanced Health's work in expanding medical, mental health, and dental services ensures that vulnerable populations receive the care they need to achieve stability and thrive.
- The CHIP emphasizes reducing transportation barriers, expanding local healthcare infrastructure, and strengthening care coordination—areas that support SPARC's integrated care goals.

#### 3. Food and Nutrition:

## SPARC Partner Spotlight: City of North Bend

The City of North Bend is a pivotal partner in the SPARC Network, showcasing its unwavering commitment to addressing housing and homelessness challenges on Oregon's South Coast. As a forward-thinking municipality, North Bend actively collaborates with regional organizations to develop sustainable housing solutions and support community well-being.



### Key Contributions:

#### Leadership in Affordable Housing

North Bend has taken a proactive role in advancing housing projects that address the growing needs of its residents. One standout initiative is the **North Bend Family Housing Development**, which will bring 176 affordable housing units to the region. This transformative project is designed to address the housing crisis while supporting diverse household needs, including 20 Permanent Supportive Housing (PSH) units that will provide vital services to individuals and families requiring additional support.

#### Middle-Income Housing Efforts

Recognizing the challenges faced by middle-income families, North Bend is actively exploring solutions to expand housing opportunities for this demographic. By developing programs and partnerships aimed at increasing the availability of workforce housing, the city seeks to fill a critical gap in the housing market. These efforts ensure that North Bend's economic growth is supported by accessible and affordable housing options for its working residents.

#### Streamlining Processes

The City of North Bend has worked closely with the Housing Authority and development partners to ensure efficient project implementation. Their efforts include supporting streamlined permitting processes and fostering collaboration that accelerates timelines for critical housing developments.

#### Commitment to Regional Partnerships:

The City of North Bend exemplifies the spirit of collaboration that drives the SPARC Network. By engaging with regional stakeholders and leveraging resources, the city strengthens the collective ability to address homelessness and create lasting change. Their leadership highlights how municipalities can effectively contribute to a regional strategy for housing and supportive services.

#### Model for Impactful Change:

Through its dedication to creating equitable housing opportunities, North Bend demonstrates the power of local government to drive impactful change. Its initiatives align with SPARC's vision to build a sustainable and integrated system of care, ensuring that individuals and families across Coos and Curry counties have access to safe, affordable housing and the resources they need to thrive.

For more information, visit the City of North Bend's website: <https://www.northbendoregon.us/>

- By addressing food insecurity through partnerships with food banks and local agriculture, Advanced Health tackles a key social determinant of health.
- These initiatives directly complement SPARC’s work in improving overall well-being for individuals transitioning from homelessness to stable housing.

**4. Childcare:**

- Access to reliable, affordable childcare is essential for family stability and economic growth. Advanced Health’s CHIP prioritizes increasing childcare availability and workforce development in early childhood education, aligning with SPARC’s family-centered housing strategies.

**Leadership and Funding for Community Impact**

Advanced Health provides financial support to community initiatives, leveraging resources to address critical needs. Their funding supports housing development, healthcare access, and projects that align with SPARC’s objectives. The organization’s leadership in developing actionable plans, such as the CHIP, ensures that these investments drive measurable, community-wide improvements.

**Examples of Impact:**

- Leading the development of a region-wide CHIP to prioritize and address health and housing challenges.
- Funding projects that align with SPARC’s continuum of care, including housing solutions and wraparound services.
- Collaborating with regional partners to align resources and foster innovative solutions.

**Why Advanced Health Matters to SPARC**

Advanced Health is a critical partner in the SPARC Network, bridging the gap between healthcare, housing, and supportive services. Their comprehensive approach to community health aligns seamlessly with SPARC’s goals, making them an indispensable collaborator in addressing homelessness and housing insecurity.

**Shared Vision and Outcomes:**

- **Integration of Services:** Advanced Health’s focus on housing, healthcare, and food insecurity complements SPARC’s efforts to create a holistic continuum of care.



- **Equity and Access:** Their commitment to health equity and reducing systemic barriers ensures that SPARC's initiatives are inclusive and impactful.
  - **Sustainability and Collaboration:** Advanced Health's leadership in CHIP development fosters long-term, scalable solutions that benefit all communities in the region.
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### **Building a Healthier Future Together**

Through their leadership, funding, and commitment to collaboration, Advanced Health is shaping a healthier, more equitable future for the Southern Oregon Coast. As a SPARC partner, they exemplify how integrating health and housing can create lasting change, ensuring stability and opportunity for all.

# Belloni Ranch - Rural Navigation Center and Community

## Summary:

The SPARC Community at Belloni Ranch addresses homelessness and housing insecurity through an innovative integration of shelter, housing, and supportive services within a Community Land Trust (CLT) framework. Operated by The Salvation Army and stewarded by Southern Oregon Coast Regional Housing (SOCRH), the site acts as a regional hub for SPARC's Continuum of Care, delivering immediate and long-term solutions for Coos and Curry counties.

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## Goals:

1. Provide immediate shelter solutions with 40 beds in Phase 1, expanding to 100 beds across three phases.
2. Relocate Coalbank Village and expand Pallet Shelters.
3. Integrate critical services like case management, mental health care, and employment readiness to support resident stability.
4. Ensure long-term sustainability through the SOCRH CLT model, maintaining community ownership and multimodal site use.
5. Create economic opportunities via workforce training, employment pathways, and partnerships with local organizations.
6. Develop the site as a replicable model for other rural communities, demonstrating effective collaboration and innovation.

## Introduction

The SPARC Community at Belloni Ranch is a transformative initiative designed to address homelessness and housing insecurity on the Southern Oregon Coast. Operated by **The Salvation Army** and stewarded by **Southern Oregon Coast Regional Housing (SOCRH)**, this site represents the heart of the SPARC Network—a scalable and sustainable framework for integrating emergency shelter, transitional housing, and supportive services within a Community Land Trust (CLT) model.

Located on 17.03 acres in Coos County, Belloni Ranch offers a unique opportunity to create a long-term community asset that not only addresses immediate shelter needs but also fosters pathways to stability and self-sufficiency. As a **home base for SPARC outreach and Navigation Center services**, the site will be a regional hub for delivering critical resources to Coos and Curry counties, leveraging strategic partnerships to ensure a continuum of care from emergency shelter to permanent housing.

The SPARC Community is rooted in a vision of collaboration, innovation, and inclusivity. It aligns local, state, and federal resources to create a comprehensive solution to homelessness while setting a standard for rural community development. This initiative will serve as a model for how CLTs can integrate land stewardship with housing and service delivery to build resilient, supportive communities that grow with the needs of their residents.

## The SOCRH Model: Revolutionizing CLT Support for Shelters

The Southern Oregon Coast Regional Housing (SOCRH) approach to the Belloni Ranch site is pioneering a **new model for Community Land Trusts**, redefining how CLTs can support integrated shelter, housing, and services. Traditionally, CLTs focus solely on affordable housing development and preservation.



SOCRH is expanding this model by embedding **shelter operations, transitional housing, and supportive services** into a cohesive CLT framework. This innovative approach ensures that the Belloni Ranch site will remain a community-owned, long-term asset, while providing flexible, responsive solutions to meet the region’s evolving housing and service needs.

Key features of the SOCRH Model include:

### 1. Land Stewardship for Multimodal Use:

- SOCRH will maintain permanent ownership of the land, ensuring that the site remains dedicated to addressing homelessness and housing insecurity.
- The CLT framework will support a mixed-use site that includes emergency shelter, transitional housing, permanent housing for seniors, and commercial spaces for service providers and local businesses.

## 2. **Financial Sustainability Through Revenue Streams:**

- The Belloni Ranch site will integrate diverse revenue sources, such as rental income from transitional housing and commercial spaces, developer fees from other SOCRH projects, and Medicaid reimbursements for on-site supportive services.
- This braided funding approach ensures that operations are sustainable, even in the face of economic or funding uncertainties, making it a revolutionary application of the CLT model.

## 3. **Supportive Services Embedded in Land Use:**

- By combining land stewardship with service integration, SOCRH ensures that shelter beds and transitional housing are directly tied to pathways for stability, including mental health care, employment readiness programs, and culturally informed services.
- Partnerships with organizations like **Coos Health and Wellness, The Salvation Army,** and local school districts will embed essential services into the site, creating a holistic system of care.

## 4. **Replication Potential for Rural Communities:**

- The SOCRH Model is designed to be replicable, providing a blueprint for other rural areas seeking to integrate shelter and housing services under a CLT framework.
- This innovative approach addresses a critical gap in the CLT sector by expanding its focus beyond homeownership and affordable rental housing to include emergency and transitional services.

### **A Framework for Action**

The SPARC Community leverages the **SPARC Model's hub-and-spoke framework**, connecting the Belloni Ranch site with regional resources and service providers to deliver immediate and long-term solutions for unsheltered individuals and families.

- **Integrated Navigation Center:** As a regional hub, Belloni Ranch will provide navigation services that connect residents to housing, employment, and healthcare, serving as a critical entry point for the SPARC Network.
- **Scalable Development Phases:** The site will be developed in phases to create **100 shelter beds** alongside transitional housing, tiny homes, and permanent housing options, ensuring flexibility to adapt to future needs.
- **Community Land Trust Stewardship:** By anchoring the site within the SOCRH CLT model, Belloni Ranch will remain a permanent community asset that prioritizes affordability and accessibility.

### **Site Stand Up and Development Plan**

#### **Phase 1: Immediate Activation and Expanded Shelter Capacity**



The SPARC Community at Belloni Ranch begins with a strong focus on addressing urgent shelter needs while laying the groundwork for long-term community development. **Phase 1** leverages existing infrastructure and innovative housing solutions to create a secure and adaptable environment for individuals and families experiencing homelessness.

- **10,000 sq ft Facility Activation:** Within three months of project initiation, a commercial-grade kitchen and other essential infrastructure will become operational. This facility will provide up to **20 family shelter beds**, meeting critical needs for safe, temporary housing.
- **Pallet Shelters Installation:** To expand emergency shelter capacity, **20 Pallet Shelters** will be deployed on-site. These low-barrier, flexible housing units offer immediate relief to individuals experiencing homelessness, providing a stable environment while they transition to more permanent solutions.
- **Coalbank Village Relocation:** Due to FEMA floodplain requirements, the Coalbank Village micro-shelter community will be relocated to the SPARC site. This move not only ensures the continuity of Coalbank Village’s services but also positions SPARC as a regional hub for emergency and transitional housing.

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### Long-Term Vision and Expanded Regional Capacity

As the SPARC Community evolves, future phases will enhance its capacity to serve as a comprehensive housing and services ecosystem.

1. **Tiny House Community:** The development will add over 100 shelter and transitional housing beds, including a **Tiny House Community**. These homes will provide residents with privacy, independence, and a crucial stepping stone to permanent housing. Combined with supportive services, this community will foster stability and self-sufficiency.
2. **Senior Housing Options:** Future phases will also include **permanent housing units for seniors**, addressing the increasing need for affordable, stable housing among Coos County’s aging population.
3. **Navigation Center Services:** As a central hub for the SPARC Network, the site will house outreach and navigation services that connect individuals to housing, employment, and healthcare resources throughout Coos and Curry counties.

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### Consolidation of Services and Community Impact

The SPARC site’s design will streamline access to supportive services by centralizing them in one location. This model enhances coordination among service providers, reduces inefficiencies, and ensures residents have the resources they need to achieve long-term stability.

- **Health and Stability:** Partnerships with **Coos Health and Wellness, The Salvation Army**, and other local organizations will bring mental health support, behavioral health services, and job training directly to the community.

- **Employment Pathways:** Workforce participation will be prioritized through on-site training programs and employment readiness services, creating clear pathways to economic independence.
  - **Efficient Resource Use:** Centralizing services at the SPARC site will reduce duplication, optimize resource allocation, and increase the overall impact on the community.
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### Regional Benefits and Collaborative Impact

The SPARC Community’s innovative design creates benefits that extend beyond Coos County, offering scalable solutions for surrounding regions.

- **Shelter and Housing Continuum:** By integrating emergency shelter beds, transitional housing, and permanent housing options, SPARC provides a comprehensive pathway from crisis to stability.



- **Regional Collaboration:** Partnerships with organizations like **Brookings CORE Response** and **ORCCA** will expand the reach of SPARC’s services into neighboring Curry County, ensuring a unified response to regional homelessness.

- **Economic and Workforce Development:** By addressing housing shortages, the SPARC Community supports workforce retention, particularly for essential sectors like healthcare and education.
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### Operations: Leadership and Expertise

**The Salvation Army (TSA)** will manage day-to-day operations at the SPARC site, leveraging its expertise in shelter management and service delivery to ensure a high-quality resident experience. In collaboration with **Southern Oregon Coast Regional Housing (SOCRH)**, TSA will create a seamless operational framework that prioritizes:

1. **Resident Dignity:** Cultivating a compassionate and secure environment where individuals and families can regain stability.
2. **Comprehensive Care:** Integrating housing with services that address physical, mental, and financial health needs.
3. **Regional Support:** Extending resources to Coos and Curry counties until a dedicated site can be developed for Curry.

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## Key Benefits of Tiny House Communities and Rural Navigation Centers

Tiny house communities, combined with navigation center services, represent a sustainable and effective response to rural homelessness:

- **Affordable and Sustainable Design:** Tiny homes offer low-cost housing with reduced environmental impacts, making them ideal for rural regions like Coos County.
- **Privacy and Independence:** These units foster a sense of ownership and self-reliance among residents, creating a bridge to permanent housing.
- **Holistic Support:** Navigation centers provide on-site case management, mental health care, and workforce training, ensuring residents are supported at every stage of their transition.

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## Supportive Services and Partnerships

Collaboration is central to the success of SPARC. Key partners include:

- **Coos Health and Wellness:** Providing mental health and behavioral services through an MOU.
- **Local School Districts and AYA:** Ensuring educational stability for McKinney-Vento families.
- **ORCCA:** Delivering housing stabilization and life skills programs.
- **Housing Authorities:** Embedding pathways from shelter into long-term affordable housing.

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## Transportation and Nutrition Programs

To overcome the challenges of rural isolation, SPARC will implement robust transportation and nutrition initiatives:

- **Transportation Plan:** Including CCAT bus stops, school district collaborations, and Salvation Army-operated transportation programs.
- **Nutrition Program:** Featuring community gardens, on-site food stores, and integration with the South Coast Food Network to address food security and provide vocational training.

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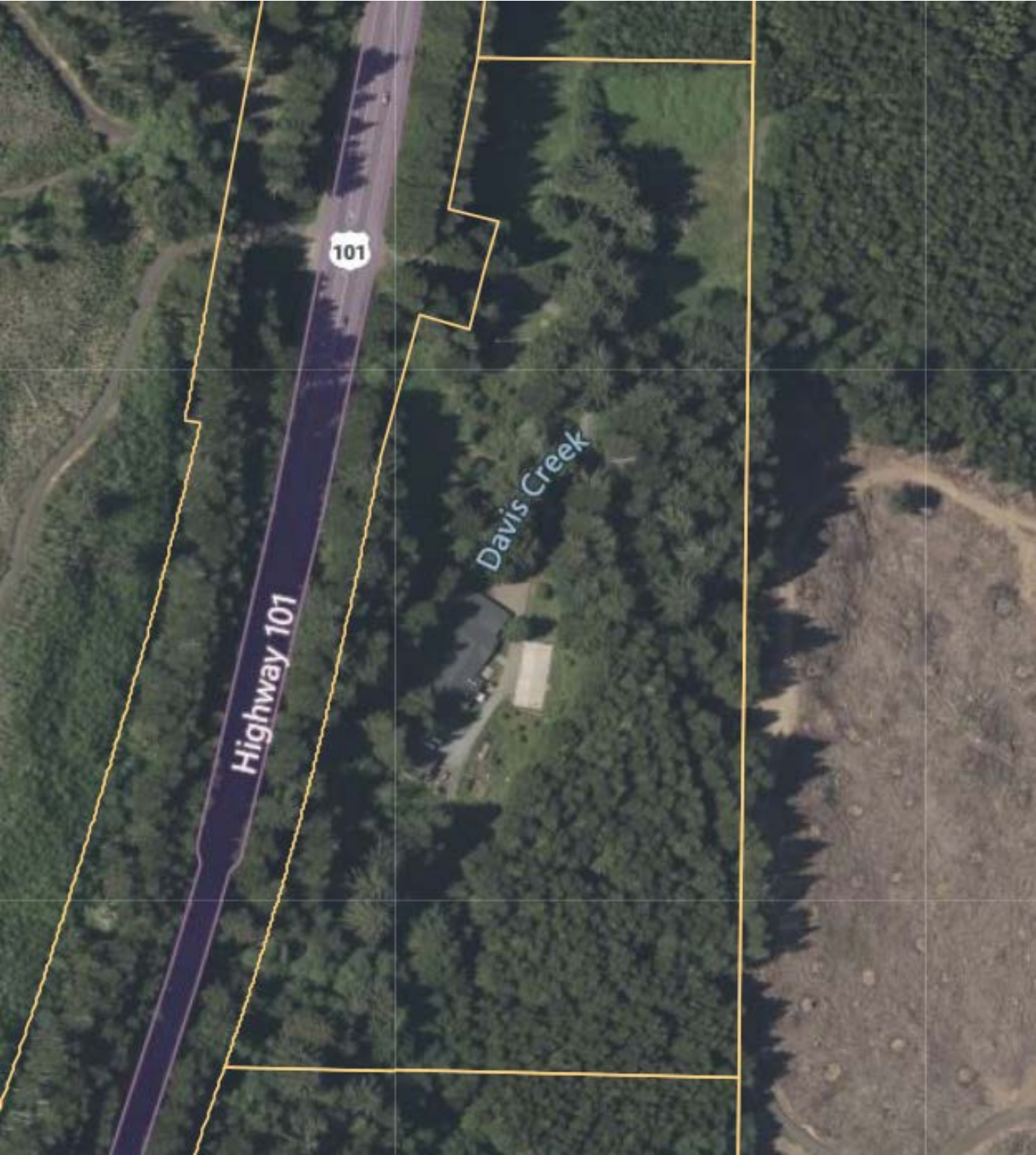
## Sustainability and Funding Model

The SPARC Community's sustainability will be ensured through a **braided funding model** that includes:

- **Medicaid Billing** for reimbursable services.
- **CoC Grants** for shelter operations and housing stabilization.
- **Commercial Revenue** from rental spaces.



