

**Ashland Housing and Human
Services Commission**
Regular Meeting Agenda



February 22, 2018: 4:30 – 6:00pm
Siskiyou Room of the Community Development Building
51 Winburn Way

1. (4:30) **Approval of Minutes** (5 min)
January 18, 2018
2. (4:35) **Public Forum** (5 min)
3. (4:40) **CDBG and AHTF RFP Update Meeting Schedule** (20 min)
4. (5:00) **Revised Language for 2018 Goals Review** (10 min)

Bring Mental Health services to Ashland Seek ways to support overnight car camping program.	Work with City Council to identify programmatic priorities to offer for Social Service applicants. Restructure grant process to be data driven and based on needs.	Support the development of workforce housing. Land Bank	Promote alternative housing, such as multi-family housing, tiny house village, intentional communities, and focus on removing barriers to their development.
Funding for a shelter coordinator	Establish single location, seven day a week shelter.	Support Porta-Pottie project	Seek to increase DHS child care providers and family-friendly childcare

5. (5:10) **Regional Problem Solving Draft Housing Policy Review** (15 min)
6. (5:35) **Liaison Reports** (20 min)

Liaison Reports
Council (Traci Darrow)
SOU Liaison (Unfilled)
Staff (Linda Reid)
General Announcements/Local Housing Updates

7. (5.55) **March 22, 2018 Meeting Agenda Items**
Quorum Check – Commissioners not available to attend upcoming regular meetings should declare their expected absence.
8. (6:00) **Upcoming Events and Meetings**
Next Housing Commission Regular Meeting
4:30-6:30 PM; March 22, 2018
9. (6:00) **Adjournment**

In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please contact the Community Development office at 541-488-5305 (TTY phone is 1-800-735-2900). Notification 48 hours prior to the meeting will enable the City to make reasonable arrangements to ensure accessibility to the meeting (28 CFR 35.102-35.104 ADA Title 1).

CITY OF ASHLAND

Ashland Housing and Human Services Commission Draft Minutes January 25, 2018

CALL TO ORDER

Commission Chair Rohde called the meeting to order at 4:30 pm in the Siskiyou Room at the Community Development and Engineering Offices located at 51 Winburn Way, Ashland OR 97520.

Commissioners Present:	Council Liaison
Tom Gunderson	Traci Darrow, absent
Rich Rohde	
Heidi Parker	SOU Liaison
Michelle Linley	
Gina DuQuenne	
Jackie Bachman	Staff Present:
Sue Crader	Linda Reid, Housing Specialist
Linda Reppond	Carolyn Schwendener, Clerk

APPROVAL OF MINUTES

Bachman/Crader m/s to approve the minutes of the November 16, 2017 regular Commission meeting. Voice Vote: All Ayes, motion passed.

PUBLIC FORUM

No one spoke at public forum.

CDBG AND AHTF RFP UPDATE

Reid reviewed with the Commissioners the timeline schedule for the 2018 Community Development Block Grant and Ashland Housing Trust Fund grant applications.

- January 1, 2018 – The RFP applications were available to the public. They were published in the newspaper, City of Ashland website and previous applicants were mailed a letter.
- February 16, 2018 – Applications are due by 4:30 pm
- March 22, 2018 – Public Hearing at the Housing and Human Services Commission regular meeting who will then provide recommendations for awards to the City Council.
- April 17, 2018 – Public Hearing at the Ashland City Council to make the final award selection(s).

This Commission has made communication with the Council a priority goal and would like to encourage Tracy Darrow the Council Liaison to be present at next month's regular HHS Commission meeting. Reid will speak to Darrow about the importance of being there. It was suggested to invite another City Councilor or the Mayor as well.

As we go into this process we will pay close attention to any conflict of interest, stated Rohde. Traditionally conflict of interest hasn't been a problem with CDBG applications, the problem occurred with the Social Service Grant money. There is a slight chance that Gunderson may recuse himself because he is joining the board of Rogue Retreat and there is a possibility they may have an application.

