



Eugene City Council

101 W 10th Ave., Suite 203

Eugene, OR 97401

541-682-5010 • 541-682-5414 Fax

www.eugene-or.gov

EUGENE CITY COUNCIL AGENDA

March 10, 2021

12:00 p.m. CITY COUNCIL WORK SESSION

Due to Governor Kate Brown's Stay Home, Save Lives Executive Order to combat the spread of Covid-19, this meeting will be held remotely using virtual meeting technology. Information about online or other options for access and participation will be available at <https://www.eugene-or.gov/3360/Webcasts-and-Meeting-Materials>

**Meeting of March 10, 2021;
Her Honor Mayor Lucy Vinis Presiding**

Councilors

Jennifer Yeh, President

Mike Clark

Randy Groves

Emily Semple

Claire Syrett, Vice President

Greg Evans

Matt Keating

Alan Zelenka

12:00 p.m. CITY COUNCIL WORK SESSION

1. WORK SESSION: Housing Tools and Strategies – Moving Upstream

For the hearing impaired, an interpreter can be provided with 48 hours' notice prior to the meeting. Spanish-language interpretation will also be provided with 48 hours' notice. To arrange for these services, contact the receptionist at 541-682-5010. City Council meetings are telecast live on Metro Television, Comcast channel 21, and rebroadcast later in the week.

El consejo de la Ciudad de Eugene agradece su interés en estos asuntos de la agenda. El lugar de la reunión tiene acceso para sillas de ruedas. Se puede proveer a un intérprete para las personas con discapacidad auditiva si avisa con 48 horas de anticipación. También se puede proveer interpretación para español si avisa con 48 horas de anticipación. Para reservar estos servicios llame al 541-682-5010. Las reuniones del consejo de la ciudad se transmiten en vivo por Metro Television, Canal 21 de Comcast y son retransmitidas durante la semana.

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EUGENE CITY COUNCIL AGENDA ITEM SUMMARY



Work Session: Housing Tools and Strategies – Moving Upstream

Meeting Date: March 10, 2021
Department: Planning & Development
www.eugene-or.gov

Agenda Item Number: 1
Staff Contact: Amanda Nobel Flannery
Contact Telephone Number: 541-682-5535

ISSUE STATEMENT

At this work session, staff will provide an overview of the current housing crisis, provide an update on the Housing Tools and Strategies project, and identify next steps for organization-wide coordination towards progress on increasing housing affordability in Eugene.

BACKGROUND

Housing affordability and supply is a long-standing and growing problem in Eugene. In 2018, Council directed staff to implement a process to identify potential tools and strategies available to the City to address housing affordability, availability, and diversity for all income levels. The resulting Housing Tools and Strategies (HTS) project identified a variety of actions the City could pursue to reduce costs and/or barriers to address housing affordability.

Understanding of the Problem

According to 2020 Eugene-Springfield Consolidated Plan, 55% of all renters in Eugene are considered housing cost burdened (where a household pays more than 30% of its income on housing) and 27% of all homeowners are cost burdened. The problem is growing. Between 2000 and 2016, the number of housing units increased by 15% and the population grew by 17%. Using an average household size of 2.3 people, the data show that new demand for housing exceeded new supply by over 1,100 units. Demand for housing has grown faster than supply, leading to housing prices increasing more rapidly than incomes. Between 2012 and 2019, Eugene's median household income grew about 3% annually, while the median sale price of all housing units grew over 9% annually. In Eugene, the median home sale price was \$370,000 at the end of 2020.^a Median rental rates have also increased faster than incomes, if not as dramatically as home values. Between 2010 and 2019, the median rental rate increased 4% annually. New construction is costly, and builders find it difficult to build housing that is affordable to low and moderate-income households. More information about this will be provided at the work session.

One of the seven Envision Eugene Pillars is *Provide housing affordable to all income levels*. That is, any increase to supply must vary in affordability in order to meet the variety of incomes within

^a Median sale price from Redfin.com; median household income from US Census, American Community Survey, 5-year estimate.

Eugene.

Housing can be discussed as a continuum (Figure 1). This continuum identifies a progression across the identified housing populations within the community. The housing supply for each of these populations has a significant impact on the overall supply and demand of housing in the community: if one portion of the continuum is missing or stressed, the available options for certain members of the community become limited, and the remaining areas experience more demand stress. The term ‘housing continuum’ is often used for unhoused and low-income populations in combination with provision of services. By connecting moderate income and market rate housing to the continuum, we establish housing as a system, meaning that the goals, programs, and services across the continuum relate and impact one another, allowing community members to move through the entirety of the continuum as they are able. When considering supply and demand, we must address housing at each point along the continuum to create a strong infrastructure network of housing options.

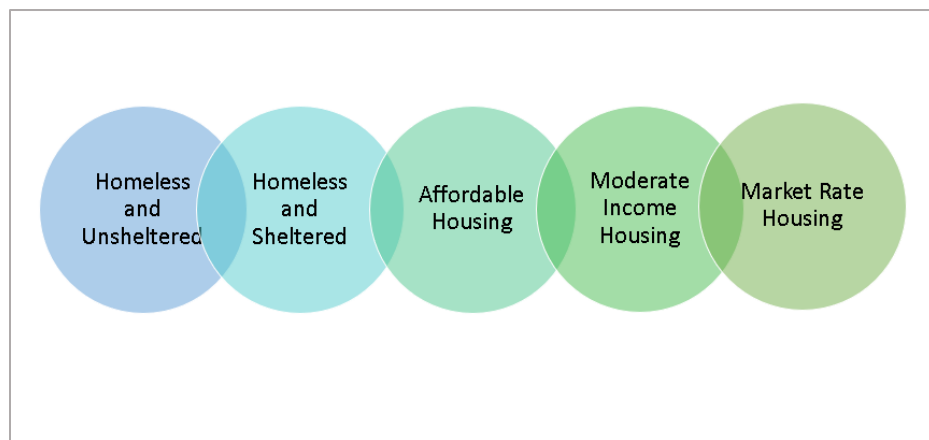


Figure 1: Housing Continuum^b

Housing Tools and Strategies - Progress

In 2018, staff implemented the Housing Tools and Strategies (HTS) project to meet the Council directive of a coordinated approach to housing. HTS included best practices research, stakeholder engagement, and technical analysis. The process engaged a working group of 36 stakeholders representing housing developers, advocates, and community interests. In all, the working group identified over 80 specific recommendations that the City could take to increase housing availability, affordability, and diversity of type.

Staff compiled the recommendations into the HTS Action Inventory, organizing them into recommended and not recommended actions, based on their technical and legal ability to be implemented and the level of support from the HTS working group, resulting in 59 recommended actions. The actions spanned the housing continuum from homelessness to market rate housing.

^b ‘Affordable Housing’ is used to describe housing that is affordable to households at or below 80% of the area median income (AMI). Moderate income housing is typically 80-120% AMI. The term ‘moderate-income housing’ is used to describe housing for households that earn too much to qualify for subsidized Affordable housing, but have difficulty finding adequate housing within their budget.

The HTS Action Inventory is a working document, intended to be updated as progress is made, and an updated version is attached (Attachment A). This updated version organizes the different actions into the portions of the housing continuum. There is also a section for universal policies which are the actions that affect all portions of the continuum, and they are split into four categories: rules, fees, legislation, and programs. Each listed action includes a brief explanation; a description of the impact the action has on the affordability, availability, and diversity of housing; and the progress made to date. Ten items have been completed, and 26 items are determined as in-progress. Twenty-three inventory items have also been identified as stalled or not started.

The work to implement items in the HTS Action Inventory has revealed that the City is structured to strongly support Affordable Housing and Planning policy and efforts, when funding is available. There are also opportunities for a more collaborative approach to address affordability and unit creation across the housing continuum, not just portions of it. HTS also demonstrated there are some policy gaps and misalignments that make it difficult to increase housing affordability, availability, and diversity of type. An example of this is the identified need to facilitate more Affordable Housing units, but limited assistance for development fees.

Moving Upstream - Housing Implementation Pipeline

There are two paths to increasing housing affordability: a) lower the cost of housing and b) raise incomes. The City's economic prosperity efforts aim to positively impact incomes. To prioritize, fund, and implement actions that will have an impact on the cost of housing, staff have begun creating a Housing Implementation Pipeline (HIP). The HIP will set out the City's housing workplan over the next five years. It will create a policy framework connecting funding sources and actions, while clearly showing how actions meet goals identified across the housing continuum. The HIP will incorporate the City's existing tools and goals and identify opportunities to create new goals and implement new tools towards achieving housing affordability. An example of an analysis of our existing tools is included in Attachment B and an overview of data collection for housing production goals is included in Attachment C. The HIP will establish clear priorities, create accountability with identified goals, and begin to eliminate some of our organizational barriers around the way the City manages housing and homelessness as a system. The City of Beaverton's Housing Action Plan is a regional example (Attachment D). A Housing Implementation strategy was one of the recommended actions through the HTS process.

The HIP will incorporate areas of Council interest from the recent past and establish timing for further exploration/Council direction, such as:

- ADU incentives – (FYI - Staff have developed one pre-approved building plan with two roof styles for a stand-alone ADU with optional design finishes to help reduce design and permitting costs for property owners that use the plan. It will become available in Spring 2021.) This City-generated plan will form the basis of a library of pre-approved plans.
- Inclusionary Zoning – (FYI – Staff has continued to research Portland's mandatory inclusionary zoning program and spoke with a Portland housing development expert to get a better understanding of the program impacts. Overall, it is still too early to determine the impacts of the program. Portland just finished a major housing production that was largely pre-Inclusionary Zoning [IZ]. Marginal development has seen a significant shift out of the City of Portland, but it is hard to isolate how much of this is attributable to IZ as opposed to a shift in preferences and price points. IZ does make projects more complicated and less

- viable in general, which increases the rent necessary to get projects underwritten.)
- Renter Protections – (FYI - As of January 2021, the Housing Policy Board’s Renters Protections Committee has reconvened virtually to discuss ways the City could identify priority tools and strategies to protect renters and prevent displacement in areas with changing housing market conditions. The Committee is currently looking at a new Portland law known as the Fair Access in Renting (FAIR) Housing Ordinance that regulates rental applications and security deposit requirements in order to address racial discrimination in housing access.)

The HIP will establish timing of items that need a policy framework to be successful, such as:

- Determining an ongoing threshold for SDC assistance on Affordable Housing projects;
- Setting an investment forecast for the Affordable Housing Trust Fund over the 5-year period;
- Coordinating future incentives for HB 2001 and housing production strategies under HB 2003;
- Developing housing-related goals for reducing the racial wealth gap; and
- Evaluating and updating, as needed, the Housing Policy Board’s purpose, function, and membership.

When it comes to the homelessness portion of the continuum, the HIP will include the Eugene-specific elements related to the City's recent planning work within the context of the TAC Implementation with Lane County. Including this will ensure City departments remain coordinated across the full housing continuum and that it is clear what specific goals Eugene has for homelessness efforts.

The HIP is expected to take six to twelve months to develop. Staff have begun to define internal teams, perform an audit of existing housing programs in terms of capacity, costs, and funding sources, understand the data that exists to define housing unit goals, take initial steps for using an equity lens, and coordinate with communities that have implemented similar action-oriented documents.

PREVIOUS COUNCIL DIRECTION

[May 30, 2018 Work Session](#)

City Council directed the City Manager to identify tools and strategies that: reduce the cost to build diverse housing types at various levels of affordability, establish a local funding source for affordable housing, and support the Envision Eugene pillars and to bring back budget authorization for Council consideration.

[December 12, 2018 Work Session](#)

City Council directed the City Manager to address housing affordability, availability and diversity by investigating feasibility of 12 administrative actions items.

[January 14, 2019 Council Meeting](#)

City Council directed City Manager to create a draft CET ordinance and to schedule a public hearing.

March 10, 2021, Work Session – Item 1

March 13, 2019, Work Session

Staff updated Council on the Housing Tools and Strategies work and planned next steps.

March 13, 2019 Work Session

Staff discussed the experiences of Eugene renters to better understand current rental housing issues including affordability, availability, access, quality and stability. Council received an update on proposed state legislation related to renter protections.

April 8, 2019 Council Meeting

City Council adopted an Ordinance Concerning Imposition of a Construction Excise Tax on Commercial and Residential Improvements and Adding Sections 3.730, 3.732, 3.734, 3.736, 3.738, 3.740, 3.742, 3.744, 3.746 and 3.748 to the Eugene Code, 1971.

April 17, 2019 Work Session

City Council received a presentation on mandatory inclusionary zoning and provided questions for staff to answer in a future meeting about inclusionary zoning and housing tools and strategies.

February 12, 2020 Work Session

An information-only work session that identified six possible ways to reduce the cost of building or converting structures to ADUs.

April 27, 2020 Work Session

City Council adoption of Eugene-Springfield 2020 Consolidated Plan for Affordable Housing and Community Development and the Eugene-Springfield 2020 One-Year Action Plan for Affordable Housing and Community Development.

December 9, 2020 Work Session

City Council directed the City Manager to provide an update in early 2021 on Housing Tools and Strategies to discuss housing affordability overall, progress made to date, and expanded options for tools including voluntary inclusionary zoning. Council made a motion on December 14 to amend the December 9 motion, including mandatory inclusionary zoning as a tool to research.

ATTACHMENTS

- A. Updated HTS Action Inventory
- B. Housing Tools Fact Sheets
- C. Housing Production Goals & Progress
- D. Beaverton Housing Action Plan

FOR MORE INFORMATION

This work session is a collaboration between the division leadership and staff of Community Development, Planning, Public Works Engineering, and the City Manager's Office.

Staff Contact: Amanda Nobel Flannery
Telephone: 541-682-5535
Staff E-Mail: anobelflannery@eugene-or.gov



Housing Tools and Strategies Action Inventory

Updated February 2021

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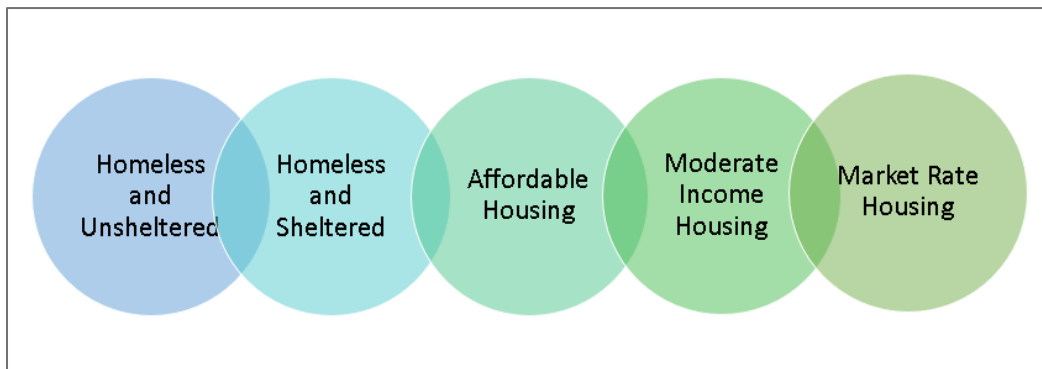
1. INTRODUCTION

In 2018, Council directed staff to implement a process that would tie together the many overlapping initiatives and proposals that address housing affordability, availability, and diversity for all income levels. Staff implemented the Housing Tools and Strategies (HTS) project to meet this Council directive. The HTS project was intended to tie together the various initiatives and address the issues in a comprehensive way, that provides City Council and the community with an objective, fact-based work product that is informed by stakeholder perspectives and guides future policy decisions to achieve those outcomes.

HTS included best practices research, stakeholder engagement, and technical analysis. The process engaged a working group of 36 stakeholders representing housing developers, advocates, and community interests. In all, the working group identified over 80 specific recommendations that the City could take to increase housing availability, affordability, and diversity of type.

This document is an inventory of those potential actions. This Action Inventory is a working document that has changed since its creation in 2019. This updated version reflects the progress made to date.