Coos County GIS Image of the site:



**Locations of Site Phases:**



**Black = Phase 1**  
**Orange = Phase 2**  
**Green = Phase 3**

- **Phase 1 will create 40 shelter beds**
- **Phase 2 will create 30 shelter beds**
- **Phase 3 will create the final 30 shelter beds**
- **Total Site Beds = 100**

Photos of Site:



Photo Examples of Sites:





# SPARC Partner Spotlight: Coos County Homeless Response Office

## Coordinating a Unified Response to Homelessness

The **Coos County Homeless Response Office** is a pivotal SPARC partner, serving as the central coordinating body for addressing homelessness across Coos County. Established through an intergovernmental agreement between Coos County and the Cities of Coos Bay and North Bend, this office plays a vital role as the **spokes**



of the SPARC Network for Coos County. By fostering collaboration and leveraging resources, the Homeless Response Office ensures a unified and effective approach to addressing homelessness in the region.

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## Mission and Objectives

The primary goal of the Homeless Response Office is to collaborate with local service providers to establish a framework for cross-sector operational coordination. By supporting countywide efforts to sustain housing in every community, the office aligns with SPARC's mission of creating a seamless continuum of care. Through data-driven decision-making and a commitment to accountability, the office ensures resources are used effectively and equitably.

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## Key Initiatives and Collaborations

- **Hope Village at The Bay:** In partnership with The Salvation Army, the Homeless Response Office is developing **Hope Village at The Bay**, a Housing Readiness Micro-Community featuring eight tiny homes. This innovative project provides a stable and supportive environment for families and individuals in transition, creating pathways toward permanent housing.
  - **Point-in-Time Count (PIT Count):** The office helps with annual PIT counts to provide a comprehensive snapshot of homelessness in Coos County. This data informs policy decisions, funding allocations, and research efforts to address homelessness with precision.
  - **Regional Coordination:** As the spokes of the SPARC Network, the Homeless Response Office ensures local service providers, municipalities, and community organizations work together seamlessly to provide shelter, supportive services, and housing solutions.
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## Leadership and Governance

The Homeless Response Office is guided by a dedicated Board of Directors, including representatives from Coos County and the Cities of Coos Bay and North Bend. This governance structure ensures alignment with the region's priorities and supports collaborative decision-making.

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### Role as the Spokes of the SPARC Network

As the **spokes** of the SPARC Network for Coos County, the Homeless Response Office connects local efforts to SPARC's broader regional framework. By coordinating services and sharing resources, the office strengthens the collective impact of SPARC partners across the South Coast. Their leadership ensures that the network's vision of a comprehensive housing and shelter system is implemented effectively at the county level.



### Key Contributions to SPARC:

- **Enhanced Service Delivery:** Connecting individuals experiencing homelessness to a continuum of care, from emergency shelter to permanent housing.
- **Data-Driven Coordination:** Using metrics like the PIT Count to inform regional strategies and align resources effectively.
- **Innovative Solutions:** Supporting projects like Hope Village, which model scalable approaches to addressing homelessness.

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### Why the Homeless Response Office Matters to SPARC

As the coordinating hub for homelessness services in Coos County, the Homeless Response Office is critical to SPARC's mission. Their role as the spokes of the network ensures:

- **Seamless Collaboration:** Uniting service providers, municipalities, and stakeholders under a shared vision.
- **Local Implementation:** Tailoring SPARC's regional strategies to meet the unique needs of Coos County communities.
- **Accountability and Results:** Providing transparent data and measurable outcomes to ensure resources are used effectively.

Together with SPARC, the Coos County Homeless Response Office is building a future where every individual and family has access to safe, stable, and affordable housing.

## Partner Spotlight: Workforce and Employment Partners

A sustainable housing continuum requires economic stability and empowerment opportunities for individuals and families. Workforce and employment partners like **Goodwill Industries of Lane and South Coast Counties** and **Southwestern Oregon Community College (SWOCC)** play a critical role in equipping residents with the skills and resources needed to achieve long-term independence.

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### Goodwill Industries of Lane and South Coast Counties

Goodwill Industries of Lane and South Coast Counties' Job Connections Program is a cornerstone resource for job seekers in the region. Focused on removing barriers to employment, the program provides personalized support, skill-building, and access to opportunities that empower individuals to secure and retain meaningful work.



- **Job Readiness Services:** The Job Connections Program offers comprehensive support, including resume assistance, interview coaching, and job search guidance.
- **Skill-Building Workshops:** Free workshops focus on essential skills like communication, teamwork, and problem-solving to help participants succeed in the workplace.
- **Supporting Marginalized Populations:** Goodwill specializes in serving individuals with disabilities, those experiencing homelessness, and other marginalized groups, ensuring they have equitable access to opportunities for economic empowerment.

Goodwill's programs directly align with SPARC's mission to integrate workforce development into the housing continuum, helping individuals and families transition from instability to independence.

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### Southwestern Oregon Community College (SWOCC)

Southwestern Oregon Community College is a key partner in fostering workforce development and career readiness on the South Coast. SWOCC's programs equip students with the skills and credentials needed to secure jobs in high-demand industries, strengthening the economic foundation of the region.

- **Career and Technical Education (CTE):** SWOCC offers specialized training in fields such as healthcare, manufacturing, and the trades, ensuring students are well-prepared for regional workforce needs.

- **Adult Basic Education and GED:** For individuals seeking to complete their high school education or strengthen basic skills, SWOCC provides accessible programs that open pathways to higher education and better employment opportunities.
- **Employer Partnerships:** By connecting students with internships, apprenticeships, and direct hiring opportunities, SWOCC bridges the gap between education and the workforce, creating seamless transitions to employment.



SWOCC's commitment to workforce preparedness supports SPARC's goals of building regional capacity and connecting housing solutions with economic empowerment.

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### **Why It Matters**

Partners like **Goodwill Industries of Lane and South Coast Counties** and **SWOCC** are essential to the success of SPARC's holistic approach to addressing homelessness and housing instability. Their workforce and employment programs provide the tools, training, and support that individuals need to achieve lasting financial stability. Together, these partnerships create a powerful foundation for resilience and opportunity, helping individuals and families build better futures across the South Coast.

# Coos County – System Re-Alignment

## Summary:

The SPARC South Coast Network addresses homelessness and housing instability in Coos County through a decentralized, equitable service model. Anchored by Belloni Ranch as the central hub, the network integrates satellite sites like Hope Village, Woodland Apartments, and North Bend Family Housing to form a Continuum of Care. By redistributing services and integrating the Devereux Center into the Office of Homeless Response (OHR), SPARC ensures a sustainable and scalable approach to housing and service delivery across the region.

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## Goals:

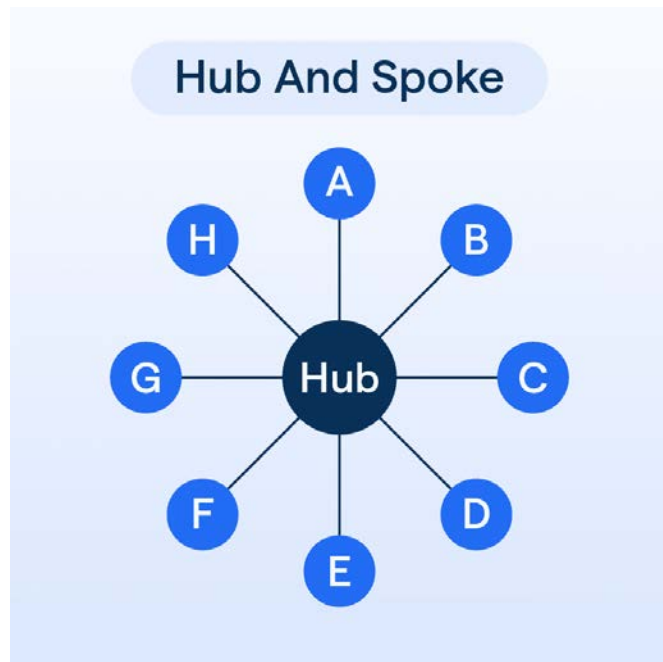
1. Establish a decentralized network with Belloni Ranch as the hub and satellite sites ensuring equitable access.
2. Integrate supportive services such as case management, mental health care, and employment resources to foster stability.
3. Provide emergency shelter, transitional housing, and permanent housing options to meet diverse community needs.
4. Reduce overconcentration of services in the Empire District while revitalizing impacted areas.
5. Strengthen operations by consolidating services under OHR and leveraging its nonprofit status for expanded funding.
6. Build a unified response to homelessness through partnerships with local organizations and agencies.
7. Create a replicable model for rural regions using SPARC's hub-and-spoke framework.

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## Overview

The Service Providers and Regional Connections (SPARC) South Coast Network is a groundbreaking initiative aimed at addressing homelessness and housing instability in Coos County through a collaborative, decentralized model. By employing a hub-and-spoke framework, SPARC ensures equitable distribution of services, reducing the overreliance on any single area and creating a responsive, adaptable system of care tailored to the needs of rural communities.

At the heart of the SPARC Network is **Belloni Ranch**, the central hub providing emergency shelter, transitional housing, and essential supportive services. Satellite sites such as Hope Village, Woodland Apartments, North Bend Family Housing, and other community sites extend SPARC's reach, forming a Continuum of Care to support individuals and families across all stages of stability. Integrating the Office of Homeless Response (OHR) with the Devereux Center ensures that outreach and shelter services remain accessible and effective, while the transfer of the Devereux Center's 501(c)(3) nonprofit status to OHR strengthens the administrative backbone of the SPARC Network.



This strategy addresses critical housing shortages and fosters sustainable economic development and community revitalization. By redistributing services and reducing the overconcentration of homeless support facilities in the Empire District, SPARC revitalizes historically impacted areas while empowering all communities within Coos County to contribute to the solution. Through strategic partnerships, resource coordination, and a focus on systemic change, the SPARC Network ensures that every resident has access to decent, safe, and affordable housing.

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## Core Components of the SPARC Network

### 1. Belloni Ranch – Primary Service Hub

Belloni Ranch serves as the core of SPARC's network, acting as the main point for emergency shelter, transitional housing, and service coordination.

- **Key Services:**

- Emergency shelter beds and Pallet Shelters for immediate, low-barrier housing options.
- FEMA-required relocation site for Coalbank Village, consolidating emergency services in a safe, flood-free location.
- On-site Navigation Center providing intake, assessment, and referrals for services, including case management and job training.
- Daily management by The Salvation Army (TSA), which coordinates services with partner organizations.

## 2. SPARC Satellite Sites and Community Integration Points

Satellite sites distributed across Coos County ensure accessibility and equity in service delivery.

- **Key Services:**

- Community Resource Centers in Coos Bay, North Bend, and other communities offering case management, employment resources, and housing counseling.
- Mobile Outreach Units operated by OHR and partners to bring essential services to underserved areas.
- Partnerships with faith-based organizations to enhance temporary shelter options, meal programs, and supportive care.



## 3. Woodland Apartments – Affordable and Permanent Supportive Housing

Located in the Empire District, Woodland Apartments provide permanent supportive housing (PSH) and affordable housing units for families.

- **Key Services:**

- Housing pathways to independent living supported by case management and job readiness programs.
- Affordable units for income-qualified families at 30% and 60% AMI.

## 4. Hope Village – Tiny House Transitional Housing on TSA Campus

Adjacent to Woodland Apartments, Hope Village provides transitional housing to stabilize individuals and families on the path to permanent housing.

- **Key Services:**

- Transitional housing supported by case management and supportive services.
- Pathways to PSH and affordable housing opportunities.

### **5. North Bend Family Housing – Affordable Housing for Families**

This development supports low-income families with stable, quality housing options.

- **Key Services:**

- A mix of units serving households at 30% and 60% AMI.
- 20 PSH units and 30 PBV units, ensuring access for individuals transitioning from homelessness.

### **6. Empire District Revitalization Project – Mixed-Use Housing Continuum**

This initiative revitalizes the Empire District with affordable and workforce housing and community spaces.

- **Key Services:**

- Affordable rental units with PSH and PBV options.
- Workforce housing to support essential workers.
- Mixed-use developments fostering community integration.

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### **Integrating the Devereux Center into OHR**

The integration of the Devereux Center into OHR strengthens the SPARC Network by consolidating outreach and shelter services under a unified structure.

- **Key Benefits:**

- **Administrative Efficiency:** The transfer of the Devereux Center’s 501(c)(3) status allows OHR to operate as an independent nonprofit, leveraging expanded funding opportunities.
- **Service Continuity:** Embedding the Devereux Center’s existing outreach services into SPARC ensures uninterrupted support for vulnerable populations.
- **Equitable Distribution:** Decentralizing services from the Empire District reduces strain on high-impact areas while expanding outreach throughout Coos County.

- **Core Outreach Functions:**

- Meals, showers, and case management services integrated into SPARC’s operational framework.
  - Mobile and site-based services coordinated with regional partners.
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## Benefits of the SPARC Network

### For the Community:

- **Decentralized Services:** Reduces overconcentration in the Empire District, ensuring equitable access to resources across Coos County.
- **Sustainable Growth:** Balances economic revitalization with service expansion to meet the needs of underserved populations.

### For OHR and SPARC:

- **Enhanced Coordination:** Centralizes operations under OHR, streamlining service delivery across multiple sites.
  - **Increased Funding:** Access to private grants and philanthropic contributions through 501(c)(3) status ensures sustainability.
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## Implementation Pathway

### Stakeholder Engagement and Interim Support

OHR will collaborate with key stakeholders, funders, and community partners to ensure a seamless transition.

- **Key Focus Areas:**
  - **Job Retention:** Preserve staff positions and institutional expertise during the transition.
  - **Service Continuity:** Maintain outreach and shelter operations without disruption.
  - **Bridge Funding:** Secure interim financial support to address immediate operational needs.

### Timeline

1. **Months 1–3:** Stakeholder engagement and staff realignment.
  2. **Months 4–6:** Rebranding and communications campaign.
  3. **Months 7–12:** Full integration of services and administrative consolidation.
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## Conclusion

The SPARC Network represents a transformative, collaborative approach to addressing homelessness in Coos County. Integrating the Devereux Center into OHR strengthens the foundation of this system, ensuring sustainable operations and equitable service distribution. By reducing the overconcentration of services, fostering regional collaboration, and leveraging nonprofit independence, the SPARC Network creates a model of care that is both responsive and resilient.

Through partnerships with organizations such as The Salvation Army, ORCCA, and local housing authorities, SPARC provides a blueprint for rural regions to address housing instability comprehensively. Together, these efforts ensure that Coos County can meet the needs of its most vulnerable populations while building a stronger, more inclusive community.

## SPARC Partner Spotlight: The Salvation Army Coos Bay Corps

### Meeting Needs, Changing Lives, and Building Futures

The Salvation Army Coos Bay Corps is a vital SPARC Partner, dedicated to meeting human needs without discrimination. Through their comprehensive services and unwavering commitment to serving the community, they address immediate and long-term challenges faced by individuals and families in Coos County. As part of their partnership with SPARC, The Salvation Army is expanding its efforts to provide innovative housing solutions that empower families and foster community well-being.

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### Key Services Provided by The Salvation Army Coos Bay Corps

- **Emergency Shelter Operations:** The Salvation Army Coos Bay Corps currently operates the region's **emergency shelter**, providing safe refuge, meals, and supportive services for individuals and families experiencing homelessness.
- **Food Assistance:** Through the "**Hope Market**" **Food Pantry**, The Salvation Army provides essential groceries to families in need, ensuring consistent access to nutritious food.
- **Thrift Store:** The Coos Bay Thrift Store offers affordable clothing, furniture, and household items, with proceeds supporting local programs such as youth initiatives, after-school activities, and social services.
- **After-School Program:** Focused on mentoring and teaching children, this program provides a safe, educational environment during after-school hours.
- **Social Services:** Assistance with utilities, emergency disaster relief, and other essential services supports families in times of crisis.



