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**Planning Department**  
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## MEMORANDUM

**DATE:** May 14, 2019  
**TO:** Housing PAC  
**FROM:** Tom Schauer  
**SUBJECT:** Housing Strategy

Dear PAC Members,

Attached are materials for the Housing Strategy portion of the meeting. This memo provides more detailed information about the materials and the meeting. The purpose of the homework and meeting is most simply described as: review background issues that help frame the Housing Strategy, review information about the different individual strategies, and then prioritize the list of potential strategies and actions that you think are the highest priorities to be included in the Housing Strategy, which is basically an action plan. The information below provides more formal instructions to help facilitate the work at the meeting and to provide a few things to consider as you review the materials.

Previously, the PAC identified Strategic Priorities for the Housing Strategy. We have prepared a list of potential strategies and actions the City could employ as part of its Housing Strategy. The objective is to review the alternatives of what the city **could** do, determine which alternatives the city **should** do, and prioritize this list of strategies and actions. The Housing Strategy will be an action plan comprised of a prioritized list of strategies and actions.

### Objectives

In preparation for the May 21 meeting, here are the objectives for what needs to be accomplished on the Housing Strategy work:

- **Homework:**

1. Review the materials and table of issues that may help frame and inform development of the City's Housing Strategy. Are there other key issues that you feel require consideration to frame development of the strategy?
2. Review the list and descriptions of potential strategies and actions that could be employed as part of the City's Housing Strategy. Are there other strategies or actions that should be considered? Do you have questions or comments about any of the items?
3. **Identify and rank your top priorities.**

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- **May 21 Meeting:** Using your prioritized lists of strategies and actions, we will work in groups to ***aggregate the results into two prioritized lists of strategies and actions: one for land use strategies and one for other strategies.***

### **Meeting Format**

The format for the Housing Strategy portion of the May 21 meeting will be as described below.

- **Full Group.** We will start with a brief presentation from staff to the full committee on the packet materials, meeting materials, and meeting format.
- **Small Groups/Dot Exercise.** We will break into small groups, and each group will have a poster with a list of the strategies. Each member will receive a number of colored dots to place on the poster for high/ medium/ low priorities, and those not to pursue.
- **Report Back.** We will provide a few minutes for each group to report back on the highlights of their discussion and the strategies that emerged as the highest priorities.
- **Summary and Recommendation.** Staff and our consultants will summarize the results of the discussion and seek a recommendation from the PAC on which strategies are the highest priority.

We will **not** go through a discussion of the individual strategies described in the materials. Staff will be available on the afternoon of Friday, May 17 if any of you would like to sit down and go through questions you might have about the packet materials for preparation in advance of the May 21 meeting.

### **Meeting Materials**

Attached are the following items for your review:

#### **Identification of Issues**

- Table 1. Identification of key issues related to strategic priorities
- Table 2. Blank “issues” table for your note-taking

#### **Strategies and Actions**

- Table 3. Table with categorized list of potential strategies and actions, referenced to identified housing needs and strategic priorities
- Table 4. Table with more detailed descriptions of the potential strategies and actions in Table 3
- Table 5. Blank “strategies and actions” table for your note-taking and prioritization

### **Background Information**

#### **1. Housing Strategy**

The Housing Strategy is comprised of numerous individual strategies and action items to address the needs identified in the City’s Housing Needs Analysis. However, the Housing Strategy is much more than a quantitative exercise. The strategy must foremost reflect community values and address the quality of life issues resulting from today’s planning decisions that will guide development and impact current and future generations.

**While the Housing Strategy is being prepared as part of the scope of work together with the Buildable Lands Inventory and Housing Needs Analysis, the reality is the City's de-facto Housing Strategy was already partially underway through issue identification and many past actions and additional efforts already completed or in progress through work tasks in the City's Strategic Plan, action plans of the Affordable Housing Task Force and other committees, and the Planning Department's work plans.** Those aspects of the strategy will be incorporated into the Housing Strategy document. In addition, the Housing Strategy will identify new legislative mandates which will need to be addressed as part of the strategy.

## **2. The City's Role in Housing**

Provision of housing is accomplished by a wide variety of organizations including the City, builders, housing providers, and other organizations. Cities must fulfill certain requirements under state law, and can choose to undertake additional roles to help achieve development of needed housing.

- **City's Primary Role: Land Use Planning & Growth Management.** The City has a responsibility under state law to manage land use and development, including land and backbone infrastructure for housing. The City does this through its Comprehensive Plan and land use regulations. The City must adopt and amend plans to ensure an adequate supply of land zoned to accommodate needed housing. Plans must be compliant with state and federal law, while reflecting local values and vision for a livable community.
- **City's Other Potential Roles.** The City does not build housing. In addition to its primary role in managing growth, the City may employ additional strategies to help builders and housing providers deliver housing, including both needed market rate and subsidized housing.

Based on the City's roles described above, the strategies in the attached materials are grouped into two broad categories:

- **Land Use Strategies.** (Shown in green). These are related to the City's primary role of land use planning and management.
- **Other, Non-Land Use Strategies.** (Shown in orange). These are other strategies the City may employ to help builders and housing providers deliver needed housing. These strategies must all occur within the parameters of the land use framework. Some of these strategies are also used by other organizations and partners involved in provision of housing.

## **3. Successful Housing Strategy**

There are several considerations to ensure a successful housing strategy.

### ***Reflects Realities***

To be successful, a housing strategy needs to reflect realities.

- **Builders and housing providers will not build needed housing that is not financially feasible.** The housing market may not provide for all housing needs without market interventions. Additionally, the market may not achieve a community's vision unless the City has a clearly articulated vision implemented with applicable policies and standards.

- **The City’s plan must be feasible.** An idealized vision in a plan may not become reality if it doesn’t recognize financial realities of the housing market. “If you zone it, they may or may not come.”
- **Property owners decide if their land is available for development.** Goal 10 requires the City to estimate buildable land supply; the implicit assumption is that all buildable land within the UGB will be available for development during the 20-year planning period. However, the City can’t assure that all buildable lands are actually available for development. Property owners decide if and when to develop property or sell it to be developed.

***Tailored to Community Vision & Values, Prioritized, and Achievable***

There’s an almost endless list of strategies a City could employ to help provide for needed housing.

- **Tailored.** To avoid a generic Housing Strategy, individual strategies and actions should be tailored to work together achieve the community’s vision.
- **Prioritized.** The strategies and actions should be prioritized to ensure the most effective and impactful strategies are undertaken, while those with high cost and low impact are recognized as lower priority.
- **Achievable.** The strategies and actions need to be achievable. The Housing Strategy will serve as an action plan to work through the more specific details of policy and implementation actions.

**4. Preparing the Housing Strategy**

While the Comprehensive Plan and land use regulations are long-term guiding documents for development, the Housing Strategy is an action-oriented plan. An action may involve amendments to the guiding Comprehensive Plan and land use regulations that will change the course of future community development, or an action may help achieve development of needed housing by helping make housing proposals more affordable.

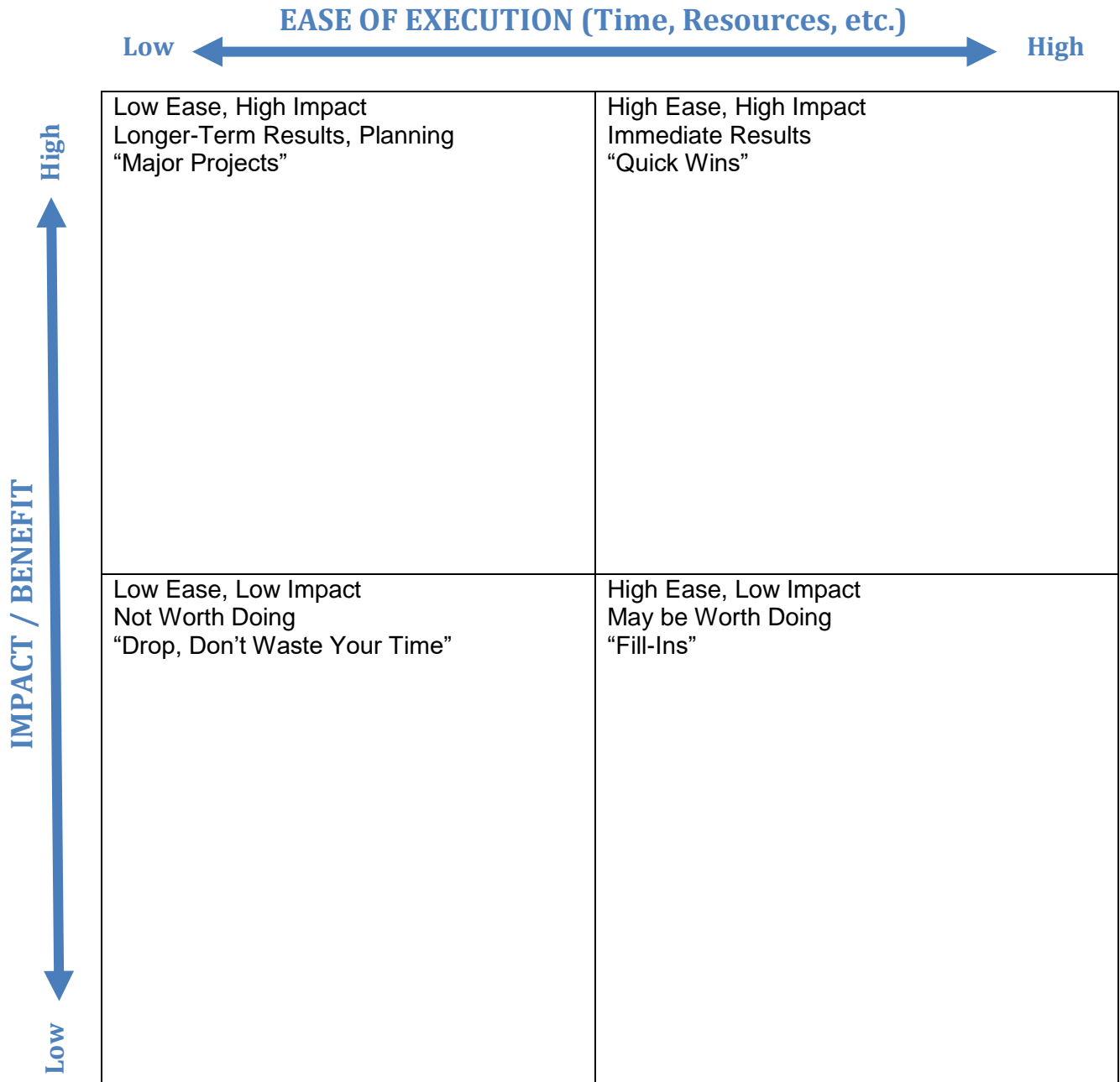
As you review the attached materials, please think about how you would prioritize individual strategies and actions, so the Housing Strategy will truly serve as a prioritized action plan, rather than simply a laundry list of “good ideas.” There is no reason to limit the list of strategies and actions – all good ideas can be included, but they need to be prioritized into an achievable action plan.

It might be helpful to think about priorities in smaller increments. In addition, some of the following questions may help with prioritizing for impact and importance. You may also wish to use the “Ease/Impact” diagram at the end of this memo to help identify and organize your top priorities.

1. What are the Top 10 highest priority strategies and action items? The next 10? etc.
2. Are there high priority strategies or actions that are missing and need to be added to the list? If so, are they strategies that are appropriate as part of the City’s Housing Strategy, or should they be undertaken by other organizations?
3. Which of these would make the biggest impact?
4. Which of these would make an immediate impact?

- 5. Which of these need to be started first due to the length of time to completion or need to be completed before other decisions or action?
- 6. Are there statutory mandates that establish deadlines?
- 7. Are there other actions that need to occur before this strategy can be implemented?

### Ease/Impact Prioritization Matrix



**Issues Associated with Strategic Priorities  
(Barriers, Opportunities, New Requirements, Additional Considerations)**

This table identifies issues from the BLI and HNA and also evaluates current conditions; existing plans, policies, and regulations; and new state law that might be addressed as part of the housing strategy.