TRANSIT TRIANGLE OVERVIEW/UPDATE

City Senior Planner, Brandon Goldman reported at the January 16, 2018 Council meeting the Ashland City Council directed staff to develop a final draft ordinance in order to implement the infill strategies for the Transit Triangle area. Council also recommended that staff look at incentive based strategies such as vertical housing and system development credits in order to promote the proposed types of housing.

The Transit Triangle is comprised of Ashland Street along the north edge, Siskiyou Boulevard on the southwest side, and Tolman Creek Road on the eastern edge. This area includes opportunities for development of additional businesses and housing. Several issues were found to exist under the current zoning and land use standards that limit Commercial and Residential Development in the Transit Triangle. Goldman explained that the preliminary analysis determined that changes to land use and zoning standards implemented in tandem with streetscape improvements allowed for development that could feasibly achieve rents affordable to median income households.

Goldman gave a power point presentation and answered questions.

Are apartments a possibility in this area?

Apartments would be allowed in the residential zones but not in the Commercial areas located mostly along Ashland Street. The market tends to promote ownership property rather than apartments.

I didn't see any mention of studio apartments; could they be referenced in the document?

If there is a market for studio apartments a developer could develop them. We are only proposing getting rid of the density not proposing the size of the units.

Do the Developers have any rent control as rents continually increase?

Rent control is not permissible. If the market allows for an increase the landlord can do it. If the City offers an incentive, like system development charge deferrals, then the units would be required to maintain a certain level of affordability.

Was underground parking something that was discussed?

Underground parking would be allowable and there are areas in which it would work well. The cost of underground parking is so high it could increase the amount of rent.

What are you hearing from the developers?

Developers like hearing Lessening of restrictions. They did express their concerns that some of the development costs in the model were somewhat low, construction costs are higher in Ashland. Favorable regarding the reduction of parking. They had some concern with the setback and articulation requirements.

What is the legality around restricting the use to rental as opposed to other uses?

There is an existing code in place that allows for ownership units to be developed above Commercial properties however the ordinance limits density and number of stories. The applicant can choose to use the new Triangle Transit Zoning Code Ordinance then the restrictions can be imposed only allowing rental units.

The ordinance will go through a public hearing process before the Planning Commission and City Council to get more feedback on it for revisions. The formal ordinance will be adopted by the City Council. This ordinance will come back to this Commission again for their review and recommendations. The Commissioners agreed this is an exciting opportunity for developing housing but would like to add how important it is to have housing that benefits the lower income target as well.

STRATEGIC PLAN PRIORITY GOAL FOR 2018 REVIEW

The Commissioners discussed the goals that were set at their December 13, 2017 goal setting retreat.

The Community Development Director brought the discussion of Porta Potties to the leadership team and the new Public Works Director Paula Brown. Brown was in favor of installing Porta Potties and felt it was a health issue. It is still in the exploratory phase, looking at the cost feasibility. Reid acknowledged it probably can be removed from the goals.

Parker commented she is in conversation with ACCESS regarding the funding for a Shelter Coordinator. This too might be able to be removed from the goals.

The Commission commented it's important to keep these goals in front of them. They suggested on every Agenda there be a small check box with each goal listed. Every time a goal is achieved they can check it off. It was suggested to put land banking back on the list of goals. Parker expressed that things seem to get done at a glacial pace and sub committees are probably the most effective way to get an audience with any member of the Council. Getting one or two Council members and working directly with them yields the greatest good, stated Parker.

Reppond/Gunderson m/s to focus the Strategic Plan language on what we want to see and include the Land Bank and not necessarily put them in priority order. Voice Vote: All ayes, motion passed.

Reppond volunteered to work on putting the language in a more positive way.

COST OF HOMELESSNESS PRESENTATION

At the HHSC annual retreat it was suggested that staff share the Cost of Homelessness Report put together by ACCESS in 2016. Reid went through the power point presentation pointing out topics of interest. The Commissioners also had the presentation in their packet.

LIAISON REPORTS AND GENERAL ANNOUNCEMENTS

Council - Darrow was not present, no report.

SOU – Linley introduced Noah Hurley who currently works in the SOU Housing Department. He has decided to apply for the SOU Liaison seat on the Commission. Mr. Hurley shared his wife works for the Department of Human Services and Child Protective Services in Josephine County. He and his wife see a large population who are trying to find affordable housing which has caused Mr. Hurley to be passionate about affordable housing for students and our Community as a whole. Mr. Hurley acknowledged SOU is interested in creating more housing on campus to help with this situation.