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### Hope Village: Transforming Lives Through Transitional Housing

As part of their collaboration with SPARC, The Salvation Army Coos Bay Corps is developing **Hope Village**, an innovative housing initiative located on their campus. This project will feature **8 transitional tiny house units** specifically designed to serve families experiencing homelessness. These units will

provide a stable and supportive environment for families as they work toward long-term housing and financial stability.

#### Key Features of Hope Village:

- Safe, private housing units designed for families in transition.
- On-site supportive services, including case management, job assistance, and access to mental health resources.
- Integration into the broader SPARC Network, ensuring families have access to the full continuum of care across Coos and Curry Counties.
- A community-centered design that fosters empowerment and belonging.



Hope Village is a critical component of SPARC’s mission to address homelessness through innovative and sustainable solutions. This project exemplifies how partnerships can create lasting, impactful change for families in need.

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#### Why The Salvation Army Matters to SPARC

The Salvation Army Coos Bay Corps is a driving force in SPARC’s mission to create a seamless and effective continuum of care. Their leadership in shelter operations and their commitment to developing transitional housing through Hope Village demonstrate their ability to address both immediate and long-term housing needs.

By integrating shelter services with transitional housing and community resources, The Salvation Army not only meets urgent needs but also builds a pathway to stability for individuals and families. Their work exemplifies the collaborative spirit and innovative approach that SPARC fosters across its partner network.

Together with SPARC, The Salvation Army Coos Bay Corps is making a lasting impact on the Southern Oregon Coast, ensuring that every individual and family has access to safety, stability, and opportunity.

# Partner Spotlight: Supporting McKinney-Vento Families

## Alternative Youth Activities (AYA)

Alternative Youth Activities (AYA) is a cornerstone organization dedicated to empowering youth and families in our community. AYA provides critical housing and shelter services for youth experiencing homelessness, addressing the urgent needs of McKinney-Vento families. Their programs include temporary shelter, long-term transitional housing, and supportive services designed to help youth stabilize their lives and build a path forward.



In addition to housing, AYA offers services such as job training, mental health counseling, and life skills development, ensuring youth have the tools they need to succeed. As a trusted partner, AYA works closely with local school districts and community organizations to connect families to vital resources, helping them overcome barriers to stability. Their innovative programs and unwavering commitment to youth make AYA an indispensable part of the effort to support McKinney-Vento families.

## North Bend School District

The North Bend School District collaborates with AYA and other regional partners to ensure McKinney-Vento families receive the support they need. The district provides essential resources such as transportation, school supplies, and access to free and reduced lunch programs, creating a stable environment for students. By maintaining strong relationships with local housing and service providers like AYA, the North Bend School District ensures that students facing housing instability can focus on their education and personal growth, even during challenging times.



## Coos Bay School District



The Coos Bay School District prioritizes supporting McKinney-Vento families by removing barriers to education and fostering a supportive environment for students. The district works closely with AYA to connect families with shelter and housing options, ensuring immediate needs are met. Additionally, the district provides transportation, tutoring, and other academic supports to help students stay on track. By addressing both housing and educational challenges, Coos Bay School District is making a lasting impact on the lives of students and their families.

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### Why It Matters:

Youth homelessness remains a critical issue in our community, but through collaboration, progress is being made. AYA, North Bend School District, and Coos Bay School District are leading efforts to support McKinney-Vento families, offering housing, resources, and educational continuity. By working together, these partners are creating pathways to stability, ensuring that every child has the opportunity to thrive, regardless of their circumstances.

# SPARC Partner Spotlight: South Coast Health Equity Coalition

**Advancing Health Equity, Housing Solutions, and Community Advocacy on Oregon's Southern Coast**

The **South Coast Health Equity Coalition (SCHEC)** is a Black, Indigenous, People of Color (BIPOC), and Two-Spirit, Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Asexual, and additional identities (2SLGBTQIA+)-led organization committed to promoting health equity and social justice across Coos and Curry Counties. Through community-driven initiatives, advocacy, and collaboration, SCHEC empowers historically underrepresented populations to develop culturally responsive solutions to systemic inequities. Their focus on addressing social determinants of health and housing insecurity positions SCHEC as a vital partner in the SPARC Network.

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## Mission and Vision

- **Mission:** To serve as a bridge to historically underserved and underrepresented communities, empowering them to develop culturally appropriate solutions to systemic inequities that impact health outcomes and well-being.
- **Vision:** To achieve health equity by fostering collaboration among communities and sectors, addressing equitable resource distribution, and reconciling historical and contemporary injustices.



## Key Programs and Services

SCHEC actively engages in initiatives to address systemic barriers and empower marginalized communities:

- **Organizing the Curry County Homeless Task Force:** SCHEC is instrumental in organizing the local planning group for homeless services in Curry County, helping align strategies and resources to address housing instability and homelessness.
- **Tenant and Community Listening Sessions:** Partnering with North Bend Family Housing, SCHEC facilitated listening sessions with tenants and community members to gather input on housing challenges and opportunities, ensuring solutions are rooted in lived experience.
- **Community Impact Assessments:** SCHEC supported North Bend Family Housing by conducting a Community Impact Assessment, providing data and insights to inform development plans that align with community needs and priorities.

- **Community Needs Assessment:** In 2023, SCHEC conducted a comprehensive assessment to identify the needs of BIPOC, 2SLGBTQIA+, and disabled individuals in the region, focusing on issues like safe spaces, access to healthcare, and housing.
  - **Reproductive Justice Advocacy:** SCHEC leads efforts to increase access to reproductive healthcare and education, particularly for historically underserved populations.
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### Role in the SPARC Network

As an essential partner in SPARC, SCHEC plays a vital role in aligning housing, health, and equity initiatives:

- **Collaborative Leadership:** SCHEC's organization of the Curry County Homeless Task Force ensures a coordinated approach to regional homelessness services.
  - **Culturally Responsive Engagement:** By facilitating tenant listening sessions and community impact assessments, SCHEC ensures that housing initiatives reflect the voices and needs of those they serve.
  - **Policy Development and Advocacy:** SCHEC's work informs policies that promote equitable access to housing and health services, directly supporting SPARC's mission of creating an integrated continuum of care.
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### Why the South Coast Equity Coalition Matters to SPARC

SCHEC's leadership in community engagement, equity-driven solutions, and housing advocacy is indispensable to SPARC's efforts to create sustainable housing systems:

- **Rooted in Equity:** SCHEC addresses systemic inequities, ensuring that housing and health initiatives are inclusive and accessible to all.
  - **Empowering Communities:** Through listening sessions and community impact assessments, SCHEC amplifies the voices of marginalized populations in housing development and service delivery.
  - **Bridging Health and Housing:** By integrating health equity into housing strategies, SCHEC strengthens the overall impact of SPARC's initiatives.
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### Key Initiatives and Impact

- **Curry County Homeless Task Force:** SCHEC provides organizational leadership for the task force, ensuring effective planning and coordination of homeless services in the region.
- **North Bend Family Housing Collaboration:** Through listening sessions and a Community Impact Assessment, SCHEC supported tenant-informed housing development efforts that address local needs.

- **Empowering Marginalized Populations:** SCHEC's community engagement and culturally responsive programs contribute to long-term, sustainable change in housing and health systems.

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### **Building a More Equitable Future Together**

The South Coast Equity Coalition's dedication to equity-driven solutions, community engagement, and collaborative leadership exemplifies their vital role in the SPARC Network. By addressing systemic barriers and empowering marginalized communities, SCHEC contributes significantly to a more inclusive, stable, and just Southern Oregon.



# Empire District Revitalization: A Vision for Community

## Summary:

The Empire District Revitalization transforms Coos Bay's housing landscape by modernizing Woodland Apartments, creating workforce housing through a Community Land Trust (CLT), and establishing Hope Village for transitional housing. This SPARC initiative aligns housing with supportive services to stabilize the workforce, support vulnerable populations, and drive economic resilience, setting a replicable model for rural communities.

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## Goals:

1. Modernize Woodland Apartments to provide 108 affordable units, including PSH and PBV options.
2. Develop workforce housing using the CLT model for long-term affordability and equity building.
3. Establish Hope Village to offer transitional housing for individuals and families in crisis.
4. Integrate on-site supportive services like case management and wellness programs.
5. Stabilize the workforce by addressing housing shortages for essential workers.
6. Create a scalable model for rural housing and service integration.

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## Vision

The **Empire District Revitalization** envisions a vibrant, inclusive community that addresses Coos Bay's critical housing needs while serving as a cornerstone of the **SPARC (Service Providers and Regional Connections)** Network. By creating a seamless continuum of affordable and workforce housing, this initiative transforms the Empire District into a hub of opportunity, stability, and inclusivity. It provides essential support for workers, low-income families, and local employers while advancing SPARC's mission of integrating housing, services, and community impact into a sustainable, replicable model.

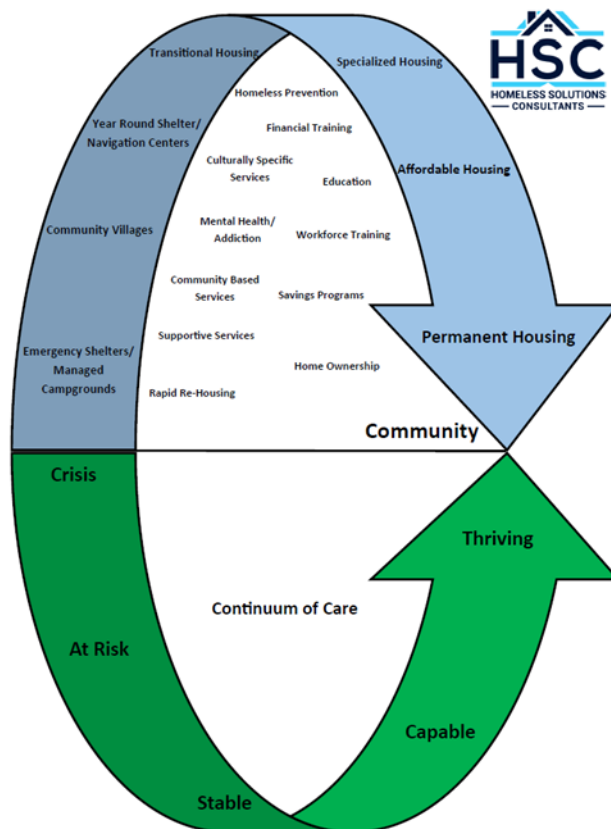
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## Executive Summary

The **Empire District Revitalization Project** is a transformative SPARC initiative that directly addresses Coos Bay's housing and workforce challenges. Spearheaded by **Southern Oregon Coast Regional Housing (SOCRH)**, **The Salvation Army**, and the **Coos-Curry Housing Authority (CCHA)**, this project exemplifies SPARC's goal of linking housing production with supportive services to create a holistic system of care.

By modernizing the **Woodland Apartments** and developing an adjacent **2.5-acre parcel** acquired from **The Salvation Army (TSA)**, the project delivers a comprehensive range of housing options to support local workers, low-income families, and vulnerable populations. This continuum of housing includes:

- **108 modernized units** at Woodland Apartments, including **Permanent Supportive Housing (PSH)** and **Project-Based Voucher (PBV)** units with onsite services.
- **Workforce housing** on the TSA parcel, using the **Community Land Trust (CLT)** model to ensure long-term affordability for essential workers.
- **Hope Village**, an 8-unit tiny house community offering transitional housing for individuals and families.



The Empire District Revitalization solidifies SPARC’s vision of regional collaboration, housing innovation, and sustainable community development. By integrating affordable housing, transitional options, and pathways to homeownership, it creates a model for other SPARC communities to follow.

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## Community Impact Statement

### A Pivotal SPARC Initiative

The Empire District Revitalization embodies SPARC’s guiding principles by:

1. **Connecting Housing to Services:** Onsite partnerships with **Coos Health and Wellness** integrate health, wellness, and case management into the housing framework, directly addressing SPARC’s mission of aligning supportive services with housing stability.
2. **Scalability and Replicability:** The project demonstrates how SPARC can be adapted to meet the unique challenges of rural communities, providing a roadmap for other housing initiatives within the network.
3. **Regional Collaboration:** By leveraging partnerships with TSA, SOCRH, CCHA, and local stakeholders, the project showcases SPARC’s ability to unify organizations for long-term, transformative impact.

### Addressing Housing Needs

1. **Increasing Affordable Housing:** Revitalizing Woodland Apartments adds 108 affordable units, including PSH and PBV units, while workforce housing on the TSA parcel provides homeownership opportunities through the CLT model.
2. **Filling Housing Continuum Gaps:** Hope Village’s tiny homes address immediate shelter needs, creating a critical bridge to stable, long-term housing options within the district.

### Strengthening Economic Stability

1. **Workforce Retention:** Affordable housing options for essential workers stabilize the local workforce, reducing turnover and supporting economic resilience in Coos Bay.
2. **Community Investment:** By providing affordable homeownership opportunities, the CLT model encourages long-term community engagement and economic mobility.

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## Empire District Revitalization as a SPARC Model

### Integrated Continuum of Housing

The Empire District Revitalization creates a cohesive housing system that reflects SPARC’s goals of addressing homelessness and housing instability through:

- **Immediate Shelter Options:** Transitional housing at Hope Village provides low-barrier, supportive environments for individuals in crisis.

- **Affordable Rental Housing:** Woodland Apartments' revitalization ensures affordable, stable rental options for families and individuals across income levels.
- **Pathways to Homeownership:** The CLT model creates long-term affordability for essential workers, empowering them to build equity and stability within the community.

### Community-Driven Partnerships

The success of the Empire District project stems from its collaborative approach. Partners like TSA, SOCRH, CCHA, Coos Health and Wellness, and local employers contribute expertise and resources to ensure the project meets SPARC's high standards for sustainability, inclusivity, and impact.

### Scalability and Innovation

The Empire District Revitalization is designed to be both flexible and replicable. Its adaptable housing continuum and braided funding model provide a framework for future SPARC projects, enabling new partners and developments to join the network seamlessly.

## Key Components of the Empire District Revitalization

### 1. Woodland Apartments Modernization

- **Current Units:** 72 (constructed in 1975).
- **Redevelopment Goals:**
  - Increase to **108 total units**.
  - Add up to **50 subsidized units**, including PSH and PBV options.
  - Incorporate onsite community services and amenities.
- **Onsite Partnerships:** Coos Health and Wellness will provide case management, crisis support, and wellness services.



### 2. Workforce Housing Development on the TSA Parcel

- **Community Land Trust (CLT) Model:**

- Ensures affordability for essential workers.
- Includes 24-51 affordable homeownership units.
- **Key Features:**
  - Affordable pathways to equity and stability.
  - Shared green spaces and community amenities.

### **3. Hope Village Transitional Housing**

- **Tiny House Community:**
    - 8 units providing low-barrier, supportive environments.
    - Key for individuals and families transitioning out of homelessness.
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#### **Transformative Regional Impact**

##### **Economic Stability and Workforce Support**

- Supports local employers by addressing housing shortages for essential workers.
- Stabilizes the local workforce, reducing turnover and supporting economic resilience.

##### **Health and Wellness Integration**

- Onsite services address key social determinants of health, improving outcomes for residents and the broader community.

##### **Rural Housing Model**

- Demonstrates how rural communities can create sustainable, inclusive housing systems by integrating diverse housing options with supportive services.
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#### **Conclusion**

The **Empire District Revitalization Project** is a pivotal SPARC initiative, setting a new standard for rural housing solutions in Coos Bay and beyond. By revitalizing Woodland Apartments, creating workforce housing through the CLT model, and establishing Hope Village's transitional housing, this project embodies SPARC's vision of connecting shelter to services and housing stability.

Through its innovative partnerships, sustainable funding strategies, and community-centered approach, the Empire District Revitalization transforms lives while laying the foundation for economic and social resilience. As a replicable framework, it inspires future SPARC projects, ensuring rural communities have the tools to address housing challenges effectively.

The Empire District Revitalization is not just a housing development; it is a movement toward sustainable, inclusive communities, empowering residents and strengthening Coos Bay's future. Join us in building this transformative vision. Together, we can make it a reality.

Satellite Photo of the Site



Woodland Apartments Site located in Coos Bay, Oregon. 72 total units built in 1975.

1. **Current Density:**

- **Lot Size:** 272,250 sq ft
- **Existing Units:** 72
- **Current Density:** Approximately 3,781 sq ft per unit ( $272,250 \div 72$ )

2. **Increasing Density Options:** If the site upgrades allow for increased density, such as through multi-story buildings or more compact layouts, here are a few possibilities:

- **High Density Increase (50%):**
  - **New Units:** 108 units total (adding 36 units)The existing Salvation Army Campus and the 2.5 acres of land located behind their campus.