**Table 1. Issues Associated with Strategic Priorities**

1. Land Supply, Capacity, & Availability	2. Wider Variety of Housing Types	3. Affordability	4. Infrastructure	5. Great Neighborhood Principles & Urban Form
<b>Land Use Issues &amp; Considerations</b>				
<b>Barriers:</b>				
<p><b>Lack of available, buildable land in the UGB to meet short-term needs.</b></p> <p><b>Some “Buildable Lands” in the UGB aren’t truly “available” for development, despite presumptions stated in state statutes or administrative rules.</b> Land may be unavailable due to unwilling property owners, including the unincorporated UGB, etc.</p> <p><b>There are additional plan updates required and lag time after land is added to the UGB before it can be rezoned and ready for urban development.</b></p> <p><b>There is uncertainty in the Buildable Land Inventory regarding additional “Goal 5” natural resource impacts.</b> The City will need to conduct planning for a local wetland inventory and riparian corridors to determine impacts on buildable land supply.</p> <p><b>There is uncertainty in the Buildable Land Inventory regarding additional “Goal 7” hazards impacts.</b> The state will be refining landslide hazards mapping; in addition, there is no statute or administrative rule interpreting the state’s landslide hazard susceptibility classifications.</p> <p><b>See additional barriers under “Infrastructure”</b> related to serviceability of buildable lands in the UGB and unknowns about current downstream capacity that could affect service of expansion areas.</p>	<p><b>No “middle housing” zone.</b> There isn’t a zoning district between the R-3 and R-4 zones in the Zoning Ordinance, which could cover a density range of 11-20 units/acre typical of 2-story “middle housing” types. This means zoning options are lower density or higher density.</p> <p>-The R-3 zone allows for density in the range of approximately 7 to 11 du/acre; it doesn’t allow for attached housing or multi-family housing over 2 units.</p> <p>-The R-4 zone allows for density in the range of approximately 9 to 30 du/acre; it is the only residential zone that allows for attached housing and multi-family housing with 3 or more units.</p> <p>-This can exacerbate infrastructure planning for <u>somewhat</u> higher densities, since a rezone from R-3 to R-4 would allow a significant increase from 11 to 30 units per acre, rather than a more modest increase from 11 to 20 units per acre.</p> <p><b>No existing residential zone allows density greater than 30 du/acre (R-4),</b> except when higher density is authorized as a conditional use in the defined core area. The R-4 standards also apply in commercial zones that allow residential uses.</p> <p><b>The highest density residential zone (R-4) also allows single-family development as a stand-alone permitted use with a minimum lot size</b></p>	<p><b>Current Inclusionary Zoning (IZ) Enabling Legislation Limits Cities.</b> Current state law provisions governing local “inclusionary zoning” have largely been inapplicable in McMinnville since it is currently authorized only for multi-family structures with 20 or more units, which isn’t the type of multi-family housing typically built in McMinnville. Further, inclusionary zoning isn’t current authorized for single-family housing.</p> <p>In addition, the definition of affordability in the IZ legislation doesn’t authorize cities to establish affordability requirements below 80% median income.</p>	<p><b>Until infrastructure planning is completed, it is unknown whether “downstream” infrastructure in the UGB will be able to serve future expansion areas without first being upsized to allow for extensions.</b></p> <p><b>Buildable lands within the UGB in Water Service Zone 2 are unserviceable in the short-term until a Zone 2 reservoir is built (estimated 10 years).</b></p> <p><b>Sewer Capacity Constraints.</b> The sewer (wastewater) collection plan was based on development of vacant lands at historic development densities by zone, rather than maximum density permitted by existing zoning. In addition, this planning didn’t assume developed properties would experience infill and redevelopment at higher density permitted by existing zoning. This presents constraints:</p> <p>- <b>Constraints to Code Amendments.</b> This may limit code amendments that would authorize additional, “middle housing” types within existing zoning districts.</p> <p>- <b>Constraints to Permitted Development and Densities.</b> This doesn’t always allow development of vacant lands consistent with maximum density permitted by existing zoning.</p> <p>- <b>Constraints to Infill &amp; Redevelopment.</b> This doesn’t always allow infill and redevelopment of developed properties consistent with higher or maximum density permitted by existing zoning.</p>	<p><b>Current Euclidean Zoning System Limits Mix of Housing and Density.</b> However, most development occurs through the Planned Development process which achieves housing mix to some extent (up to 25% of area) based on density averaging of the underlying zone. However, this requires reducing density of other housing to achieve the same average, or requires rezoning.</p> <p><b>Form-Based Codes.</b> Some “form-based codes” can allow development that is compatible within a neighborhood by regulating the size and physical characteristics of a building, while providing flexibility regarding the density within the building envelope. The same exterior building form/envelope can contain fewer large units or a greater number of smaller units. Some density-based codes can prevent this flexibility. This should be considered when implementing Great Neighborhood Principles, Diverse Housing Types zoning and public facilities planning. It is unclear how this could be implemented in a way that satisfies statutory requirements which require a density-based zoning.</p>

1. Land Supply, Capacity, & Availability	2. Wider Variety of Housing Types	3. Affordability	4. Infrastructure	5. Great Neighborhood Principles & Urban Form
	<p><b>of 5,000 square feet.</b> This could be a barrier to achieving other needed housing.</p> <p><b>Finer-Grained Zoning.</b> There is a need for a finer gradation of residential uses based on “scale”. Anything over a duplex or semi-detached housing (two attached units) is only permitted in the R-4 zone. Further, for 3 or more units, there is no differentiation of multi-family housing development that has the same number of units, whether all in one building or in multiple smaller buildings. More smaller-scale structures can be permitted and compatible within different neighborhood contexts.</p> <p>Some uses may already be permitted, but not in all zones, so there may be a need to increase opportunities for where certain uses are permitted. Finer gradation will help this.</p> <p><b>Fair Housing Act.</b> Code provisions should be reviewed in the context of Fair Housing Act best practices to ensure residential living models aren’t inadvertently prohibited by the zoning ordinance due to outdated definitions and regulations.</p> <p><b>Other Co-Living Land Uses.</b> Places where people live are classified by the Census Bureau as either residential use or group quarters. Some codes inadvertently prohibit some residential living situations and housing types that don’t technically meet the definition of residential use, but would typically fall under the Census Bureau’s classification of group quarters. Some of this may be addressed through code provisions consistent with Fair Housing Act best practices.</p>		<p>- <b>Constraints to Upzoning.</b> This doesn’t always permit upzoning of vacant lands already in the UGB.</p> <p><b>Short-Term Housing Strategies May be Impacted by Capacity Constraints.</b> More efficient use of land within the current UGB would be a strategy to help meet short-term needs until additional land is available through a UGB amendment, associated public facility plan updates, and extension/ availability of services to those lands. <i>However, this strategy may be impacted by infrastructure capacity issues.</i></p> <p><b>Transportation Plan Modeling.</b> Transportation Planning assumed no further development in certain developed areas, posing similar potential issues as described above for sewer, possibly affecting infill &amp; redevelopment, upzoning, etc.</p> <p><b>Existing Policies Restricting Density.</b> Due to previous sewer <u>treatment</u> capacity limitations which are no longer applicable, the City adopted density restrictions for part of the UGB which are no longer needed and should be formally repealed.</p>	
<b>Opportunities:</b>				
		<p><b>SB 2997 Enabling Legislation for Broader Use of Inclusionary Zoning.</b> If enacted, SB 2997 will allow McMinnville greater discretion in use of “inclusionary zoning” to specify a % of housing in new developments as part of land use approval.</p>		

1. Land Supply, Capacity, & Availability	2. Wider Variety of Housing Types	3. Affordability	4. Infrastructure	5. Great Neighborhood Principles & Urban Form
<b>New Requirements:</b>				
	<p><b>HB 2001 “Middle Housing” Mandates.</b> If enacted, HB 2001 will mandate that cities to plan for and permit small “middle housing” multi-family types in more zones.</p> <p><b>HB 2001 ADU Mandates.</b> If enacted, HB 2001 will require change to McMinnville’s current ADU implementation (to eliminate off-street parking requirements for ADUs).</p>			<p><b>HB 2001.</b> If HB2001 is enacted, implementation of GNP will need to be consistent with HB 2001 mandates.</p>
<b>Additional Considerations:</b>				
	<p><b>Transition from Current Zoning Structure.</b> The transition from the current zoning structure to regulations that implement Great Neighborhood Principles will mean some traditional land use tools more applicable to Euclidean zoning with more separated housing types and densities won’t be applicable. There may be some more traditional tools that would be used in the interim as implementation of the Great Neighborhood Principles is phased in (map amendments that upzone property, code amendments that authorize more efficient use in existing zones, etc.).</p> <p><b>Inclusivity of Diverse Housing Types.</b> In addition to providing opportunities for a wider variety of housing types, it will be key that this is closely coordinated with the implementation of Great Neighborhood Principles to address inclusion of these diverse housing types within neighborhoods, together with appropriate requirements for mix and average density, design standards, and other considerations.</p> <p><b>Context-Based Design Standards.</b> Some design standards are based on use and don’t account for different locational contexts, such as different urban vs. suburban forms and design standards for multi-family development depending on location and context.</p>		<p>It would be useful to map current capacity, currently planned capacity, and capacity that would result from public facility plan updates.</p> <p>If there are areas unlikely to experience new development, is may be possible to transfer allowed density to other areas where sewer capacity could be utilized for new development or infill?</p>	<p><b>Great Neighborhood Principles Adopted.</b> The City has adopted Great Neighborhood principles which will need to be implemented.</p> <p><b>Great Neighborhood Principles – Implementation.</b> The City will be implementing the recently adopted Great Neighborhood Principles, which will be a transformative step in how the City regulates residential land use in a manner than provides for neighborhoods with a mix of housing types and housing for different incomes.</p> <p>Phase-in of Great Neighborhood Principles will need a strategy. Some existing developed areas may have different requirements as the implementation is phased in.</p> <p><b>Special Area Planning Projects Underway.</b> Several district planning efforts are underway that may identify nodal areas suitable for higher-density housing than would be achieved within the context of smaller neighborhood settings.</p> <p>Larger development sites should be subject to framework planning that sets performance requirements for future neighborhood developments.</p> <p><i>(Some housing related aspects of planning for urban form will be incorporated into a broader urbanization strategy which will include planning for all uses).</i></p>



1. Land Supply, Capacity, & Availability	2. Wider Variety of Housing Types	3. Affordability	4. Infrastructure	5. Great Neighborhood Principles & Urban Form
<b>Other Issues and Considerations Related to Delivery of Housing (Non Land Use)</b>				
<b>Barriers</b>				
		<p><b>Lack of Housing Supply Prevents Partner Resources from Being Fully Utilized.</b> Many Section 8 Housing Choice Vouchers available through the Housing Authority can't be used to help subsidize housing costs due to lack of housing or housing within the price point that would allow vouchers to be used. Reducing the cost of market-rate housing could also present an opportunity to more fully utilize these vouchers to provide a subsidy for more affordable market-rate housing.</p> <p>Lack of available sites could preclude partners such as the Housing Authority from developing affordable housing using Low Income Housing Tax Credits, which means lost opportunity for use of outside funds which would be highly competitive if sites were available.</p> <p><b>Administrative Cost Could Impact Ability to Manage a Housing Program that Requires Monitoring of Deed Restricted Affordable Housing.</b> Deed-restricted affordable housing can help ensure affordable housing supply is maintained, but can require a housing program and staff to administer a program over the long term. <i>(There could be exploration of potential partnership opportunities to administer a program).</i></p>		
<b>Opportunities</b>				
		<p><b>(Time Sensitive). Opportunity Zone.</b> McMinnville has a significant area within a designated Opportunity Zone which can be an incentive to affordable housing.</p> <p><b>New Opportunity: SB595 Enabling Legislation for Affordable Housing Funds.</b> If enacted, SB 595 will allow cities to decide whether to dedicate a portion of local transient lodging tax to affordable housing.</p>		

1. Land Supply, Capacity, & Availability	2. Wider Variety of Housing Types	3. Affordability	4. Infrastructure	5. Great Neighborhood Principles & Urban Form
<b>New Requirements</b>				
<b>Additional Considerations</b>				
	<p><b>Education &amp; Awareness.</b> It is important to keep homebuilders up to date on regulatory changes and opportunities for new housing types authorized by code amendments.</p> <p>In addition, some uses may already be permitted in some zones by a less familiar name.</p> <p>It is also important to evaluate what is a permitted use vs. what is actually built. The community may assume certain uses aren't permitted because they haven't been built, when that might not be the reason.</p> <p>There may be reasons why trending ideas aren't being built in the housing market that need to be further explored. (financial, regulatory, etc.)</p> <p><b>Transitional Housing.</b> There is a need for both permanent housing and transitional housing.</p>	<p>There is a need to increase more affordable owner-occupied housing opportunities as well as rental opportunities. Further, such housing equity can help households maintain housing options as housing prices escalate. (Supported by land use tools to authorize a wider variety of housing types in more areas).</p>		

**Table 2- Issues Identification (Blank Table for Note-Taking)**

1. Land Supply, Capacity, and Availability	2. Wider Variety of Housing Types	3. Affordability	4. Infrastructure	5. Great Neighborhood Principles and Urban Form
<b>Land Use</b>				
<b>Barriers</b>				
<b>Opportunities</b>				
<b>New Requirements</b>				
<b>Other Considerations</b>				

**Table 2- Issues Identification (Blank Table for Note-Taking)**

1. Land Supply, Capacity, and Availability	2. Wider Variety of Housing Types	3. Affordability	4. Infrastructure	5. Great Neighborhood Principles and Urban Form
<b>Other - Non Land Use</b>				
<b>Barriers</b>				
<b>Opportunities</b>				
<b>New Requirements</b>				
<b>Other Considerations</b>				