Staff - Reid reported the Point in Time Homeless count was taking place this week. The survey will be given to ACCESS who will then tabulate the data and turn it into the State. Reid remarked that the Jackson County Continuum of Care is undergoing some changes. The first Board meeting with new Board members will be on January 29, 2018 at the Medford Police Station.

Audience member Princess Franks introduced herself. She has applied for the vacancy on the Commission and has an interview with the mayor. Ms. Franks has lived in affordable housing and personally experienced what it's like to raise children and make a living while looking for somewhere in Ashland to live.

UPCOMING EVENTS AND MEETINGS

Housing and Human Services Commission Regular Meeting – 4:30-6:30 PM; February 22, 2018 at 51 Winburn Way.

Quorum Check – Commissioner Reppond will be out of town for next month's meeting.

ADJOURNMENT

The meeting was adjourned at 6:30 p.m.

Respectfully submitted by Carolyn Schwendener

Memo

DATE: 2/20/2018
TO: Housing and Human Services Commission
FROM: Linda Reid, Housing Program Specialist
RE: CDBG and AHTF Update and Meeting Schedule

The City has received five applications for Affordable Housing Trust Funds and 3 applications for CDBG funds. The Commission should discuss the structure of next month's meeting and how much time will be given to each applicant for presentations.



Memo

DATE: 2/20/2018
TO: Housing and Human Services Commission
FROM: Linda Reid, Housing Program Specialist
RE: Housing and Human Services Commission goals 2018

The Housing and Human Services Commission held their annual goal setting retreat on December 13th. The Commission requested that the goals be revised to reflect a more positive tone at their regular meeting on January 25. Commissioner Reppond graciously offered to revise the goals. Below are the revised goals.

2018 Goals for Housing and Human Services Commission

Goal: Bring Mental Health services to Ashland

Action item: Establish relationship with CCO's/Options

Action item: Produce stats/ make contacts

Action item: Discover/resolve any barriers to locating services in Ashland

Goal: Funding for a shelter coordinator

Action item: Survey for shelter participants/data for grants.

Action item: Identify volunteers to administer survey.

Goal: Work with City Council to identify programmatic priorities to offer for Social Service applicants. Restructure grant process to be data driven and based on needs.

Action item: Schedule a study session with Council to establish Social Service grant goals.

Goal: Establish single location, seven day a week shelter.

Goal: Support the development of workforce housing.

Action item: Support Transit Triangle project

Goal: Support Porta-Pottie project

Goal: Promote alternative housing, such as multi-family housing, tiny house village, intentional communities, and focus on removing barriers to their development.



Goal: Seek to increase DHS child care providers and family-friendly childcare

Goal: Seek ways to support overnight car camping program.



Memo

DATE: 2/20/2018
TO: Housing and Human Services Commission
FROM: Linda Reid, Housing Program Specialist
RE: Regional Problem Solving Draft Policy Suggestions

Attached are the preliminary draft policy suggestions provided by EcoNorthwest as a part of the Regional Problem Solving Housing Strategy Process.



DATE: 10/24/2017
TO: RPS Committee
CC: Josh LeBombard
FROM: Beth Goodman
SUBJECT: POLICIES TO SUPPORT HOUSING DEVELOPMENT

This memorandum presents a menu of housing strategies (policies) commonly, and some less commonly, used to manage a city's supply of residential land. These strategies may provide ideas potential changes to housing policy in the RPS cities. The purpose of this memorandum is to provide staff at the RPS cities with information about potential policies that could be implemented to address the City's deficit of residential land and to address housing affordability problems.

It is common for jurisdictions to adopt combinations of strategies to manage growth and improve the efficiency and holding capacity of land uses. Such strategy groupings, however, are not necessarily cumulative in their intent or impact. Strategies that address similar issues may not be mutually reinforcing. For example, having strategies in residential zones for maximum lot size and minimum density essentially address the same issue—underbuild in residential zones. Thus, the cities should carefully consider their existing strategies and policies and evaluate each strategy individually and in consideration of other strategies. It is also important to consider market dynamics when evaluating land use efficiency strategies. Strategies such as density bonuses or the transfer or development rights (TDRs) may be of limited effectiveness if they encourage building types or densities that have little demand or are economically unviable.