The 2.5 acres will be used to develop home ownership through the CLT.

The existing Salvation Army Campus and the 2.5 acres of land located behind their campus.

The 2.5 acres will be used to develop home ownership through the CLT.

CTCLUSI and the US Coast Guard also have land and facilities that come up to the border of these campuses. There partnership could possibly create more housing opportunities.

# SPARC Partner Spotlight: Oregon Coast Community Action (ORCCA)

## Empowering Communities and Alleviating Poverty on the Southern Oregon Coast

**Oregon Coast Community Action (ORCCA)** is a private non-profit organization established in 1965 to serve the Southern Oregon Coast. With a mission to alleviate the effects of poverty and serve the most vulnerable in the community, ORCCA provides cost-effective joint administration, leadership, and support for children's programs and emergency services.



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### Mission and Vision

- **Mission:** Positive change for thriving communities.
- **Vision:** ORCCA provides services and resources, helping people in need, fostering self-sufficiency, and empowering individuals and families.

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### Core Values

- Treat everyone with **Dignity and Respect**.
- Have dedicated employees who are **Committed, Caring, and Compassionate**.
- **Empower communities** through collaborative partnerships.
- Offer **Hope** and celebrate **Success**.

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### Key Programs and Services

ORCCA operates a comprehensive network of programs designed to support individuals and families across Coos, Curry, and Western Douglas Counties:

- **Housing Stabilization Services:** Provides rental and deposit assistance to households experiencing homelessness or at risk of homelessness.
- **Energy & Weatherization Assistance:** Offers support to low-income households for energy costs and home weatherization to improve energy efficiency.
- **South Coast Head Start:** Delivers early childhood education and family support services to promote school readiness.
- **South Coast Food Share:** Operates a regional food bank to address food insecurity by distributing nutritious food to individuals and families in need.
- **Court Appointed Special Advocates (CASA):** Advocates for the best interests of children in the foster care system within Coos and Curry Counties.

- **Supportive Services for Veteran Families:** Provides assistance to veterans and their families to promote housing stability.
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### **Role in the SPARC Network**

As a key partner in the SPARC Network, ORCCA plays a vital role in addressing homelessness and housing insecurity on the Southern Oregon Coast. Their extensive range of services and deep community engagement contribute significantly to SPARC's mission of creating a seamless continuum of care for individuals and families in need.

### **Key Contributions to SPARC:**

- **Comprehensive Service Provision:** ORCCA's programs address multiple facets of poverty, providing holistic support that aligns with SPARC's goals.
  - **Housing Development and Management:** Manages low-income housing complexes, such as Park West Apartments and Deer Springs Terrace, offering permanent housing solutions for vulnerable populations, including veterans.
  - **Community Empowerment:** Through collaborative partnerships and a focus on self-sufficiency, ORCCA empowers individuals and families, fostering resilient communities.
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### **Why ORCCA Matters to SPARC**

ORCCA's longstanding commitment to alleviating poverty and its comprehensive suite of services make it an indispensable partner in the SPARC Network. Their efforts ensure that individuals and families on the Southern Oregon Coast have access to the resources and support necessary to achieve stability and thrive.



# SPARC Partner Spotlight: Bay Area First Step

## Empowering Recovery Through Peer-Run Support and Housing

**Bay Area First Step (BAFS)** is a peer-run organization in Coos Bay, Oregon, dedicated to providing comprehensive support for individuals recovering from substance use



disorders. Owned, governed, and managed by peers with lived experience, BAFS offers a unique, empathetic approach to recovery, emphasizing autonomy and community connection.

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### Mission and Vision

- **Mission:** To support individuals on their recovery journey by providing peer-led services, safe housing, and personalized treatment plans.
  - **Vision:** To transform lives and neighborhoods by revitalizing local structures into affordable, supportive housing where recovery is possible.
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### Key Programs and Services

BAFS offers a range of services tailored to meet the diverse needs of individuals in recovery:

- **Treatment Services:** Peer-run outpatient substance use disorder treatment programs, including DUII services, utilizing a holistic, client-centered approach.
  - **Housing Programs:** Recognizing the importance of stable housing in recovery, BAFS provides both transitional and permanent housing options, creating a continuum of "Housing Choice" for clients pursuing abstinence.
  - **Recovery Support:** Offering various pathways of recovery, including 12-Step programs, faith-based programs, and culturally specific approaches, with peer support and system navigation assistance.
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### Role in the SPARC Network

As a key partner in the SPARC Network, BAFS plays a vital role in addressing homelessness and housing insecurity in Coos County.

### **Key Contributions to SPARC:**

- **Peer-Delivered Services:** BAFS's peer-run model ensures that individuals receive support from those with lived experience, fostering trust and understanding.
  - **Housing Continuum Support:** By offering both transitional and permanent housing options, BAFS directly supports SPARC's mission of creating a seamless continuum of care.
  - **Comprehensive Recovery Support:** BAFS integrates recovery services with housing solutions, ensuring clients have access to the tools they need for long-term success.
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### **Why Bay Area First Step Matters to SPARC**

BAFS is an indispensable SPARC partner, providing vital recovery and housing services that address the root causes of homelessness and instability. Their peer-led model and focus on integrated support ensure:

- **Trust and Empathy:** Clients receive care from those who understand their journey.
  - **Stable Housing Options:** Transitional and permanent housing options support recovery and long-term stability.
  - **Community Revitalization:** By repurposing local structures, BAFS creates sustainable housing solutions that benefit individuals and the broader community.
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### **Building a Stronger Future Together**

As part of the SPARC Network, BAFS exemplifies the power of collaboration and innovation in creating pathways out of homelessness and addiction. Their commitment to empowering individuals and revitalizing communities aligns seamlessly with SPARC's mission, making them a vital partner in building a better future for Coos County.

# Preservation and Modernization of Affordable Housing in Coos County

## Introduction

The North Bend City Housing Authority and Coos-Curry Housing Authority are committed to preserving and enhancing affordable housing across Coos County. Key properties—**Airport Heights, Hamilton Court, Powers Housing**, and scattered Public Housing sites—provide critical housing resources for low-income families, seniors, and individuals. However, these aging developments face infrastructure challenges that require significant upgrades to improve energy efficiency, safety, and livability.

Preserving these assets aligns with statewide and federal housing goals, ensuring long-term housing stability and operational sustainability. By addressing these critical needs, the Housing Authorities will secure these vital homes for future generations while improving the quality of life for residents.

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## Project Goals and Objectives

1. **Preserve Affordable Housing:** Extend the lifespan of aging properties to ensure continued access to affordable housing.
2. **Enhance Energy Efficiency:** Reduce utility costs and promote environmental sustainability through energy-efficient upgrades.
3. **Improve Resident Comfort and Safety:** Modernize units, infrastructure, and common areas to provide healthier, safer, and more comfortable living environments.

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## Scope of Work

### 1. Airport Heights (North Bend City Housing Authority)

- **Overview:** Airport Heights, a 58-unit site in North Bend, provides essential housing for low-income families and individuals. Upgrades will address aging systems and improve energy efficiency and livability.
- **Proposed Upgrades:**
  - **Energy Efficiency Improvements:** Install Energy Star-rated windows, upgraded insulation,



and efficient HVAC systems.

- **Structural Enhancements:** Roof replacement, siding repairs, and weatherproofing to ensure durability.
- **Interior Modernization:** Replace appliances, lighting, plumbing fixtures, and flooring to improve livability.
- **Community Spaces:** Improve landscaping, walkways, and playgrounds to enhance accessibility and community engagement. Create space for community partners to provide services on site.

## 2. Powers Housing Development (Coos-Curry Housing Authority)

- **Overview:** Located in the rural community of Powers, this site serves an isolated area where affordable housing resources are limited. Significant upgrades will extend its useful life and improve energy efficiency.



- **Proposed Upgrades:**
  - **Building Envelope Enhancements:** Improve insulation, siding, and window sealing for energy efficiency.
  - **Renewable Energy Integration:** Add solar panels where feasible to reduce operational costs and promote sustainability.
  - **Interior Renovations:** Modernize kitchens, bathrooms, flooring, and appliances to create refreshed, comfortable units.
  - **Site Infrastructure:** Upgrade drainage systems to prevent water issues and ensure long-term stability.
  - **New Unit/Staff Office:** Bring in a modular to create a new space for staff and turn the old office into a new housing unit for Powers.

## 3. Hamilton Court & Public Housing Scattered Sites

- **Overview:** Hamilton Court (50 units) and scattered Public Housing properties across Coos County provide affordable housing for families and individuals. Modernization will ensure these properties remain safe and sustainable.
- **Proposed Upgrades:**
  - **Energy and Utility Upgrades:** Replace outdated heating systems, plumbing, and electrical systems for efficiency and reliability.

- **Structural Repairs:** Roof replacements, weatherproofing, and exterior rehabilitation to prevent further deterioration.
- **Resident Well-Being Enhancements:** Improve unit interiors, including lighting, flooring, and accessibility features.
- **Community Partner Space:** Create space for community partners to provide services on site.



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### Funding Needs and Sources

The North Bend City Housing Authority and Coos-Curry Housing Authority plan to leverage support from multiple funding sources to preserve and modernize these sites:

- **Oregon Housing and Community Services (OHCS):** Apply for preservation and capital improvement funds under the Housing Production Strategy.
- **Federal Programs:** Utilize HUD funding, Low-Income Housing Tax Credits (LIHTC), and energy-efficiency grants.
- **Energy Efficiency Incentives:** Pursue rebates and grants from utility providers and sustainability-focused programs.
- **Local and Philanthropic Partnerships:** Engage local foundations, donors, and community organizations to support the preservation of these essential housing resources.

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### Community Benefits and Impact

1. **Preserved Affordable Housing:** Protects critical housing resources for low-income families and individuals.
2. **Energy and Cost Savings:** Reduces utility expenses for residents and operational costs for housing authorities.
3. **Improved Quality of Life:** Modernized, safe, and comfortable homes enhance residents' health, well-being, and stability.

4. **Sustainability and Efficiency:** Energy-efficient upgrades and renewable energy reduce environmental impact while extending property life cycles.
- 

## **Conclusion**

Preserving and upgrading **Airport Heights, Powers Housing, Hamilton Court**, and scattered Public Housing sites is essential to maintaining Coos County's affordable housing stock. Through strategic funding and modernization, the North Bend City Housing Authority and Coos-Curry Housing Authority will ensure these critical resources remain sustainable, energy-efficient, and livable for current and future residents.

This initiative strengthens Coos County's affordable housing infrastructure, improves residents' quality of life, and supports long-term community stability. By leveraging partnerships and funding opportunities, the Housing Authorities are committed to safeguarding these assets for generations to come.

# SPARC Partner Spotlight: DCM Communities

## Building More Than Housing—Creating Opportunities and Transforming Communities

DCM Communities, LLC stands as a cornerstone of the SPARC Network, bringing unparalleled expertise and innovation to housing development on Oregon's South Coast. As turnkey developers, DCM partners with some of the most knowledgeable and influential organizations in the affordable housing sector, including **LMC Construction** and **Carleton Hart Architecture**, to deliver transformative housing solutions.



**South Hill Commons in Pendleton, Oregon**

With a mission to build high-quality, sustainable, and affordable housing, DCM Communities combines expertise in development, construction, and design to create lasting impact for individuals, families, and entire communities.

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### Who is DCM Communities?

DCM Communities is more than a developer—they are a mission-driven organization dedicated to creating ecosystems of opportunity. With over 50 years of combined experience, DCM has successfully delivered more than 25,000 affordable housing units across Oregon, leveraging their extensive knowledge of affordable housing finance, design, and construction to address housing challenges at every level.

### DCM's Core Values:

- **Integrity:** Upholding transparency, honesty, and respect in every project.
- **Innovation:** Applying modern methods and sustainable materials to create cost-effective housing.
- **Collaboration:** Partnering with public, private, and nonprofit organizations to amplify impact.
- **Excellence:** Ensuring the highest standards in design, development, and long-term management.

### DCM's Vision:

DCM envisions a future where everyone has access to safe, dignified, and affordable housing. Through innovation and partnership, DCM is helping create thriving, inclusive communities that stand the test of time.

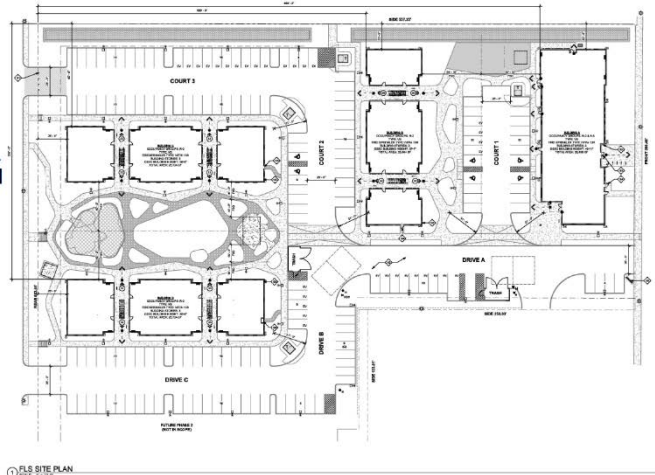
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### DCM's Role in the SPARC Network

As a SPARC Partner, DCM Communities provides leadership in housing development and infrastructure integration, ensuring the long-term viability of every project. Their turnkey approach includes:

- **Development Expertise:** Managing projects from concept to completion with precision and efficiency.
- **Infrastructure Solutions:** Designing projects that integrate utilities, transportation, and community facilities.
- **Innovative Financing:** Navigating complex funding mechanisms to make ambitious projects possible.
- **Capacity Building:** Equipping local partners with tools and expertise to meet their housing goals.

## NORTH BEND FAMILY HOUSING



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### Delivering Impact: A Collaborative Approach

DCM Communities partners with **LMC Construction** and **Carleton Hart Architecture** to deliver exceptional results. Together, they ensure that every housing development is innovative, sustainable, and deeply rooted in the community's needs.

#### LMC Construction: Building Excellence

With over 27 years of experience, LMC Construction specializes in affordable housing and high-rise developments. Their hands-on approach and meticulous attention to budget and timeline make them a trusted leader in the construction industry.

#### Carleton Hart Architecture: Visionary Design

As one of Oregon's premier architecture firms, Carleton Hart Architecture brings three decades of expertise in affordable and special-needs housing. Known for their thoughtful and inclusive designs, they create housing solutions that are durable, accessible, and community-focused.



Together, this partnership ensures that every DCM project exceeds expectations, delivering homes that are not just functional but also transformative for the communities they serve.

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### **Why DCM Matters to SPARC**

DCM Communities and their partners represent the best of what the SPARC Network offers: expertise, collaboration, and a commitment to creating sustainable solutions. Their ability to seamlessly integrate design, construction, and finance ensures that every project is not only completed efficiently but also serves as a long-term asset to the region.

By combining DCM's leadership with the construction excellence of LMC and the visionary designs of Carleton Hart, the SPARC Network is setting new benchmarks for affordable housing development. This partnership demonstrates how collaboration can drive meaningful change and provide a blueprint for rural communities across Oregon and beyond.

# Community Impact Page for Coos County SPARC Initiative

## SPARC: Transforming Coos County through Housing and Services

The **Service Providers and Regional Connections (SPARC) Network** is a catalyst for transformation in Coos County, addressing the housing crisis and strengthening the social and economic fabric of the community. By integrating housing solutions with supportive services, SPARC creates a **Continuum of Care** that empowers residents to move from crisis to stability and independence.

### Key Impacts of SPARC in Coos County:

#### 1. Expanding Housing Accessibility

- **North Bend Family Housing:** Adds 176 affordable units, including 20 Permanent Supportive Housing (PSH) units and 30 Project-Based Voucher (PBV) units, directly addressing the regional housing shortage.
- **Empire District Revitalization:** Revitalizes the Empire District with up to 108 modernized affordable units, transitional housing at Hope Village, and workforce housing to support local employees.
- **Belloni Ranch SPARC Community:** Establishes a centralized hub for emergency shelter, transitional housing, and integrated services, providing a crucial bridge for residents transitioning to permanent housing.

#### 2. Improving Community Health and Stability

- Collaboration with partners like **Coos Health and Wellness** and **ADAPT** embeds mental health, substance use treatment, and family support services into housing developments.
- Projects align with the **Advanced Health Community Health Improvement Plan (CHIP)**, ensuring housing solutions address social determinants of health and promote wellness.

#### 3. Strengthening Economic Stability

- Workforce housing developments, such as the 2.5-acre parcel at the Empire District, provide affordable homeownership opportunities for essential workers, stabilizing the local economy.
- Housing stability reduces workforce turnover and supports local businesses, creating a more resilient economy.

#### 4. Creating Sustainable Housing Models

- Integration of **Community Land Trust (CLT)** models ensures long-term affordability and preserves housing for future generations.
- Energy-efficient upgrades, like those planned for the **Airport Heights** and **Powers Housing Developments**, reduce environmental impact and lower costs for residents and housing providers.