TABLE 3. MCMINNVILLE HOUSING STRATEGY – POTENTIAL STRATEGIES AND ACTIONS - DRAFT MATRIX

Strategic Option	Housing Benefits				Program Impact, (Low, Medium, High)	Nexus with Affordable Housing Action Plan	Strategic Timeframe			Strategic Priority					Housing Need Met					Status		Priority
	Market Rate		Subsidized				Near-Term, 2021-2026 (5 year)	Mid-Term, 2021-2031 (10 year)	Long-Term 2021-2041 (20 year)	1 – Land Supply, Capacity, Availability	2 – Wider Variety of Housing Types	3 – Housing Affordability	4 – Infrastructure	5 – Great Neighborhood Principles and Urban Form	Extremely Low Income (< 30% of MHI)	Very Low Income (30-50% of MHI)	Low Income (50-80% of MHI)	Middle Income (80 - 120% of MHI)	High Income (> 120% of MHI)	Budgeted? Plan Started? Plan Adopted? Implemented? Ongoing?	Additional Implementation or Implementation Refinement? (Opp. or Req.)	High
	Ownership	Rental	Ownership	Rental																		483 HH in 20 Year Forecast
<b>LAND USE STRATEGIES (City)</b>																						
A	Evaluate Zoning Code and Other Ordinances to Advance Strategic Priorities (efficiencies, regulatory incentives, and regulatory mandates)																					
1	Re-designate or rezone land for housing	Y	Y	Y	Y	L-H	Y	Y	Y	Y-S	Y	Y			Y	Y	Y	Y	Y	Y-O	Y	
2	Explore residential zoning with a targeted/minimum density standard and multiple allowed housing types.	Y	Y	Y	Y	M-H		Y	Y	Y	Y-C	Y	Y					Y	Y	-		
3	Develop a High Density Residential Zone	Y	Y	Y	Y	M-H	Y	Y	Y	Y	Y-C	Y	Y		Y	Y	Y	Y	Y	-		
4	Allow Small Residential Lots	Y		Y		L-M	Y	Y	Y	Y	Y-C	Y	Y					Y	Y	-		
5	Mandate Maximum Lot Sizes					L-M					Y-C									-		
6	Mandate Minimum Residential Densities	Y	Y	Y	Y	L-M	Y	Y	Y	Y	Y-C	Y	Y					Y	Y	-		
7	Increase Allowable Residential Densities	Y	Y	Y	Y	L-M	Y	Y	Y	Y	Y-C		Y		Y	Y	Y	Y	Y	-		
8	Allow Clustered Residential Development	Y	Y	Y	Y	Med	Y	Y	Y	Y	Y-C	Y	Y			Y	Y	Y	Y	-		
9	Allow Duplexes, Cottages, Townhomes, Row Houses, and Tri- and Quad-Plexes in single-family zones with appropriate design and development standards	Y	Y	Y	Y	L-M	Y	Y	Y	Y	Y-C	Y	Y			Y	Y			-	Y (R)	(R) HB2001
10	Allow Co-housing and “Group Quarters” (SROs, etc.)	Y	Y	Y	Y	L-M	Y	Y	Y	Y		Y	Y		Y	Y	Y	Y	Y	-		
11	Permit Accessory Dwelling Units (ADUs) in single-family zones (Further Revisions to Current Implementation)	Y	Y	Y	Y	Low		Y	Y	Y	Y-C	Y	Y		Y	Y	Y	Y		Y-I	Y (R)	(R) HB2001
12	Allow small or “tiny” homes & identify opportunities for tiny home developments	Y	Y	Y	Y	L-M	Y	Y	Y	Y	Y-C	Y	Y		Y	Y	Y			Y	Y (O)	
13	Promote Infill Development by allowing for flexibility in existing zones with appropriate design and development standards	Y	Y	Y	Y	L-M		Y	Y	Y	Y-C	Y	Y		Y	Y	Y	Y	Y	Y-S	Y	
14	Evaluate Incentive-Based Zoning for Affordable Housing (Inclusionary Zoning - Regulatory Mandates Paired with Incentives, Eligibility for Financial Incentives)			Y	Y	L-M	Y	Y	Y	Y			Y		Y	Y	Y			-	(O)	
15	Provide Density Bonuses to Developers	Y	Y	Y	Y	Low	Y	Y	Y	Y	Y-C		Y		Y	Y	Y			-		
16	Allow Transfer or Purchase of Development Rights	Y	Y	Y	Y	L-M		Y	Y	Y	Y-C			Y	Y	Y	Y	Y	Y	-		
17	Transfer of Density	Y	Y	Y	Y	L-M		Y	Y	Y	Y-C			Y		Y	Y			-		

Strategic Option		Housing Benefits				Program Impact, (Low, Medium, High)	Nexus with Affordable Housing Action Plan	Strategic Timeframe			Strategic Priority					Housing Need Met					Status		Priority		
		Market Rate		Subsidized				Near-Term, 2021-2026 (5 year)	Mid-Term, 2021-2031 (10 year)	Long-Term 2021-2041 (20 year)	1 – Land Supply, Capacity, Availability	2 – Wider Variety of Housing Types	3 – Housing Affordability	4 – Infrastructure	5 – Great Neighborhood Principles and Urban Form	<u>Extremely Low Income</u> (≤ 30% of MHI)  483 HH in 20 Year Forecast  11% of total units	<u>Very Low Income</u> (30-50% of MHI)  482 HH in 20 Year Forecast  11% of total units	<u>Low Income</u> (50-80% of MHI)  683 HH in 20 Year Forecast  15% of total units	<u>Middle Income</u> (80 - 120% of MHI)  943 HH in 20 Year Forecast  21% of total units	<u>High Income</u> (> 120% of MHI)  1,833 HH in 20 Year Forecast  41% of total units	Budgeted? Plan Started? Plan Implemented? Ongoing?	Additional Implementation or Refinement? (Opp. or Req.)	High		
		Ownership	Rental	Ownership	Rental																		Low	Y	Y
18	Evaluate transfer of density for protection of natural features – develop policies	Y	Y	Y	Y	L-M		Y	Y	Y	Y-C						Y	Y			-				
19	Evaluate reduced parking standards for different housing types	Y	Y	Y	Y	Low		Y	Y	Y	Y-C		Y			Y	Y	Y	Y			-			
20	Reduce Street Width Standards (Further Revisions)			Y	Y	Low					Y-C		Y								Y-I	N			
21	Regulations to Preserve Existing Housing Supply	Y	Y	Y	Y	Low	Y	Y	Y	Y			Y			Y	Y	Y				-			
22	Fair Housing Act Best Practices	Y	Y	Y	Y	L-M		Y	Y	Y		Y	Y	Y	Y	Y	Y	Y	Y	Y		-			
<b>B</b>	<b>Conduct Special Area Planning which Includes Housing Opportunities</b>																								
23	City Center Housing Strategy	Y	Y	Y	Y	L-M	Y	Y	Y	Y	Y-C	Y	Y		Y	Y	Y	Y	Y	Y	Y	Y	Y	Y-S	
24	Evaluate Three Mile Lane for Residential Development	Y	Y	Y	Y	L-M		Y	Y		Y-C		Y			Y	Y	Y	Y	Y	Y	Y	Y	Y-S	
25	99 W Corridor Study – Promote Higher Density Mixed-Use Development in anticipation of changing commercial patterns.	Y	Y	Y	Y	L-M		Y	Y	Y	Y-S	Y	Y		Y	Y	Y	Y	Y			?			
<b>B</b>	<b>Ensure Comprehensive Plan Policies Support Strategic Priorities</b>																								
26	Great Neighborhood Principles	Y	Y	Y	Y	Low	Y	Y	Y	Y	Y-C	Y	Y		Y	Y	Y	Y	Y	Y	Y	Y	Y	Y-A	Y
27	Repeal outdated Comprehensive Plan policies previously needed to limit density based on previously limited sewer treatment capacity	Y	Y	Y	Y	L-M		Y	Y	Y	Y-C			Y		Y	Y	Y	Y	Y	Y	Y	-		
<b>D</b>	<b>Develop Infrastructure Plans to Support Strategic Priorities</b>																								
28	Update Infrastructure Plans for Vacant/Infill Develop.	Y	Y	Y	Y	L-M		Y	Y	Y	Y-C		Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	-		
29	Update Infrastructure Plans for Growth Lands	Y	Y	Y	Y	M-H			Y	Y	Y-S			Y		Y	Y	Y	Y	Y	Y	Y	-		
30	Develop Infrastructure Allocation Policies and Methodologies to Manage Systems and Accommodate Need	Y	Y	Y	Y	Low		Y			Y-C			Y		Y	Y	Y	Y	Y	Y	Y	-		
31	Develop Alternative Mobility Network that is Convenient and Attractive to Offset Pressure on Vehicular Network.	Y	Y	Y	Y	Low				Y	Y-C			Y	Y	Y	Y	Y	Y	Y	Y	Y	-		
32	Develop Plan Documents that Allow for Emerging Technology Responsiveness and Flexibility	Y	Y	Y	Y	?	Y	Y	Y	Y		Y	Y		Y	Y	Y	Y	Y	Y	Y	Y	-		
33	Encourage “To and Through” Infrastructure Development	Y	Y	Y	Y	M-H		Y	Y	Y	Y-C			Y		Y	Y	Y	Y	Y	Y	Y	-		

Strategic Option	Housing Benefits				Program Impact, (Low, Medium, High)	Nexus with Affordable Housing Action Plan	Strategic Timeframe			Strategic Priority					Housing Need Met					Status		Priority
	Market Rate		Subsidized				Near-Term, 2021-2026 (5 year)	Mid-Term, 2021-2031 (10 year)	Long-Term 2021-2041 (20 year)	1 – Land Supply, Capacity, Availability	2 – Wider Variety of Housing Types	3 – Housing Affordability	4 – Infrastructure	5 – Great Neighborhood Principles and Urban Form	Extremely Low Income (≤ 30% of MHI)  483 HH in 20 Year Forecast  11% of total units	Very Low Income (30-50% of MHI)  482 HH in 20 Year Forecast  11% of total units	Low Income (50-80% of MHI)  683 HH in 20 Year Forecast  15% of total units	Middle Income (80 - 120% of MHI)  943 HH in 20 Year Forecast  21% of total units	High Income (> 120% of MHI)  1,833 HH in 20 Year Forecast  41% of total units	Budgeted? Plan Started? Plan Implemented? Ongoing?	Plan Adopted? Implementation Draft? Implemented? (Opp. or Req.)	High
	Ownership	Rental	Ownership	Rental																		Low
34	Identify issues with Water Zone 2 and Plan for strategic plan for implementing infrastructure improvements.	Y	Y			Low		Y	Y	Y-S			Y				Y	Y	-			
35	Identify areas with underutilized infrastructure capacity.	Y	Y	Y	Y	L-M	Y	Y		Y-C			Y	Y	Y	Y	Y	Y	-			
E	<b>Increase Buildable Lands Inventory – Developing a 5, 10, 20 and 50 Year Inventory &amp; Phase-In</b>																					
36	Develop an Urban Reserve Area (URA)	Y	Y	Y	Y	L-H			Y	Y-S			Y	Y	Y	Y	Y	Y	-			
37	Develop a Framework Plan for URA	Y	Y	Y	Y	L-H			Y	Y-S	Y	Y	Y	Y	Y	Y	Y	Y	-			
38	Identify Expanded Urban Growth Boundary per URA	Y	Y	Y	Y	High		Y	Y	Y-S			Y	Y	Y	Y	Y	Y	-			
39	Develop Area Plans for UGB lands identifying housing opportunities	Y	Y	Y	Y	High		Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	-			
40	Develop annexation process to mandate housing types upon annexation per area plans.	Y	Y	Y	Y	High		Y	Y	Y-S	Y	Y		Y	Y	Y	Y	Y	-			
F	<b>Complete “Functional” Planning that Further Affects or Informs Buildable Land Inventory</b>																					
41	Goal 5 Planning and Policies – Natural Resources, Including Local Wetland Inventory. Evaluate policies for wetland mitigation within the city limits as it pertains to housing development.	Y	Y	Y	Y	Low	Y	Y	Y	Y-S				Y	Y	Y	Y	Y	-			
42	Goal 7 Planning and Policies – Hazards, Including Landslides. Update soils analysis for identified constrained buildable land (high landslide susceptibility)	Y	Y	Y	Y	Low	Y	Y	Y	Y-S							Y	Y	Y-S	Y(O)		
G	<b>Evaluate Administrative and Procedural Reforms</b>																					
43	Expedited / Fast-tracked building permits for affordable housing			Y	Y	Low	Y	Y	Y			Y		Y	Y	Y			-			
44	Expedite land use procedures for affordable housing and other land use decisions	Y	Y	Y	Y	L-M	Y	Y	Y			Y		Y	Y	Y			-			