This version of the Action Inventory, dated February 2021, is organized to reflect an evolved approach to addressing housing issues in Eugene. As staff worked to implement the different recommended actions that emerged from the HTS process, we observed an opportunity to approach Eugene's housing issues from a more comprehensive perspective. That is, approaching the work to address housing affordability, availability, and diversity from a perspective that considers that the community's housing supply to reflect a continuum of housing needs and services. The figure below graphically represents Eugene's housing continuum.¹



This continuum identifies a progression across the identified housing populations within the community. The housing supply for each of these populations has a significant impact on the overall supply and demand of housing in the community: if one portion of the continuum is missing or stressed, the available options for certain members of the community become limited, and the remaining areas experience more demand stress. The term 'housing continuum' is often used for unhoused and low-income populations in combination with provision of

¹ Affordable Housing is 80% AMI and below. Moderate income housing is typically 80-120% AMI. The term 'moderate-income housing' is used to describe housing for households that earn too much to qualify for subsidized affordable housing, but have difficulty finding adequate housing within their budget. Many of these are households that qualify for subsidized Affordable Housing are in the workforce, so the term Workforce Housing is also used to describe this population.

services. By connecting moderate income and market rate housing to the continuum, we establish housing as a system, meaning that the goals, programs, and services across the continuum relate and impact one another, allowing community members to move through the entirety of the continuum as they are able. When considering supply and demand, we must address housing at each point along the continuum to create a strong infrastructure network of housing options.

This updated version of the Action Inventory organizes the different actions into the portions of the housing continuum. There is also a section for universal policies which affect all portions of the continuum, and they are split into four categories- rules, fees, legislation, and programs. Each listed action includes a brief explanation; a description of the impact the action has on the affordability, availability, and diversity of type; and the progress made to date. The progress column is color coded, to clearly denote its status:

- Green- completed
- Yellow- in progress
- Orange- in progress but with limitations
- Red- not started or not feasible

2. ACTIONS ORGANIZED BY POSITION ON THE HOUSING CONTINUUM

A. Homeless and Unsheltered

ACTION	EXPLANATION	IMPACT- AFFORDABILITY, AVAILABILITY, DIVERSITY	PROGRESS
Develop a homeless shelter	A homeless shelter provides a housing option for those in the 0-30% AMI range.	<p>Yes - Any shelter would contribute to supply for this end of the housing continuum.</p> <p>It is important to note that these shelter beds are not considered “housing” by HUD and would not help to meet housing needs outlined in the Envision Eugene Urban Growth Boundary analysis.</p>	In progress- The City and County are currently examining the development of a homeless shelter. An update was provided to Council as part of the work session on February 10, 2021.

B. Homeless and Sheltered

ACTION	EXPLANATION	IMPACT- AFFORDABILITY, AVAILABILITY, DIVERSITY	PROGRESS
Allow for more types of temporary housing.	The City, County and other community partners continue to provide and potentially increase the amount of temporary housing in Eugene for those experiencing homelessness.	<p>Yes - Any temporary housing that exists or is developed would contribute to supply for this end of the housing continuum.</p> <p>It is important to note that these units are not considered “housing” by HUD and would not help to meet housing needs outlined in Envision Eugene Urban Growth Boundary analysis.</p>	In progress- The City has built off the rest stops, dusk to dawn, and overnight parking programs and Opportunity Village to add microsites as a temporary shelter option throughout the community.
Allow for more tiny homes (typically less than 400 SF) and tiny-home communities.	The land use code restricts where collections of tiny homes, such as Emerald Village, are allowed. Such developments must go through an appealable land use process in order to develop.	Yes - By allowing more locations for tiny homes the diversity of housing could increase.	Not started

C. Affordable and Moderate Income Housing			
ACTION	EXPLANATION	IMPACT- AFFORDABILITY, AVAILABILITY, DIVERSITY	PROGRESS
Charge a construction excise tax (CET) to raise resources for Affordable housing developments.	A CET is a tax on new development. Oregon law allows local governments to impose a CET on new development projects to generate funding to support Affordable Housing projects. Funds can be used to pay for incentives for builders to create and preserve Affordable Housing, rental assistance, and home-ownership assistance programs.	Yes - A CET generates revenue that could be used to increase the supply of Affordable Housing units and provide funding for housing support services.	Complete- In April 2019 City Council approved the creation of a CET. The ordinance directs the City's General Fund to contribute \$500,000 per year to an Affordable Housing Fund. The CET was implemented in July 2019.
Identify new Revenue sources for Affordable housing units.	Existing federal resources have many administrative and programmatic requirements.	Yes – Additional resources could enable the community to provide more units for income levels at 80% AMI and below.	Complete- In April 2019 City Council approved the creation of a CET. The ordinance directs the City's General Fund to contribute \$500,000 per year to an Affordable Housing Fund. The CET was implemented in July 2019.
Shift money from the City's General Fund, which would shift funding from other City services, to support Affordable Housing.	The City offers exemptions to Affordable housing developments, for SDCs and a 20-year property tax exemption.	Yes – The funds could be used to increase the supply of Affordable housing units.	Complete- In April 2019 City Council approved the creation of a CET. The ordinance directs the City's General Fund to contribute \$500,000 per year to an Affordable Housing Fund. The CET was implemented in July 2019. The City offers exemptions to Affordable housing developments, for SDCs and a 20-year property tax exemption.
Help low and moderate-income households remain housed with emergency home repair and	Assisting community members in maintaining their residency in a home that is affordable is an effective strategy in managing housing needs by keeping	Yes – These programs help small numbers of households stay in their homes.	Complete- The City currently has a program for emergency home repairs funded through CDBG. Demand for the program is much greater than federal funds can support. AHTF money was put towards direct

foreclosure assistance (homeowner assistance).	naturally occurring affordable housing stock available.		mortgage assistance, DevNW is the partnering agency to get that out; after those dollars are spent, there is not a mechanism to provide continued support from the COE. DevNW offers limited foreclosure assistance, funded by the State.
Create process for timely completion of Environmental Review for Affordable housing projects.	Federally funded Affordable housing developments require an Environmental Review be conducted to ensure the proposed development will not have any unexpected environmental hazards for future residents. The City is responsible for completing these reviews.	Yes – Reducing the time to complete Environmental Reviews contributes to the development of new Affordable housing units.	Complete- We have 1.0 FTE dedicated to Environmental Review in CD. In partnership with local Affordable Housing providers, the City has 1.0 FTE in Community Development devoted to Environmental Reviews.
Mobile home conversion control	Mobile homes are a naturally occurring form of affordable housing. Envision Eugene identifies the preservation of manufactured homes under the pillar of Choice and Diversity of Housing Types	Yes – Preservation of mobile homes keeps existing low-cost housing available.	In progress- The City has an ordinance in place to preserve mobile homes, but it does not address rising rents for the spaces. Physical condition of the units can be addressed within the Emergency Home Repair program, however that program has high demand and limited resource, as noted above.
Expand Eugene's land banking program for Affordable Housing.	In a land bank, the City buys land and then offers the land to Affordable Housing builders at a greatly reduced cost. The Consolidated Plan identifies land banking goals and creates the pathway for federal funding of these goals.	Yes - Eugene has had a land bank program since the 1970s. The program has resulted in the development of 895 Affordable rental units and 25 Affordable homeownership units. Existing funding sources limit the City's ability to purchase sites.	In progress- Staff capacity is needed to do more 1059 Willamette is the newest land banking site purchased with dollars from HUD via the Consolidated Plan.

Waive System Development Charges (SDCs) entirely for qualifying Affordable units.	<p>The five types of SDCs are the highest cost item imposed by the City on new development</p> <p>A reduction in SDCs charged of any new development will negatively impact the City's ability to generate adequate revenue in SDC Funds to implement infrastructure plans.</p>	Yes – Waiving SDCs would help lower the cost of construction for new housing units.	<p>In progress/stalled- Competing priorities</p> <p>The City allows up to \$233,570 in SDC waivers in FY21 for qualifying Affordable units (including qualifying ADUs). Unused funds can roll over for use in following years. Projected demand has exceeded the allowed cap, and typically this cap only funds one large project per year.</p> <p>EWEB has also developed an SDC waiver program for water SDCs that piggybacks on the City's program.</p>
Allow Single-Room Occupancy (SROs) by-right in all residential zones.	SRO's are defined as a building with individual bedrooms that share bath and kitchen facilities. SRO's are currently only allowed outright in R-3, R-4, C-2 and C-3 zones and require a conditional use permit. An approved PUD is required in R-2 and Commercial (for assisted living and day care use).	Yes - SROs are affordable options for individuals with very low incomes. Eugene has seen limited demand for this housing type in the past and what has been built is primarily group homes for elderly individuals or for homeless veterans.	Not started
Help low and moderate-income households purchase a home, such as navigators to support the purchase process and down-payment assistance.	The City previously offered a down-payment assistance program; however, market conditions and HUD requirements were impacting utilization of funds. The program was discontinued because administrative costs outweighed the benefits.	Yes – Such a program could have an impact for individual costs of homeownership.	Not started- Funding required
Create a community land trust as a tool to provide Affordable home ownership.	A Community Land Trust is typically a non-profit entity that provides permanent Affordable ownership housing by maintaining long-term limits over the land.	Unknown – It is not clear if this tool would have an impact over existing organizations and programs.	Not started- Funding, feasibility, land required

Loan guarantees- use City funds as backing to help fund Affordable Housing developments.	Getting a loan to pay for a new construction project is a barrier for some builders.	Unknown – Understanding the impact requires further research.	Not started- Funding, program development, staffing required
Use local government bonds to fund construction of Affordable housing developments.	Bonds are a way that local governments can raise money to pay for special projects. To use a bond, voters must approve a bond (for some dollar amount) and the City borrows that dollar amount. The City's taxpayers pay off the bond through property taxes.	Yes – This could be a tool to fund Affordable Housing.	Not started- Oregon voters passed Measure 102 on November 6, 2018, which enables local governments to issue bonds for Affordable Housing developments that may be owned by non-governmental entities.
Increase density bonus for qualified Affordable housing	A density bonus program allows more dense development (more units per acre) than is typically allowed in that zone in exchange for meeting affordability criteria. The Eugene land use code currently offers a density bonus for subsidized affordable housing options— up to 50% increase over what is allowed in the base zone.	Unknown – It is uncertain if increasing the allowed density bonus over the existing quantity would increase the supply of new housing units.	Not started
Advocate to the State to change laws regarding residential prevailing wage rates for Affordable Housing with ground floor commercial uses (allow for split determination from BOLI).	Oregon law requires that construction projects pay workers prevailing wage rates if public funds are used. These rates can be higher than market rate, making the construction cost of publicly funded projects higher. For publicly funded Affordable developments, the housing portion is exempt from prevailing wage rates. If it includes a commercial portion, the prevailing wage rates apply to the commercial portion.	Yes – This could lower construction costs for mixed-use developments with an Affordable Housing component.	Not started

D. Moderate Income and Market Rate Housing			
ACTION	EXPLANATION	IMPACT- AFFORDABILITY, AVAILABILITY, DIVERSITY	PROGRESS
Allow pre-approved building plans for ADUs	ADUs require the skill and expertise of design and engineering professionals to meet building, plumbing, structural, mechanical, and electrical code. Hiring a design and engineering professional can be an expensive and daunting process for a homeowner.	Yes - A set of building plans for different styles could be developed and pre-approved by the City to simplify the process for homeowners. This action would have a small impact on the overall housing need but would be a benefit to some who want to build an ADU.	Complete- The pre-approved plans will roll out in 2021. The ADU Pre-Approved Plans project aims to build a library of ADU plans that are pre-approved for permitting. The library will feature a free City of Eugene produced plan as well as plans for purchase from architects and designers. The program will also offer educational materials about building ADUs and costs. A free ADU building workshop will also be available in 2021 for interested community members to walk through the steps of an ADU project. Ongoing regulatory changes will continue to provide opportunities for more sites eligible for ADUs. More info available in next action item.
Encourage Accessory Dwelling Units (ADUs) in all single-family zones.	An ADU is a secondary dwelling unit on a single-family residential lot. Sometimes called 'granny flats' or 'mother-in-law units', they include small free-standing units, converted garages, and separate space within the primary unit's structure. Strategic Economics analysis for the HTS process stated that if owners of 5% of potential ADU lots were to build one, the number of units added would be 2,150, which is equivalent to about	Yes - Removing or editing the siting and design standards for ADUs in the land use code could increase the number of parcels that allow an ADU.	A City Council public hearing is scheduled for April 2021 to finalize the City's compliance with the state law related to ADUs. Based on state law, the City cannot apply standards to ADUs that require owner occupancy, on-site parking, minimum or maximum density, specific lot sizes or lot dimensions or occupancy limits. In addition, the height/setbacks standards that make it easier to build ADUs on a sloped property and above a garage are proposed to be re-instated. (Note that due to a Land Use Board of Appeals decision, the height/setback

	1/3 of all dwelling units permitted in Eugene from 2008 through 2017.		standards adopted in January 2020 are not in effect until Council re-adopts them.)
Allow for development of more diverse "missing middle" housing types.	The current land use code limits density in many residential areas to single-family homes. Duplexes, triplexes, cottage clusters, and smaller homes are either not permitted or must go through a land use application process. The audit of the land use code has identified barriers to these housing types.	Yes - If diverse housing types are explicitly allowed to be built, more could be built in single-family zones, increasing the diversity of housing. By allowing these types outright the barrier to development is lower.	In progress- The Middle Housing team is on track to meet the requirements outlined by the State within HB 2001. The Team is currently conducting public outreach and working towards adoption of new code language by June 2022.
Adjust SDCs to reduce development costs for market-rate housing types that are smaller and have a lower impact on the City's infrastructure needs.	SDCs are calculated based on methodology set by the City (EC 7.700), and the methodology varies for each SDC type. For housing, a small house (i.e., an ADU or cottage cluster) pays the same SDC as a larger single-family detached house. For the smaller units, the SDCs make up a higher portion of total construction costs and limit the ability of builders to construct low-cost housing that is financially feasible. A reduction in SDCs charged of any new development will negatively impact the City's ability to generate adequate revenue in SDC Funds.	Yes - Because smaller houses have a lower impact on city infrastructure, lowering the SDCs required for smaller housing types would lower the cost for a builder and increase the likelihood that more of these types of smaller homes would be built.	In progress- The City recently updated the Transportation SDC, and the new fee structure offers a 100% reduction in transportation fees for accessory dwelling units, with an annual cap on the total allowed citywide. For other housing types, a reduction is offered based on type of development project, proximity to transit, and transportation demand management measures taken. The updated Parks SDC methodology has a reduction for homes 800 SF or less. The small unit incentive is effective in 2024. Regional wastewater MWMC offers a reduction for small homes under 800 SF for low-income residences.
Extend the MUPTE boundary to include key corridors.	The MUPTE program exempts new multi-family housing developments from property taxes of the new construction value for up to 10 years. The exemption lowers the operating costs for new developments in the early years of operation and can help shift a	Yes -The MUPTE lowers the new development's operating costs, which could impact financial feasibility. The property continues to generate taxes for the land value during the exemption period. By expanding the boundary to include	Not started

	<p>development from not financially feasible to feasible.</p> <p>The program is currently available in the downtown, but its boundary has shifted over the last 3 decades. The program sunsets on January 1, 2032.</p>	<p>key corridors more sites become eligible for the tax exemption, which could shift more multi-family development projects to be financially feasible.</p>	
<p>Simplify the criteria that must be met to receive a MUPTE exemption.</p>	<p>The current MUPTE program, revised in 2015, requires the applicant show the development has green building features, makes a 'moderate income housing' contribution, shows that local subcontractors are being considered for use, and that the project would not be financially feasible without the property tax exemption.</p> <p>An assessment of the program in 2019 found that the program's administrative requirements add cost and uncertainty. Current rules make it possible that an applicant pays the fees, conducts required analysis, and meets the criteria, yet can have the application rejected by City Council.</p> <p>Since the 2015 revision, three development projects have applied for a MUPTE. One applicant decided to back out of the project, after determining that the project was not financially feasible. The remaining two projects have completed construction.</p>	<p>Yes - By simplifying the criteria, the program could see a higher use and could lead to housing constructed in the downtown.</p>	<p>Not started</p>