## 5. Decentralizing Services

- By redistributing services across the county, SPARC reduces overreliance on urban centers and ensures equitable access for rural and underserved communities, fostering a more balanced and inclusive system of care.

**A Vision for Coos County's Future** Through SPARC, Coos County is building a **replicable, scalable framework** that addresses the root causes of homelessness while creating pathways to stability and independence. By aligning housing with health, employment, and community resources, SPARC delivers a comprehensive approach to tackling systemic issues. This initiative not only meets today's challenges but also lays the foundation for a stronger, healthier, and more inclusive Coos County for generations to come.

Coos County's commitment to innovation, collaboration, and equity through SPARC sets a powerful precedent, proving that rural communities can lead the way in solving complex housing and homelessness issues. **Together, we can transform lives, strengthen communities, and create a brighter future for all.**



# SPARC Partner Spotlight: Brookings CORE Response

## Strengthening Community Through Outreach, Housing, and Advocacy

**Brookings CORE Response (CORE)** is a peer-run 501(c)(3) nonprofit organization based in Brookings, Oregon, dedicated to enhancing community well-being through comprehensive support services. CORE's mission is to strengthen the entire community through outreach, education, and advocacy, with a focus on assisting individuals experiencing homelessness, housing instability, and other social challenges. Their peer-led approach ensures that services are delivered by individuals with lived experience, fostering trust and relatability with clients.



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### Mission and Vision

- **Mission:** To strengthen the whole community through outreach, education, and advocacy.
- **Vision:** To create a supportive environment where all community members have access to the resources and opportunities they need to thrive.

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### Key Programs and Services

CORE offers a range of peer-led services designed to address the diverse needs of the community:

- **Walk-In Services at Peer House:** Provides immediate assistance, including access to clothing, hygiene products, internet, restrooms, and snacks, for individuals experiencing homelessness or housing instability.
- **Street Outreach:** Engages with unsheltered individuals in the community, offering support, resources, and connections to essential services.
- **Health Programs:** Includes resource navigation to help individuals access healthcare services, benefits, and other essential resources.
- **Housing Programs:** Offers housing-focused case management, rapid rehousing, transitional housing, and low-income housing support to assist individuals and families in securing stable housing.

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### Role in the SPARC Network

As a key partner in the SPARC Network, CORE plays a vital role in addressing homelessness and housing insecurity in Curry County. Their deep connections within the community and commitment to collaboration ensure that individuals and families receive the support they need.

### Key Contributions to SPARC:

- **Courage Lane Cottages:** CORE manages the **Courage Lane Cottages** project, which transforms a former motel into affordable housing for veterans. This initiative provides a stable environment for vulnerable populations, aligning with SPARC's mission of creating a continuum of care.
- **Ellensburg PSH Units in Gold Beach:** CORE will be linked to the Permanent Supportive Housing (PSH) units at the Ellensburg site in Gold Beach. These 26 affordable units include PSH set-asides, ensuring individuals with higher needs have access to housing stability and wraparound support.
- **Peer-Run Model:** CORE's peer-led approach ensures that services are grounded in empathy and lived experience, fostering trust and meaningful engagement with clients.



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### Why Brookings CORE Response Matters to SPARC

CORE's commitment to comprehensive support services and innovative housing solutions makes them an indispensable partner in the SPARC Network. Their contributions are critical to fostering stability and improving quality of life for individuals and families in Curry County.

### Key Initiatives and Impact:

- **Housing Solutions:** Courage Lane Cottages and the Ellensburg PSH units provide much-needed housing options in a region with limited resources.
- **Rapid Rehousing Program:** CORE's rapid rehousing efforts swiftly assist individuals experiencing homelessness in securing stable housing and achieving self-sufficiency.
- **Collaborative Impact:** CORE actively partners with other SPARC entities to integrate health, housing, and support services, ensuring a seamless continuum of care.

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### Building a Stronger Community Together

Through their dedicated efforts in outreach, housing, and advocacy, Brookings CORE Response exemplifies the collaborative spirit of the SPARC Network. Their housing programs, peer-run model, and holistic support services play a critical role in creating pathways out of homelessness and fostering a resilient, supportive community environment in Curry County.

# A Vision for Curry County

Curry County stands at a pivotal moment, poised to implement the **Service Providers and Regional Connections (SPARC) Network**—a transformative model to address homelessness, housing instability, and the critical lack of workforce housing. SPARC integrates housing solutions with essential supportive services, creating a seamless **Continuum of Care** that ensures residents not only have a place to live but also the tools and resources needed to build stable, successful lives.

As one of Oregon’s most rural and geographically isolated regions, Curry County faces significant challenges. A dispersed population, aging housing stock, and insufficient infrastructure—such as unreliable public transit, limited healthcare access, and distance from employment hubs—exacerbate housing instability and economic hardships. These systemic barriers require bold, innovative solutions that reflect the unique needs of the county’s rural communities.

**The SPARC Network** is uniquely positioned to bridge these gaps. By aligning housing, services, and funding systems, SPARC creates an interconnected network that fosters **health equity, workforce stability, and long-term sustainability**. This approach embeds essential services directly into housing developments, ensuring residents have access to healthcare, transportation, and workforce programs. By integrating health and wellness initiatives, addressing transportation needs, and providing housing solutions, SPARC goes beyond shelter to tackle the root causes of instability.

A key strength of SPARC lies in its ability to align multiple funding sources for maximum impact. By leveraging Oregon Housing and Community Services (OHCS) grants, Coordinated Care Organization (CCO) investments, Community Land Trust (CLT) models, and private philanthropic resources, SPARC builds the critical infrastructure necessary for sustainable, scalable solutions. This alignment amplifies individual investments, ensuring Curry County’s housing system meets current needs while laying a foundation for future growth.

## **SPARC Sites: Building a Comprehensive Ecosystem**

SPARC integrates shelter, transitional housing, and affordable housing developments to provide a comprehensive response to Curry County’s most pressing needs. Key initiatives include:

- **The Gold Beach RV Park:** Offering transitional housing solutions for individuals and families in need.
- **The Ellensburg Site:** Delivering affordable homes for families and seniors, addressing workforce housing shortages and economic stability.
- **Courage Lane Cottages:** Providing safe and supportive housing for underserved populations, creating pathways to long-term stability.

By aligning services, funding, and development across these sites, SPARC establishes a **housing and services ecosystem** that addresses immediate shelter needs while building infrastructure for long-term success.

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## **A Blueprint for Rural Transformation**

SPARC sets a new standard for rural housing and community development in Curry County. Through innovative partnerships, integrated services, and sustainable funding mechanisms, SPARC demonstrates how rural communities can overcome systemic barriers to achieve housing stability, health equity, and economic growth.

This visionary model is not only tailored to Curry County's unique needs but also serves as a **replicable blueprint** for other rural regions across Oregon and beyond—proving that even the most isolated communities can thrive with bold, coordinated, and collaborative solutions.

# SPARC Partner Spotlight: Curry County Homeless Task Force

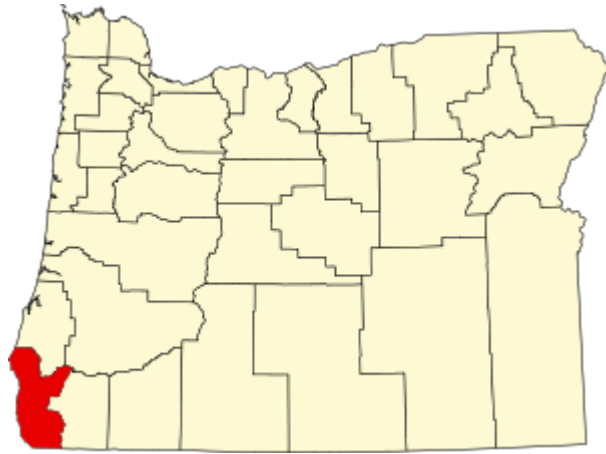
## Planning and Coordinating Homeless Services in Curry County

The **Curry County Homeless Task Force** is a vital partner in the SPARC Network, serving as the **local planning group for homeless services** across Curry County. Through their leadership, the task force plays a pivotal role in developing strategies, coordinating efforts, and overseeing key initiatives to address homelessness in the region. Their work includes facilitating the **Point-in-Time (PIT) Count**, a critical tool for understanding the scope of homelessness and guiding the allocation of resources.

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### Mission and Role

The Curry County Homeless Task Force is committed to fostering collaboration and creating sustainable solutions to reduce homelessness in Curry County. By bringing together service providers, community organizations, and local governments, they ensure a coordinated and effective approach to meeting the needs of the county's most vulnerable populations.



### Key Initiatives and Contributions

The Curry County Homeless Task Force is at the forefront of planning, organizing, and implementing homelessness solutions:

- **Local Planning Group for Curry County Homeless Services:** The task force serves as the central hub for coordinating services, developing regional strategies, and facilitating partnerships to address homelessness.
  - **Funding Pipeline:** Leveraging shelter and housing funding into Curry County.
  - **Point-in-Time (PIT) Count Coordination:** By overseeing the annual PIT Count, the task force gathers critical data on the number, demographics, and needs of individuals experiencing homelessness, ensuring informed decision-making and effective resource allocation.
  - **Collaboration and Networking:** The task force brings together a diverse range of stakeholders, including service providers, housing authorities, local governments, and community organizations, to create a seamless system of care.
  - **Advocacy and Awareness:** Through outreach and education, the task force raises awareness about homelessness in Curry County, advocating for increased resources and community engagement.
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## Role in the SPARC Network

As a key partner in SPARC, the Curry County Homeless Task Force ensures that regional strategies are tailored to the unique challenges and opportunities in Curry County. Their efforts align closely with SPARC's mission to create a comprehensive continuum of care that bridges housing, health, and supportive services.

### Key Contributions to SPARC:

- **Regional Coordination:** The task force provides critical planning and coordination to align local efforts with SPARC's broader regional objectives.
  - **Data-Driven Decision-Making:** By managing the PIT Count, the task force ensures that SPARC initiatives are informed by accurate and up-to-date data.
  - **Community Engagement:** The task force fosters collaboration among local stakeholders, strengthening SPARC's ability to implement effective, localized solutions.
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## Why the Curry County Homeless Task Force Matters to SPARC

The Curry County Homeless Task Force is indispensable to SPARC's mission, ensuring that the needs of Curry County's homeless population are met with thoughtful planning, effective coordination, and collaborative action.

### Key Contributions:

- **Strategic Leadership:** As the local planning group, the task force drives the development and implementation of solutions tailored to Curry County.
  - **Comprehensive Data Collection:** Through the PIT Count, the task force provides invaluable insights into the region's homelessness challenges and progress.
  - **Stronger Together:** By uniting service providers and community partners, the task force ensures that efforts are aligned, efficient, and impactful.
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## Building a Brighter Future Together

Through their leadership and collaborative spirit, the Curry County Homeless Task Force is not only addressing the immediate needs of individuals experiencing homelessness but also laying the groundwork for long-term solutions. Their work in partnership with SPARC ensures that every individual in Curry County has the opportunity to achieve stability, dignity, and self-sufficiency.

# Curry County- SPARC-System Alignment and Development

## Summary:

The Curry County SPARC initiative addresses homelessness and housing instability through a decentralized model integrating shelter, transitional housing, and supportive services. With partners like Brookings CORE Response, St. Timothy's Episcopal Church, and Coos-Curry Housing Authority, SPARC provides a collaborative system tailored to rural challenges, fostering stability and resilience across the region.

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## Goals:

1. Expand housing options through projects like Gold Beach RV Park and Ellensburg site.
2. Increase service access with mobile outreach units and resource centers.
3. Integrate critical services, including case management and mental health care.
4. Strengthen regional collaboration among key service providers.
5. Ensure sustainability through diverse funding sources.
6. Build a comprehensive care continuum to support long-term stability.

## **Purpose**

The Curry County portion of the Service Providers and Regional Connections (SPARC) Network is an innovative initiative designed to address housing instability and homelessness comprehensively. By leveraging a decentralized hub-and-spoke model, SPARC ensures services are distributed effectively to rural and underserved communities across Curry County.

This approach goes beyond temporary solutions, offering a cohesive continuum of care that integrates emergency shelter, transitional housing, and permanent supportive housing with essential wrap-around services. Through collaboration with regional partners, SPARC empowers individuals and families to achieve housing stability while fostering health equity and community resilience.

With a strong network of providers and strategic developments under its umbrella, SPARC is setting the foundation for long-term solutions that address homelessness and housing insecurity at their roots.

## **Services in Curry County**

Curry County is home to a diverse network of service providers dedicated to addressing homelessness, housing instability, and related support needs. These organizations form the backbone of the SPARC Network, creating a collaborative system to meet the needs of individuals and families at every stage of their journey toward stability and self-sufficiency.

## **Brookings CORE Response**

Brookings CORE Response is a peer-led organization offering comprehensive services to address homelessness and housing instability. Their programs include:

- **Street Outreach:** Engaging unsheltered individuals to provide immediate assistance and connect them with resources.
- **Emergency Shelter:** Offering short-term shelter solutions to those in immediate need.
- **Housing-Focused Case Management:** Assisting individuals in securing stable housing by addressing barriers such as employment, health, and financial challenges.
- **Peer House Services:** Providing essential support, such as internet access, mail services, hygiene products, and a safe space to connect with community resources.
- **Mobile Outreach Units:** Delivering healthcare, food, and case management to rural and geographically isolated areas.
- **Low-Income Housing Development:** Developing affordable housing units, including the upcoming Gold Beach RV Park project, which will provide transitional housing.

## **St. Timothy's Episcopal Church**

St. Timothy's Episcopal Church addresses food insecurity and basic needs for individuals and families experiencing homelessness or financial hardship. Key services include:

- **Soup Kitchen:** Serving over 200 hot meals weekly, ensuring no one goes hungry.

- **Laundry and Shower Facilities:** Providing essential hygiene support to individuals without stable housing.
- **Mailing Services:** Offering a secure mailing address for individuals without a permanent residence.
- **Community Engagement:** Hosting community gardens and other initiatives to foster connections and self-reliance.

### **Adapt**

Adapt is the Mental Health Authority and SUD provider for Curry County. Adapt integrates behavioral health and substance use treatment into the housing continuum, ensuring that individuals facing complex challenges can access the support they need. Services include:

- **Mental Health Services:** Counseling and therapy tailored to individuals' needs.
- **Substance Use Treatment:** Programs aimed at addressing addiction and promoting recovery.
- **Partnerships:** Working alongside other SPARC Network providers to ensure coordinated care and support.

### **Coos-Curry Housing Authority**

The Coos-Curry Housing Authority plays a vital role in managing and developing affordable housing solutions for Curry County residents. Their contributions include:

- **Affordable Housing Development:** Developing permanent housing sites such as the Ellensburg development in Gold Beach.
- **Housing Choice Voucher (HCV) Program:** Supporting low-income households with rental assistance.
- **Regional Housing Leadership:** Collaborating with local and state partners to advocate for housing solutions and secure funding.

### **Neighbor2Neighbor Port Orford (N2NPO)**

Neighbor2Neighbor Port Orford (N2NPO) is dedicated to increasing access to affordable and transitional housing while fostering inclusive communities. Key services include:

- **Affordable Housing Support:** Working to expand affordable housing options, ensuring low-income residents have access to safe and stable homes.
- **Transitional Housing Assistance:** Facilitating temporary shelter and supportive programs to help individuals and families transition to permanent housing.
- **Advocacy and Community Engagement:** Raising awareness about homelessness and collaborating with stakeholders to develop impactful solutions.

- **Community Values:** N2NPO emphasizes kindness, respect, wellness, accountability, and community in all their initiatives, contributing to a more compassionate and resilient Curry County.

### **Curry County Homeless Task Force**

The Curry County Homeless Task Force serves as the local planning group for homelessness and housing stability. Their efforts include:

- **Coordination:** Aligning local service providers to ensure a unified response to homelessness.
  - **Advocacy:** Representing Curry County’s needs at regional and state levels.
  - **Policy Development:** Creating strategic plans to address homelessness and align with SPARC Network goals.
- 

### **Impact of Services**

The integration of these services establishes a comprehensive safety net for Curry County residents, addressing both immediate needs and long-term housing stability. By uniting efforts through the SPARC Network, these organizations create a coordinated approach that minimizes service gaps, ensures efficient use of resources, and maximizes positive outcomes for individuals and families.

This collaborative framework enhances the region's capacity to deliver effective, compassionate support, while promoting health equity, strengthening community resilience, and building sustainable housing solutions across Curry County.

To further bolster this network, the following sites—both existing and proposed—are key components of a functional shelter and housing continuum. These developments will expand the reach and impact of services available in Curry County, creating a robust system capable of addressing the full spectrum of housing needs.