Strategic Option	Housing Benefits				Program Impact, (Low, Medium, High)	Nexus with Affordable Housing Action Plan	Strategic Timeframe			Strategic Priority					Housing Need Met					Status		Priority
	Market Rate		Subsidized				Near-Term, 2021-2026 (5 year)	Mid-Term, 2021-2031 (10 year)	Long-Term 2021-2041 (20 year)	1 – Land Supply, Capacity, Availability	2 – Wider Variety of Housing Types	3 – Housing Affordability	4 – Infrastructure	5 – Great Neighborhood Principles and Urban Form	Extremely Low Income (< 30% of MHI)	Very Low Income (30-50% of MHI)	Low Income (50-80% of MHI)	Middle Income (80 - 120% of MHI)	High Income (> 120% of MHI)	Budgeted? Plan Started? Plan Implemented? Ongoing?	Additional Implementation or Implementation Refinement? (Opp. or Req.)	High
	Ownership	Rental	Ownership	Rental																		483 HH in 20 Year Forecast
<b>OTHER STRATEGIES (City)</b>																						
H	Land Interventions to Reduce Costs and Facilitate Housing Development																					
45	Parcel Assembly				L-M	Y	Y	Y	Y	Y-A	Y		Y	Y	Y				-			
46	Land Banking				L-M	Y	Y	Y	Y	Y-A	Y		Y	Y	Y				-			
47	Land Trusts				L-M	Y	Y	Y	Y	Y-A	Y		Y	Y	Y				-			
48	Public Land Disposition				High	Y	Y	Y	Y	Y-A	Y		Y	Y	Y				Y-O	Y		
I	Evaluate Financial Incentives and Affordable Housing Subsidy & Assistance Programs to Retain Housing Stock, Add Supply, and Help People Afford Housing																					
49	Multiple-Unit Limited Tax Exemption Program (Locally Enabled and Managed)				L-M	Y	Y	Y	Y		Y		Y	Y	Y				-			
50	Affordable Housing Property Tax Abatement				L-M	Y	Y	Y	Y		Y		Y	Y	Y				-			
51	Vertical Housing Tax Abatement (Locally Enabled and Managed)				L-M		Y	Y	Y		Y	Y	Y	Y	Y	Y	Y	Y	-			
52	Financial Incentives for Inclusionary Zoning				L-M	Y	Y	Y	Y		Y		Y	Y	Y				-			
53	SDC Financing and Credits				Low	Y	Y	Y	Y		Y		Y	Y	Y	Y	Y	Y	-			
54	Sole Source SDCs				L-M		Y	Y	Y		Y	Y				Y	Y		-			
55	Reduced / Waived Building Permit fee, Planning fees, and/or SDCs for Affordable Housing				Low	Y	Y	Y	Y		Y		Y	Y	Y				Y-I	N		
56	General Fund Grants or Loans				?	Y	Y	Y	Y		Y		Y	Y	Y				-			
57	Home ownership programs (direct assistance)				Low	Y	Y	Y	Y		Y		Y	Y	Y	Y			-			
58	Rental assistance programs (direct assistance)				Low	Y	Y	Y	Y		Y		Y	Y	Y				-			
59	Housing Rehabilitation Programs				Low	Y	Y	Y	Y		Y		Y	Y	Y				-			
60	Programs to Preserve Existing Housing Supply				Low	Y	Y	Y	Y		Y		Y	Y	Y				-			
J	Evaluate Tools to Help Fund Infrastructure or Facilitate Equitable & Timely Infrastructure Extension																					
61	Local Improvement District (LID)				L-M		Y	Y	Y			Y		Y	Y	Y	Y	Y	Y-O	**		
62	Reimbursement District				L-M		Y	Y	Y			Y		Y	Y	Y	Y	Y	Y-O	**		



Strategic Option	Housing Benefits				Program Impact, (Low, Medium, High)	Nexus with Affordable Housing Action Plan	Strategic Timeframe			Strategic Priority					Housing Need Met					Status		Priority	
	Market Rate		Subsidized				Near-Term, 2021-2026 (5 year)	Mid-Term, 2021-2031 (10 year)	Long-Term 2021-2041 (20 year)	1 – Land Supply, Capacity, Availability	2 – Wider Variety of Housing Types	3 – Housing Affordability	4 – Infrastructure	5 – Great Neighborhood Principles and Urban Form	Extremely Low Income	Very Low Income	Low Income	Middle Income	High Income	Budgeted? Plan Started? Plan Implemented? Ongoing?	Additional Implementation or Refinement? (Opp. or Req.)	High	
	Ownership	Rental	Ownership	Rental											(≤ 30% of MHI)	(30-50% of MHI)	(50-80% of MHI)	(80 - 120% of MHI)	(> 120% of MHI)			483 HH in 20 Year Forecast	482 HH in 20 Year Forecast
<b>K</b>	Consider Programs and Revenue Sources to Generate Revenue to Fund Subsidy Programs and Incentives																						
<b>63</b>	Urban Renewal / Tax Increment Finance (TIF)	Y	Y	Y	Y	Med		Y	Y	Y		Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	N?	
<b>64</b>	Construction Excise Tax (CET)			Y	Y	L-M	Y	Y	Y	Y		Y			Y	Y	Y						
<b>65</b>	Linkage Fees	Y	Y	Y	Y	L-M	Y	Y	Y	Y		Y			Y	Y	Y	Y					
<b>66</b>	General Fund			Y	Y	?	Y	Y	Y	Y		Y			Y	Y	Y						
<b>67</b>	General Obligation (GO) Bonds			Y	Y	M-H	Y	Y	Y	Y		Y			Y	Y	Y						
<b>68</b>	SB 595 - Transient Lodging Tax (TLT) – up to 30% for Affordable Housing			Y?	Y	L-M	Y	Y	Y	Y		Y			Y	Y	Y				?	(O)	
<b>69</b>	Community Development Block Grant (CDBG)+Sec. 108			Y	Y	?	Y	Y	Y	Y		Y	Y		Y	Y	Y						
<b>70</b>	Housing Trust Funds			Y	Y	?	Y	Y	Y	Y	Y	Y			Y	Y	Y						
<b>71</b>	Fees or Other Dedicated Revenue			Y	Y	?		Y	Y	Y		Y			Y	Y	Y						
<b>L</b>	Education and Outreach																						
<b>72</b>	Ensure builders and housing providers are aware of current opportunities and recent regulatory reforms	Y	Y	Y	Y	Low	Y	Y	Y	Y		Y	Y		Y	Y	Y	Y	Y	Y	Y	Y	Y
<b>M</b>	Advocate for State/Federal Legislative Actions That Increase State Agency Program Funding Available to Fund Affordable Housing																						
<b>73</b>	State Affordable Housing Funding - HB 3349			Y	Y	?	Y	Y	Y	Y		Y			Y	Y	Y						
<b>N</b>	Apply for and Utilize State, Federal, and Foundation Resources																						
<b>74</b>	Use grants, programs, and technical assistance when available and cost-effective*			Y	Y	?	Y	Y	Y	Y		Y			Y	Y	Y				Y-O	Y	
<b>O</b>	Partnerships																						
<b>75</b>	Misc. Partnerships - (Placeholder to Capture Ideas)					-																	
<b>P</b>	Strategies and Tools Employed by Orgs. Other Than City																						
<b>76</b>	Misc. Other - (Placeholder to Capture Ideas)					-																	
<b>77</b>	Oregon Affordable Housing Tax Credit (OAHTC)*			Y		L-M	Y	Y	Y	Y		Y			Y	Y	Y						
<b>78</b>	Low Income Housing Tax Credits (LIHTC)*			Y		Med	Y	Y	Y	Y		Y			Y	Y	Y						

\*Some state and federal programs apply directly between the state and a housing developer or lender, without City involvement; however, the state may look for local support and/or matches when making competitive award decisions, such as with Low Income Housing Tax Credits.

\*\*Authorized by the City, but not frequently used

**Note 1:** While the City has a traditional Euclidean zoning program, a Planned Development (PD) process is almost exclusively employed for most new subdivision developments, which provides flexibility and has achieved a mix of housing types and densities not otherwise permitted in the underlying zoning. In addition, implementation of Great Neighborhood Principles (GNP) and transition into the new program may mean some strategies applicable to current zoning will no longer apply when GNPs are implemented.

**Note 2:** Market rate housing benefits may apply across the board, or may be targeted to market rate at the more affordable end of the spectrum that can be achieved at market rates without subsidies – typically in the “workforce housing” range of 80-120% of median income.

Table 4. This table provides more detailed descriptions of the potential housing strategies and actions listed in Table 3. In addition, the table provides further information about the potential scale of impact of the strategy.

Strategy Name	Description	Scale of Impact
<b>I. LAND USE STRATEGIES (City)</b>		
<b>A. Regulatory Changes. Changes to the Zoning Code and Other Ordinances to Advance Strategic Priorities (through increasing residential land and capacity, flexibility, efficiencies, regulatory incentives, regulatory mandates, etc.)</b>		
A1. Redesignate or rezone land for housing	<p>The types of land rezoned for housing are vacant or partially vacant low-density residential and employment land rezoned to multifamily or mixed use. In rezoning land, it is important to choose land in a compatible location, such as land that can be a buffer between an established neighborhood and other denser uses or land adjacent to existing commercial uses. When rezoning employment land, it is best to select land with limited employment capacity (e.g., smaller parcels) in areas where multifamily housing would be compatible (e.g., along transit corridors or in employment centers that would benefit from new housing).</p> <p>This policy change increases opportunity for comparatively affordable multifamily housing and provides opportunities for mixing residential and other compatible uses.</p>	<b>Scale of Impact - Low to high:</b> Scale of impact depends on the amount and location of land rezoned and the densities allowed on the rezoned land.
A2. Diverse Housing Zone. Explore residential zoning with targeted/ minimum density and multiple allowed housing types	<p>This zone would authorize a variety of housing types and sub-types including single-family detached and “middle housing” attached and multi-family housing types.</p> <p>In contrast to traditional zoning, this strategy would be used to implement Great Neighborhood Principles (GNP), including the framework and area planning for growth areas, to specify a housing mix and associated average density that would need to be achieved in an area.</p>	<b>Scale of impact – Medium to high:</b> This strategy allows a broader range of housing types; the impact will depend on market response.
A3. Develop a high density residential zone	<p>This strategy would be used in conjunction with and to complement the Great Neighborhood Principles and diverse housing zone (A2) to provide for higher density housing types in specific areas, such as more dense core areas, centers, nodes, etc.</p>	<b>Scale of Impact – Medium to high:</b> The key impacts of this strategy will be (1) ensuring land is available for higher density housing types, and (2) achieving

Strategy Name	Description	Scale of Impact
(cont.)	which would be higher density than the densities for “middle housing” types which would be incorporated on smaller lots within the diverse housing zone.	greater land use efficiencies that the city currently achieves in the R-4 zone.
A4. Allow Small Residential Lots	<p>Small residential lots are generally less than 5,000 sq. ft. This policy allows individual small lots within a subdivision or short plat. Small lots can be allowed outright in the minimum lot size and dimensions of a zone, or they could be implemented through the subdivision or planned unit development ordinances.</p> <p>This policy is intended to increase density and lower housing costs. Small lots limit sprawl, contribute to the more efficient use of land, and promote densities that can support transit. Small lots also provide expanded housing ownership opportunities to broader income ranges and provide additional variety to available housing types.</p>	<p><b>Scale of Impact – Low to medium.</b></p> <p>Cities have adopted minimum lot sizes as small as 3,000 sq. ft. However, it is uncommon to see entire subdivisions of lots this small. Small lots typically get mixed in with other lot sizes.</p>
A5. Mandate Maximum Lot Sizes	<p>This policy places an upper bound on lot size and a lower bound on density in single family zones. For example, a residential zone with a 6,000 sq. ft. minimum lot size might have an 8,000 sq. ft. maximum lot size yielding an effective net density range between 5.4 and 7.3 dwelling units per net acre.</p> <p>This approach ensures minimum densities in residential zones by limiting lot size. It places bounds on building at less than maximum allowable density. Maximum lot sizes can promote appropriate urban densities, efficiently use limited land resources, and reduce sprawl development.</p>	<p><b>Scale of Impact – Low to medium.</b></p> <p>Mandating maximum lot size may be most appropriate in areas where the market is building at substantially lower densities than are allowed or in cities that do not have minimum densities.</p>
A6. Mandate Minimum Residential Densities	<p>This policy is typically applied in single-family residential zones and places a lower bound on density. Minimum residential densities in single-family zones are typically implemented through maximum lot sizes. In multiple-family zones they are usually expressed as a minimum number of dwelling units per net acre. Such standards are typically implemented through zoning code provisions in applicable residential zones.</p> <p>This policy increases land-holding capacity. Minimum densities promote developments consistent with local comprehensive plans and growth assumptions. They reduce sprawl development, eliminate underbuilding in residential areas, and make provision of services more cost effective.</p>	<p><b>Scale of Impact - Low to medium.</b></p> <p>Increasing minimum densities and ensuring clear urban conversion plans may have a small to moderate impact depending on the observed amount of underbuild and the minimum density standard.</p>

<b>Strategy Name</b>	<b>Description</b>	<b>Scale of Impact</b>
A7. Increase Allowable Residential Densities	<p>This approach seeks to increase holding capacity by increasing allowable density in residential zones. It gives developers the option of building to higher densities. This approach would be implemented through the local zoning or development code. This strategy is most commonly applied to multifamily residential zones.</p> <p>Higher densities increase residential landholding capacity. Higher densities, where appropriate, provide more housing, a greater variety of housing options, and a more efficient use of scarce land resources. Higher densities also reduce sprawl development and make the provision of services more cost effective.</p>	<p><b>Scale of Impact – Low to medium.</b> This tool can be most effective in increasing densities where very low density is currently allowed or in areas where a city wants to encourage higher density development.</p>
A8. Allow Clustered Residential Development	<p>Clustering allows developers to increase density on portions of a site, while preserving other areas of the site. Clustering is a tool most commonly used to preserve natural areas or avoid natural hazards during development. It uses characteristics of the site as a primary consideration in determining building footprints, access, etc. Clustering is typically processed during the site review phase of development review.</p>	<p><b>Scale of Impact – Medium.</b> Clustering can increase density, however, if other areas of the site that could otherwise be developed are not developed, the scale of impact can be reduced.</p>
A9. Allow Duplexes, Cottages Townhomes, Row Houses, and Tri- and Quad-Plexes in single-family zones with appropriate design & development standards	<p>Allowing these housing types can increase overall density of residential development and may encourage a higher percentage of multifamily housing types. This approach would be implemented through the local zoning or development code and would list these housing types as outright allowable uses in appropriate residential zones. These housing types provide additional affordable housing options and allow more residential units than would be achieved by detached homes alone.</p>	<p><b>Scale of Impact – Low to Medium.</b> Allowing these types of housing in more zoning districts may provide a relatively small number of new, relatively affordable, housing opportunities.</p>
A10. Allow Cohousing and “Group Quarters” (SROs, etc.)	<p>Co-housing is a type of intentional community that provides individual dwelling units, both attached and detached, along with shared community facilities. Members of a co-housing community agree to participate in group activities and members are typically involved in the planning and design of the co-housing project. Private homes contain all the features of conventional homes, but residents also have access to extensive common facilities, such as open space, courtyards, a playground, and a common house.</p>	<p><b>Scale of Impact – Low to Medium.</b> While cohousing may be able to achieve multifamily housing densities, it is unlikely that this housing type would make up a large portion of new housing stock, thereby diminishing its impact.</p>