3. ACTIONS ORGANIZED BY UNIVERSAL POLICY TOPICS

A. Universal Policies- Fees and Financing			
ACTION	EXPLANATION	IMPACT- AFFORDABILITY, AVAILABILITY, DIVERSITY	PROGRESS
Reduce SDCs for multi-family developments in the downtown and along key corridors.	<p>The five types of SDCs are the highest cost item imposed by the City on new development</p> <p>A reduction in SDCs charged of any new development will negatively impact the City's ability to generate adequate revenue in SDC Funds to implement infrastructure plans.</p>	Yes - By reducing the SDCs for large developments, builders will see a reduction in overall project cost.	<p>In progress- The Transportation SDC methodology was revised in 2018 to offer compact development incentives for projects being built within a certain distance of key corridors. This incentive has an annual cap.</p> <p>In a piece of the new Parks methodology, effective 2024, there will be incentives to build along certain corridors. The method used the exact incentives that is found in the transportation SDCs.</p> <p>The Parks methodology was revised to offer credits based upon the payment of or contribution to the cost of certain capital improvements in association with multi-family residential projects of five dwelling units or more.</p>
Establish a community fund to help new renters.	A community fund could aid renters for items like security deposits, first month rent, and associated fees.	Unknown - To be effective, this may require a significant amount of funding.	<p>In progress- Housing Policy Board task teams discussed wanting to have an available pot of funds available to renters for deposits, application fees, etc. The Renter Protections Committee of HPB has started meeting again (January 2021) and will continue to meet, at least for the next 6 months.</p>

Provide funding assistance to connect infrastructure to residential land identified in Eugene's Buildable Lands Inventory.	<p>Eugene's Buildable Land Inventory was an analysis of land identified as 'developable' in Eugene. Some of these parcels are not served by urban infrastructure (such as roads, water, and sewer). Builders have reported that the cost of extending infrastructure to these sites is costly which challenges the financial feasibility of constructing housing.</p> <p>To install these utilities now, builders must go through the PEPI process and pay for the installation to serve sites.</p>	Yes –New infrastructure adds cost to development and can do so at a rate that makes it financially infeasible to develop housing in these underserved areas.	<p>In progress, requires funding- The City balances the expansion of infrastructure with the maintenance requirements of existing infrastructure. Expansion of infrastructure could occur, as funds allow, to areas with considerations such as high impact in residential development opportunity, feasibility of extension/expansion, and coordination with roadwork projects.</p>
Delay the collection of SDCs until a property is ready to receive its certificate of occupancy.	SDCs are currently collected at the time of building permit issuance (EC 7.720 (1)) and account for roughly 2/3 of the payment required at this time.	No - This action would not reduce the quantity of money collected for a project. However, it could result in lower out of pocket costs early in a project. For smaller builders this can make a difference if they build again.	<p>Not started- The City prefers to collect SDCs at the same time all permit fees are collected. If collection is delayed to the time of construction completion, and the builder or homeowner is unable to pay the charge, the City would be asking for a fee in order to allow occupancy.</p> <p>The City does offer an SDC financing plan, outlined in EC 7.190 and 7.725, with interest levels based on Prime Rate and a very small monthly administrative cost (\$1.75). Builders rarely use the City's financing plan, as it can add complexity to other construction loans.</p>

B. Universal Policies- Legislation			
ACTION	EXPLANATION	IMPACT- AFFORDABILITY, AVAILABILITY, DIVERSITY	PROGRESS
Protect renters and availability of rental properties- Advocate to State for stronger tenant protections (rent stability, eviction protections).	Renter protections been shown to reduce the development of new housing supply in the long term.	No – This action protects renters but does not increase the supply of housing.	In progress/ Ongoing legislative sessions annually- In early 2019, the Housing Policy Board (HPB) completed a survey of renters and held focus groups to understand issues facing renters. The 2019 Oregon Legislature passed a tenant protections bill, and conversations have been ongoing for renter's rights and housing. The Renter Protections Committee of HPB has started meeting again (January 2021) and will continue to meet, at least for the next 6 months.
Protect renters and availability of rental properties- Support and expand landlord/ tenant arbitration/mediation.	To provide support to tenants if a dispute with the landlord arises.	No – This action protects renters but does not increase the supply of housing.	In progress/ Ongoing legislative sessions annually- In early 2019, the Housing Policy Board (HPB) completed a survey of renters and held focus groups to understand issues facing renters. The 2019 Oregon Legislature passed a tenant protections bill, and conversations have been ongoing for renter's rights and housing. The Renter Protections Committee of HPB has started meeting again (January 2021) and will continue to meet, at least for the next 6 months.
Advocate to change Oregon law to reduce liability requirements for condominium projects.	Current liability laws for faulty construction for condominiums (that is, owner-occupied multi-family) have increased the cost of insurance and builder risk for ownership multi-family projects.	Yes - Development of condominiums (owner-occupied apartments) has been limited in Oregon due to the high risk of lawsuits for construction defects.	In progress/stalled The City has supported legislation at the state level in the 2019 legislative session that would create more reasonable limits on builder liability

Advocate for an increase to the minimum wage with closing the housing affordability gap as a key rationale.	Regardless of housing costs, if wages stay low, people will continue to be priced out of housing.	Unknown – Higher incomes increase what is affordable to households, but the supply of housing must continue to grow in each income area in order to provide options for folks across the housing continuum.	Not started
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C. UNIVERSAL POLICIES- PROGRAMS			
ACTION	EXPLANATION	IMPACT- AFFORDABILITY, AVAILABILITY, DIVERSITY	PROGRESS
Streamline/speed up the permitting process.	The City issues land use and building permits in the order the applications come in. The time required to review and approve a permit depends on the volume of applications, staff capacity, and the completeness of the permit application.	Yes – The length of time a permit is processed by City staff can affect a builder's costs. The City's permitting staff have made strides to improve the permitting process with the 2015 eBuild program. An update to eBuild, called eBuild 2.0, will continue to improve the process by focusing on process improvements for inspections.	In progress- The City of Eugene's Building Permit Services eBuild project team spent 2020 working on providing our inspectors with an updated tool to be used out in the field. This new tool, eBuild Inspections, went live in August and work will be finished this spring. eBuild Inspections is a modernization for inspectors which makes the field work more efficient. The goal is to give inspectors better connectivity out in the field so they will always have access to current approved drawings and better tools for communicating with contractors. Not only do these tools help inspectors to be nimbler during the pandemic, but they will continue to add value as housing is built in our community.
Automatically 'create an account' for a project with EWEB when a permit is initiated in the City's e-build system.	Currently, projects must apply for and receive permits and pay fees with both the City and EWEB.	Yes – Builders must currently manage permit and fee processes at both agencies. Coordination between the City and Eugene could slightly reduce costs.	In progress- The City of Eugene and EWEB's permit review and inspections systems do not interact. Improved and continued coordination between the City of Eugene and EWEB at the early stages of projects could assist with resolving some of these project service logistics.
Develop City processes and culture that guide housing projects to successful outcomes.	Builders perceive that some parts of the City could be proactive problem solvers.	Unknown - The City's role is to uphold regulations at local, State, and Federal levels for project safety and success.	In progress- Planning and Development hired a Development Investment Liaison to assist in circumstances of balancing considerations for project success.
Create a housing action plan, also known as a housing implementation strategy.	An implementation strategy provides policy direction for a comprehensive approach to implementing many tools and strategies to achieve housing affordability, availability, and diversity.	Unknown - The document serves as an internal plan with identified goals to implement programs, strategies, and policy to increase housing supply.	In progress- Creation of a five-year Housing Implementation Pipeline has begun. The HIP will include strategies for housing supply and affordability across the continuum of housing.

Use data to improve decisions and understand impacts.	Data can inform actions and decisions to create goals for housing production that can result in measured, effective change.	No - The action will not directly affect the supply of housing, but it will allow the City and builders to make better-informed decisions.	In progress- The Housing Implementation Pipeline and Growth Monitoring program will provide a foundation of data for the City to utilize to measure against established and future goals for housing affordability and supply. The HIP and Growth Monitoring program will also play a key role in House Bill 2003- Housing Production Strategies.
Build capacity within building industry to encourage missing middle housing.	Middle housing types require a different approach and level of knowledge for design, infrastructure, financing, and the market.	Unknown	In progress- Coordination with Better Housing Together has begun to bring the Incremental Development Group to Eugene prior to the HB 2001 code changes.
Create promotional materials for assistance programs/make information on process more readily available.	There is a large quantity of information and assistance required to build new housing in Eugene. Processes can be complicated with cost and legal implications, and programs and incentives may apply to projects if there is early development input from the City.	Unknown – Improving communication could help reduce misunderstandings and identify opportunities between the City and builders.	In progress- Planning and Development hired a Development Investment Liaison to assist in circumstances of balancing considerations for project success.
Review infrastructure standards.	The City's established standards for new infrastructure are designed to meet regulatory requirements, ensure improvements are compatible and consistent with the systems they integrate with, and meet City goals for health, safety and service. Standards do not consider context when gauging whether improvements are necessary.	Unknown – Infrastructure standards add cost to housing construction. City review of some standards could lead to changes that reduce costs and process and still meet the intention of the standard.	In progress- The City is currently identifying standards that have the potential to have contextual influence to favor housing outcomes. (E.g., requiring undergrounding of utilities on a corridor with existing overhead utilities may not be in alignment with the system level design for undergrounding utilities on that corridor).

Create process to provide placeholders for infrastructure connections at developable sites.	Lands designated as 'buildable' in the Buildable Lands Inventory do not always have infrastructure connections readily available.	Unknown – For some areas, stubbed-out infrastructure could decrease costs for builders.	In progress, requires funding - The City balances the expansion of infrastructure with the maintenance requirements of existing infrastructure. Expansion of infrastructure could occur, as funds allow, to areas with considerations such as high impact in residential development opportunity, feasibility of extension/expansion, and coordination with roadwork projects.
Activate "Opportunity Siting" Program.	The Opportunity Siting Program was envisioned to proactively identify sites for multifamily development to increase housing in certain areas through collaborative design review and possible financial incentives.	Unknown – It is unclear if such a program would have an impact. It is possible that property owners of 'Opportunity Sites' have no interest in developing their property.	Not started
Encourage employer assisted housing	Public and private employers could provide down payment assistance, develop new housing, or provide land for new housing in exchange for tax credits or other financial incentives.	Unknown – Understanding the impact requires further research.	Not started
Encourage participation in Neighborhood Associations so they are more representative of the people living in the neighborhood.	Part of Eugene's City-recognized Neighborhood Associations' mission is to establish two-way communication between neighborhoods and the City, and between neighborhoods and other external agencies. It can also include advocating the association's position on issues such as land use.	No- Human Rights and Neighborhood Involvement (HRNI) funds and supports neighborhood associations (NAs) to do outreach for meetings. HRNI also holds two neighborhood leaders' trainings every year to educate and inform the leaders to make the group a success in terms of effectiveness and participation.	Not started

D. UNIVERSAL POLICIES- RULES			
ACTION	EXPLANATION	IMPACT- AFFORDABILITY, AVAILABILITY, DIVERSITY	PROGRESS
Complete land use code audit of <i>regulatory</i> barriers to housing.	To identify barriers in Chapter 9 of Eugene's code that limit the use of a lot or development site. The City received a state grant to audit the land use code.	No – An audit can identify processes that add time and create uncertainties in the land use approval process. Land use code changes will need to be implemented for the audit to increase housing affordability, availability, and diversity.	Complete- The final audit provides a detailed assessment of the barriers to development and design issues for accessory dwelling units and "missing middle housing," including small lot detached houses, cottage cluster, plexes, row house, courtyard apartments, and other small-scale multi-family up to 20 units. Community input from the draft audit's online survey and a list of projects that would remove the identified barriers are available for review. The audit findings are being used to inform the Middle Housing Code Amendments (HB2001). The City applied for and was awarded a grant for technical assistance from the Department of Land Conservation and Development (DLCD). The City hired consultants, Angelo Planning Group, to complete a code audit to help ensure the zoning code allows, and does not include barriers to, development of housing for all income levels, as identified in the City's 2017 Housing Needs Analysis.
Complete land use code audit of <i>process</i> barriers to housing production.	To identify barriers that stem from processes, such as allowed appeals. The City received a state grant to audit the land use code. and work is expected to be completed by July 2019.	No – An audit can identify processes that add time and create uncertainties in the land use approval process. Land use code changes will need to be implemented for the audit to increase housing affordability, availability, and diversity.	Complete- Process barriers were included in the land use audit of regulatory barriers (above).

Revise land use code to ease development standards for adaptive re-use and improve the adjustment review process.	Current land use code requires new development to meet current development standards. This becomes more difficult and expensive to do with existing structures in terms of setbacks or parking requirements.	Yes - This would allow existing non-residential buildings, such as churches, to be reused as housing more easily with the possibility of avenues like allowing flexibility or existing nonconforming standards.	Complete- The audit was not fully inclusive of every adaptive reuse situation but looked specifically at "types" that faced significant code and process barriers. The identified barriers would apply to both new builds and conversions in most cases. The audit addressed conversions specifically when discussing compatibility and adverse urban design outcomes.
Regulate short-term rentals (STRs)	Short-term rentals are defined as- A dwelling unit, or portion of a dwelling unit, offered for overnight occupancy in exchange for a fee and that is available for rent for fewer than 30 consecutive days.	No- Short term rentals have a minimal impact on the housing stock and availability of rental units.	Complete- City Council approved an ordinance in June 2020 that creates regulations for STR operators. Annual registration will be required each year by January 1. Because this is the first year this requirement is in effect, registration can be completed prior to March 31, 2021 and still be compliant with the annual registration requirement. The only information that is required for registration is the name of the owner/operator, address of the short-term rental, and whether the STR is owner-occupied. There is also a requirement to provide a name and local contact number for the STR in the event there are questions or complaint.
Improve the Clear and Objective standards.	The land use code includes a Clear and Objective path to approval for housing developments. This is a set of approval criteria that are intended to be objective and measurable.	Yes - By improving the Clear and Objective standards the process for approvals of Needed Housing projects will be more direct. All housing is identified as Needed Housing.	In progress- The Planning Commission made their recommendation (7:0) on February 9, and the amendments are moving to Council with a work session and public hearing on March 8 followed by possible action on April 12, 2021.