Land Use Regulations

The following policies focus on ways in which the City can modify its current land use regulations in order to increase housing affordability and available housing stock. Policies are broken into two categories: those that affect regulatory changes and those, which increase the land available for housing.

Strategy Name	Description	Scale of Impact
Regulatory Changes		
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>Scale of Impact - Small to moderate. 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>
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>Scale of Impact - Small. 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>
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>Scale of Impact – Small to moderate. 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>

Strategy Name	Description	Scale of Impact
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>Scale of Impact – Small to moderate. 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>
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>Scale of Impact - Small to moderate. 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>
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>Scale of Impact – Small to moderate. 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>
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>Moderate. 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>

Strategy Name	Description	Scale of Impact
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>Scale of Impact - Small. This policy is most effective in cities that require relatively wide streets.</p>
Preserving 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.</p> <p>Approaches include:</p> <ul style="list-style-type: none"> • Housing preservation ordinances • Housing replacement ordinances • Single-room-occupancy ordinances • Regulating demolitions 	<p>Scale of Impact - Small. 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>
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>Ashland has long has a quasi-inclusionary housing provision in their code that is implemented at the point of annexation.</p>	<p>Scale of Impact – Small to moderate. 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>

Increasing Land Available for Housing

<p>Redesignate or rezone land for housing</p>	<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>	<p>Scale of Impact - Small to large: Scale of impact depends on the amount and location of land rezoned and the densities allowed on the rezoned land.</p>
<p>Encourage multifamily residential development in commercial zones</p>	<p>This tool seeks to encourage denser multifamily as part of mixed-use projects in commercial zones. Such policies lower or eliminate barriers to residential development in commercial or mixed-use zones. They include: eliminating requirements for non-residential uses in commercial zones (e.g., requirements for ground floor retail) or requiring minimum residential densities.</p> <p>This policy can increase opportunities for multifamily development on commercial or mixed-use zones or increase the density of that development.</p>	<p>Scale of Impact – Small to moderate: Many cities already encourages multifamily housing in commercial zones. Further encouraging multifamily housing in commercial zones would likely have a small impact, as multifamily housing is allowed many of the commercial areas where it would be desirable.</p>
<p>Promoting Infill Development</p>	<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"> • Administrative streamlining • Allowing accessory dwelling units (ADUs) • Allowing small lots • Density bonuses 	<p>Scale of Impact – Small. 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>

<p>Transfer or Purchase of Development Rights</p>	<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>	<p>Small to moderate. 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.</p>
<p>Provide Density Bonuses to Developers</p>	<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>	<p>Scale of Impact - Small.</p>
<p>Parcel assembly</p>	<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>Scale of Impact - Small to moderate: 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>

<p>Community Land Trust (CLT)</p>	<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>Scale of Impact - Small to moderate: 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>
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Increase the types of housing

The following policies focus on ways in which the City can increase the types of housing available in order to increase housing affordability. Policies focus on increasing housing density or the number of residents within existing City lots.

Strategy Name	Description	Scale of Impact
<p>Allow Duplexes, Townhomes, Row Houses, and Tri- and Quad-Plexes in single-family zones</p>	<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>Scale of Impact - Small. Allowing these types of housing in more zoning districts may provide a relatively small number of new, relatively affordable, housing opportunities.</p>

Strategy Name	Description	Scale of Impact
Permit Accessory Dwelling Units (ADUs) in single-family zones	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.	Scale of Impact - Small. Oregon law recently changed to require cities to allow ADUs.
Allow small or "tiny" homes	<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>	Scale of Impact - Small: Scale of impact depends on regulation of tiny homes, where they are allowed, and market demand for tiny homes.
Allow Co-housing	<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>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>	Scale of Impact - Small. While co-housing may be able to achieve multi-family housing densities, it is unlikely that this housing type would make up a large portion of new housing stock, thereby diminishing its impact.