Strategy Name	Description	Scale of Impact
(cont.)	<p>This approach would be implemented through the local zoning or development code and would list these housing types as outright allowable uses in appropriate residential zones.</p> <p><b>NOTE:</b> “Co-housing” is often a permitted use as one of the permitted housing types (single-family, attached housing, or multi-family) that has private social arrangements which are not publicly regulated through the zoning ordinance).</p> <p>“Group Quarters” is a useful category used by the Census Bureau to describe living situations that aren’t classified as dwellings. This includes a variety of different living situations where occupants have some private living spaces, but each private living space doesn’t comprise a full dwelling unit, and there are certain shared common areas. For example, they may have one or more of the following: shared kitchen and dining facilities, living rooms, and/or bathrooms, etc. Examples include SROs (Single Room Occupancy housing, etc.). Similar to differentiation of “middle housing” multi-family housing types, these could be regulated and differentiated by zoning based on size categories.</p>	<p>“Group quarters” uses may reduce construction costs and address a potentially unmet need.</p>
A11. Permit Accessory Dwelling Units (ADUs) in single-family zones	<p>Communities use a variety of terms to refer to the concept of accessory dwellings: secondary residences; “granny” flats; and single-family conversions, among others. Regardless of the title, all of these terms refer to an independent dwelling unit that share, at least, a tax lot in a single-family zone. Some accessory dwelling units share parking and entrances. Some may be incorporated into the primary structure; others may be in accessory structures. Accessory dwellings can be distinguished from “shared” housing in that the unit has separate kitchen and bathroom facilities. ADUs are typically regulated as a conditional uses. Some ordinances only allow ADUs where the primary dwelling is owner-occupied.</p> <p><b>NOTE:</b> McMinnville has already adopted and simplified ADU provisions. HB 2001 may require a modification that would eliminate additional off-street parking requirements for ADUs.</p>	<p><b>Scale of Impact - Low.</b> Oregon law recently changed to require cities to allow ADUs. McMinnville has received few permit applications for ADUs in recent years.</p>

Strategy Name	Description	Scale of Impact
A12. Allow small or “tiny” homes and identify opportunities for tiny home developments.	<p>“Tiny” homes are typically dwellings that are 500 square feet or smaller. Some tiny houses are as small as 100 to 150 square feet. They include stand-alone units or very small multifamily units.</p> <p>Tiny homes can be sited in a variety of ways: locating them in RV parks (they are similar in many respects to Park Model RVs), tiny home subdivisions, or allowing them as accessory dwelling units.</p> <p>Smaller homes allow for smaller lots, increasing land use efficiency. They provide opportunities for affordable housing, especially for homeowners.</p>	<p><b>Scale of Impact – Low to medium:</b> Scale of impact depends on regulation of tiny homes, where they are allowed, and market demand for tiny homes.</p>
A13. Promote Infill Development, Allowing Flexibility in Existing Zones with Appropriate Design and Development Standards	<p>This policy seeks to maximize the use of lands that are fully developed or underdeveloped. Make use of existing infrastructure by identifying and implementing policies that (1) improve market opportunities, and (2) reduce impediments to development in areas suitable for infill or redevelopment.</p> <p>Regulatory approaches to promote infill development include:</p> <ul style="list-style-type: none"> <li>• Administrative streamlining</li> <li>• Allowing accessory dwelling units (ADUs)</li> <li>• Allowing small lots</li> <li>• Density bonuses</li> </ul>	<p><b>Scale of Impact – Low to medium.</b> In general, infill development, especially small-scale infill, is more expensive than other types of residential development. Some types of infill development, such as ADUs, may provide opportunities for relatively affordable housing.</p>
A14. Incentive-Based Zoning and Inclusionary Zoning	<p>Inclusionary zoning policies tie development approval to, or provide regulatory incentives for, the provision of low- and moderate-income housing as part of a proposed development. Mandatory inclusionary zoning-requires developers to provide a certain percentage of low-income housing. Incentive-based inclusionary zoning-provides density or other types of incentives.</p> <p>Price of low-income housing passed on to purchasers of market-rate housing; inclusionary zoning impedes the "filtering" process where residents purchase new housing, freeing existing housing for lower-income residents.</p> <p>Some cities have long had quasi-inclusionary housing provisions in their codes that are implemented at the point of annexation.</p> <p><i>Legislative Authorizations: SB 1533 (2016), HB 2997 (2019, pending)</i></p>	<p><b>Scale of Impact – Low to medium.</b> Inclusionary zoning has recently been made legal in Oregon. The scale of impact would depend on the inclusionary zoning policies adopted by the city.</p>

<b>Strategy Name</b>	<b>Description</b>	<b>Scale of Impact</b>
A15. Provide Density Bonuses to Developers	<p>The local government allows developers to build housing at densities higher than are usually allowed by the underlying zoning. Density bonuses are commonly used as a tool to encourage greater housing density in desired areas, provided certain requirements are met. This strategy is generally implemented through provisions of the local zoning code and is allowed in appropriate residential zones.</p> <p>Bonus densities can also be used to encourage development of low-income or workforce affordable housing. An affordable housing bonus would allow for more housing units to be built than allowed by zoning if the proposed project provides a certain amount affordable units.</p>	<b>Scale of Impact - Low.</b>
A16. Allow Transfer or Purchase of Development Rights (TDR/PDR)	<p>This policy is intended to move development from sensitive areas to more appropriate areas. Development rights are transferred to “receiving zones” and can be traded. This policy can increase overall densities. This policy is usually implemented through a subsection of the zoning code and identifies both sending zones (zones where decreased densities are desirable) and receiving zones (zones where increased densities are allowed).</p>	<b>Scale of Impact – Low to medium.</b> Actual impact will depend on the extent to which the policy is used. TDRs may have little impact on overall densities since overall density is not changed; rather it is moved around. TDRs can be used to encourage higher densities in selected areas.
A17. Transfer of Density	<p>Transfer of density can be similar to TDR/PDR (A16), but could potentially be implemented in a more simplified manner that doesn’t require the same administrative tracking of sending and receiving zones. For example, a Planned Development may allow a mix of housing types and densities which have the same overall density as allowed in the underlying zone that would achieved through development with uniform minimum lot sizes.</p>	<b>Scale of Impact – Low to medium.</b> Actual impact will depend on the extent to which the policy is used. Density transfers may have little impact on overall densities since overall density is not changed; rather it is moved around.
A18. Evaluate transfer of density for protection of natural features	<p>This policy could be implemented in a number of different ways, but with the specific intent of encouraging preservation of natural features by transferring allowed density elsewhere. This could be outside of the development or elsewhere within a development if applicable, similar to A16 or A17. The policy could also be achieved by permitting smaller lot sizes for lots abutting natural features so the natural feature can be better preserved in a distinct tract of land without reducing the development capacity of the site.</p>	<b>Scale of Impact – Low to medium.</b> Actual impact will depend on the extent to which the policy is used. Density transfers for natural resource protection may have some impact on overall densities since it is allowing density to be captured on lands that would otherwise be unbuildable.

Strategy Name	Description	Scale of Impact
A19. Reduced Parking Requirements for Different Housing Types	<p>Allows development of housing units to with discretionary reduction of parking requirements if an applicant can demonstrate that no more parking is needed. Reduced parking requirements are generally used in conjunction of development of subsidized affordable housing but cities like Portland have reduced or eliminated parking requirements for market-based multifamily housing in specific circumstances.</p>	<p><b>Scale of Impact - Low.</b> The City could require the developer to prove the need and public benefit or reducing parking requirements to increase housing affordability.</p>
A20. Reduce Street Width Standards	<p>This policy is intended to reduce land used for streets and slow down traffic. Street standards are typically described in development and/or subdivision ordinances. Reduced street width standards are most commonly applied on local streets in residential zones.</p> <p>Narrower streets make more land available to housing and economic-based development. Narrower streets can also reduce long-term street maintenance costs.</p> <p><i><b>NOTE:</b> McMinnville has already adopted “skinny street” provisions, so any additional revisions would likely be minimal.</i></p>	<p><b>Scale of Impact - Low.</b> This policy is most effective in cities that require relatively wide streets.</p>
A21. Regulations to Preserve Existing Housing Supply	<p>Housing preservation ordinances typically condition the demolition or replacement of certain housing types on the replacement of such housing elsewhere, fees in lieu of replacement, or payment for relocation expenses of existing tenants. Preservation of existing housing may focus on preservation of smaller, more affordable housing. Approaches include:</p> <ul style="list-style-type: none"> <li>• Housing preservation ordinances</li> <li>• Housing replacement ordinances</li> <li>• Single-room-occupancy ordinances</li> <li>• Regulating demolitions</li> </ul>	<p><b>Scale of Impact - Low.</b> Preserving small existing housing can make a difference in the availability of affordable housing in a city but it is limited by the existing stock housing, especially smaller, more affordable housing.</p>
A22. Fair Housing Act Best Practices	<p><b>Amendments to Definitions and Regulations, Using Best Practices to Further the Fair Housing Act.</b> Historically, many communities have regulated residential use through definitions of “dwelling,” “family,” and “household” that described the maximum number of related and/or unrelated people living as a household within a dwelling unit. These regulations typically predated the Fair Housing Act, and new best practices which further the Fair Housing Act take a different approach to defining these terms and regulating residential use. Resulting regulations are more inclusive in permitting residential use.</p>	<p><b>Scale of Impact – Low to medium.</b> This strategy would potentially help low income households obtain affordable housing by allowing more unrelated people to reside in a single dwelling.</p>



Strategy Name	Description	Scale of Impact
<b>B. Special Area Planning which Includes Housing Opportunities</b>		
B23. City Center Housing Strategy	The strategy will evaluate a defined area within the City Center for opportunities to increase context-sensitive housing within that area. This work has the potential to implement other strategies. The study area is partially within the designated Urban Renewal District area where eligible for TIF (K62), and could include strategies such as such as infill (A13), redevelopment, rezoning for residential use (A1), upzoning (A3), identification of possible opportunity sites (H48), and determination of associated infrastructure needs (D28).	<b>Scale of Impact – Low to medium.</b> This work is ongoing; it provides an opportunity to identify potential extent of residential component. Impact will also depend on market conditions.
B24. Evaluate Three Mile Land for Residential Development	The Three Mile Lane Area Plan includes evaluation of land use alternatives that could include opportunities to increase housing within the defined study area. This work has the potential to implement other strategies, which could include rezoning to residential use (A1), upzoning (A3), and determination of associated infrastructure needs (D28, D30)	<b>Scale of Impact – Low to medium.</b> This work is ongoing; it provides an opportunity to identify potential extent of residential component. Impact will also depend on market conditions.
B25. Hwy 99W Corridor Study – Opportunity for Higher-Density Mixed use Development	This work could include opportunities for higher density mixed-use development in anticipation of changing commercial patterns.	<b>Scale of Impact – Low to medium.</b> Impact will depend on market conditions.
<b>C. Ensure Comprehensive Plan Policies Support Strategic Priorities</b>		
C26. Great Neighborhood Principles	In April 2019, the City adopted Great Neighborhood Principles (GNP) and associated policies as part of the Comprehensive Plan. Some of these policies address mixed income and mixed housing neighborhoods. These policies will need to be implemented with code amendments, which can include other strategies, such as Strategy A2 to achieve a Diverse Housing Zone.	<b>Scale of Impact – Low.</b> The GNPs are primarily focused on urban form.
C27. Repeal outdated policies related to old sewer treatment capacity limits	Previously, the City’s sewer treatment plant (water reclamation facility) had limitations on treatment capacity, and the City established policies that limited density in certain areas commensurate with the treatment capacity limitations. The treatment capacity of the plant has increased, and those limitations are no longer necessary, and should be repealed. (Comprehensive Plan Housing Policies – 71.10)	<b>Scale of Impact – Low to medium.</b>

Strategy Name	Description	Scale of Impact
<b>D. Develop Infrastructure Plans to Support Strategic Priorities</b>		
D28. Update infrastructure plans for vacant/infill development	In some developed areas, infrastructure plans including waste water collection and transportation may have assumed no additional development and were not planned for infill and redevelopment to higher intensity. Further, in undeveloped areas, these plans may have assumed growth would occur at historic densities, which may be less than the maximum density permitted by zoning, limiting density of new development where there may be a desire to encourage infill and redevelopment.	<b>Scale of Impact – Low to medium.</b> It is difficult to determine impact until the assessment is completed; impact will depend on market response.
D29. Update infrastructure plans for growth lands	Infrastructure plans are generally sized with capacity for build-out of the Urban Growth Boundary. Expansion of the UGB will necessitate updates to the public facility plans to provide capacity to serve new areas. Infrastructure planning can also be sized to accommodate future growth within designated Urban Reserve Areas, providing for more cost-efficient provision of services.	<b>Scale of Impact – Medium to high.</b> The HNA concludes a significant deficit of residential lands; ensuring services is essential to transitioning land to a developable state.
D30. Develop infrastructure allocation policies	If there are current infrastructure capacity limits, developing policies to allocate the capacity can provide greater certainty about capacity and allowable density of development phasing in the short term, in support of development, redevelopment, and infill priorities.	<b>Scale of Impact – Low.</b> This strategy is primarily about efficient use of infrastructure and timing and will have little impact on land capacity.
D31. Develop alternative mobility network	Planning and developing an alternative mobility network can shift some trips to alternative transportation modes, providing transportation choice and reducing congestion. This can support infill and redevelopment that supports alternative modes in congested areas.	<b>Scale of Impact – Low.</b> This will have little impact on housing cost or type, but will ensure livable neighborhoods.
D32. Develop plans that allow for emerging technology	As new technologies emerge, there may be opportunities to reduce demand on certain infrastructure and transportation systems, potentially increasing capacity by reducing travel demand for some trips. Plans should be designed to allow for this technology and be flexible in adapting plans to reduced demand and congestion on systems that may enable additional infill and redevelopment	<b>Scale of Impact – Unknown.</b> Not enough is known about the impact of emerging technologies such as autonomous vehicles to predict their impact.
D33. Encourage “to and through” infrastructure policies	These policies ensure infrastructure extensions are sized to serve development as well as to extend beyond the development in the future to serve outlying properties.	<b>Scale of Impact – Medium to high.</b> This strategy will have little impact on housing type or affordability, but will ensure adequate capacity to serve lands in a timely and economical manner.