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### **Under Development and Proposed SPARC Sites in Curry County**

#### **Gold Beach RV Park – Transitional Shelter Village**

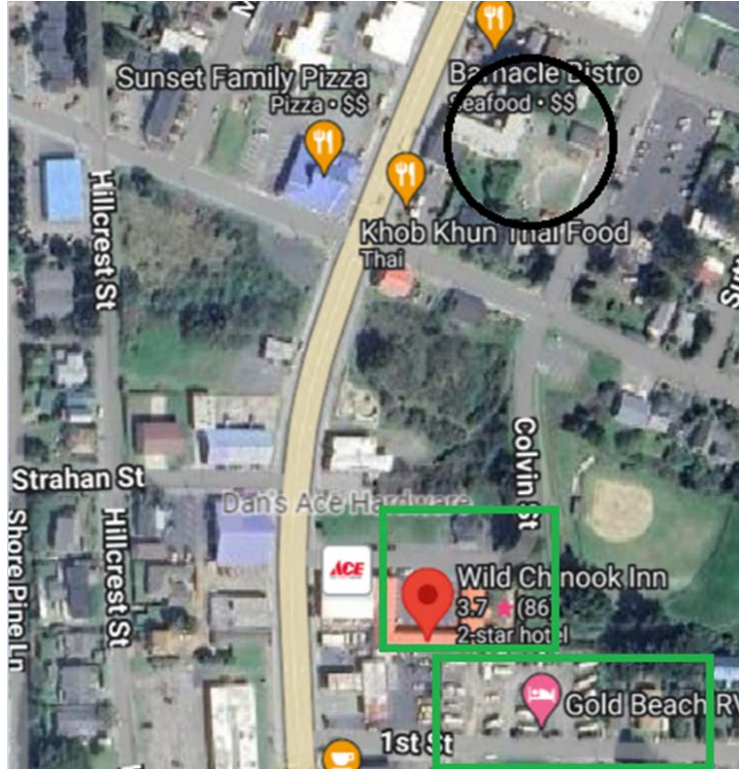
- **Operator:** Brookings CORE Response
- **Overview:** Gold Beach RV Park is being re-envisioned as a transitional shelter village to address immediate housing needs for vulnerable populations in Curry County. Operated by Brookings CORE Response, this site will integrate supportive services with flexible, transitional housing solutions.
- **Key Features:**
  - 20 RV spaces dedicated to transitional housing, accommodating program participants from Brookings CORE.

- Partnership with St. Timothy’s Episcopal Church and Adapt to provide wrap-around services, including mental health and substance use treatment.
- Options for long-term operational control through master leasing or acquisition by Brookings CORE.

- **Services Offered:**

- Housing-focused case management, employment support, and access to health services.
- Pathways to permanent housing options within the SPARC Network, ensuring a continuum of care for residents.

- **Impact:** Provides a much-needed bridge between emergency shelters and permanent housing, offering a stable environment for individuals and families on their path to long-term housing solutions.



The Green Boxes on the bottom represent the Veterans Housing project at Brookings CORE Response and the other is the Gold Beach RV Park. The owner wants to transition the site from a vacation site to long term and transitional housing that would be operated by a service provider. In 2021 Oregon revised its OAR’s to allow for RV Parks to act as longer-term residencies. He would like to take advantage of that OAR.

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### Ellensburg Site (Gold Beach) – Permanent Affordable Housing

- **Operator:** Coos-Curry Housing Authority
- **Overview:** The Ellensburg site will be developed into a 26-unit affordable housing complex serving seniors, individuals with disabilities, and families. This project, led by Coos-Curry Housing Authority, will likely utilize HOME funds from Oregon Housing and Community Services (OHCS) with Permanent Supportive Housing (PSH) dollars and Project-Based Vouchers (PBVs) to ensure both financial and operational support for tenants.
- **Key Features:**
  - Collaboration with Adapt and Coos-Curry Housing Authority to prioritize housing for residents transitioning from other SPARC Network sites.

- On-site spaces for community partners to deliver critical services, reducing barriers for residents to access supportive programs.
- **Services Offered:**



- Long-term affordable housing solutions with integrated housing stabilization programs and supportive services tailored to tenant needs.

### Courage Lane Cottages (Brookings) – Transitional Housing and Veterans Housing

- **Operator:** Brookings CORE Response
- **Overview:** Courage Lane Cottages will provide transitional housing specifically for veterans and vulnerable populations, operating as a



critical component of the SPARC Network. Managed by Brookings CORE Response, it will complement other transitional services, such as the Gold Beach RV Park.

- **Key Features:**
  - Collaborative partnerships with Adapt and St. Timothy’s Episcopal Church to offer on-site case management and supportive services.
  - Clear pathways for residents to transition into permanent housing options, including units at the Ellensburg site.



- **Services Offered:**
  - Focused support for veterans and high-barrier populations, helping them achieve stability and self-reliance through wrap-around services and housing solutions.

## Mobile Outreach Units and Community Resource Centers

- **Operator:** Brookings CORE Response
  - **Overview:** Brookings CORE Response will operate mobile units that extend essential services to rural and remote areas, addressing the unique challenges of geographically isolated communities.
  - **Key Features:**
    - Delivery of critical services, including healthcare, food distribution, and case management.
    - Expanded access for residents in underserved areas who cannot travel to centralized locations.
  - **Impact:** By bringing services directly to those in need, the mobile units strengthen community resilience and reduce service inequities across Curry County.
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## Sites Needed

### South County Tiny House Village – Needed Services

- **Operator:** Brookings CORE Response/St. Timothy's
  - **Overview:** A proposed development to address the acute need for transitional housing in South Curry County.
  - **Key Features:**
    - Construction of 10–15 tiny homes to provide temporary shelter for individuals and families.
    - On-site case management and supportive services tailored to housing stabilization, employment readiness, and self-sufficiency.
    - Collaborative partnerships with Brookings CORE Response, Adapt, and local service providers to enhance operational capacity.
  - **Impact:** This site will expand the regional capacity to serve underserved populations in South Curry County, offering a scalable solution to meet increasing housing demands.
- 

## Brookings – Affordable Housing Development

- **Operator:** Coos-Curry Housing Authority



- **Overview:** Coos-Curry Housing Authority recognizes a pressing need to acquire and develop a site for affordable housing units in Brookings, addressing the lack of affordable rental housing in South Curry County.
  - **Key Features:**
    - Expansion of the Housing Authority’s portfolio to include Brookings, complementing its existing affordable housing developments in Port Orford and Gold Beach.
    - A focus on creating mixed-income housing solutions that meet the needs of low- and moderate-income households while contributing to the local economy.
  - **Impact:** This development will fill a critical gap in the housing continuum, ensuring South Curry County residents have access to stable, affordable housing options and enhancing the capacity of the SPARC Network.
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The SPARC Network relies on a strong network of regional partners to ensure seamless transitions from shelter to stable housing. These partnerships are essential to providing comprehensive services, addressing housing instability, and fostering community resilience in Curry County.

#### **Key SPARC Partners**

- **Brookings CORE Response**  
Provides housing-focused case management, emergency shelter, and resource navigation services while spearheading mobile outreach initiatives to reach rural and underserved communities.
- **St. Timothy’s Episcopal Church**  
Addresses food insecurity and basic needs through its soup kitchen, laundry vouchers, mailing address services, and community engagement programs that promote self-reliance.
- **Adapt**  
Integrates mental health and substance use treatment into the housing continuum, ensuring that supportive services are accessible and tailored to the unique needs of residents.
- **Coos-Curry Housing Authority**  
Leads the development and management of affordable and permanent supportive housing sites, such as the Ellensburg site, while also administering Housing Choice Vouchers and regional housing programs.
- **Curry County Homeless Task Force**  
Serves as the local planning group, coordinating strategic development and regional responses to homelessness and housing instability in Curry County.
- **Neighbor2Neighbor Port Orford (N2NPO)**  
Expands access to affordable and transitional housing, fosters inclusive communities, and provides advocacy and support services for individuals and families in need.

- **South Coast Health Equity Coalition**  
Focuses on addressing health disparities and promoting equity by connecting housing initiatives with broader efforts to improve health outcomes for vulnerable populations.
  - **The SAFE Project**  
Provides domestic violence intervention and support services, including emergency shelter, advocacy, and long-term case management for individuals and families in crisis.
  - **AllCare CCO**  
Collaborates on health equity projects that address homelessness and housing as social determinants of health, providing resources and funding to enhance service delivery.
  - **Advanced Health**  
Supports initiatives that integrate healthcare and housing solutions, ensuring that vulnerable populations have access to coordinated care and stable living environments.
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These partnerships create a unified approach to tackling homelessness and housing instability, strengthening the SPARC Network’s capacity to meet the diverse needs of Curry County residents. Together, these organizations provide a comprehensive framework for improving housing stability, health equity, and community well-being.

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### **Funding and Sustainability Strategy**

The SPARC Network employs a braided funding strategy to sustain services and operations:

- **OHCS and Federal Grants:** Utilizes state and federal funding sources, such as HOME funds, PSH services, and capital improvement grants.
  - **Health-Focused Investments:** Partners with Advanced Health and AllCare CCOs to secure funding for housing and homelessness initiatives as critical social determinants of health.
  - **Local Foundations and Donations:** Engages community foundations and private donors to support startup costs, operations, and program expansions.
  - **Medicaid Reimbursements:** Generates consistent funding for Adapt's Medicaid-eligible mental health and behavioral health services at SPARC locations.
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### **Conclusion**

The SPARC Network is revolutionizing how Curry County addresses homelessness and housing instability by creating an integrated system of care. Through strategic partnerships, innovative service delivery models, and targeted developments, SPARC ensures that every resident—regardless of their circumstances—has access to the support and resources they need to thrive.

The planned and proposed developments, such as the South County Tiny House Village, the Gold Beach RV Park, and affordable housing in Brookings, will strengthen the continuum of care, enabling Curry County to provide immediate relief while building pathways to long-term stability. These efforts are bolstered by the Network's dedication to fostering health equity and empowering underserved populations.

By uniting diverse stakeholders under a shared vision and utilizing sustainable funding mechanisms, SPARC not only addresses the immediate challenges of homelessness but also creates a replicable model for rural communities across Oregon. Through innovation, collaboration, and compassion, the SPARC Network is transforming Curry County into a region where every individual has the opportunity to find stability, hope, and a place to call home.

# SPARC Partner Spotlight: St. Timothy's Episcopal Church

## A Powerful Community Resource for Housing, Advocacy, and Support

**St. Timothy's Episcopal Church**, located in Brookings, Oregon, is far more than a place of worship—it is a cornerstone of support for vulnerable individuals and families in the community. Through a variety of impactful ministries, St. Timothy's addresses the pressing needs of the homeless and those experiencing housing insecurity. Their dedication to legal advocacy, housing assistance, and essential services makes them a powerful force in the SPARC Network, serving as a beacon of hope and stability for those in need.

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### Mission and Vision

- **Mission:** To serve God and the community through compassionate action, advocacy, and support for the most vulnerable, empowering individuals to rebuild their lives with dignity and stability.
- **Vision:** To transform lives and communities through impactful ministries, offering not just spiritual guidance but tangible solutions to address homelessness and housing insecurity.



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### Key Programs and Services

St. Timothy's Episcopal Church delivers a wide range of services that go beyond traditional church functions, positioning itself as a vital community resource:

- **Mail Services:** Assisting individuals experiencing homelessness by providing a secure address for receiving important mail, such as government documents and job-related correspondence.
  - **Legal and Housing Advocacy:** Actively advocating for the rights of the homeless, including challenging ordinances that hinder community support efforts. The church also supports individuals in navigating the housing system and overcoming barriers to stable housing.
  - **Housing Placement Assistance:** Helping individuals and families transition from homelessness into stable housing by connecting them with local resources, landlords, and support programs.
  - **Soup Kitchen:** Providing hot meals multiple times a week to those in need, offering both nourishment and a welcoming space for connection and care.
  - **Shower Facilities:** Operating hygiene services several times a week, ensuring individuals have access to essential self-care resources.
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## **Role in the SPARC Network**

As a key partner in the SPARC Network, St. Timothy's Episcopal Church embodies the collaborative, multi-faceted approach needed to address homelessness and housing insecurity. Their ministries provide critical services that align with SPARC's mission of creating a continuum of care for individuals and families in need.

### **Key Contributions to SPARC:**

- **Advocacy and Legal Support:** St. Timothy's plays a critical role in legal and housing advocacy for the homeless, defending the rights of vulnerable populations and ensuring that barriers to assistance are removed.
- **Comprehensive Support Services:** The church's holistic approach includes housing placement, mail services, and meal programs, addressing the immediate and long-term needs of the community.
- **Community Resource Hub:** By serving as a centralized resource for support and advocacy, St. Timothy's strengthens the regional response to homelessness and housing insecurity.

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### **Landmark Advocacy Victory: Defending the Right to Serve**

In a pivotal legal victory, **St. Timothy's Episcopal Church** successfully challenged restrictive city ordinances that sought to limit their ability to provide essential services to the homeless, such as meals through their soup kitchen. This groundbreaking case not only reaffirmed the church's commitment to serving vulnerable populations but also set a powerful precedent for the rights of faith-based organizations to engage in community service without undue interference.

The settlement, which included a significant financial award to the church, was a landmark moment in the fight for justice and compassion. It underscored the importance of advocacy in protecting the rights of marginalized individuals and the organizations that support them. Through this victory, St. Timothy's not only safeguarded its ability to continue its vital ministries but also inspired other communities to uphold the values of dignity, inclusion, and service.

This case highlights St. Timothy's unwavering dedication to its mission, ensuring that their doors remain open to anyone in need, regardless of the challenges faced. It serves as a shining example of how advocacy and compassion can overcome barriers to create a stronger, more inclusive community.

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### **Why St. Timothy's Episcopal Church Matters to SPARC**

St. Timothy's is an indispensable SPARC partner, offering essential advocacy and support that complement the network's broader housing and service initiatives. Their deep community ties and innovative programs ensure that even the most vulnerable individuals have a pathway to stability and self-sufficiency.

### **Key Initiatives and Impact:**

- **Legal Advocacy for the Homeless:** St. Timothy's has been a leader in defending the rights of the homeless, including successfully challenging ordinances that limit community-based support services.
  - **Housing Transition Assistance:** By helping individuals secure housing, the church bridges the gap between homelessness and stability.
  - **Essential Services:** Their ministries provide the basic necessities—mail, meals, showers—that are vital for rebuilding lives.
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### **Building a Compassionate Future Together**

St. Timothy's Episcopal Church exemplifies the transformative power of faith and community action. By addressing homelessness through advocacy, direct services, and housing assistance, they are an essential part of the SPARC Network's mission to create a seamless system of care.

Through their unwavering dedication, St. Timothy's is not just supporting individuals—they are strengthening the fabric of the entire community, ensuring that no one is left behind.

# Curry County- SPARC- Missing Middle Housing

## Summary:

The Hunter Creek Workforce Housing Project addresses Curry County's workforce housing crisis by providing affordable, energy-efficient housing for essential workers. Aligned with SPARC's mission, the project integrates supportive services and the Community Land Trust (CLT) model to ensure long-term affordability and community resilience.

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## Goals:

1. Provide affordable housing for essential workers to reduce turnover and support local businesses.
2. Embed supportive services like childcare, transportation, and health resources to enhance quality of life.
3. Use the CLT model to ensure long-term affordability for future generations.
4. Enable renters to transition into homeownership, fostering equity and stability.
5. Partner with local employers and stakeholders to align housing with workforce needs.

## Project- Hunter Creek – Missing Middle Housing Project- Southern Oregon Coast Regional Housing

### Introduction

Curry County is at a critical juncture, facing a growing demand for workforce housing as essential workers—healthcare providers, educators, and service industry employees—struggle to find stable and affordable housing. This shortage not only impacts the quality of life for workers but also threatens the economic stability and growth potential of the region. Addressing this challenge is a priority for the SPARC Network, which envisions a future where housing stability is integrated with health equity and economic opportunity.

The Gold Beach Workforce Housing project represents a bold and innovative solution to these challenges. Situated on several acres of land ideal for development, this project aligns with Curry County’s Comprehensive Housing Strategy and the SPARC Model’s focus on embedding services and fostering long-term affordability. By leveraging partnerships with local stakeholders, this initiative has the potential to transform the housing landscape, retain critical workforce talent, and ensure the community’s continued vitality.

This initiative is more than a housing project—it’s a commitment to creating equitable, sustainable communities where essential workers can thrive. The Gold Beach Workforce Housing project exemplifies how targeted development, service integration, and innovative funding models can address Curry County’s unique needs while contributing to regional resilience.

### Hunter Creek Vision

The proposed workforce housing development in Gold Beach aims to provide high-quality, affordable housing tailored to the needs of Curry County’s essential workers, including healthcare providers, educators, public safety personnel, and service industry employees. This initiative not only addresses immediate housing shortages but also lays the groundwork for sustainable economic and community growth. By offering stable housing, this project will strengthen workforce retention, enhance health equity, and empower Curry County to build a resilient future.