Allow for concurrent subdivision and PUD applications.	Currently subdivisions and PUDs are completed through two independent, non-concurrent processes. These processes individually can result in review periods, extending the length of time prior to beginning a development project.	Yes - By improving the Clear and Objective standards the process for approvals of Needed Housing projects will be more direct. All housing is identified as Needed Housing.	In progress- The Planning Commission made their recommendation (7:0) on February 9, and the amendments are moving to Council with a work session and public hearing on March 8 followed by possible action on April 12, 2021. The amendments include the revision to allow concurrent review for subdivisions/partitions and PUDs.
Streamline trench-inspection process	Utility trenches during construction need to remain open until inspections. These inspections can be multi-jurisdictional. These inspections are coordinated to the best of the City's ability.	Unknown - City staff are working to understand if there could be a process that has clarity and is predictable.	In progress- Ongoing project coordination with EWEB is underway to optimize a few items in this inventory. The City of Eugene and EWEB's inspections systems do not interact. Improved and continued coordination between the City of Eugene and EWEB at the early stages of projects could assist with resolving some of these project service logistics. Trench inspections also include franchise utilities like Comcast, natural gas providers, and electricity service that may not be EWEB service areas, like in the urbanized land areas.
Align Zoning map with Comprehensive Plan map (currently Metro Plan's Plan Diagram	The Comprehensive Plan map documents Eugene's long-term plan for using land within the UGB. Eugene's current Comprehensive Plan map is the Metro Plan Diagram which is	Yes - Aligning the two maps would impact land all over the city, not just on corridors. Some cities, including Bend, have aligned their Plan map and their Zoning map, effectively handling zone changes for property owners to remove time and cost barriers to	In progress- At the March 2019 CC WS on HTS, CC approved the following- To complete and adopt the Comprehensive Plan map with parcel-specific data; To complete and adopt the housing chapter of the Comprehensive Plan. These two steps will reduce the need for some administrative processes for some development applications, which will reduce costs for building housing. The Housing chapter and the map will provide guidance and lay a foundation that will make it simpler to implement many other actions identified in the HTS Action Inventory. Since summer 2019, Planning staff worked with Lane Council of

	<p>not drawn at the parcel level. Property owners can apply to have the zone changed to match the Comprehensive Plan map, but it is a lengthy land use process that adds cost, time, and uncertainty, on a case-by-case basis.</p> <p>The Zoning map is a parcel-specific map that shows current zoning across Eugene. The Zoning map does not completely align with the Comprehensive Plan map.</p>	<p>development envisioned by the City.</p> <p>The alignment will reduce administrative work for builders and City staff and will provide clarity about the allowed locations for various housing types and densities for the whole community.</p>	<p>Governments (LCOG) to develop a technical methodology to digitize the Metro Plan diagram for City staff review. Staff also hired a temporary employee to assist in clarifying land use plan designations boundaries and improving the accuracy of the map at the individual property level through research and documentation of land use decisions, neighborhood refinement plans and other planning documents. Staff has focused this research on the River Road-Santa Clara Neighborhood Plan area to develop a parcel-specific map that will be part of the plan's adoption package. This effort will also help to inform a citywide approach for completing and adopting a parcel-specific map.</p> <p>Next Steps include: Adopt Housing Chapter of the Envision Eugene Comprehensive Plan – This may be included with adoption of the Middle Housing Code Changes (HB 2001). Adopt Parcel-specific Diagram based on the Metro Plan diagram – This is on the Planning Division work plan as an “on-deck” project to begin after completion of active planning projects. Adopt Comprehensive Plan designation updates Create path to automatically rezone land inside the UGB upon annexation Amend Comprehensive Plan designations and/or the Zoning Map to resolve conflicts between the two</p>
Enable more multi-family development along key corridors.	<p>Key corridors in Eugene are typically Major Arterial roads that have public transit stops and have been identified for more frequent transit service. The land surrounding key corridors typically include a mix of residential</p>	<p>Yes - Changes to the land use code could allow more multi-family development along key corridors. This could allow for more units to be constructed without additional process of rezoning land to permit higher densities.</p>	<p>In progress-</p> <p>The River Road-Santa Clara Neighborhood Plan includes draft goals and policies that support multi-family development along River Road, a key corridor. As part of the neighborhood planning process, the River Road Corridor Study did an analysis of River Road, from Northwest Expressway to Hunsaker Lane, which resulted in draft land use code concepts that would allow multi-family development along this key corridor. The draft concepts will continue to be refined as part of the neighborhood planning process and will be included in the plan's adoption package. This effort may also help to inform a citywide approach for allowing multi-family on other key corridors.</p> <p>Next Steps include:</p>

	and commercial uses. The Metro Plan Diagram shows high-density residential along portions of the key corridors, and current zoning allows for denser residential development on some, but not all of Eugene's key corridors. In some places the two maps conflict.		Adopt the remaining chapters of the Envision Eugene Comprehensive Plan – This includes the Compact Development and Urban Design chapter, among others, which will provide policy direction for multi-family on key corridors. This is on the Planning Division work plan as an “on-deck” project to begin after completion of active planning projects.
Allow for additional housing units on minor arterials.	The current land use code limits density in many residential areas to single-family homes. If someone wants to build duplexes, triplexes, cottage clusters, and smaller homes they are either not permitted or must go through a land use application process.	Yes - Changes to the land use code could allow more middle housing development along key corridors. This could allow for more units to be constructed without additional process of rezoning land to permit higher densities.	In progress- The Middle Housing team is on track to meet the requirements outlined by the State within HB 2001. The Team is currently conducting public outreach and working towards adoption of new code language by June 2022, and feedback from the community will identify if the work impacts minor arterials. The land use code audit has identified barriers to these housing types.
Clarify requirements for erosion-control standards.	The City's erosion program is outcome based. Erosion control standards are inspected to achieve identified	Unknown - The existing program allows flexibility, which requires more decisions to be made by builders. Different decisions, as	In progress - City staff are working on providing a second option, a template solution for builders that will work on all sites. This template solution will remove the uncertainty between sites for builders, however meeting the standards in the template may end up costing more depending on the conditions of the site. Builders will be able to select the template or the outcome-based solution.

	outcomes on the site versus a universal solution. This means that there are many options presented to the builder to meet the same outcome. The builder can choose the best option for their site based on topography and soil condition.	required by the project site to meet the City's outcomes, have different cost implications.	
Clarify requirements for stormwater treatment for rehabilitation and infill developments.	Stormwater treatment requirements are largely based on federal and state regulations.	Yes - Stormwater regulations add cost to housing construction.	In progress/stalled- The City balances priorities of lowering costs for housing and maintaining high stormwater requirements as a factor of State and Federal requirements. Staff are examining ways to make the stormwater standards easier to understand and apply. City staff are working to clarify if there is an opportunity to meet regulations in less costly ways.
Review tree removal policy.	To develop a parcel larger than 20,000 SF, builders must pay a permit fee to remove more than five undesired existing trees of any species. Additionally, a permit fee is required to remove any species of public/street tree.	Yes - The tree removal permits add cost to housing construction.	In progress/stalled- The City balances priorities between lowering costs for housing development and maintaining the tree canopy as a source of green infrastructure (stormwater treatment). Staff are examining ways to make the tree removal process clearer.

Reduce parking requirements for certain multi-family housing types along key corridors.	Multi-family parking requirements include a parking ratio of one space per dwelling unit in most neighborhoods. Developments are granted a 50% reduction by way of adjustment review for demonstration of alternative modes to the site. Surface parking increases stormwater requirements; structured parking dramatically increases construction costs.	Yes - Lowering the required number of spaces reduces development costs and opens more land to be utilized for additional units, stormwater treatment, or green space. However, a lower parking ratio can cause the number of cars parked on nearby streets to increase. A recent housing development on River Road received a 0.5 parking ratio and it has caused issues with overflow in the surrounding neighborhoods.	Not started- There are existing parking reductions in the code but not specific to corridors as identified in Envision Eugene and the Comprehensive Plan.
Revise the land use appeal process to include shared costs for recovery of legal fees by the prevailing party.	If a housing project requires a land use application, there is an opportunity to appeal that decision which can add time, legal fees, and uncertainty for the builder.	Yes – There is evidence that appeals which lack legal merit have stopped housing developments.	Not started

Federal Funds (Community Development Block Grant and HOME) Fact Sheet

Each year, the City of Eugene receives funds from the U.S. Department of Housing and Urban Development (HUD) to strategically support the development of affordable housing. HUD funding is delivered through a combination of Community Development Block Grant and HOME Investment Partnership funds.

Background:

HOME: Federal HOME Investment Partnership Program (HOME) funds are provided annually by the federal government to create rental housing units in Eugene and Springfield that are affordable to low-income households earning 80% Area Median Income (AMI) or below. The funds can be used for acquisition of existing buildings that will be converted to affordable housing, or for construction of new affordable housing. The Eugene-Springfield HOME Consortium Governing Board is responsible for awarding HOME funds to development proposals each year. (Annual funding total for Eugene development projects is about \$700,000 to \$900,000.) The 4-member Governing Board includes the Mayor of Eugene, the Mayor of Springfield, and one City Councilor from each jurisdiction. An Intergovernmental Agreement determines the percentage of the annual HOME allocation and program income available for development of housing each year. The Governing Board has the option to prioritize funds for a particular target property or population before the Request for Proposals (RFP) is released in August or September each year.

HOME funds have often been used for developments that assist people at risk of homelessness including special needs populations, such as youth aging out of foster care, and people living with HIV/AIDS. HOME funds have also been used for transitional housing for people experiencing or are at risk of homelessness such as the St. Vincent de Paul Youth House and Sponsors Inc.'s Roosevelt Crossing. Timing for the annual process enables HOME funds to be awarded by February so that developers may submit applications in March to Oregon Housing and Community Services (OHCS) for Low-Income Housing Tax Credits (LIHTC) and other state funds, depending on the specific financing plan for the project.

CDBG: Federal Community Development Block Grant (CDBG) funds for construction projects (not including landbank resources¹) are generally provided for rehabilitation of rental housing, renovation of social service agency buildings, and rehabilitation of low-income homeowner housing. Funds are also used for non-construction activities such as supporting human services in partnership with the County, providing micro-enterprise training, offering business loans, and coordinating fair housing initiatives. (Annual funding total for Eugene is about \$1.4M.)

In the Spring, the CDBG Advisory Committee (CDBG-AC) makes a recommendation to staff for which programs to support each year. (CDBG-AC is a department advisory committee made up of 9 members selected by the Planning and Development Director and representing various community interests.) The recommended CDBG allocation goes to City Council as part of the Annual Action Plan for the upcoming fiscal year. After City Council approves the allocation, staff implements the programs that were funded.

- Rehabilitations of low-income homeowner housing (Emergency Minor Home Repair and Accessibility Rehabilitation program) are implemented with an open application process all year. (Typical projects are \$10k or under.)
- The Rental Rehabilitation Loan program is open for applications year-round. Projects are awarded based on funding availability. Funds can be used for rehabilitation of an existing rental housing building to include weatherization, modernization, accessibility modifications and/or general interior and exterior improvements, up to \$25k/unit. (Typical projects are \$100k to \$500k.)

¹ See Landbanking Fact Sheet for information on the City's landbanking program

- The Service Provider Facility Improvement (SPFI) grant program uses a Request for Proposals process to award project proposals. Funds can be used for acquisition, rehabilitation of an existing building to include weatherization, modernization, accessibility modifications and/or general interior and exterior improvements. It is not on a rigid schedule because it is dependent on need and resources in a given year. (Typical projects are \$100k to \$500k.)

Goals: The [Eugene-Springfield 2020 Consolidated Plan](#) presents a strategic vision for housing and community development, including goals, strategies, and priority needs. The purpose of CDBG and HOME is to advance the following statutory objectives principally for extremely low-income, low-income, and moderate-income residents:

- Provide decent, safe, and affordable housing
- Create suitable living environments (CDBG)
- Expand economic opportunities (CDBG)
- Expand the supply of decent, safe, sanitary, and affordable housing (HOME)

The Consolidated Plan includes the following program goals relevant for this specific fact sheet:

- 150 rehabilitated homeowner units (Emergency Minor Home Repair and Accessibility Rehabilitation program)
- 350 rehabilitated rental units (Rental Rehabilitation Loan program)
- 5 improved public facilities (Service Provider Facility Improvement grant program)
- 400 new units of affordable housing; 100 of which are targeted to persons experiencing homelessness

Issue: Due to relatively new State funding, there are more projects possible than the City's federal funds can support each year. Additionally, the City allocation of federal funds has stayed relatively flat over the past 15 years, which means that over time the funding results in fewer outcomes due to inflation and rising construction costs.

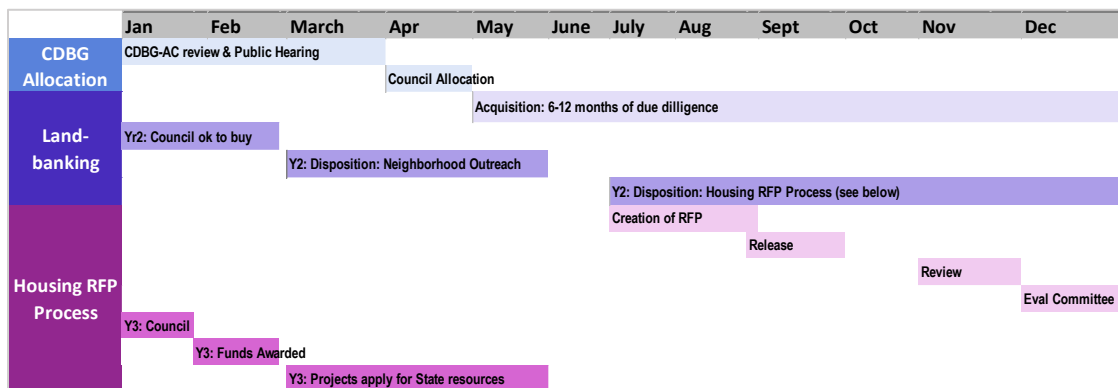
Landbanking Fact Sheet

More stock of affordable housing is necessary to meet community need. Through the Land Acquisition for Affordable Housing program, aka the landbank program, the City acquires land suitable for the future development of housing affordable to low-income persons.

Background: Acquiring an appropriate site is a difficult part of the affordable housing development process. A site must be affordable, zoned properly, the right size, proximate to jobs, schools, transportation options and services, free of environmental contamination, and must access existing infrastructure. Through this strategy, the City creates a steady development pipeline in areas of opportunity across the city.

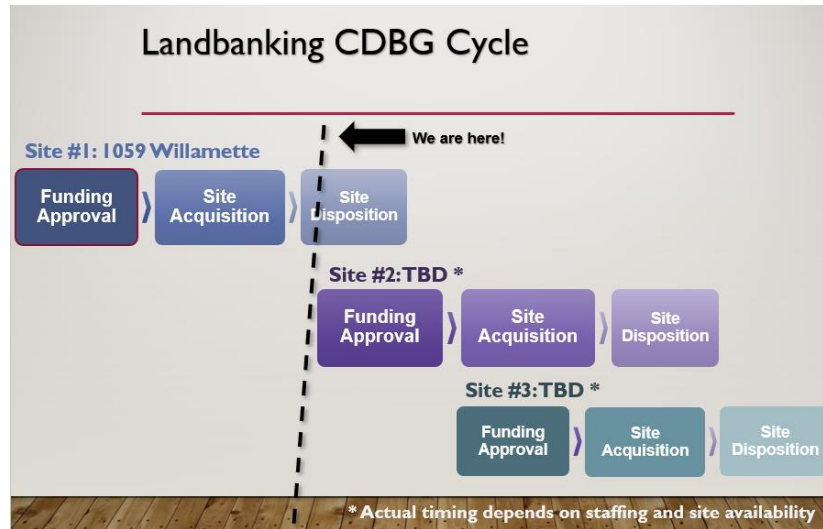
City Council may approve federal Community Development Block Grant (CDBG) funds for land acquisition in the Annual Action Plan. (See the Federal Funds Fact Sheet for more info on CDBG.) There are two steps in the process: acquisition and disposition.

- **Acquisition.** Staff looks for potential properties to acquire and performs due diligence research for each property. If a Seller agrees to enter into an Option Agreement, staff performs neighborhood outreach related to the acquisition, and undertakes a federal environmental review of the site. After all due diligence is complete (6-12 months typically), the City acquires the property.
- **Disposition.** CDBG funds require properties to be developed within 5 years. Staff performs neighborhood outreach related to the future development of affordable housing (springtime). Typically, a land bank site is offered with HOME funds through the Housing Request for Proposals (RFP) process (July – early February; see the Federal Funds Fact Sheet) with HOME funds prioritized to the property. Neighborhood input may contribute to the RFP criteria. After the Evaluation Committee scores and ranks proposals, City Council makes the decision about which project proposal is selected for the property. The HOME Governing Board makes the decision about HOME funds. The selected proposal would likely apply to Oregon Housing and Community Services for State resources like Low-Income Housing Tax Credits.



There are currently no funds allocated for landbanking and no sites available for disposition (other than 1059 Willamette¹). The upcoming CDBG allocation process will likely include funds for landbanking (spring 2021).