Strategy Name	Description	Scale of Impact
D34. Identify issues and plan for Water Zone 2 infrastructure improvements	The western portion of the UGB is at a higher elevation which requires separate infrastructure for water service within Water Service Pressure Zone 2, which will require a new water storage tank. Buildable lands within the UGB which area in Zone 2 will be unavailable for development until they can be served with water. The investment in the Zone 2 water infrastructure won't occur without sufficient area and timely development to help fund the necessary water infrastructure.	<b>Scale of Impact – Low.</b> This strategy will allow development of land included in the BLI.
D35. Identify areas with underutilized infrastructure capacity	Areas with underutilized infrastructure capacity may be evaluated as candidates for additional development intensity of vacant lands or infill and redevelopment opportunities in developed areas.	<b>Scale of Impact – Low to medium.</b> This strategy would potentially allow higher density development; impact will depend on market response.
<b>E. Increase Buildable Land Inventory – Developing a 5, 10, 20, and 50 Year Inventory &amp; Phase-In</b>		
E36. Establish an Urban Reserve Area (URA)	Cities may establish Urban Reserve Areas (URAs) for a period of up to 30 years beyond the Urban Growth Boundary (UGB) planning period of 20 years, for a combined period of up to 50 years . These become the highest priority lands for future UGB expansions. Urban Reserve Areas provide an opportunity for efficient infrastructure planning and future urbanization.	<b>Scale of Impact – Low to high.</b> URAs are a long-term land supply strategy. The short term impact will be none; the impact 10-20+ years out could be significant in allowing better infrastructure and land supply.
E37. Establish a framework plan for the URA	A framework plan identifies the major land uses, transportation backbone, infrastructure needs, and sequencing for the long-term growth within the URA. As these lands come into the UGB, area plans will be developed to ensure land uses and housing are provided consistent with the long-term framework plan.	<b>Scale of Impact – Low to high.</b> URAs are a long-term land supply strategy. The short term impact will be none; the impact 10-20+ years out could be significant in allowing better infrastructure and land supply.
E38. Identify an expanded UGB per the URA	Urban Reserve Planning helps guide where to establish an Urban Growth Boundary to meet needs for the 20-year planning period.	<b>Scale of Impact – High.</b> Land supply is one of McMinnville's biggest short-term constraining factors.

Strategy Name	Description	Scale of Impact
E39. Develop area plans for UGB lands identifying housing opportunities	Area plans for the UGB refine the framework plan into a more detailed land use plan for areas within the UGB. Development proposals would require master plans consistent with the area plans.	<b>Scale of Impact – High.</b> Land supply is one of McMinnville’s biggest short-term constraining factors. This strategy will ensure efficient development of expansion areas.
E40. Develop annexation process to mandate housing types upon annexation per area plans.	Lands brought into the UGB are placed in an urban holding zone, allowing for annexation phasing plans. Annexation would require master plan approval addressing required housing mix and average density, site design, and development standards.	<b>Scale of Impact – High.</b> Land supply is one of McMinnville’s biggest short-term constraining factors. This strategy will ensure efficient development of expansion areas.
<b>F. Complete “Functional” Planning that Further Affects or Informs the Buildable Land Inventory</b>		
F41. Goal 5 Natural Resource Planning & Policies, incl. wetlands and riparian areas	The City has not adopted certain local “Goal 5” resource policies, which will be required, including a Local Wetland Inventory (LWI) and standards for riparian corridors. These will further affect or inform the capacity of lands within the UGB and future growth areas.	<b>Scale of Impact – Low.</b> This strategy may take certain lands off the buildable inventory.
F42. Goal 7 Hazards Planning & Policies, incl. landslide susceptibility	The City has not adopted certain local “Goal 7” policies for hazards, including areas mapped by DOGAMI (The Oregon Department of Geology and Mineral Industries) as high landslide susceptibility. DOGAMI is in the process of refining their mapping which will further inform this work, which could affect or inform the capacity of lands within the UGB and future growth areas.	<b>Scale of Impact – Low.</b> This strategy may take certain lands off the buildable inventory.

Strategy Name	Description	Scale of Impact
<b>G. Evaluate Administrative and Procedural Reforms</b>		
G43. Administrative and Procedural Reforms	<p>Regulatory delay can be a major cost-inducing factor in development. Oregon has specific requirements for review of development applications; however, complicated projects frequently require additional analysis such as traffic impact studies, etc.</p> <p>A key consideration in these types of reforms is how to streamline the review process and still achieve the intended objectives of local development policies.</p>	<p><b>Scale of Impact - Low.</b> The level of impact on production of housing and housing affordability will be small and will depend on the changes made to the city's procedures.</p>
G44. Streamline Zoning Code and other Ordinances	<p>Complexity of zoning, subdivision, and other ordinances can make development more difficult, time consuming, and costly. Streamlining development regulations can result in increased development.</p> <p>As part of the streamlining process, cities may evaluate potential barriers to affordable workforce housing and multifamily housing. Potential barriers may include: height limitations, complexity of planned unit development regulations,</p>	<p><b>Scale of Impact - Low to medium.</b> The level of impact on production of housing and housing affordability will depend on the changes made to the zoning code and other ordinances.</p>

Strategy Name	Description	Scale of Impact
<b>II. OTHER STRATEGIES – NON LAND USE (City)</b>		
<b>H. Land Interventions to Reduce Costs and Facilitate Housing Development</b>		
H45. Parcel assembly	<p>Parcel assembly involves the city’s ability to purchase lands for the purpose of land aggregation or site assembly. It can directly address the issues related to limited multifamily lands being available in appropriate locations (e.g., near arterials and commercial services). Typical goals of parcel assembly programs are: (1) to provide sites for rental apartments in appropriate locations close to services and (2) to reduce the cost of developing multifamily rental units</p> <p>Parcel assembly can lower the cost of multifamily development because the City is able to purchase land in strategic locations over time. Parcel assembly is more often associated with development of government-subsidized affordable housing, where the City partners with nonprofit affordable housing developers.</p>	<p><b>Scale of Impact - Low to medium:</b> Parcel assembly is most likely to have an effect on a localized area, providing a few opportunities for new multifamily housing development over time.</p>
H46. Land Banking	<p>Land banks are public or community-owned entities created to acquire, manage, maintain, and repurpose vacant, abandoned, and foreclosed properties for conversion into productive use. Land banks can play a variety of roles. They can play a very limited role, such as simply acquiring property on behalf of a local municipality, to a broader role of property developer. It is important to note that land banks are not financial institutions: financing comes from developers, banks, and local governments.</p> <p>Land banks may be granted special powers via state enabling legislation. These powers can include the ability to remove legal and financial barriers, such as delinquent property taxes, that often render vacant and abandoned properties inaccessible or unattractive to the private market. Land banks acquire properties through different means, but the most common pipeline is the property tax foreclosure system.</p>	<p><b>Scale of Impact - Low to medium:</b> Land banking would have the biggest impact on production of low- and moderate-income affordable housing. Considering how difficult it can be to build this type of affordable housing, and the level of need for affordable housing, land banking could encourage development of more affordable housing types.</p>

Strategy Name	Description	Scale of Impact
H47. Community Land Trust (CLT)	<p>A Community Land Trust (CLT) creates permanent affordability by severing the value of the land and the improvements (i.e., the house). The land is held in trust by a nonprofit or other entity then leased to the homeowner. The homeowner enjoys most of the rights of homeownership, but restrictions are placed on use (e.g., owner occupancy requirement) and price restrictions on resale ensure that the home remains affordable.</p> <p>CLTs may be used in conjunction with land banking programs, where the city or a nonprofit housing corporation purchases a future site for affordable housing or other housing that meets community goals.</p> <p>A variation to the community land trust is to have the City own the property rather than the land trust, and lease property to income-qualifying households (such as low-income or moderate-income households) to build housing. The City would continue to own the land over the long-term but the homeowner would be able to sell the house. Restrictions on resale ensure that the home remains affordable.</p>	<p><b>Scale of Impact - Low to medium:</b> A land trust will have the biggest impact on production of low- and moderate-income affordable housing. Considering how difficult it is to build this type of affordable housing and the level of need for affordable housing, a land trust could increase nonprofits' capacity to build affordable housing.</p>
H48. Public Land Disposition	<p>The public sector sometimes controls land that has been acquired with resources that enable it to dispose of that land for private and/or nonprofit redevelopment. Land acquired with funding sources such as tax increment, EB5, or through federal resources such as CDBG or HUD Section 108 can be sold or leased at below market rates for various projects to help achieve redevelopment objectives. This increases development feasibility by reducing development costs and gives the public sector leverage to achieve its goals via a development agreement process with the developer. Funding can come from Tax Increment, CDBG/HUD 108, EB-5.</p>	<p><b>Scale of Impact - Low to medium:</b> Using public land would have the biggest impact on production of low- and moderate-income affordable housing. Impact varies considering how difficult it is to build this type of affordable housing and the level of need for affordable housing.</p>
<p><b>I. Financial Incentives and Affordable Housing Subsidy &amp; Assistance Programs to Retain Housing Stock, Add Supply, and Help People Afford Housing (Tax abatement programs that decrease operational costs by decreasing property taxes, Programs to lower the cost of development)</b></p>		
I49. Multiple-Unit Limited Tax Exemption Program (Locally Enabled and Managed)	<p>Multi-unit projects receive a ten-year property tax exemption on structural improvements to the property as long as program requirements are met. There is no ground floor active use requirement for this tool. The City of Portland's program, for example, limits the number of exemptions approved annually, requires developers to apply through a competitive process, and encourages projects to provide greater public benefits to the community. This program is enabled by the state, but managed by the local jurisdiction.</p>	<p><b>Scale of Impact – Low to medium.</b> The design of the tax abatement program will impact whether and how many developers use the tax abatement, which will affect the scale of the impact.</p>

Strategy Name	Description	Scale of Impact
I50. Affordable Housing Property Tax Abatement	There are several statutory authorizations for different types of affordable housing property tax abatements which could apply to affordable housing developments that aren't already tax exempt. Some of these can be designated for a limited duration. Some of these are authorized by statute and require local enabling legislation or approvals.	<b>Scale of Impact – Low to medium.</b> The design of the tax abatement program will impact whether and how many developers use the tax abatement, which will affect the scale of the impact.
I51. Vertical Housing Tax Abatement (Locally Enabled and Managed)	Subsidizes "mixed-use" projects to encourage dense development or redevelopment by providing a partial property tax exemption on increased property value for qualified developments. The exemption varies in accordance with the number of residential floors on a mixed-use project with a maximum property tax exemption of 80% over 10 years. An additional property tax exemption on the land may be given if some or all of the residential housing is for low-income persons (80% of area is median income or below). The proposed zone must meet at least one of the following criteria: <ul style="list-style-type: none"> <li>• Completely within the core area of an urban center.</li> <li>• Entirely within half-mile radius of existing/planned light rail station.</li> <li>• Entirely within one-quarter mile of fixed-route transit service (including a bus line).</li> <li>• Contains property for which land-use comprehensive plan and implementing ordinances effectively allow "mixed-use" with residential.</li> </ul>	<b>Scale of Impact – Low to medium.</b> The design of the tax abatement program will impact whether and how many developers use the tax abatement, which will affect the scale of the impact.
I52. Financial incentives supporting inclusionary zoning	In addition to regulatory mandates and incentives for inclusionary zoning, there can be financial incentives to help achieve inclusionary zoning, or to help increase the level of affordability or percentage of affordable units. If a City adopts both inclusionary zoning and a Construction Excise Tax, a city must offer certain incentives for developments subject to inclusionary zoning.	<b>Scale of Impact – Low to medium.</b> The design of the program will impact whether and how many developers use the incentives which will affect the scale of the impact.