### Objectives

1. **Deliver Affordable Workforce Housing**

Create accessible, energy-efficient housing options that meet the needs of low- to moderate-





income workers, ensuring a diverse and inclusive housing supply to support Curry County's growing workforce.

**2. Enhance Economic Stability**

Provide stable housing for essential workers to reduce workforce turnover, improve local business productivity, and attract new talent, fostering long-term economic growth for the region.

**3. Integrate Health and Well-Being Services**

Incorporate supportive services that address health equity, such as mental health resources, childcare, transportation access, and financial counseling, creating a holistic environment that enhances residents' overall quality of life.

**4. Empower Pathways to Homeownership**

Develop programs that transition renters into homeowners through partnerships with Southern Oregon Coast Regional Housing (SOCRH) and SPARC providers, enabling families to build equity and generational wealth while contributing to community stability.

**Core Components of the Workforce Housing Project**

**1. Site Development and Housing Design**

- **Housing Mix:** Develop a variety of housing types, including one- to three-bedroom apartments, townhomes, and single-family units to meet the diverse needs of the local workforce.

- **Energy-Efficient Construction:** Employ energy-efficient building designs, including insulation, solar-ready roofing, and sustainable materials to lower energy costs and create environmentally friendly housing.



- **Community Amenities:** Include common spaces such as playgrounds, community gardens, and multipurpose rooms to foster a sense of community, promote well-being, and offer recreational opportunities for residents and their families.

**2. Service Integration, Support, and Equitable Home Ownership Pathways**

Curry County's aging population and limited service infrastructure present unique challenges, particularly as the demand for housing continues to grow. By embedding service infrastructure into new and existing housing developments, SPARC aims to create communities that not only provide shelter but also foster long-term stability, equity, and opportunity.

Key initiatives include:

- **On-Site Resource Hub:** Develop community centers or resource hubs within planned housing communities. These hubs will offer financial counseling, career development services, and access to health screenings, leveraging partnerships with local service providers to address residents' diverse needs.
- **Childcare:** Establish on-site childcare programs to support working families. This service will reduce barriers to employment for parents and contribute to the overall economic stability of households.
- **Transportation Access:** Partner with local transportation providers to ensure reliable public transit access. This will connect residents to employment hubs, schools, healthcare facilities, and essential services, promoting mobility and economic opportunity.
- **Health and Wellness Programs:** Integrate health and wellness services into housing communities by aligning with the Community Health Improvement Plan (CHIP) priorities. These programs will include mental health resources, substance use support, and wellness education provided through partnerships with Adapt and other local healthcare organizations.
- **Pathways from Renting to Homeownership:** Southern Oregon Coast Regional Housing (SOCRH) will collaborate with SPARC providers to develop pathways for families to transition from renting to homeownership. This initiative will serve as the pinnacle of the SPARC Continuum of Care, offering families the opportunity to build equity, achieve stability, and create a foundation for generational wealth.

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By integrating essential services and support directly into housing developments, SPARC not only addresses immediate housing needs but also creates sustainable, resilient communities. These efforts will bridge gaps in infrastructure, empower residents, and provide equitable opportunities for economic mobility and homeownership, reinforcing SPARC's mission to build lasting stability and hope across Curry County.

### 3. Partnership with Curry County Stakeholders

- **Local Employers and Industry:** Engage healthcare providers, educational institutions, and service industries in supporting the project, either through funding, resident referrals, or direct engagement in the planning process to ensure the housing meets the workforce's needs.
- **Community Land Trust (CLT) Model:** This project will utilize the CLT model through Southern Oregon Coast Regional Housing (SOCRH) to maintain long-term affordability and preserve workforce housing for future generations, ensuring homes remain within the reach of essential workers.
- **Collaboration with Local Government:** Work closely with Curry County officials and Gold Beach representatives to streamline permitting, secure funding, and align the project with county housing goals, as outlined in the Curry County Comprehensive Housing Strategy.

## Funding and Sustainability

To develop this workforce housing project, we will leverage a diversified funding approach, drawing on local, state, and federal resources to ensure long-term financial viability and affordability.

- **OHCS Workforce Housing Grants:** Apply for Oregon Housing and Community Services (OHCS) grants to cover initial development costs, focusing on workforce housing initiatives.
- **AllCare and Advanced Health CCO Funds:** Request funding for health equity programs that integrate healthcare and social support services, aligning with the social determinants of health and reducing housing as a barrier to wellness.
- **Federal Tax Credits and Subsidies:** Utilize federal funding sources, including Low-Income Housing Tax Credits (LIHTC), to lower development costs, alongside possible USDA Rural Development funds, given the rural designation of Gold Beach.
- **Local Business and Employer Contributions:** Secure contributions or sponsorships from local employers who stand to benefit directly from a stable workforce, offering employers the chance to co-invest in workforce housing solutions that serve their employees.
- **Sustainable Revenue Model:** Use a mixed approach of affordable home ownership and affordable rental housing. Use the rents and home sale revenue that support long-term sustainability while reinvesting earnings from income into site maintenance and community services, ensuring the project remains financially viable over time.

## Community and Economic Impact

1. **Enhanced Workforce Retention:** By providing stable, affordable housing options, this project will help local businesses retain skilled employees, particularly in critical sectors such as healthcare, education, and public safety.
2. **Improved Community Health and Stability:** Integrating supportive services that align with CHIP goals will promote health equity and create an environment that enhances residents' quality of life.
3. **Long-Term Affordability and Community Investment:** The CLT model, if applied, will ensure housing remains affordable for future generations of essential workers, supporting Curry County's workforce housing needs on a sustainable basis.

## Conclusion

The Gold Beach Workforce Housing project is more than a solution to Curry County's housing shortages—it is a catalyst for economic growth, health equity, and community resilience. By aligning with the SPARC Network's mission, this project integrates housing with supportive services, creating a model that not only addresses immediate needs but builds a foundation for long-term stability and prosperity.

Through strategic partnerships, including local employers, government agencies, and community organizations, this project will ensure that essential workers—who are the backbone of Curry County's economy—have access to secure, affordable housing. By leveraging the Community Land Trust (CLT)

model, the project safeguards affordability for future generations, offering a replicable framework for sustainable workforce housing in rural communities.

The impact of this project extends far beyond housing: it will strengthen workforce retention, enhance public health through integrated services, and foster economic stability by reducing barriers to employment. The Gold Beach Workforce Housing project stands as a testament to Curry County's commitment to its residents and its future.

As part of the broader SPARC Network, this initiative highlights the power of collaboration, innovation, and community investment. Together, we can create a resilient, inclusive Curry County where essential workers have not only a place to live but a place to thrive.

# SPARC Partner Spotlight: City of Gold Beach

## Pioneering Rural Housing Solutions and Community Development

The **City of Gold Beach**, located along Oregon's southern coast where the Rogue River meets the Pacific Ocean, is emerging as a pivotal partner in the SPARC Network. With a commitment to sustainable growth and community well-being, Gold Beach is proactively addressing housing challenges and supporting regional solutions to homelessness and housing insecurity. As a key rural city in Curry County, Gold Beach exemplifies how small communities can lead in building a comprehensive housing continuum.



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## Vision and Commitment

Gold Beach envisions a community where every resident has access to safe, affordable housing and the resources needed to thrive. By embracing innovative solutions and fostering collaboration, the city is dedicated to creating a future of stability and opportunity for all.

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## Key Initiatives and Contributions

Gold Beach's contributions to the SPARC Network reflect its dedication to enhancing housing opportunities and community support:

- **Support for Affordable Housing Projects:** The city has partnered with organizations like Brookings CORE Response to transform local motels into affordable housing units for veterans, demonstrating a commitment to repurposing existing structures to meet housing needs.
- **Community Engagement:** Through regular city council meetings and public forums, Gold Beach actively involves residents in discussions about housing policies and community development, ensuring that initiatives align with the needs and values of the community.
- **Infrastructure Improvements:** Investments in public works, such as water quality enhancements and lead service line inventories, ensure that the city's infrastructure supports current and future housing developments, promoting a healthy living environment.

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## Role in the SPARC Network

As a proactive member of the SPARC Network, Gold Beach plays a crucial role in regional efforts to address housing insecurity:

- **Collaborative Partnerships:** The city's collaboration with nonprofits and housing authorities exemplifies a unified approach to tackling housing challenges, leveraging collective resources and expertise.
  - **Policy Development:** By updating planning and zoning regulations, Gold Beach facilitates the development of diverse housing options, including affordable and transitional housing, to accommodate various community needs.
  - **Resource Allocation:** The city's strategic allocation of resources toward housing projects underscores its commitment to creating a supportive environment for all residents, particularly those facing housing instability.
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### **Why Gold Beach Matters to SPARC**

Gold Beach's leadership in rural housing solutions is vital to the SPARC Network's mission:

- **Innovative Housing Models:** The city's support for projects that convert existing structures into housing units serves as a model for other rural communities facing similar challenges.
  - **Community-Centric Approach:** By prioritizing resident engagement and aligning initiatives with community needs, Gold Beach ensures that housing solutions are both effective and sustainable.
  - **Regional Impact:** Gold Beach's efforts contribute to a broader regional strategy to reduce homelessness and housing insecurity, enhancing the overall well-being of Curry County.
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### **Building a Resilient Future Together**

Through strategic initiatives and collaborative efforts, the City of Gold Beach is not only addressing its own housing challenges but also setting a precedent for rural communities across Oregon. Its active participation in the SPARC Network amplifies regional efforts to create a seamless continuum of care, ensuring that all residents have access to safe, affordable housing and the support services they need to thrive.

# Community Impact: Transforming Curry County

The full implementation of the SPARC Network will fundamentally reshape Curry County, offering far-reaching benefits across multiple sectors of the community:

## 1. Comprehensive Housing Continuum

The SPARC Network will provide Curry County residents with a functional housing continuum that bridges emergency shelter, transitional housing, and permanent affordable housing. With key sites like the Gold Beach RV Park and the Ellensburg development, SPARC ensures that individuals and families can seamlessly transition from crisis to stability and, ultimately, homeownership.

## 2. Economic Growth and Workforce Stability

Workforce housing projects like Hunter Creek in Gold Beach will address the acute shortage of housing for essential workers, reducing employee turnover and strengthening local businesses. By providing stable housing for healthcare workers, educators, and service industry employees, SPARC directly supports economic vitality in the region.

## 3. Health Equity and Social Resilience

By aligning with the Curry County Community Health Improvement Plan (CHIP), SPARC integrates health and wellness services into housing developments. This includes mental health resources, substance use support, and access to preventative healthcare. Residents will benefit from partnerships with providers like Adapt, Advanced Health, and the South Coast Health Equity Coalition.

## 4. Addressing Homelessness with Dignity

SPARC expands shelter capacity with initiatives like the South County Tiny House Village and Courage Lane Cottages, ensuring immediate relief for unsheltered populations while creating pathways to permanent housing. The focus on wrap-around services, including case management and employment readiness, empowers residents to rebuild their lives.

## 5. Sustainable Housing Solutions

Through the Community Land Trust (CLT) model, SPARC ensures long-term affordability and community stewardship of housing assets. This innovative approach not only preserves housing for future generations but also fosters community ownership and pride.

## 6. Engaged and Inclusive Partnerships

SPARC leverages the strength of Curry County's service ecosystem, including Brookings CORE Response, St. Timothy's Episcopal Church, and Neighbor2Neighbor Port Orford. These partnerships amplify the impact of SPARC by aligning resources, fostering collaboration, and ensuring that underserved populations are reached.

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**Conclusion: Building a Resilient and Inclusive Future for Curry County**

The SPARC Network represents a paradigm shift for Curry County, offering innovative, community-driven solutions to homelessness and housing instability. Its comprehensive approach ensures that no resident is left behind, creating a stronger, healthier, and more resilient community.

By achieving the full scope of SPARC initiatives, Curry County will not only meet the immediate needs of its most vulnerable residents but also set a standard for rural communities nationwide. Together, through collaboration, strategic investments, and unwavering commitment, Curry County will transform into a model of equity, inclusion, and sustainable development—a place where every resident has the opportunity to thrive.



# SPARC Partner Spotlight: AllCare Health CCO

## Driving Comprehensive Health and Housing Solutions in Southern Oregon

**AllCare Health**, a physician-owned organization based in Grants Pass, Oregon, serves as a Coordinated Care Organization (CCO) dedicated to transforming healthcare delivery across Southern Oregon. With a mission to improve community health through innovative, whole-person care, AllCare Health addresses not only medical needs but also the social determinants of health, including housing and economic stability.



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### Mission and Vision

- **Mission:** To enhance the health and well-being of Southern Oregon communities by providing integrated, patient-centered care that addresses both medical and social needs.
- **Vision:** To lead in creating a healthcare system that promotes health equity, supports community partnerships, and ensures access to comprehensive services for all individuals.

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### Key Initiatives and Contributions

AllCare Health has demonstrated a steadfast commitment to addressing housing insecurity and supporting community-based organizations:

- **Funding Diverse Service Layers:** AllCare Health has invested in building multiple layers of services in Southern Oregon, recognizing that health is influenced by a range of factors beyond clinical care. This holistic approach includes support for housing, transportation, and social services to address the comprehensive needs of the community.
- **Support for Brookings CORE Response:** AllCare Health provided significant funding to Brookings CORE Response to establish the Peer House Navigation Center. This facility offers walk-in services for individuals experiencing housing insecurity and homelessness, providing essential support and resources.
- **Assisting Public Housing Acquisition:** AllCare Health played a pivotal role in supporting the Public Housing Authority's purchase of the Ellensburg property in Gold Beach. This strategic investment increases the availability of affordable housing units, directly addressing the housing shortage in the region.
- **Grants for Housing-Insecure Residents:** Demonstrating a commitment to reducing homelessness, AllCare Health granted substantial funding to support the construction, expansion, and renovation of family apartment homes across Southern Oregon. These efforts are part of a broader pledge to improve community health and well-being.

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## Role in the SPARC Network

As a key partner in the SPARC Network, AllCare Health's investments and collaborative efforts are instrumental in creating a seamless continuum of care that integrates health services with housing and social support.

### Key Contributions to SPARC:

- **Holistic Health Approach:** By addressing social determinants of health, AllCare Health ensures that individuals receive comprehensive care that encompasses both medical and socio-economic needs.
- **Community Collaboration:** AllCare Health's partnerships with organizations like Brookings CORE Response exemplify a commitment to community-driven solutions, enhancing the capacity of local agencies to serve vulnerable populations.
- **Resource Allocation:** Through strategic funding and support, AllCare Health facilitates the development of essential services and housing projects, contributing to regional efforts to reduce homelessness and improve public health outcomes.



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## Why AllCare Health Matters to SPARC

AllCare Health's comprehensive approach to healthcare and community investment aligns seamlessly with SPARC's mission to create integrated solutions for housing and health challenges.

### Key Initiatives and Impact:

- **Integrated Service Delivery:** By funding diverse service layers, AllCare Health ensures that individuals have access to a continuum of care that addresses both immediate health needs and underlying social factors.
- **Support for Housing Initiatives:** AllCare Health's financial contributions to housing projects, such as the Ellensburg property acquisition, directly increase the availability of affordable housing, a critical component in reducing homelessness.

- **Empowerment of Community Organizations:** Through grants and collaborative efforts, AllCare Health empowers local organizations like Brookings CORE Response to expand their services and effectively support individuals facing housing insecurity.

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### **Building a Healthier, More Stable Future Together**

AllCare Health's dedication to integrating healthcare with social support services exemplifies the collaborative spirit of the SPARC Network. Their investments in housing, community organizations, and comprehensive care models contribute significantly to building a healthier, more stable future for Southern Oregon residents.

# SPARC Partner Spotlight: ADAPT Integrated Health Care

## Regional Leader in Mental Health and Addiction Services

**ADAPT Integrated Health Care** is a critical partner in the SPARC Network, serving as the **Mental Health Authority for Curry County** and a leading **Addiction and Dependency (A&D) provider for Coos County**. With a comprehensive approach to behavioral health and a commitment to serving communities across Southern Oregon, ADAPT plays a vital role in supporting SPARC's mission to create a cohesive continuum of care for housing, health, and recovery.



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## Who We Are

ADAPT Integrated Health Care is a regional provider of mental health, addiction recovery, and wellness services, committed to improving the quality of life for individuals and families. Their broad reach and expertise ensure that rural communities across Coos and Curry Counties have access to the support they need to thrive.

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## Key Programs and Services

ADAPT offers an integrated suite of services designed to meet the diverse behavioral health needs of the region:

- **Mental Health Services:** As the Mental Health Authority for Curry County, ADAPT provides comprehensive mental health support, including therapy, crisis intervention, and psychiatric care for individuals of all ages.
- **Addiction and Dependency Treatment:** ADAPT is a trusted A&D provider in Coos County, offering outpatient and residential treatment for substance use disorders, including medication-assisted treatment (MAT).
- **Youth and Family Support:** Specialized programs focus on early intervention, school-based mental health services, and family therapy to support young people and their caregivers.
- **Integrated Healthcare:** ADAPT addresses co-occurring disorders by combining mental health and addiction services with primary care, ensuring holistic treatment.
- **Crisis Services:** Around-the-clock crisis response teams provide urgent care and stabilization for individuals experiencing behavioral health emergencies.