¹ The most recent landbanking property is 1059 Willamette, a mixed-income redevelopment project with 51% of the units affordable to households at or below 80% AMI. The (non-HOME) RFP process includes review by an Evaluation Committee in March and Council selection later in the spring (tentatively scheduled for April 28).



Landbank properties are typically provided to selected developers at no cost. When the City provides land to a developer, it is a significant subsidy for the future development. Finding a property is a significant hurdle in the development process; the landbank program helps the developer spend fewer resources searching for many properties that do not work out. When the City vets a property for the landbank program, staff has completed much of the property research by the time it is offered to developers through an RFP. The completed research and environmental review provides the selected developer with a “shovel-ready” site at no cost.

Goals: The Consolidated Plan lays out the 5-year goals for use of CDBG and calls for acquisition of 2 landbanking sites. Each site averages 50 affordable housing units. These sites would go through the HOME RFP process and would likely utilize HOME resources.

Issue: CDBG resources are limited. (See the Federal Funds fact sheet.) Dedicating CDBG funds to acquire more than 2 sites this Consolidated Plan period would mean other activities and programs eligible for CDBG would not have funding. The Federal requirements for CDBG means that the City is not able to purchase sites quickly, such as properties that go up for auction.

Opportunity: The affordable housing developers support expansion of the landbanking program. With the new funds the State made available a couple of years ago for affordable housing development, the number of multi-family developments proposed in Eugene increased significantly. It is no longer necessary for a landbank site to receive HOME funds to be developed, which means that adding landbank sites can increase the number of affordable housing units created during a Consolidated Plan period without detracting from other goal areas. The City could identify additional resources, besides CDBG, to increase the number of properties acquired. Some properties could be provided for Permanent Supportive Housing and some could be used for other affordable housing types.

Approximate Cost: The City’s last two landbank properties cost approximately \$500,000 each to acquire. Land costs are variable over time. If the City chose to invest local resources in acquiring one additional property, the total cost would be approximately \$600,000 including the staff time to acquire and dispose of the property through the RFP (depending on the size of the property and the timing of the purchase).

Affordable Housing Trust Fund Fact Sheet

Council created the Affordable Housing Trust Fund (AHTF) as a dedicated source of funding for affordable housing. The fund pays for projects and programs that increase availability and access to owner and renter occupied housing that is affordable to middle- and low-income community members.

Background: In 2016, Oregon Legislature passed Senate Bill 1533 authorizing Oregon cities and counties to establish a construction excise tax (CET) on commercial and residential improvements. The tax applies to all improvements which result in a new structure, additional square footage to an existing structure, or addition of living space to an existing structure.

In May 2019, Council passed Ordinance No. 20609 establishing the CET in Eugene and creating the AHTF, which is a flexible source of local funds dedicated to support affordable housing development and programs. The Ordinance also created a community member advisory committee to advise City staff on the use of the AHTF, known as the AHTF Advisory Committee. In addition to the CET, Council has made two general fund contributions to the AHTF for a total of \$1 million.

In July 2020, Council passed a motion to direct \$500,000 of the FY21 funding towards direct rent and mortgage assistance and \$300,000 for housing development. In January 2021, the City released a competitive Request For Proposals to solicit responses for rental housing development. Council will review and select in the spring (on the tentative agenda for May 24).

Goals: The AHTF funds affordable housing programs and development for middle and low-income people. There are no specific unit or program targets associated with this fund.

Issue: The AHTF is a useful funding source because of the flexibility of the funds compared to federal Housing and Urban Development (HUD) funds that the City receives. This flexibility also brings the challenge of prioritizing the significant and varied community housing needs. Without specific direction, this fund requires significant attention to determine prioritization annually. Another issue is that the AHTF is funded by fees on construction, which will fluctuate from year to year based on demand for construction. This makes the funding source less predictable.

Opportunity: Because the AHTF is free of federal HUD regulations, the City has wider latitude to use these funds to fill needs that are regularly challenging for affordable housing developers. For example, the funds could be structured to support Affordable Housing developers to purchase land or for the City to purchase property for landbanking, acting as a catalyst for projects. Development projects tend to take years to complete and rely upon a variety of funding sources. Clear long-term priorities for the fund can give developers and the larger community a more stable sense of how the funds will be allocated.

Approximate Cost: The costs associated with this fund come from the staff time required to manage the allocation process and project implementation, as well as the AHTF Advisory Committee. By having pre-established goals for a set period of time, managing the AHTF will be as efficient and stream lined as possible, preserving more of the fund for projects.

System Development Charge (SDC) Assistance Fact Sheet

What is a System Development Charge?

SDCs are fee scheduled charges applied to new development to help offset the impact of development, redevelopment, or an intensification of use. The fee is intended to recover a fair share of the costs of existing and planned infrastructure that provide capacity to serve new growth. Local SDCs are collected for transportation, parks and open spaces, stormwater, and wastewater systems and are a primary funding source for implementation of each system's infrastructure master plan.

System Development Charge (SDC) assistance

System Development Charge (SDC) assistance helps to reduce development costs when building affordable housing. SDC assistance can also be counted toward the required local match needed for State and Federal funds provided to a development. The assistance can be in the form of exemptions (where SDCs are not collected to provide infrastructure capacity for new growth) or in the form of other City funds paying the SDCs on behalf of the project (where SDCs are collected).

Background: Since 1998, Eugene Code has had a provision to provide Systems Development Charge (SDC) exemptions for low-income rental and/or homeownership housing. The amount of SDC exemptions in a fiscal year is capped. Any unused exemptions roll into the subsequent year and the cap increases annually with inflation. At the beginning of the program, not all SDC exemptions were used and there were ample exemptions available for the affordable housing developments. Applications for the program were accepted year-round, and applicants could also apply through the HOME Request for Proposals (RFP) process. Community Development staff administer the program.

Several years ago, the Oregon State legislature made new funds available through the Oregon Housing and Community Services Department (OHCS) for affordable housing development. The number of multi-family developments proposed in Eugene increased significantly. All available SDC exemptions were used in 2018. Since then, the program provides the annual capped amount of exemptions that is available July 1 of each year. The cap is currently about \$235,000 per year, which is approximately \$47,000 less than is needed to cover SDCs for one typical 50-unit Low-Income Housing Tax Credit (LIHTC) development.¹ The need for SDC assistance exceeds the amount of exemptions available, which means that a process is needed to prioritize which project(s) gets the limited amount available under the existing cap. In FY21, the SDC exemption was offered through the HOME RFP process.

In both FY20 and FY21, Council approved special, one-time general funds to be used to pay SDCs for additional Affordable Housing projects. The December 2020 Supplemental Budget (SB) request for \$790k in general funds for FY21 helped to close the gap for four developments that need funding, including a 15-unit PSH development, a 45-unit PSH development, a 31-unit low-income homeownership development, and a 36-unit affordable rental housing development.

Goals: The City does not have stated goals for the number of units or projects to receive SDC assistance.

Issue: The City's current exemption maximum (cap) is not sufficient to help larger affordable housing developments or address the queue of projects that need this assistance to be feasible. Although the program is eligible to both rental and homeownership housing, single house homeownership developments have not been

¹ The average for projects from the past 5 years (not including wastewater SDCs) is about \$265k for a project with approximately 50 units. Wastewater SDCs cannot be exempted/must be paid.

able to access any SDC exemptions since 2018. Solving this SDC exemption shortage is an area where Council could help additional affordable housing units be developed. Community Development and the City Attorney's Office is working on a new application process for SDC exemptions that is likely to increase the staff time required for the program, which would need funding to be increased to cover expanded SDC assistance.

For using other City funds to pay SDCs, the appropriation process and timing that has been used recently for special, one-time funding is not as efficient or effective as it could be. Approving the funds in December as part of the SB process is uncertain for affordable housing developers, which is difficult for project financing. Additionally, it takes extra work for staff to wrap it into the SB, as opposed to building it into the budget originally.

Opportunity: The City could use general fund/other resources to develop an ongoing SDC assistance program (or modify the existing code to increase the SDC exemption which would reduce SDCs collected that provide infrastructure capacity for new growth), and could establish unit or project number goals, and priority areas. There could be some goals to enhance affordability in projects supported with other City investments by providing this additional SDCs subsidy. (Most Low-Income Housing Tax Credit or Permanent Supportive Housing type developments need all the subsidy layers to reach the target affordability.) There could be some goals specific to supporting developments that do not have other City direct contributions to the cost of development. (Sarang, Keystone, and Royal homeownership development are examples that ONLY used SDC resources from the City to subsidize development.)

Tradeoffs: Using general fund/other resources to develop an ongoing SDC assistance program would reduce the amount of funding from these sources available for other priority purposes. Similarly, increasing the SDC exemption would reduce funding used to implement infrastructure plans. These plans, such as the Transportation System Master Plan and Parks and Rec System Plan, not only provide capacity for new development, they serve as integral plans to meeting the goals of Envision Eugene and the Climate Action Plan 2.0.

Approximate Cost: The cost would depend on the goals the City wants to reach. Council could potentially increase the exemption cap so that it covers the average project and/or make a policy decision about using City funds to pay SDCs for affordable housing projects on an ongoing basis.

Urban Renewal Related to Housing Fact Sheet

The purpose of urban renewal is to stimulate economic development through private investment to provide public benefit in a specific area of the community. It is a means to support economic development and civic improvement by financing needed improvements within designated districts such as infrastructure, public open spaces, public plazas, public parking garages, land acquisition, renovation and façade improvements, or environmental improvements.

Background. Urban Renewal or Tax Increment Financing is a tool used by municipalities to finance improvements and redevelop in specific areas of a city by reinvesting the increase in the area's property taxes. The State of Oregon created the legislation that allows for urban renewal; districts are created by local municipalities. In Eugene, the City Council decides what areas should be included in urban renewal districts. The council also creates a plan for improving the area. Following public notice and hearing, and after considering public testimony and planning commission recommendations, the city council may approve the urban renewal plan or amendments to the plan by ordinance. Eugene has two urban renewal districts: the Downtown Urban Renewal District and the Riverfront Urban Renewal District (see map at end of attachment).

Downtown District: In 2016, City Council amended the Downtown Urban Renewal plan to identify four projects that were eligible for Downtown Urban Renewal funds: high-speed fiber, Farmers Market space improvements, Park Blocks and open space improvements, and redevelopment of 1059 Willamette. 1059 Willamette will be a mixed-income housing pilot, meaning that at least 51% of the units must be affordable to households earning 80% of area median income. In 2020, the Agency Board passed a motion to make \$700K of Urban Renewal funds available with the Request for Proposals that could be used to pay for pre-development costs, such as permit fees, or system development charges. The City received one response to the RFP, and council is scheduled to discuss the proposal and possibly take next steps in April 2021.

Council has used Urban Renewal to support significant downtown improvements, helping fulfill the community's vision for downtown. This includes First on Broadway, the Broadway Commerce Center, Woolworth Building, supporting public projects including the Hult Center, Eugene Public Library, Lane Community College Downtown Campus, and the LTD downtown station.

Riverfront District: In 2018, the Agency purchased 16 acres of Downtown Riverfront property from Eugene Water and Electric Board using Riverfront Urban Renewal funds. Redevelopment of this site has been a part of the community's vision for many decades, reinforced through the 2010 EWEB Riverfront Master Plan. The redevelopment includes the creation of a world-class public park and a high-quality development that provides economic and housing opportunities that range from market rate units to an affordable housing development (approximately 425 to 1,000+ units).

In addition to site acquisition, urban renewal funds have been used for construction of the park and construction of infrastructure needed to support future development. The Agency Board (City Council) must approve any project, other than loans, in the Riverfront District over \$250,000.

Goals: As written, the Downtown Urban Renewal Plan has one housing project in it (1059 Willamette). The Riverfront Urban Renewal Plan allows for assistance in the development of housing, though does not have specific housing unit targets or locations.

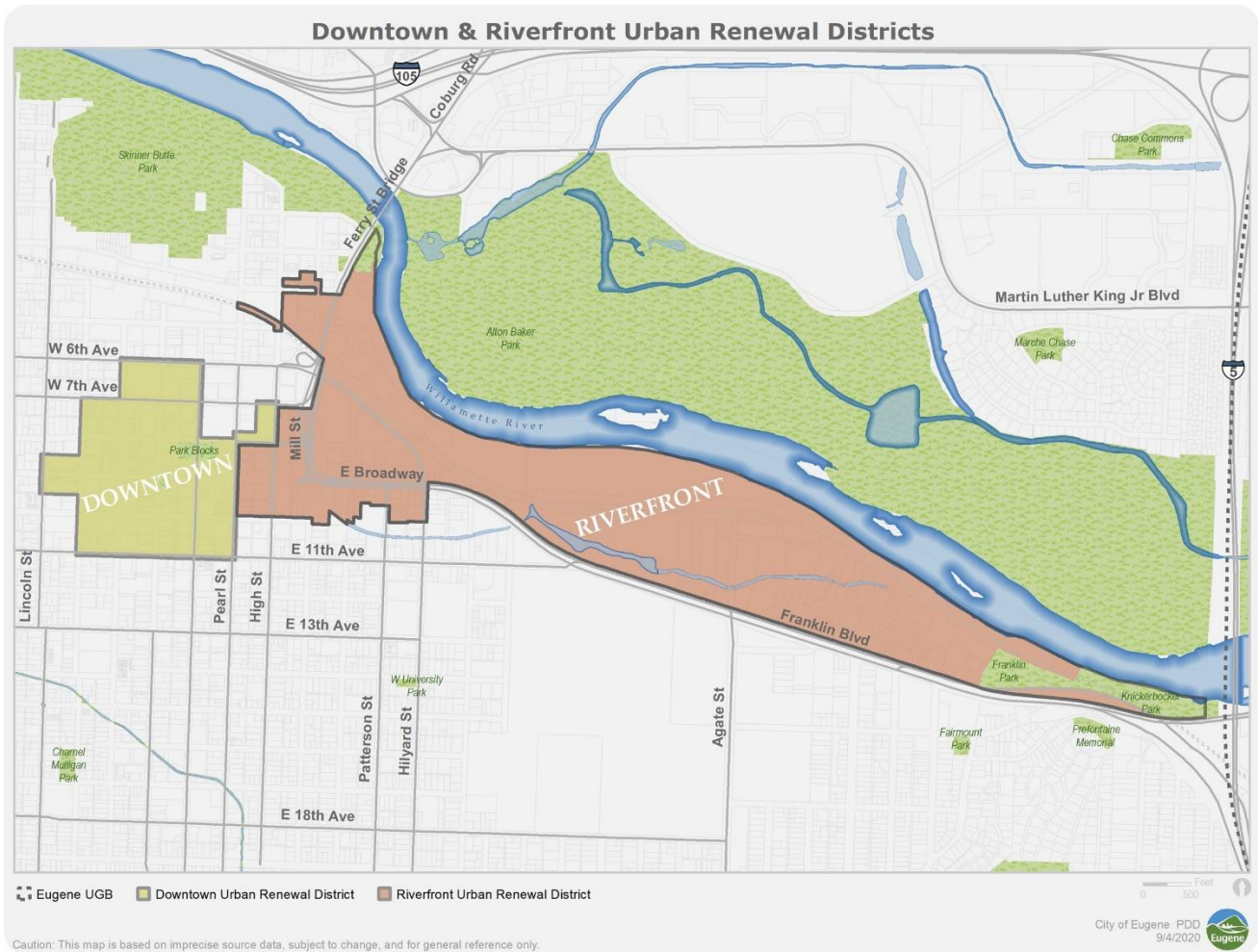
Issue: Urban Renewal funds can only be used within the identified district boundaries, limiting the geographic location of eligible projects. In addition, in order to use Urban Renewal funds to support additional housing, Council would likely need to amend Urban Renewal plans for both districts due to the following reasons:

- Downtown District - Currently, only 4 projects are eligible for the use of Urban Renewal. In order to use Urban Renewal funds for additional projects, Council would need to amend the plan and increase the spending limit.
- Riverfront District - After taking into account projects already approved for funding, there are very limited funds available for several competing needs. The District is set to expire in FY24. If Council wants to extend the sunset or increase the spending limit, they would need to initiate a plan amendment.