Strategy Name	Description	Scale of Impact
I53. SDC Financing and Credits	<p>Enables developers to spread their SDC payment over time, thereby reducing upfront costs. Alternately, credits allow developers to make necessary improvements to the site in lieu of paying SDCs. Note that the City can control its own SDCs, but often small cities manage them on behalf of other jurisdictions including the County and special districts. Funding can come from an SDC fund or general fund. In some cases there may be no financial impact. Can come in the form of student, low-income, or workforce housing.</p> <p>An additional variation is deferral of SDC payment from time of building permit issuance to when the building is occupied, which can reduce up-front costs, but can potentially present create administrative issues.</p>	<p><b>Scale of Impact – Low.</b> The City may consider changes in SDCs to allow financing, but the City would want to ensure that the impact should be spread-out and non-negatively impact one entity.</p>
I54. Sole Source SDCs	<p>Retains SDCs paid by developers within a limited geographic area that directly benefits from new development, rather than being available for use city-wide. This enables SDC eligible improvements within the area that generates those funds to keep them for these improvements. Improvements within smaller areas can enhance the catalytic and redevelopment value of the area. This tool can also be blended with other resources such as LIDs and TIF. Funding can come from an SDC fund or general fund. In some cases there may be no financial impact. The housing can come in the form of student, low income, or workforce housing. However, in some cases, this could limit the ability to aggregate SDC resources regardless of geographic area for larger infrastructure projects.</p>	<p><b>Scale of Impact – Low to medium.</b> Depends on extent to which SDCs can be aggregated to complete larger projects.</p>
I55. Reduced or waived planning fees, permit fees, SDCs for affordable housing	<p>Planning fees, permit fees, and SDCs can be reduced or waived for qualifying affordable housing developments.</p> <p>McMinnville has already enacted planning, permit, and certain SDC waivers for qualifying affordable housing developments.</p>	<p><b>Scale of Impact – Low.</b> McMinnville has already enacted planning, permit, and certain SDC waivers for qualifying affordable housing developments.</p>
I56. General Fund Grants or Loans	<p>Through the annual budget process, the City can allocate funds to assist affordable housing developments. Assistance can also be provided through no- or low-interest loans. That typically occurs in conjunction with a revolving loan fund that allows the fund to grow over time as loans are repaid.</p>	<p><b>Scale of Impact – Unknown.</b> Impact is dependent on obtaining grants.</p>

Strategy Name	Description	Scale of Impact
I57. Home ownership programs	<p>Cities (and other partners) use a variety of programs to assist with homeownership</p> <ul style="list-style-type: none"> <li>• <b>Homebuyer Assistance Programs.</b> These Down Payment Assistance loans help low- or moderate-income households cover down payment and closing costs to purchase homes on the open market. These programs either give loans or grants, most frequently to first time homebuyers.</li> <li>• <b>Inclusionary Housing Program.</b> Some cities have an Inclusionary Housing Ordinance (IH) requires that new residential development contribute at least 20% of the total units as permanently affordable housing. Options for meeting this requirement can be allow the affordable units to be located on or off site. Cities that use inclusionary housing generally have programs to ensure that housing continues to be affordable over the long-term.</li> <li>• <b>Partnerships.</b> Cities often work with partnerships with nonprofit agencies that provide homeownership assistance.</li> </ul>	<p><b>Scale of Impact - Low.</b> While homeownership programs are important, limited funds mean that the number of households that benefit from homeownership programs is relatively small.</p>
I58. Rental assistance programs	<p>Cities (and other partners) use a variety of programs to provide rental assistances</p> <ul style="list-style-type: none"> <li>• <b>Section 8 Voucher:</b> This assistance subsidizes the difference between 30 to 40 percent of a household's income and the area's Fair Market Rent (FMR).</li> <li>• <b>Rental assistance programs.</b> These programs offer a range of services, such as assistance with security deposits.</li> <li>• <b>Rent Control.</b> Rent control regulations control the level and increases in rent, over time resulting in rents that are at or below market rates.</li> <li>• <b>Partnerships.</b> Cities often work with partnerships with nonprofit agencies that provide rental assistance.</li> </ul>	<p><b>Scale of Impact - Low.</b> Renter assistance programs are important. However, limited city funds mean that the number of households that benefit from rental assistance resulting from city funding is relatively small.</p>
I59. Housing Rehabilitation Programs	<p>Cities (and other partners) often offer home rehabilitation programs, which provide loans to low- and moderate-income households for rehabilitation projects such as making energy efficiency, code, and safety repairs. Some programs provide funding to demolish and completely reconstruct substandard housing.</p>	<p><b>Scale of Impact - Low.</b> Limited fund availability means that relatively few households will be able to access housing rehabilitation funds.</p>
I60. Non-regulatory programs and incentives to	<p>While rehabilitation programs can help preserve housing supply there are other strategies that can help preserve housing supply, or affordable housing supply. For example, if a long-term deed restriction requiring affordable rents for a specified period is</p>	<p><b>Scale of Impact - Low.</b> Impact would be limited by the availability of funding.</p>

Strategy Name	Description	Scale of Impact
preserve existing housing supply	set to expire, an affordable housing agency may acquire a property to retain the housing as affordable units.	
<b>J. Tools to Help Fund Infrastructure or Facilitate Equitable &amp; Timely Extension of Infrastructure</b>		
J61. Local Improvement District (LID)	This tool is a special assessment district where property owners are assessed a fee to pay for capital improvements, such as streetscape enhancements, underground utilities, or shared open space. LIDs must be supported by a majority of affected property owners and setting up fair LID payments for various property owners, who are located different distances from the improvement can be challenging. However, if successful it succeeds in organizing property owners around a common goal. It also allows property owners to make payments over time to bring about improvements quickly that benefit them individually. LIDs can also be bundled with other resources, such as TIFs.	<b>Scale of Impact – Low to medium.</b> This tool can only be used when certain majority requirements are met for properties to be assessed.
J62. Reimbursement District	<p>A reimbursement district is a tool that provides equity if the City or a developer must extend public facilities along other properties in order to enable development of a property. If intervening properties connect to the infrastructure extended at the expense of the developer or City, a reimbursement district allows the City or developer who paid for the extension to recoup costs that would have been incurred by the intervening properties if they had to extend it on their own at the time of their development.</p> <p>Unless or until the intervening property develops in a manner that would have required the infrastructure extension, there is no assessment. Therefore, there is no assurance that the City or developer that installed the infrastructure will recoup the costs.</p> <p>This tool can overcome a situation where a developer may be hesitant to extend services if the intervening property can connect for free at developer's expense.</p>	<b>Scale of Impact – Low to medium.</b> This tool doesn't provide a new funding source, but may sometimes impact decisions to extend infrastructure to serve new development.

Strategy Name	Description	Scale of Impact
<b>K. Programs and Revenue Sources to Generate Revenue to Fund Subsidy Programs and Incentives (Sources of funding to pay for infrastructure to support development)</b>		
K63. Urban Renewal / Tax Increment Finance (TIF)	<p>Tax increment finance revenues are generated by the increase in total assessed value in an urban renewal district from the time the district is first established. As property values increase in the district, the increase in total property taxes (i.e., City, County, school portions) is used to pay off the bonds. When the bonds are paid off, the entire valuation is returned to the general property tax rolls. TIFs defer property tax accumulation by the City and County until the urban renewal district expires or pays off bonds. Over the long term (most districts are established for a period of 20 or more years), the district could produce significant revenues for capital projects. Urban renewal funds can be invested in the form of low-interest loans and/or grants for a variety of capital investments:</p> <ul style="list-style-type: none"> <li>• Redevelopment projects, such as mixed-use or infill housing developments</li> <li>• Economic development strategies, such as capital improvement loans for small or start up businesses which can be linked to family-wage jobs</li> <li>• Streetscape improvements, including new lighting, trees, and sidewalks</li> <li>• Land assembly for public as well as private re-use</li> <li>• Transportation enhancements, including intersection improvements</li> <li>• Historic preservation projects</li> <li>• Parks and open spaces</li> </ul>	<p><b>Scale of Impact – Medium.</b> Urban Renewal funding is a flexible tool that allows cities to develop essential infrastructure or provides funding for programs that lower the costs of housing development (such as SDC reductions or low interest loan programs). Portland used Urban Renewal to catalyze redevelopment across the City, including the Pearl District and South Waterfront.</p>
K64. Affordable Housing Construction Excise Tax (CET)	<p>An affordable housing construction excise tax (CET) is a tax on the value of new construction that is used to fund affordable housing. CETs are governed by state law but provide local control over some aspects of the tax structure, rates, etc.</p> <p>A CET can be established using a flat rate or a tiered/marginal rate, which can help further affordable housing objectives.</p> <p><i>(Legislative Authorization: SB 1533, 2016)</i></p>	<p><b>Scale of Impact – Low to medium.</b> Impacts would depend on (1) the amount of the tax, (2) the amount of revenue generated, and (3) how the funds are invested.</p>

<b>Strategy Name</b>	<b>Description</b>	<b>Scale of Impact</b>
K65. Linkage Fees for Non-Residential Development	Linkage fees are a type of impact fee based on the source of the impact. In this case, the fee is based on the impact of commercial and industrial development creating additional housing demand. New nonresidential development generates jobs, which triggers housing needs for their workers. Commercial and/or industrial developers are charged fees, usually assessed per square foot, which then are used to build new housing units. A communitywide analysis is usually performed to estimate the type and amount of jobs and wages that are expected to be generated by new development.	<b>Scale of Impact – Low to medium.</b> Impact is dependent on the design of the program which will determine how many projects are required to pay fees.
K66 & 67. General Fund and General Obligation (GO) Bonds	The city can use general fund monies on hand or can issue bonds backed by the full faith and credit of the city to pay for desired public improvements. GO Bonds require a public vote which can be time-consuming and costly. GO Bonds also raise property owner taxes.	<b>Scale of Impact – Medium to high.</b> GO Bonds can be used to develop essential infrastructure or provides funding for programs that lower the costs of housing development (such as SDC reductions or low interest loan programs).
K68. Transient Lodging Tax (TLT) – Up to 30% for Affordable Housing (SB595)	This legislation would enable cities with a local transient lodging tax to use a portion for affordable housing. Currently 70% of local funds must go to tourism, and 30% can be allocated to general fund. SB595 would authorize a maximum of 30% be dedicated for affordable housing, authorized to be deducted from the 70% for tourism.  <i>(Legislative Authorization: SB595, 2019, pending)</i>	<b>Scale of Impact – Low to moderate</b> Would require Council action to appropriate funds for housing and the amount of funding. Would provide a stable annual funding source dedicated to affordable housing.

Strategy Name	Description	Scale of Impact
<p>K69. Community Development Block Grants (CDBG)</p> <p>(Federal Program, Locally Administered)</p>	<p>Community Development Block Grants (CDBG) provide communities with resources to address a range of community development needs, including infrastructure improvements, housing and commercial rehab loans and grants, as well as other benefits targeted to low- and moderate-income persons. Funds can be applied relatively flexibly. This program has been run since 1974, and is seen as being fairly reliable, but securing loans/grants for individual projects can be competitive.</p> <p>Some drawbacks to CDBG funds include:</p> <ul style="list-style-type: none"> <li>• Administration and projects must meet federal guidelines such as Davis Bacon construction requirements.</li> <li>• Amount of federal funding for CDBG has been diminishing over the past few years.</li> <li>• CDBG program is not in the control of the City.</li> </ul>	<p><b>Scale of Impact – Unknown.</b> Impact is dependent on qualifying as an entitlement community with an annual appropriation or obtaining grants competitively through the state/small cities program</p>
<p>p/o K69. CDBG – Section 108</p> <p>(Federal Program, Locally Administered)</p>	<p>HUD Section 108 increases the capacity of block grants to assist with economic development projects by enabling a community to borrow up to five times its annual CDBG allocation. These funds can be fairly flexible in their application. The program has been in operation since 1974 and has gained reliability. It enables a larger amount of very low interest-rate-subordinate funding for eligible projects. As with CDBGs, the process of securing the loan can be competitive.</p>	<p><b>Scale of Impact - Low.</b> Section 108 funds could be used to help finance development of some affordable housing but would only cover a portion of the affordable housing development.</p>
<p>K70. Housing Trust Funds</p>	<p>Housing trust funds are designed locally so they take advantage of unique opportunities and address specific needs that exist within a community. Housing trust funds support virtually any housing activity that serves the targeted beneficiaries and would typically fund new construction and rehabilitation, as well as community land trusts and first time homeowners.</p> <p>This tool is often used in cities with inclusionary zoning ordinances, which generates fees to fund development of the housing trust fund. Successfully implementing this tool requires a dedicated funding source.</p>	<p><b>Scale of Impact – Unknown.</b> Impact is dependent on program design.</p>

Strategy Name	Description	Scale of Impact
K71. Fees or Other Dedicated Revenue	Directs user fees into an enterprise fund that provides dedicated revenue to fund specific projects. Examples of those types of funds can include parking revenue funds, stormwater/ sewer funds, street funds, etc. The City could also use this program to raise private sector funds for a district parking garage wherein the City could facilitate a program allowing developers to pay fees-in-lieu or “parking credits” that developers would purchase from the City for access “entitlement” into the shared supply. The shared supply could meet initial parking need when the development comes online while also maintaining the flexibility to adjust to parking need over time as elasticity in the demand patterns develop in the district and influences like alternative modes are accounted for. Funding can come from residents, businesses, and developers. Also these fees or revenues allow for new revenue streams into the City.	<b>Scale of Impact – Unknown.</b> Impact is dependent on program design.
<b>L. Education and Outreach</b>		
L72. Education and Outreach	Ensure housing developers are aware of regulatory changes that authorize additional housing options or flexibility. Provide information that explains housing options that are already available under existing zoning and building codes, but may use different terminology than is commonly recognized.	<b>Scale of Impact – Low.</b>
<b>M. Advocacy for State/Federal Legislative Actions that Increase State Agency Program Funding Available to Fund Affordable Housing</b>		
M73. State Affordable Housing Funding	This legislation would change the tax income code to eliminate certain deductions, and the resulting revenues would fund state affordable housing programs.  <i>(Legislation: HB 3349, 2019, pending)</i>	<b>Scale of Impact – Unknown.</b>
<b>N. Apply for and Utilize State, Federal, and Foundation Resources</b>		
N74. Use grants, programs, and technical resources when available and cost-effective	Continue to utilize grant funds and other resources when available to fund housing related planning and housing-related programs.	<b>Scale of Impact – Unknown.</b> Impact is dependent on obtaining grants.