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## Role in the SPARC Network

ADAPT's regional presence and expertise make them a pivotal partner in SPARC's mission to address homelessness, housing insecurity, and health disparities.

### Key Contributions to SPARC:

- **Behavioral Health Support for Housing Initiatives:** ADAPT integrates mental health and addiction services into housing programs, ensuring residents have the support they need to achieve stability.
- **Crisis Response for Vulnerable Populations:** ADAPT's crisis intervention teams play a crucial role in supporting individuals experiencing homelessness who face behavioral health challenges.
- **Regional Collaboration:** As a provider spanning Coos and Curry Counties, ADAPT works with SPARC partners to create a seamless system of care that bridges housing, health, and recovery.

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### Why ADAPT Matters to SPARC

ADAPT's work directly addresses the root causes of homelessness and housing instability by focusing on mental health and addiction recovery. Their leadership ensures:

- **Holistic Care:** By addressing behavioral health alongside housing needs, ADAPT helps individuals achieve long-term stability.
- **Regional Reach:** ADAPT's dual role in Coos and Curry Counties ensures that even rural and underserved communities receive high-quality care.
- **Collaboration with Housing Providers:** ADAPT's integration of behavioral health services into housing initiatives strengthens the support system for vulnerable populations.



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### Key Initiatives and Impact

- **Mental Health Authority for Curry County:** ADAPT leads efforts to provide accessible mental health care across Curry County, filling critical gaps in rural behavioral health services.
- **Addiction Recovery Services in Coos County:** By combining outpatient, residential, and MAT programs, ADAPT helps individuals overcome addiction and rebuild their lives.
- **Supportive Housing Partnerships:** ADAPT collaborates with SPARC housing providers to deliver behavioral health services to individuals in transitional and permanent supportive housing.

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### Building a Healthier, More Stable Future

As a regional provider of behavioral health services and a trusted partner in SPARC, ADAPT Integrated Health Care is transforming lives and communities across Southern Oregon. By addressing mental health and addiction alongside housing and recovery, ADAPT helps individuals and families achieve stability and thrive.

Together with SPARC, ADAPT is creating a future where health, housing, and opportunity are accessible to all.

# Gaps and Strategies in Housing and Support Services

Addressing the housing crisis on the South Coast requires targeted, collaborative efforts to bridge critical gaps in housing models and integrate innovative, evidence-based approaches like the Clubhouse Model. The region's unique challenges, including a lack of affordable housing, limited resources for mental health and recovery services, and insufficient transitional and re-entry housing options, necessitate a multifaceted and strategic response. By focusing on these gaps and implementing creative solutions, we can build a more connected and resilient system of care that supports individuals at every stage of their housing and recovery journey.

The integration of innovative models like the Clubhouse not only complements traditional housing approaches but also fosters a sense of community and empowerment. Such models address the root causes of instability—such as mental health challenges, unemployment, and social isolation—by providing a holistic framework of support. This ensures that individuals and families are not just housed but are equipped with the resources and connections they need to thrive.

These strategies are designed to enhance the SPARC framework by creating a more interconnected Continuum of Care. They align emergency shelters, transitional housing, and permanent supportive housing with essential services such as mental health care, employment training, and peer support. Together, these elements work to break cycles of homelessness and instability, empowering individuals and strengthening the social fabric of the South Coast. By adopting these approaches, the SPARC framework will not only address immediate needs but also build long-term resilience, ensuring that every resident has the opportunity for a stable and fulfilling life.

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## Gaps in Housing and Services

### Shared Housing Models

- **Oxford Houses:** Provide structured, peer-supported housing for individuals recovering from addiction. The South Coast lacks sufficient Oxford Houses to meet demand, leaving many without stable recovery housing.
- **Recovery Housing:** Housing focused on individuals exiting treatment programs remains limited, despite the clear need for supportive, substance-free environments.
- **Mental Health Housing:** With 6% of Coos County adults facing severe



mental health challenges, housing that includes mental health services is critically needed to reduce hospitalizations and homelessness.

- **Re-entry Housing:** Those transitioning out of incarceration face high risks of homelessness due to a lack of re-entry housing options, which increases recidivism and destabilizes communities.

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## Strategies to Address Housing Gaps

### 1. Develop and Expand Shared Housing Models

- Partner with established networks like Oxford House and recovery-focused organizations to create additional housing opportunities.
- Secure funding through Community Land Trust (CLT) initiatives to preserve and develop affordable shared housing.

### 2. Integrate Mental Health Housing with Services

- Develop Permanent Supportive Housing (PSH) tailored for individuals with mental health challenges, ensuring access to on-site counselors and case management.
- Advocate for state and federal funding aimed at addressing the mental health housing crisis.

### 3. Collaborate on Re-entry Housing Initiatives

- Work with correctional facilities and re-entry programs to design housing solutions with wrap-around services such as workforce development and peer mentorship.
- Blend funding streams from local, state, and private sources to sustain re-entry housing projects.

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## Incorporating the Clubhouse Model into SPARC

### The Case for the Clubhouse Model

The Clubhouse Model, is a community-based approach that supports individuals with mental health challenges through meaningful work, education, and social integration. This evidence-based model aligns seamlessly with SPARC's mission to build an interconnected Continuum of Care by bridging the gaps between housing, health, and employment.

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## How the Clubhouse Model Fits SPARC

### 1. Community and Peer Support

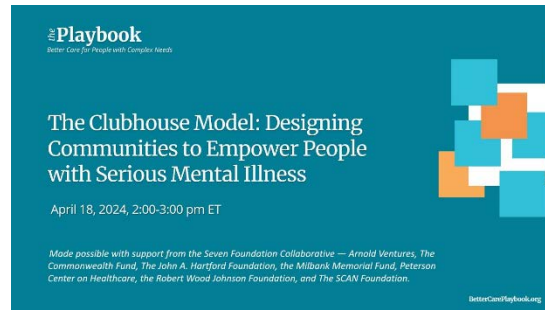
The Clubhouse provides a supportive environment that fosters recovery and stability, reducing the need for crisis interventions.

### 2. Employment Pathways

Transitional employment programs within the Clubhouse Model empower members to build job skills, gain financial independence, and reintegrate into the workforce.

### 3. Integrated Housing Support

By partnering with SPARC's housing initiatives, Clubhouse members can access stable housing while participating in recovery-focused activities, ensuring a direct pathway from homelessness to stability.



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## Strategies for Implementation

### 1. Engage Stakeholders

- Collaborate with local schools, businesses, healthcare providers, and SPARC partners to establish a shared vision for a Clubhouse in Coos County.
- Leverage partnerships with organizations like Coos Health & Wellness to integrate mental health services.

### 2. Secure Funding and Location

- Use a phased approach to secure funding from state grants, philanthropic donors, and community investments.
- Identify a central location within a SPARC hub, such as North Bend or Belloni Ranch, to ensure accessibility.

### 3. Expand Through SPARC Hubs

- Embed the Clubhouse Model into SPARC's hub-and-spoke framework, creating a comprehensive support system that connects housing, mental health, and employment services.

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## Moving Forward

Integrating shared housing models and the Clubhouse Model into the SPARC framework ensures a more comprehensive and connected system to address the housing and mental health crises on the South Coast. These approaches not only fill service gaps but also provide transformative solutions that can be

scaled and replicated across the region. By working collaboratively, we can build a future where every individual has access to stable housing, meaningful work, and a supportive community.

### **New Strategy: Creating the South Coast Landlord Stewardship Initiative (SCLSI)**

A key gap in current rental assistance programs managed by multiple agencies is the lack of a unified strategy to engage and support private landlords. The **South Coast Landlord Stewardship Initiative (SCLSI)** is a proposed solution that would need to be developed to address this challenge. SCLSI aims to unlock the private rental market by providing landlords with financial incentives, risk mitigation tools, and a dedicated support system, ensuring their active participation in programs like Housing Choice Vouchers (HCV) and Permanent Supportive Housing (PSH).



The creation of SCLSI would involve establishing a **Landlord Liaison** role to serve as a steward across agencies, offering streamlined communication in the marketing of programs. Pairing this with tenant stabilization strategies—like housing readiness education and wraparound case management—would ensure long-term success for both landlords and tenants.

Developing SCLSI would require cross-agency collaboration, startup funding, and stakeholder engagement to design and implement the initiative. By addressing landlord concerns and aligning rental assistance programs under a unified framework, SCLSI would significantly expand housing options, stabilize tenancies, and create a replicable model for strengthening housing systems in rural communities.

### **Conclusion**

Addressing the housing crisis on the South Coast requires a holistic and innovative approach, integrating targeted strategies that bridge gaps in shared housing, mental health support, and re-entry programs while introducing scalable solutions like the **Clubhouse Model**. These evidence-based models not only address the immediate housing needs but also foster stability by providing pathways to employment, peer support, and recovery services that strengthen individuals and communities alike.

The addition of the **Regional Landlord Stewardship Initiative (RLSI)** presents a new opportunity to unlock the private rental market through collaboration and incentives. By engaging landlords, reducing risks, and stabilizing tenancies, RLSI fills a critical gap in rental assistance systems managed across

agencies. Coupled with the Clubhouse Model and shared housing strategies, this initiative enhances the SPARC framework, creating a more connected Continuum of Care that integrates housing, mental health, and workforce solutions.

Together, these strategies represent a bold and cohesive response to the region's unique challenges. By aligning housing solutions with supportive services, SPARC ensures that every individual—whether exiting recovery, transitioning from homelessness, or re-entering the workforce—has the resources and opportunities needed to achieve long-term stability and success. Through collaboration, innovation, and shared commitment, we can build a future where housing insecurity becomes a thing of the past on the South Coast.

# SPARC Network Structure and Implementation Plan

The SPARC Network is designed to foster collaboration among autonomous partners while maintaining their independence. The network strengthens each participant by providing shared resources, advocacy, and coordination, ensuring that every partner's unique mission is amplified rather than compromised.

## Network Structure

### 1. Core Principles:

- **Autonomy:** All partners retain their independence in their original organizational and decision-making authority.
- **Collaboration:** Facilitate a unified approach to addressing housing and homelessness through shared goals.
- **Strengthening Partners:** Provide resources, tools, and opportunities to enhance the impact and capacity of each partner.

### 2. Roles and Responsibilities:

- **SPARC Coordinating Body:** A small team shared between SPARC organizations, responsible for facilitating communication, organizing meetings, and managing shared initiatives. This shared team ensures that no single organization bears the burden of coordination while fostering collective ownership of the network.
- **SPARC Board:** A larger network meeting structure that acts as the SPARC Board, bringing together representatives from all partners to provide strategic guidance and oversight.
- **Shelter and Behavioral Health Teams:** Specialized teams that focus on planning and deploying support to SPARC sites, ensuring coordinated delivery of shelter and behavioral health services.
- **Partner Organizations:** Autonomous entities that contribute expertise, resources, and operational support to the network.



- **Advisory Council:** Representatives from local governments, tribal organizations, and community stakeholders offering guidance and oversight.

### 3. **Key Functions:**

- **Advocacy:** Representing collective needs to secure funding and policy support.
- **Capacity Building:** Offering training, technical assistance, and shared services.
- **Information Sharing:** Facilitating data collection and dissemination to inform decision-making.
- **Coordination:** Aligning efforts to maximize impact while avoiding duplication.

## **Steps to Take:**

### 1. **Stakeholder Engagement:**

- Identify and engage key partners, including housing authorities, nonprofits, and service providers.
- Convene a SPARC Summit of the Founding SPARC Organizations to review the SPARC Network Proposal, present Memorandums of Understanding (MOUs) to SPARC partners and stakeholders, and outline goals, roles, and expectations.

### 2. **Governance Development:**

- Establish the SPARC Coordinating Body with defined roles and responsibilities.
- Form the SPARC Board and the Advisory Council to provide strategic oversight.

### 3. **Shared Resources:**

- Incorporate each other's tools and templates for data collection, reporting, and communication.

### 4. **Communication Systems:**

- Communication will be facilitated through existing channels such as email, Zoom, and in-person meetings. No specialized communication system is required, ensuring ease of use and accessibility for all partners.

### 5. **Outreach and Advocacy:**

1. Develop a shared advocacy plan to engage policymakers and funders.
2. Publicize the network's vision and progress through coordinated messaging.

## **Milestones**

- **Month 1:** SPARC Summit convened; core partners onboarded.
- **Month 6:** SPARC Coordinating Body operational.
- **Month 12:** Initial shared initiatives underway.
- **Month 18:** Additional partners integrated; SPARC Board and specialized teams fully operational.
- **Month 24:** Network fully functional with scalable and replicable systems.

# Conclusion

The **Service Providers and Regional Connections (SPARC) Network** represents a bold, collaborative vision for addressing homelessness, housing instability, and workforce housing shortages on the South Coast. Through strategic partnerships, innovative funding models, and a deep commitment to inclusivity and sustainability, SPARC provides a roadmap for creating lasting change in Coos and Curry Counties.

By integrating shelter systems with housing development, SPARC connects individuals and families to a Continuum of Care that supports them at every stage of their journey—from emergency shelter to transitional housing to permanent stability. This approach ensures that resources are used efficiently, services are accessible to all, and systemic gaps are addressed to create a comprehensive network of support.

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## Key Achievements of SPARC

- **North Bend Family Housing as a Catalyst:** As the cornerstone project, North Bend Family Housing ignited the momentum behind SPARC. With 176 affordable units, including Permanent Supportive Housing (PSH), this development showcases the transformative potential of aligning housing with supportive services.
  - **Innovative Housing Models:** SPARC's implementation of the Community Land Trust (CLT) model, combined with transitional housing and permanent units, establishes a replicable blueprint for addressing rural housing challenges.
  - **Connection to Ellensburg Workforce Housing:** This project in Curry County integrates workforce housing with Permanent Supportive Housing set-asides, demonstrating SPARC's commitment to addressing diverse housing needs.
  - **Courage Lane Cottages:** A transformation of a former motel into affordable housing for veterans, this project highlights SPARC's capacity to innovate and repurpose resources effectively.
  - **Flexibility to Evolve:** SPARC's adaptable framework is designed to accommodate new projects and partners as community needs evolve. By remaining dynamic and open, SPARC ensures that it can respond to emerging challenges and opportunities, allowing for continuous growth and improvement.
  - **Expanded Regional Capacity:** With projects like the Belloni Ranch SPARC Community and South County Tiny House Village, SPARC is significantly increasing shelter and housing availability for vulnerable populations.
  - **Integrated Services:** Through partnerships with organizations like the Salvation Army, Coos Health & Wellness, local tribes, and school districts, SPARC ensures culturally informed, holistic care that addresses mental health, employment readiness, and educational stability.
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## The Path Forward

SPARC is not just a plan; it is a movement to redefine how rural communities approach housing and homelessness. By leveraging a braided funding model, SPARC aligns state, federal, and local resources to ensure financial sustainability while addressing the root causes of housing instability.

SPARC's flexibility ensures it will continue to grow, welcoming new projects, partners, and funding streams to enhance its capacity. As community needs change, SPARC will evolve to include innovative solutions, ensuring its relevance and effectiveness over time.

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## Regional Impact and Beyond

The implementation of SPARC will have a profound impact on the South Coast:

- **For Coos County:** Increased shelter capacity, new housing opportunities, and a network of services that empowers residents to achieve long-term stability.
- **For Curry County:** A foundational framework that expands housing and service access for underserved, rural populations.
- **For Oregon:** A replicable model that showcases how rural communities can solve homelessness by integrating services and housing development.

SPARC embodies the belief that housing is a fundamental right and a cornerstone of community resilience. Through this initiative, the South Coast is not just responding to an immediate crisis but creating a sustainable foundation for future generations.

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## A Call to Action: Building SPARC Together

The **SPARC Network** is more than just a vision—it is a commitment backed by a charter and a Memorandum of Understanding (MOU) to bring together government entities, service providers, community members, and private partners into a unified, action-oriented coalition. This collaboration is our blueprint for transforming housing and care on the South Coast into a seamless system that serves everyone, leaving no one behind.

The success of SPARC rests on the collective power of our community. Together, we can create a region where equity, compassion, and collaboration are at the heart of every solution. By aligning our efforts, we can ensure that every individual and family has the opportunity to thrive in stable housing, access essential services, and contribute to stronger, healthier communities.



SPARC is not just a plan—it is a **flexible, adaptive framework** that responds to the unique needs of rural communities while fostering regional innovation and sustainability. It is a model of action that connects shelter, transitional housing, and permanent housing to create pathways out of homelessness and into long-term stability.

**This is our moment** to create lasting change. **Let's move beyond vision and into action.** Together, we can build the partnerships, infrastructure, and solutions needed to address the housing crisis and strengthen the South Coast for generations to come. **Join us—let's build SPARC together.**