These types of plan amendments require a robust public engagement process and take approximately 6 months. There is a risk that the plan amendment ordinance would not be supported by the overlapping taxing districts or would be referred by voters.

Opportunity: If Council so chooses to amend either or both plans, Urban Renewal funds can be used to support housing through activities such as paying System Development Charges or permit fees to support development and land assembly.

Approximate Cost: The cost will depend on how many and what kind of housing units Council wants to help develop with the use of Urban Renewal funds.



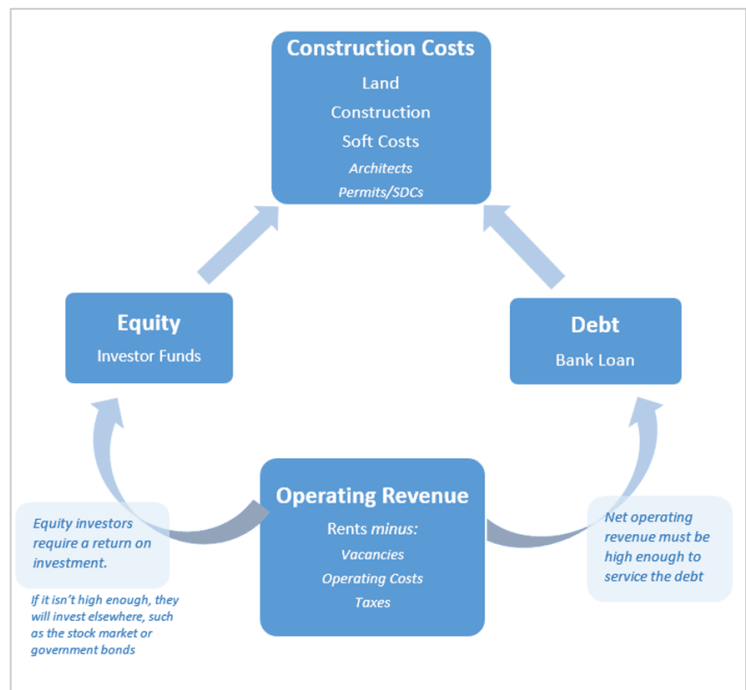
Housing Related Property Tax Exemptions Fact Sheet

The City has two property tax exemption programs to support housing in Eugene, the Multi-Unit Property Tax Exemption (MUPTE) and the Low-Income Rental Housing Property Tax Exemption (LIRHPTE). Both are summarized in this fact sheet.

MUPTE

Background: MUPTE is a tool that can shift a proposed housing development to being financially feasible. It is a state-enabled program designed to incentivize redevelopment of residential properties in city centers and along transit corridors. Council has authorized the use of MUPTE in the downtown area. MUPTE allows new multi-family developments (5 or more units) to avoid property taxes on the value of new residential construction for up to 10 years. The property continues to generate taxes for the land value during the exemption period but does not pay taxes on the value of the new construction during the exemption period. Each project must be approved by the City Council. Both rental housing and multi-unit housing for home ownership are eligible; student housing is ineligible.

The figure to the right shows how the costs of development and operating revenues are connected. The construction costs are all up-front and are paid before the developer generates any revenue from the development. Typically, developers use a mix of equity (i.e., investor funds) and debt (i.e., bank loan). The developer estimates the future rents from the apartments and/or commercial space or sales from condominiums, to estimate if those expected revenues can cover the debt payments and provide investors with a return on their investment that is competitive with other investment opportunities. By exempting property taxes on new construction, MUPTE lowers the operating costs in the early years of a housing development so that it becomes financially feasible.



In July 2015, Council approved an ordinance revising the MUPTE Program. Revisions included changes to the criteria, process, and boundary, and removal of student housing as an eligible project type. The Required Public Benefit Criteria are:

- Compact Urban Development
- Green Building Features (ensuring building energy performance is 10% above code)
- Local Economic Impact Plan (including support for local businesses, minority, and women business enterprises, and ensuring compliance with laws)
- Moderate-Income Housing Contribution (see more information below)

- Project Design and Compatibility (including scale, form, and quality of the building; mixture of project elements; relationship to the street and surrounding uses; and parking and circulation)
- Historic and Existing Housing Sensitivity
- Project Need

The 2015 update also established a MUPTE Review Panel, tasked with providing a third-party review of individual applications and conducting annual reviews of the program and approved MUPTE projects. (Visit www.eugene-or.gov/mupite to see their annual reviews and other materials).

Since 1978, the MUPTE program has supported the development of 30 residential projects, creating about 1,500 units. Since at least 1990, all downtown market-rate housing developments have used MUPTE. The exemption period has expired for 14 of the projects and the combined tax revenue of those 14 projects was about \$1.3M in 2020. In the absence of the residential developments, those 14 properties would have generated about \$92k in 2020.

Moderate-Income Housing Contribution: In order to be eligible for a MUPTE, projects must make a moderate-income housing contribution. This can be made by either a) offering at least 30% of the units at moderate-income housing (rents equal to or less than 30% of area median income) or b) paying a fee to be dedicated to moderate-income housing (10% of the total MUPTE benefit).

Goals: The MUPTE program goal is to assist in the creation of 1,500 new, multi-family housing units through redevelopment (after the adoption of Ordinance 20556 in 2015, which revised the program). Capping the cumulative number of units is aligned with the adopted findings for the Urban Growth Boundary expansion measures which guides Envision Eugene. Since 2015, there have been a total of 177 new units created from two projects with the assistance of a MUPTE. Council approved a third project (the Olive Lofts project at 844 Olive) that did not move forward due to a gap in project cost versus available financing that was too large to overcome.

There are no stated goals for use of the moderate-income housing contribution fees.

Issue: The construction and financing of new housing in downtown Eugene is challenging. Since 1990, no market-rate, non-student housing has been built downtown without the assistance of a MUPTE. Since the program was updated in 2015, interest in the program has been slow, with only 3 applications submitted. A survey conducted with developers in 2018 indicated a hesitancy to utilize the program given the labor-intensive application process and the community and Council's negative perceptions of the MUPTE program. The current



MUPTE application process takes approximately four months, which requires developers to have added funding for the project to span this waiting period.

Coronavirus has only exacerbated the housing crisis. Thinking about the future of our economy and tax base, it is hard to see how downtown will remain stable or return to its prior growth and economic momentum without an increase in the number of units available.

The current program requires extensive staff time. Processing two applications in FY19 used over 500 hours of staff time. The application process takes about 4 months to complete and involves three Review Panel meetings and a Council work session. Additional staff time is necessary for compliance monitoring during and at the end of construction, which also involves two Review Panel meetings.

Moderate-income housing contribution: Slow interest in the program means there has been little money generated through this program (since the addition of this requirement, only 2 approved projects have been completed, and only one chose to pay the fee). In addition, the City does not have an existing moderate-income housing program or stated goals for moderate-income housing.¹

Opportunity: A MUPTE exemption has the ability to make a project financially feasible. If it is not financially feasible, it does not get built, and the City and other taxing jurisdictions never get the tax revenue. With the exemption, the City and other jurisdictions get the increased tax revenue after 10 years – growing its tax base in the long term.

Staff/Council could explore streamlining the MUPTE program to make the program less labor-intensive, for both staff and applicants, while still achieving identified community benefits, which would increase housing supply downtown. Additionally, Council could consider expanding the program to other key transit corridors.

Council could also consider implementing the portion of the MUPTE statute that allows the City Council to provide 10-year property tax exemptions to support the creation of affordable housing throughout the city. Staff would need to research the details of such a program, and how, for example, it would complement the LIRHPTE program (see below) and how much flexibility the City has to define affordability levels for eligible projects. A code change would be necessary to set up such a program.

Approximate Cost: Because this program offers a tax exemption, approving a MUPTE for a project does not require the City to invest any public resources (i.e., cash) in the project. The only impact to City resources is the staff time it takes to process MUPTE applications.

Any modifications to the existing program, expanding the current MUPTE boundary, or establishing a new program for affordable housing will require Council involvement and code changes (which include a Public Hearing and ordinance approval). In addition, the Review Panel would need to be involved with modifications to the existing program and boundary expansion.

¹ Council has targeted use of the Gordon Lofts moderate-income housing fee for the 1059 Willamette mixed-income housing redevelopment.

LIRHPTE

Background: The Low-income Rental Housing Property Tax Exemption (LIRHPTE) is enabled by state statute. The LIRHPTE provides a 20 year exemption for rental properties constructed after February 12, 1990, or rental properties owned by 501c(3) non-profits. LIRHPTE is for properties that are offered for rent or held for the purpose of developing low-income rental housing. The income limit for the program is 60% of the area median income (AMI) based on household size, as determined annually by the US Department of Housing and Urban Development.

By providing tax exemptions for low-income housing, LIRHPTE lowers the operating cost for maintaining developments, helping to preserve the affordability and offer below-market rents. Applications are due by December 1 each year in order to receive a LIRHPTE that would, with Council's approval of a project specific resolution, start the following July 1. Any development that meets the LIRHPTE criteria established by the State is approved. Homes for Good is a quasi-public agency with no property tax on its developments, so its properties do not require LIRHPTEs. Other agencies that provide permanent supportive housing could benefit from a LIRHPTE.

Goals: LIRHPTE does not have specified goals for number of units or projects either annually or over a period of time. The City has goals for the development of affordable housing using federal funds over a 5-year period that are contained in the Eugene-Springfield 2020 Consolidated Plan. LIRHPTE is frequently utilized as part of projects that also receive the City's federal CDBG/HOME funds.

Issue: LIRHPTE is an important component of affordable housing rental development but it is not a source of development financing. On its own, the tax exemption is not enough to support creation of affordable housing units. Additionally, the LIRHPTE supports housing affordable to households earning 60% AMI. While the MUPTE supports market-rate housing, it does support the development of moderate-income housing (households at 100% AMI). Housing affordable to households with incomes between 60%-100% AMI is also needed in the community, but there is no tax exemption currently available to support these developments.

Opportunity: As mentioned in the MUPTE "opportunity" section, Council could also consider implementing the portion of the MUPTE statute that allows the City Council to provide 10-year property tax exemptions to support the creation of affordable housing throughout the city. Staff would need to research the details of such a program, and how, for example, it would complement the LIRHPTE program and how much flexibility the City has to define affordability levels for eligible projects. A code change would be necessary to set up such a program.

Approximate Cost: Because this program offers a tax exemption, approving a LIRHPTE for a project does not require the City to invest any public resources (i.e., cash) in the project. The only impact to City resources is the staff time it takes to process LIRHPTE applications.

Density Bonus Fact Sheet

A density bonus is an incentive-based tool that permits developers to increase the maximum allowable development on a property in exchange for helping the community achieve public policy goals. Increasing development density may allow for increases in developed square footage or increases in the number of developed units.¹

Background: Density bonuses are often used to increase the supply of affordable housing for low income or senior households. Density bonus ordinances permit developers to increase the square footage or number of units allowed on a piece of property if they agree to restrict the rents or sales prices of a certain number of the units for low income or senior households. The additional cash flow from these bonus units can help offset the reduced revenue from the affordable units. The City currently offers a density bonus of up to a 50% increase over what is allowed in the base zone for affordable housing projects that are for low income individuals and/or families that have an income below 80% of the area median income. This density also allows affordable housing developers to more efficiently utilize their properties by allowing for the construction of a greater number of units than would be permitted under the zoning code.

Density bonuses can also be used in voluntary and mandatory inclusionary zoning programs to promote moderate-income and mixed-income developments.

Goals: The goal of the density bonus is to promote specific types of housing by allowing for greater density than would be normally permitted. This can be used to promote affordable housing, mixed income developments or other community priority housing types. There are no specific unit or project number goals set for density bonuses currently allowed by code.

Issue: Density bonuses do not require direct public subsidy, but they also do not guarantee the construction of the targeted housing types eligible for the bonus. Housing construction is primarily determined by market demand and construction costs. Density bonuses are most effective in cities with high housing demand and cheap construction costs or when paired with additional incentives.

Opportunity: Density bonuses are one of the ways that local governments can promote housing priorities without providing a direct financial subsidy to a developer. The City could use this tool to further promote mixed-income, moderate-income, and higher density middle housing.

¹ https://www.uwsp.edu/cnr-ap/clue/Documents/PlanImplementation/Density_Bonus.pdf

Parking Requirement Reduction and Exemption Fact Sheet

Background: Mandatory minimum parking requirements are meant to ensure that new residents have a dedicated place for their cars without creating negative spillover effects on public parking in the surrounding area. However, parking requirements increase the cost of developing housing by increasing the land area required unless the development incurs the added expense of structured parking.¹ Parking requirement exemptions can be used to reduce the cost of housing construction, while simultaneously encouraging reduced resident reliance on private automobiles. Parking requirement exemptions are typically used by cities to promote mass transit and density in the urban core, and to further climate change goals such as the reduction of fossil fuel usage and greenhouse gas emissions.

The City of Eugene has provisions in the land use code that exempt or reduce parking requirements for specific zones and types of developments. The City has exempted areas of Downtown, West University and the Whiteaker² while reducing minimum parking requirements up to 50% in the Nodal Development overlay zone.³ The City also provides a reduction to the minimum parking requirements for Affordable Housing projects.

Many cities across the US are reconsidering their parking requirements and several cities, including Buffalo, Hartford, Minneapolis and San Francisco have eliminated minimum parking requirements.

Goals: The goal of parking exemptions is to promote specific types of housing by reducing the amount of land needed for development. This tool can be used to promote multi-unit and middle housing types. There are no specific unit or project number goals set for parking exemptions currently allowed by code.

Issue: Currently parking reductions are offered for specific types of housing or for specific areas. Housing outside of those areas are subject to higher parking requirements. This reduces the flexibility of developers to offer housing without dedicated parking spaces. Reductions in parking requirements is a method for influencing rather than controlling housing outcomes. They may not necessarily lead to housing development or to fewer parking spaces being built, because of consumer demand. Conversely, reductions in parking requirements may lead to more competition for free on-street parking. Also parking requirements, especially based on zoning or proximity to transit, can create a patchwork of regulations that may seem arbitrary and complicated.

Opportunity: Parking requirement reductions or exemptions are one of the ways that local governments can promote housing priorities without providing a direct financial subsidy to a developer. The City could use this tool to further promote mixed-income, moderate-income, and middle housing.

¹ <https://www.localhousingolutions.org/act/housing-policy-library/reduced-parking-requirements-overview/reduced-parking-requirements/>

² [https://eugene.municipal.codes/EC/9.6410\(4\)](https://eugene.municipal.codes/EC/9.6410(4))

³ [https://eugene.municipal.codes/EC/9.6410\(3\)\(a\)](https://eugene.municipal.codes/EC/9.6410(3)(a))

Housing Production Goals and Progress

Both the Growth Monitoring program, that uses data from our Buildable Lands Inventory, Affordable Housing, and Envision Eugene efforts, and House Bill 2003 (HB 2003) present opportunities for the City to track housing production. Figure 1, below, identifies the City's housing unit goals throughout existing plans and strategies. This attachment explains how the Growth Monitoring program and HB 2003 will contribute to our understanding of local housing production across the housing continuum.