Strategy Name	Description	Scale of Impact
<b>O. Partnerships</b>		
O75. Misc. Partnerships	Placeholder Only – To Capture Ideas / Discussion	
<b>P. Strategies and Tools Employed by Organizations Other Than the City</b>		
P76. Misc. Strategies	Placeholder Only – To Capture Ideas / Discussion	
P77. Oregon Affordable Housing Tax Credit (OAHTC)	<p>The City is directly not involved in this program.</p> <p>The 1989 Oregon Legislature created the <b>Oregon Affordable Housing Tax Credit Program (OAHTC)</b>. Under the OAHTC Program, the Department has the authority to certify tax credits for projects. Through the use of tax credits, lending institutions are able to lower the cost of financing by as much as four percent for housing projects or community rehabilitation programs serving low-income households. The savings generated by the reduced interest rate must be passed directly to the tenant in the form of reduced rents.</p>	<b>Scale of Impact – Low to medium.</b> The city is not directly involved in this program.
P78. Low Income Housing Tax Credits (LIHTC)	<p>The Low Income Housing Tax Credit Program (LIHTC) is an incentive to encourage the construction and rehabilitation of rental housing for lower-income households. The program offers credits on federal tax liabilities for 10 years. Individuals, corporations, partnerships and other legal entities may benefit from tax credits, subject to applicable restrictions.</p> <p>Annually, the U.S. Department of Treasury allocates tax credits to each state. Oregon Housing and Community Services (OHCS) administers the tax credit program for the state of Oregon. Tax credits offer direct federal income tax savings to owners of rental housing developments who with a developer are willing to set-aside a minimum portion of the development's units for households earning 60 percent or less of gross area median income. Developers of tax credit developments typically sell the credits to investors who are willing to provide capital in return for the economic benefits (including tax credits) generated by the development.</p>	<b>Scale f Impact – Moderate to high.</b> The city is not directly involved in this program.



## Table 5. Questions, Comments and Ranking re: Potential Strategies and Actions.

This table provides space to take notes and provide questions and comments about the potential strategies and actions listed in Table 3. It also provides a column for ranking these items as noted below.

To help prioritize items, please rank items as follows:

- **Prioritize Land Use Strategies:** Top 10 as High, 11-20 as Medium, 21-30 as Medium-Low, and remaining as Low
- **Prioritize Other Non-Land Use Strategies:** Top 10 as High, 11-20 as Medium, 21-30 as Medium-Low, and remaining as Low

Key considerations include:

1. What are the Top 10 highest priority strategies and action items? The next 10? Etc.
2. Are there high priority strategies or actions that are missing and need to be added to the list? If so, are they strategies that are appropriate as part of the City's Housing Strategy, or should they be undertaken by other organizations?
3. Which of these would make the biggest impact?
4. Which of these would make an immediate impact?
5. Which of these need to be started first due to the length of time to completion or need to be completed before other decisions or actions?
6. Are there statutory mandates that establish deadlines?
7. Are there other actions that need to occur before this strategy can be implemented?

Strategy Name	Questions/Comments	<u>Priority Ranking:</u> High = Top 10 Medium = 11-20 Med. Low = 21-30 Low = Other
<b>I. LAND USE STRATEGIES (City)</b>		
<b>A. Regulatory Changes. Changes to the Zoning Code and Other Ordinances to Advance Strategic Priorities (through increasing residential land and capacity, flexibility, efficiencies, regulatory incentives, regulatory mandates, etc.)</b>		
A1. Redesignate or rezone land for housing		
A2. Diverse Housing Zone. Explore residential zoning with targeted/ minimum density and multiple allowed housing types		
A3. Develop a high density residential zone		
A4. Allow Small Residential Lots		

<b>Strategy Name</b>	<b>Questions/Comments</b>	<b>Priority Ranking:</b> High = Top 10 Medium = 11-20 Med. Low = 21-30 Low = Other
A5. Mandate Maximum Lot Sizes		
A6. Mandate Minimum Residential Densities		
A7. Increase Allowable Residential Densities		
A8. Allow Clustered Residential Development		
A9. Allow Duplexes, Cottages Townhomes, Row Houses, and Tri- and Quad-Plexes in single-family zones with appropriate design & development standards		

<b>Strategy Name</b>	<b>Questions/Comments</b>	<b>Priority Ranking:</b> <b>High = Top 10</b> <b>Medium = 11-20</b> <b>Med. Low = 21-30</b> <b>Low = Other</b>
A10. Allow Cohousing and “Group Quarters” (SROs, etc.)		
A11. Permit Accessory Dwelling Units (ADUs) in single-family zones		
A12. Allow small or “tiny” homes and identify opportunities for tiny home developments.		
A13. Promote Infill Development, Allowing Flexibility in Existing Zones with Appropriate Design and Development Standards		
A14. Incentive-Based Zoning and Inclusionary Zoning		
A15. Provide Density Bonuses to Developers		

<b>Strategy Name</b>	<b>Questions/Comments</b>	<b>Priority Ranking:</b> High = Top 10 Medium = 11-20 Med. Low = 21-30 Low = Other
A16. Allow Transfer or Purchase of Development Rights (TDR/PDR)		
A17. Transfer of Density		
A18. Evaluate transfer of density for protection of natural features		
A19. Reduced Parking Requirements for Different Housing Types		
A20. Reduce Street Width Standards		
A21. Regulations to Preserve Existing Housing Supply		

<b>Strategy Name</b>	<b>Questions/Comments</b>	<b>Priority Ranking:</b> High = Top 10 Medium = 11-20 Med. Low = 21-30 Low = Other
A22. Fair Housing Act Best Practices		
<b>B. Special Area Planning which Includes Housing Opportunities</b>		
B23. City Center Housing Strategy		
B24. Evaluate Three Mile Land for Residential Development		
B25. Hwy 99W Corridor Study – Opportunity for Higher-Density Mixed use Development		
<b>C. Ensure Comprehensive Plan Policies Support Strategic Priorities</b>		
C26. Great Neighborhood Principles		

<b>Strategy Name</b>	<b>Questions/Comments</b>	<b>Priority Ranking:</b> High = Top 10 Medium = 11-20 Med. Low = 21-30 Low = Other
C27. Repeal outdated policies related to old sewer treatment capacity limits		
<b>D. Develop Infrastructure Plans to Support Strategic Priorities</b>		
D28. Update infrastructure plans for vacant/infill development		
D29. Update infrastructure plans for growth lands		
D30. Develop infrastructure allocation policies		
D31. Develop alternative mobility network		
D32. Develop plans that allow for emerging technology		

<b>Strategy Name</b>	<b>Questions/Comments</b>	<b>Priority Ranking: High = Top 10 Medium = 11-20 Med. Low = 21-30 Low = Other</b>
D33. Encourage “to and through” infrastructure policies		
D34. Identify issues and plan for Water Zone 2 infrastructure improvements		
D35. Identify areas with underutilized infrastructure capacity		
<b>E. Increase Buildable Land Inventory – Developing a 5, 10, 20, and 50 Year Inventory &amp; Phase-In</b>		
E36. Establish an Urban Reserve Area (URA)		
E37. Establish a framework plan for the URA		
E38. Identify an expanded UGB per the URA		



<b>Strategy Name</b>	<b>Questions/Comments</b>	<b>Priority Ranking: High = Top 10 Medium = 11-20 Med. Low = 21-30 Low = Other</b>
E39. Develop area plans for UGB lands identifying housing opportunities		
E40. Develop annexation process to mandate housing types upon annexation per area plans.		
<b>F. Complete “Functional” Planning that Further Affects or Informs the Buildable Land Inventory</b>		
F41. Goal 5 Natural Resource Planning & Policies, incl. wetlands and riparian areas		
F42. Goal 7 Hazards Planning & Policies, incl. landslide susceptibility		
<b>G. Evaluate Administrative and Procedural Reforms</b>		
G43. Administrative and Procedural Reforms		

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<b>Strategy Name</b>	<b>Questions/Comments</b>	<b>Priority Ranking:</b> High = Top 10 Medium = 11-20 Med. Low = 21-30 Low = Other
G44. Streamline Zoning Code and other Ordinances		

Strategy Name	Questions/Comments	<u>Priority Ranking:</u> High = Top 10 Medium = 11-20 Med. Low = 21-30 Low = Other
<b>II. OTHER STRATEGIES – NON LAND USE (City)</b>		
<b>H. Land Interventions to Reduce Costs and Facilitate Housing Development</b>		
H45. Parcel assembly		
H46. Land Banking		
H47. Community Land Trust (CLT)		
H48. Public Land Disposition		

Strategy Name	Questions/Comments	<u>Priority Ranking:</u> High = Top 10 Medium = 11-20 Med. Low = 21-30 Low = Other
<b>I. Financial Incentives and Affordable Housing Subsidy &amp; Assistance Programs to Retain Housing Stock, Add Supply, and Help People Afford Housing (Tax abatement programs that decrease operational costs by decreasing property taxes, Programs to lower the cost of development)</b>		
I49. Multiple-Unit Limited Tax Exemption Program (Locally Enabled and Managed)		
I50. Affordable Housing Property Tax Abatement		
I51. Vertical Housing Tax Abatement (Locally Enabled and Managed)		
I52. Financial incentives supporting inclusionary zoning		
I53. SDC Financing and Credits		

<b>Strategy Name</b>	<b>Questions/Comments</b>	<b>Priority Ranking:</b> High = Top 10 Medium = 11-20 Med. Low = 21-30 Low = Other
I54. Sole Source SDCs		
I55. Reduced or waived planning fees, permit fees, SDCs for affordable housing		
I56. General Fund Grants or Loans		
I57. Home ownership programs		
I58. Rental assistance programs		
I59. Housing Rehabilitation Programs		

<b>Strategy Name</b>	<b>Questions/Comments</b>	<b>Priority Ranking: High = Top 10 Medium = 11-20 Med. Low = 21-30 Low = Other</b>
I60. Non-regulatory programs and incentives to preserve existing housing supply		
<b>J. Tools to Help Fund Infrastructure or Facilitate Equitable &amp; Timely Extension of Infrastructure</b>		
J61. Local Improvement District (LID)		
J62. Reimbursement District		
<b>K. Programs and Revenue Sources to Generate Revenue to Fund Subsidy Programs and Incentives (Sources of funding to pay for infrastructure to support development)</b>		
K63. Urban Renewal / Tax Increment Finance (TIF)		
K64. Affordable Housing Construction Excise Tax (CET)		

<b>Strategy Name</b>	<b>Questions/Comments</b>	<b>Priority Ranking: High = Top 10 Medium = 11-20 Med. Low = 21-30 Low = Other</b>
K65. Linkage Fees for Non-Residential Development		
K66 & 67. General Fund and General Obligation (GO) Bonds		
K68. Transient Lodging Tax (TLT) – Up to 30% for Affordable Housing (SB595)		
K69. Community Development Block Grants (CDBG) (Federal Program, Locally Administered)		
p/o K69. CDBG – Section 108 (Federal Program, Locally Administered)		

<b>Strategy Name</b>	<b>Questions/Comments</b>	<b>Priority Ranking: High = Top 10 Medium = 11-20 Med. Low = 21-30 Low = Other</b>
K70. Housing Trust Funds		
K71. Fees or Other Dedicated Revenue		
<b>L. Education and Outreach</b>		
L72. Education and Outreach		
<b>M. Advocacy for State/Federal Legislative Actions that Increase State Agency Program Funding Available to Fund Affordable Housing</b>		
M73. State Affordable Housing Funding		



Strategy Name	Questions/Comments	<u>Priority Ranking:</u> High = Top 10 Medium = 11-20 Med. Low = 21-30 Low = Other
<b>N. Apply for and Utilize State, Federal, and Foundation Resources</b>		
N74. Use grants, programs, and technical resources when available and cost-effective		
<b>O. Partnerships</b>		
O75. Misc. Partnerships		
<b>P. Strategies and Tools Employed by Organizations Other Than the City</b>		
P76. Misc. Strategies		
P77. Oregon Affordable Housing Tax Credit (OAHTC)		
P78. Low Income Housing Tax Credits (LIHTC)		