Programs that provide financial assistance to homeowners and renters

The following policies focus on ways in which the City and other community stakeholders can provide financial assistance to potential residents in order to increase housing affordability and accessibility for multiple income groups.

Strategy Name	Description	Scale of Impact
Home ownership programs	<p>Cities use a variety of programs to assist with homeownership</p> <ul style="list-style-type: none"> • Homebuyer Assistance Programs. 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. • Inclusionary Housing Program. 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. • Partnerships. Cities often work with partnerships with nonprofit agencies that provide homeownership assistance. 	<p>Scale of Impact - Small. While homeownership programs are important, limited funds mean that the number of households that benefit from homeownership programs is relatively small.</p>
Rental assistance programs	<p>Cities use a variety of programs to provide rental assistances</p> <ul style="list-style-type: none"> • Section 8 Voucher: This assistance subsidizes the difference between 30 to 40 percent of a household's income and the area's Fair Market Rent (FMR). • Rental assistance programs. These programs offer a range of services, such as assistance with security deposits. • Rent Control. Rent control regulations control the level and increases in rent, over time resulting in rents that are at or below market rates. • Partnerships. Cities often work with partnerships with nonprofit agencies that provide rental assistance. 	<p>Scale of Impact - Small. 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>
Housing Rehabilitation Programs	<p>Cities 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>Scale of Impact - Small. Limited fund availability means that relatively few households will be able to access housing rehabilitation funds.</p>

Programs that provide financial assistance to lower development or operational costs

The following policies focus on ways in which the City and other entities involved in development can provide financial assistance to lower development or operational costs in a city in order to increase housing affordability and available housing stock. Recommendations are broken into the following categories: programs to lower the cost of development, sources of funding to pay for infrastructure to support development, and tax abatement programs that decrease operational costs by decreasing property taxes.

Strategy Name	Description	Scale of Impact
Programs to lower the cost of development		
SDC Financing Credits	Enables developers to stretch 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.	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.
Sole Source SDCs	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.	
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.	

Strategy Name	Description	Scale of Impact
Public Land Disposition	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.	
Reduced Parking Requirements	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.	Scale of Impact - Small. The City could require the developer to prove the need and public benefit or reducing parking requirements to increase housing affordability.
Sources of funding to pay for infrastructure to support development		
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"> • Redevelopment projects, such as mixed-use or infill housing developments • Economic development strategies, such as capital improvement loans for small or start up businesses which can be linked to family-wage jobs • Streetscape improvements, including new lighting, trees, and sidewalks • Land assembly for public as well as private re-use • Transportation enhancements, including intersection improvements • Historic preservation projects • Parks and open spaces 	Scale of Impact – Moderate. 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.

Strategy Name	Description	Scale of Impact
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.	Scale of Impact – Moderate to Large. 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).
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 community-wide analysis is usually performed to estimate the type and amount of jobs and wages that are expected to be generated by new development.	
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.	
Community Development Block Grants (Federal Program, Locally Administered)	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. Some drawbacks to CDBG funds include: <ul style="list-style-type: none"> • Administration and projects must meet federal guidelines such as Davis Bacon construction requirements. • Amount of federal funding for CDBG has been diminishing over the past few years. • CDBG program is not in the control of the City. 	

Strategy Name	Description	Scale of Impact
Section 108 (Federal Program, Locally Administered)	<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>Scale of Impact - Small. 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>
Housing Trust Funds	<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>	
Tax abatement programs that decrease operational costs by decreasing property taxes		
Vertical Housing Tax Abatement (Locally Enabled and Managed)	<p>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:</p> <ul style="list-style-type: none"> • Completely within the core area of an urban center. • Entirely within half-mile radius of existing/planned light rail station. • Entirely within one-quarter mile of fixed-route transit service (including a bus line). • Contains property for which land-use comprehensive plan and implementing ordinances effectively allow "mixed-use" with residential. <p>Central Point has the vertical housing provisions in place within zones that allow mixed use development</p>	<p>Scale of Impact – Small to moderate. 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
Multiple-Unit Limited Tax Exemption Program (Locally Enabled and Managed)	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.	Scale of Impact – Small to moderate. 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.