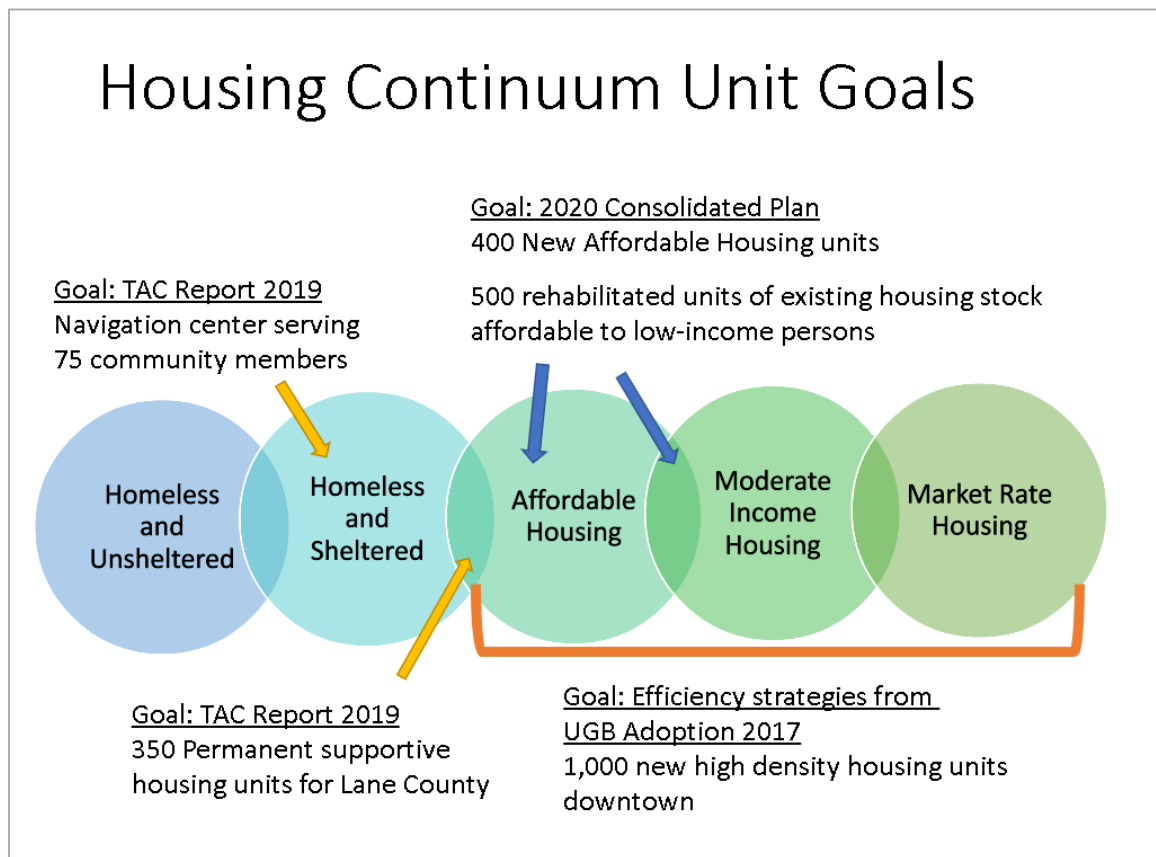


Figure 1: Existing plan goals for housing units at the City of Eugene

Progress specific to unit goals for Permanent Supportive Housing is outlined in Figure 2. Progress towards the 2020 Consolidated Plan for Affordable Housing units is outlined in Figure 3. Progress towards the Consolidated Plan for rehabilitation of units is outlined in Figure 4.

Growth Monitoring

The Growth Monitoring Program, which is one of the key strategies to implement the Flexible Implementation pillar of Envision Eugene, is tracking elements of overall housing affordability trends and will report on key data annually, and additional data every five years. Specifically, the program will report on median housing sales prices and median rent (including as compared to neighboring cities), income, people experiencing poverty and people experiencing a housing cost burden (see [draft charts](#)). The majority of this data will be from the American Community Survey (ACS) due to reliability of other data and desire to compare Eugene to near-by communities. ACS data can be supplemented with data from other sources as appropriate such as Zillow, COSTAR, or

other surveys, such as the Community Development division's survey of Eugene apartment complexes to collect data on rents and vacancy rates and the 2019 "[Renter's Experience Survey](#)" conducted by the [Renter Protections Committee](#) (a subgroup of the Housing Policy Board). We will also be tracking the number of dwellings built with low income housing incentives such as tax exemptions and SDC credits.

In addition, as a recipient of HUD funds (Community Development Block Grant (CDBG) and HOME Investment Partnership (HOME)), we are required to create and carry out a five-year [Consolidated Plan](#); that plan clearly presents an assessment of local housing, homelessness, and community development needs, identification of priority needs for use of funds received from HUD, and presents strategies to address the priority needs. Our Affordable Housing Strategy outlines the number of affordable units as goals to measure against for the term of the Plan. Annually, a One-Year Action Plan is created that outlines goals with the current annual allocation of federal funds and the Consolidated Annual Performance and Evaluation Report (CAPER) is a yearly, "look back" report at the outcomes of activities undertaken as part of the annual Action Plan and tracks overall progress towards meeting goals established in the Consolidated Plan, including the number of Affordable Housing units acquired, created or rehabilitated. Staff will track results of the Affordable Housing Trust Fund on an annual basis also.

House Bill 2003

In 2019, the Oregon Legislature passed House Bill 2003, a law to make sure communities meet the diverse housing needs of Oregonians. The law requires Oregon's medium and large cities to study the future housing needs of their residents and to develop strategies to make sure the housing needed is produced.

Oregon cities have long had to study their community's future housing needs when proposing to expand their urban growth boundary. House Bill 2003 requires cities over 10,000 people to analyze what housing is needed for current and future residents every six to eight years. The bill then requires each city to adopt a housing production strategy within a year of completing the analysis. The strategy must list specific actions the city will take to promote the development of all identified housing needs – such as revising regulations or providing financial incentives. Eugene's updated housing needs analysis is due by 2026, and adoption of a housing production strategy would occur in 2027. The bill also directs the Oregon Housing and Community Services Department to conduct a pilot project to calculate housing needs for the next 20 years in each region, for all income levels. The Department of Land Conservation and Development must then report to the legislature on the method's effectiveness.

Figure 2: Housing Production Table: Permanent Supportive Housing

Permanent Supportive Housing is a model designed to provide housing assistance (project- and tenant-based) and supportive services on a long-term basis to people who are chronically unhoused. PSH is considered a best practice. Below is a summary of PSH projects and their status.

Development	Units	Details	Status
Market District Commons (6 th /Oak)	15	<ul style="list-style-type: none"> • 12 for veterans and people with disabilities experiencing homelessness (these one-bedroom units may or may not be occupied by single adults) • 3 additional two-bedroom units are for people with developmental disabilities, not for single adults 	Completed
Commons on MLK (2411 MLK Jr. Blvd.)	51	PSH for single adults	Completed
Keystone (13 th /Tyler)	15	PSH for family housing	Under construction
The Nel (1100 Charnelton)	45	PSH for single adults	Pipeline-groundbreaking estimated for May
TOTAL UNITS	126	66 completed; 15 under construction; 45 in the pipeline. See below for TAC specific information	

The [TAC report](#) recommended adding 350 PSH units with a focus on single adults. Given that the TAC recommendations were county-wide, and an estimated 75% of the county's unhoused population reside in Eugene, staff have included a prorated projection of 75% of the total new PSH units to be built in Eugene. PSH progress specific for single adults is summarized below based on the applicable projects in the table above.

TAC GOAL (prorated for Eugene)	263	Units for single adults
TAC PROGRESS	111	66 units completed; 45 units in the pipeline
Amount to reach goal	152	

Figure 3: Housing Production Table: Affordable Housing Units

[The 2020 Eugene-Springfield Consolidated Plan Executive Summary](#) contains Affordable Housing unit creation goals for the Eugene/Springfield area. The Plan identifies a goal of increasing the supply of Affordable Housing by 400 units through construction, reconstruction, acquisition, or preservation. The units that contribute to this goal are eligible for HOME dollars and must be affordable for and rented to individuals making less than 80% AMI.

Developments	Units	Details	Status
Iris Place	52	HOME funds, SDC exemption, LIRHPTE	Under construction
Hayden Bridge Landing	69	HOME funds	Under construction Springfield
The Nel (1100 Charnelton)	45 (also in Figure 2)	HOME funds, SDC exemption, *SDC assistance	Pipeline-groundbreaking estimated for May
The Lucy	36	HOME funds, SDC exemption, *SDC assistance	Pipeline- estimated to begin late 2021 or early 2022
Pheasant Court 2 Springfield	24	HOME funds	Pipeline Springfield
Market District Commons (6 th /Oak)	49 (also in Figure 2)	HOME funds, SDC exemption	Completed
Commons on MLK (2411 MLK Jr. Blvd.)	51 (also in Figure 2)	HOME funds, Low-Income Housing Funds, SDC exemption	Completed
Sarang	48	SDC exemption	Under construction
Keystone (13 th /Tyler)	15 (also in Figure 2)	*SDC assistance	Under construction
Lincoln St. Apartments	59	SDC exemption, LIRHPTE	Pipeline – groundbreaking estimated Fall 2021
TOTAL UNITS	448	100 completed; 169 units under construction; 179 in the pipeline.	

*Indicates that special, one-time General Funds were used to pay for the SDC for these projects.

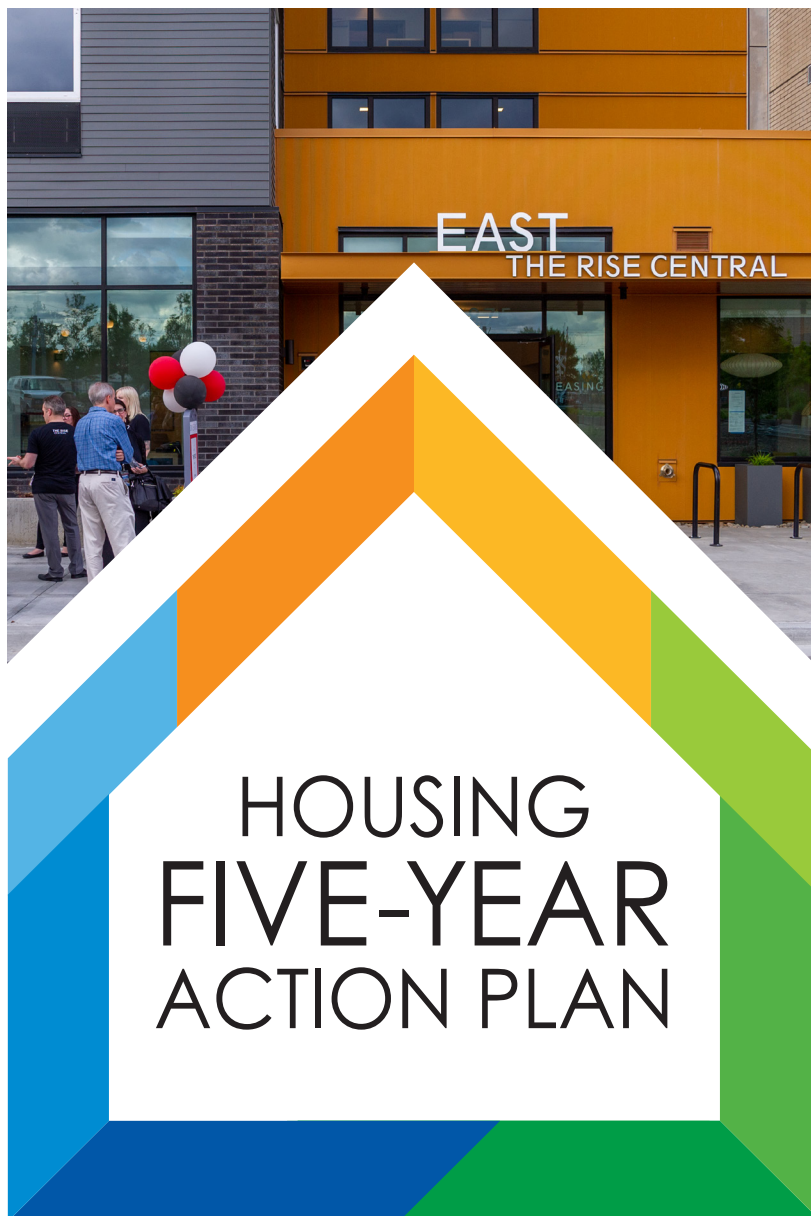
CONSOLIDATED PLAN GOAL	400	Affordable Housing units being constructed, reconstructed, acquired, or preserved.
CONSOLIDATED PLAN PROGRESS	326	HOME funded projects only
Amount to reach goal	74	

Figure 4: Housing Production Table- Unit Rehabilitation

[The 2020 Eugene-Springfield Consolidated Plan Executive Summary](#) contains Affordable Housing unit rehabilitation goals for the Eugene/Springfield area. The Plan identifies a goal to rehabilitate existing housing stock affordable to low income persons by 500 units for a combination of rented and owned units. The units that contribute to this goal are eligible for CDBG dollars and must be available for and rented to individuals making less than 80% AMI.

Developments	Units	Details	Status
Prairie View	63	Rental rehabilitation program (not counted in the unit total provided is the on-site manager unit)	Pipeline- expected to start in March
Ya-Po-Ah Terrace	222	Rental rehabilitation program	Completed
Emergency Minor Home Repair	21	Homeowner projects	7 completed 14 in progress
TOTAL UNITS	306		

CONSOLIDATED PLAN GOAL	500	350 rental units; 150 homeowner units
CONSOLIDATED PLAN PROGRESS	306	285 rental units; 21 homeowner units
Amount to reach goal	194	65 rental units; 129 homeowner units



FY 2019/20 - FY 2023/24 Adopted 2019



Mayor's Message

Every few years, the city conducts a community-wide survey to assess overall satisfaction, as well as interest in city issues and emerging topics. In 2019, we asked our residents their priorities. Finding solutions that address homelessness and increasing the availability of affordable housing were at the top of their list.

I'm proud to share that this Housing Five-Year Action Plan speaks to the progress we've made in both of those areas, as well as outlines much more work to be done.

The city's Safe Parking Pilot Program successfully launched. We currently have two operating sites, with more locations on the horizon, for this compassionate and innovative opportunity to transition people into permanent housing who currently live in their vehicles.

We continue to move ahead with plans for more housing in our downtown. Metro Affordable Housing Bond dollars are being put to use—our first development, the Mary Ann, is a shining example of a project that will provide much-needed affordable apartment homes for Beaverton residents.

I'm also thrilled to see development of Cooper Mountain proceeding with thousands of new homes intended to provide more variety and diverse housing options.

The ideas and tools captured in this plan are another step toward accomplishing our Community Vision. Beaverton is a great city with a bright future, and I'm excited for all we have in store.

Denny Doyle
Denny Doyle
Mayor



"The City Council and I are committed to address these challenges head-on. We are committed to the principles in this plan, to ensure Beaverton fosters a variety of housing types for all incomes."

—Denny Doyle, Mayor

Bob Stacy, Metro Councilor, Kira Cador, Rembold Properties,
Mayor Doyle, Kali Bader, Rembold Properties



"We should all have options that are affordable, safe, and decent."

*—Carol,
Voices of Beaverton participant*

INTRODUCTION

The City of Beaverton promotes a variety of housing types for a broad range of incomes to meet the needs of our community. The city provides funding to support homeless shelter services, assists in the development of affordable homes, enters into public/private partnerships to develop market-rate multifamily homes in mixed-use development downtown, provides grant funds to social service agencies focused on housing and workforce issues, supports pathways to affordable homeownership, and develops codes and plans to guide residential development and healthy neighborhoods.

The Housing Five-Year Action Plan describes specific actions to achieve the goals and implement the policies of the city's Comprehensive Plan and pairs those actions with forecasted budgets. In this iteration of the plan, five-year goals are included to gauge progress and guide priorities. The Housing Five-Year Action Plan reflects the adopted 2019-20 budget and will guide the city's housing activities for this year. The four-year look-ahead describes the city's current plans for future housing actions and is subject to modification based on council priorities and changing conditions.



EMERGENCY SHELTER

Temporary housing and a safe place to stay for people experiencing homelessness.

TRANSITIONAL HOUSING

Housing to provide a place to live for 3-18 months while residents work towards permanent housing.

HOUSING CONTINUUM



EXECUTIVE HOUSING

Housing for high income earners. Examples could include a large house with high end finishes, or a luxury urban condo.

MARKET RATE HOUSING

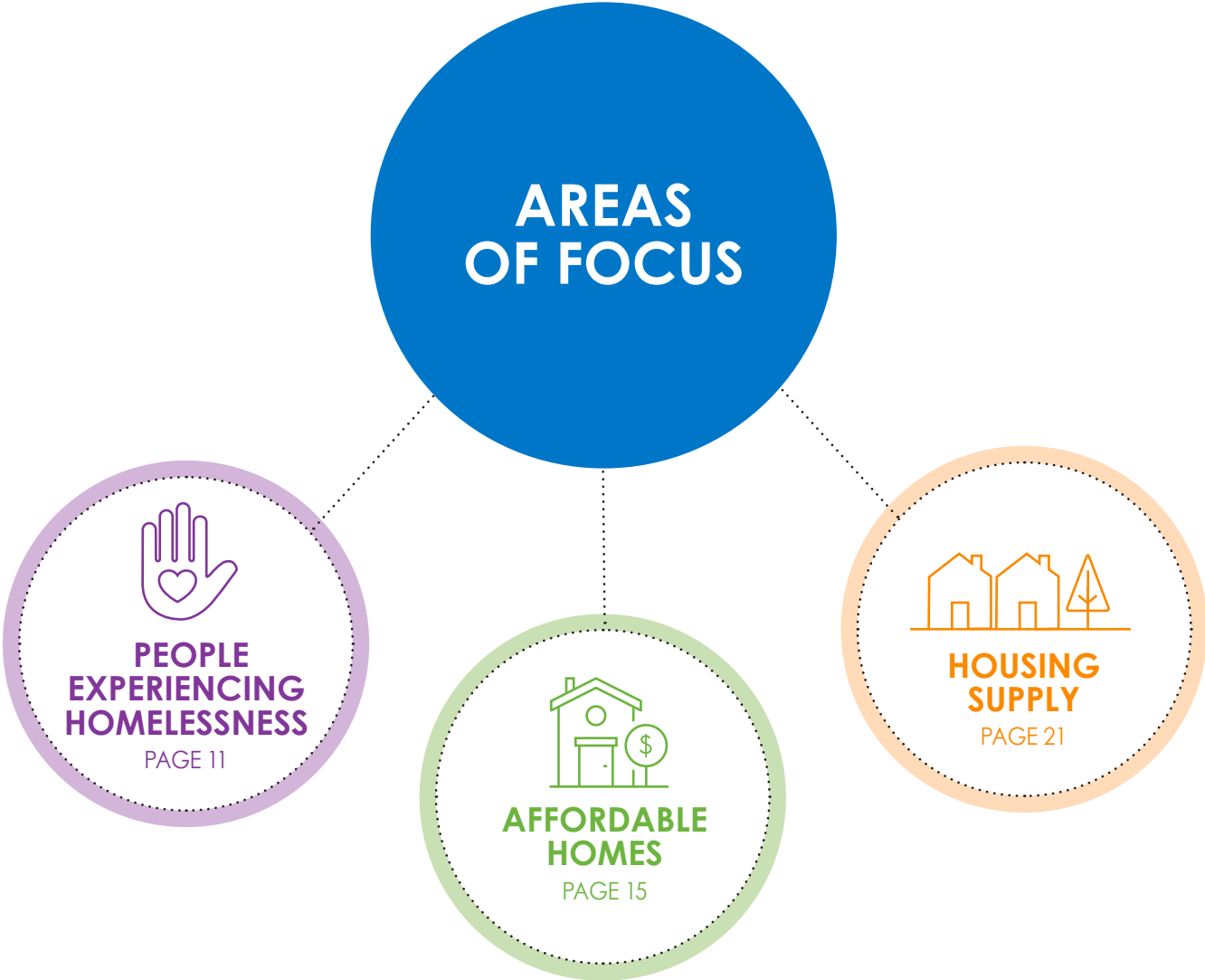
Housing affordable to individuals and families that earn 120%+ of area median income (AMI).

WORKFORCE HOUSING

Housing affordable to individuals and families that earn 80-120% of area median income (AMI).

AFFORDABLE HOUSING

Housing affordable to individuals and families that earn 0-60% of area median income (AMI).



In its Comprehensive Plan, the city identified a broad list of activities it will pursue to achieve its housing goals. Due to the long-term nature of this work and resource constraints, the city cannot implement all actions in any given year. Three primary focus areas have been identified for city resources, including financial resources and staff capacity.

For the first time the city has assigned specific goals to align within each focus area. Progress towards reaching goals within each focus area will be shared in the next Five Year Housing Action Plan.

RACIAL EQUITY LENS

Beaverton has been impacted by a long federal and state history of housing discrimination and displacement that the city is now working to dismantle using a racial equity lens. Beaverton exists today at the cost of Native American communities in Oregon who were violently displaced by implementation of the Indian Removal Act in the early 1800s. As land ownership was extended to white men in Oregon, policies were put into place to exclude other communities of color.

In 1848, Oregon passed its first Black Exclusion Law, making it illegal for any person of color to live in Oregon. When Oregon joined the Union, it continued to prohibit Black people from moving here, owning property, and other basic rights. These laws remained until 1927.

Oregon restricted the ability of Asian immigrants to lease or own land with the Alien Land Law of 1923. Later, the Metro region played a key role in Japanese internment during World War II. In 1942, the region’s Japanese American community was forced to abandon their homes and belongings to live in a livestock yard in the area. More than 4,000 residents were rounded up in the Metro area alone. Many Japanese Americans did not recover their property or real estate following World War II.

Racist policies continued after the establishment of the Federal Housing Administration in 1934. FHA loans were key to developing suburbs in the United States, but FHA policy prohibited loans to African Americans and in areas with high concentrations of people of color. The Home Owner’s Loan Corporation drafted maps to determine which neighborhoods were worthy of mortgage lending – clearly favoring white neighborhoods over those housing people of color. Neighborhoods were color-coded, with undesirable neighborhoods outlined in red. Government “redlining” was adopted across



Networking with trade associations and developers to increase contracting for people of color on city projects

the industry, creating widespread segregation throughout the United States. Redlining was outlawed in 1968, but the industry continues to target these same redlined neighborhoods with predatory practices.

Discriminatory practices and impacts continue today. In Washington County, testing conducted by the Fair Housing Council of Oregon in 2019 reported a third of protected classes experienced discriminatory practices when looking for housing. A recent study¹ in Washington County found that African American home loan applicants are 86% more likely and Latino applicants are 125% more likely to have their home loan applications denied compared to White applicants.



Simultaneous interpretation at community engagement event

How does the city use a Racial Equity Lens?

Using a racial equity lens means creating policies and programs that counteract racism and displacement many communities of color experience in this community. By preserving affordable housing in areas with existing diverse populations, especially areas vulnerable to displacement, the city strives to acknowledge long-standing policies that harmed communities of color. Placing new affordable housing in neighborhoods connected with services and good schools ensures the people living in these communities can thrive. Using a racial equity lens assists in addressing other housing equity issues, including age, physical and mental ability, and household composition.

A racial equity lens includes seeking out the unique skillsets people of color bring to the table in our community. To encourage participation, the city strives to make events welcoming, accessible, and culturally responsive. Holding community events and

engagement opportunities in trauma informed spaces (see definition) at times/ locations that increase accessibility are crucial. The city incorporates community feedback, suggestions, and experiences into plans like this document.

Trauma Informed Spaces

Many communities of color and people dealing with housing instability have experienced trauma. To resist re-traumatization, staff need an awareness of the impacts of trauma and to create safe spaces. Trauma informed spaces provide ways to participate depending on individual comfort level. Trauma informed spaces are held at welcoming, accessible community locations, such as the library. Trust building through reoccurring, reliable staff interactions and partnerships with community leaders is crucial. Transparency about the parameters for community involvement is also essential to building trust.

1.Coalition of Communities of Color, Leading with Race: Research Justice in Washington County Report

WHO LIVES HERE?

97,000
BEAVERTON
POPULATION

Portland State University
Population Estimate 2018



1 IN 5
BORN OUTSIDE
OF USA
2013 -2017 ACS



1 IN 3
SELF IDENTIFY AS A
PERSON OF COLOR
2013-2017 American
Community Survey



41,529
CURRENT
HOUSING STOCK
2012 -2017 ACS

876
CURRENT
REGULATED
AFFORDABLE
HOUSING
BURA Metric

HOMES
BUILT IN
2018

2018 Residential Occupancy Permits

42
SINGLE FAMILY
377
MULTI-FAMILY



11,243
ADDITIONAL HOUSING
UNITS NEEDED BY
2035
2015 Housing Strategies Report

SINGLE FAMILY VS MULTI-FAMILY HOUSEHOLDS



52.1%
RENTERS
2012 -2017 ACS



47.9%
HOME OWNERS
2012 -2017 ACS

27%
SPEAK A LANGUAGE
OTHER THAN ENGLISH
2013 -2017 ACS



12.6%
CURRENT
POVERTY RATE
IN BEAVERTON
2012 -2017 ACS

MORE THAN
30% OF
INCOME
SPENT ON HOUSING

47.5%
RENTERS

25.8%
HOME OWNERS
2012 -2017 ACS

WHAT'S NEXT?

IMPLEMENTING OREGON RENT CONTROL LAW

The Oregon legislature became the first state in the U.S. to impose a statewide rent control policy and ban evictions without cause. This law caps rent increases at 7%, plus inflation, in any given twelve-month period. This rental law does not apply to new construction, buildings that are less than 15 years old, or government-subsidized rents.

The City of Beaverton will partner with the Fair Housing Council of Oregon to host landlord and tenant trainings in English, Spanish, and Arabic that include implementation of rent control.

UPDATING CONSOLIDATED PLAN

The City of Beaverton, with Washington County, and the City of Hillsboro is updating the Consolidated Plan for the U.S. Department of Housing and Urban Development. This plan guides funding priorities for community development block grants and is updated every five years. A final report is anticipated in spring of 2020.

UPCOMING CENSUS

The United States Census Bureau will be collecting updated information in the spring of 2020.

It is widely recognized there are populations historically undercounted by the Census, due to distrust of government stemming from the political climate, historic misuse of Census data, and increasing reliance on technology despite disparities in access, and less federal funding for non-traditional methods of outreach over the years. This poses serious risk to funding for critical programs and services at the local level. For every person who fills out the survey, the community receives an additional \$3,200 in federal dollars.

The populations that are undercounted are communities of color, immigrants and refugees, and people experiencing homelessness. At the local level, Complete Count Committees are formed to try to fill these gaps and increase the number of people from these communities who do get counted. The outreach campaign includes print marketing materials, tabling with information, reaching out to services providers, and conducting door-to-door outreach for hard-to-reach populations.



PEOPLE EXPERIENCING HOMELESSNESS

Many Beaverton residents face insufficient access to affordable housing and services. The reasons for homelessness are varied, as are the solutions. The City of Beaverton works to meet the immediate needs of those experiencing homelessness through collaborative community partnerships that use a culturally responsive, trauma-informed approach, and prioritize low-barrier options for those seeking support. The city works towards ensuring homelessness is a rare and brief experience and people receive the services they need to stabilize their lives and transition back into permanent housing.

One-Year Goals

- Provide resource referral and navigation through partnerships with social service agencies;
- Support shelter and transitional housing for people experiencing homelessness;
- Using Community Development Block Grants (CDBG) funds, **support at least 500 people** at risk or experiencing homelessness;
- Provide a safe, legal place to park for people living in their vehicles;
- Reach people where they are at by offering support at the library and through street outreach, with the goal of making connections with at least **two hundred people in need of services**.

Through these activities, the city's goal is to **transition at least five households into permanent housing**.

5 Year Goals

- Ensure there is year-round transitional housing for families experiencing homelessness;
- Provide emergency shelter in the winter for adults;
- Connect community members in need of resources to services addressing basic needs;
- Offer a safe, legal place for people living in their vehicles to park within the city;
- Participate in regional initiatives to reduce homelessness and identify best practices and gap needs that could be implemented through innovative community partnerships.

"Housing affects everyone and we can see that in our community; we can see people who are living in their cars and on the street, and many of us are just one sickness or one tragedy away from that too."

– Jodi, community member and
Voices of Beaverton participant

PEOPLE EXPERIENCING HOMELESSNESS

NEW INITIATIVES

Safe Parking Pilot Program

For people who have lost their homes, living in a car or camper may be their only option. The city in partnership with nonprofit Just Compassion of East Washington County recently established a safe parking program to provide legal places for people experiencing homelessness and living in their vehicles to park, gaining the stability needed to access services and transition into permanent, affordable housing. This pilot program will be evaluated at the end of the fiscal year. The city is in the process of amending the Code to allow this program to continue indefinitely.

Metro HomeShare Program

The City of Beaverton partnered with the cities of Hillsboro and Tigard and Washington County to bring the HomeShare program to Washington County. Homesharing is a unique arrangement made between two people—one with housing to offer (Home Provider) and the other in need of housing (Home Seeker). Two people enter a shared housing arrangement where the Home Provider charges an affordable rent and the Home Seeker provides services like cleaning, grocery shopping or pet care. Metro HomeShare helps Home Providers stabilize and retain their housing, while offering access to affordable rent for Home Seekers.

CONTINUING INITIATIVES

Family Promise of Beaverton

This nonprofit offers transitional housing for families experiencing homelessness with children in the Beaverton School District. Through partnerships with faith-based organizations and public agencies, this nonprofit hosts three to five families (up to 14 people) every night of the year, assisting with transition into housing. The city provides funding for operations, logistical support, and hosts families for two weeks in the fall.

Beaverton Severe Weather Shelter

A collaboration between the city and nonprofit Just Compassion of East Washington County to provide a warm, safe place for adults experiencing homelessness to stay during the winter. This is the third year of the shelter, which is located at the Beaverton Community Center. The shelter is part of the Washington County Coordinated System and has capacity for thirty adults. During the November 2018 through March 2019 season, the shelter was open **31 nights** and provided **771 bed stays to 179 unique individuals**. Meals on Wheels provides dinner, and a cleaning and laundry service provide sanitation. The city provides guests with two Tri-Met bus tickets and a shower voucher to Tualatin Hills Park and Recreation facilities as they check out. During the sheltering season, **nine guests found housing** in a variety of forms.



OVER 60 VOLUNTEERS PROVIDED
OVER 1400 HOURS OF SERVICE AT
BEAVERTON SEVERE WEATHER SHELTER

PEOPLE EXPERIENCING HOMELESSNESS

Social Services Funding

The city provides resources to nonprofits with a focus on providing services for people experiencing homelessness and housing affordability challenges. Social Service grants are supported by the General Fund, which dedicates \$2.10 per capita, totaling approximately \$206,000 in FY 2019-20.

The Social Services Funding Committee reviews applications and makes recommendations to City Council on an annual basis. Social Service Funding grants were awarded to 18 organizations in FY 19-20, which include the following housing/homelessness projects:

- **\$7,500**
ASSIST: Beaverton Disability Benefits Project
- **\$7,500**
Assistance League of Greater Portland: Operation School Bell
- **\$20,000**
HomePlate Youth Services: Critical Street Outreach
- **\$5,551**
Sequoia Mental Health Services: Housing through Education
- **\$18,000**
St. Vincent de Paul: Emergency Rental Assistance

Community Development Block Grant (CDBG) Funding

Each year the city receives CDBG funding from the U.S. Department of Housing & Urban Development. Allocation amounts depend upon population size and poverty rate.

This year the CDBG program will dedicate funding to activities to help people remain in their housing, receive services if they are experiencing homelessness, and find stable housing solutions. Grants listed below are specific to this focus area:

- **\$20,000**
Good Neighbor Center, Family Shelter & Services
- **\$25,000**
Boys & Girls Aid, Youth Shelter & Services
- **\$28,000**
Community Action, Emergency Rental Assistance
- **\$20,000**
Ecumenical Ministries, Youth Experiencing Homelessness

Community Outreach

The city is funding expanded street outreach in Washington County through a partnership with Community Action and a part-time outreach worker at the Beaverton City Library to provide social services referral, navigation, and assistance. Police officers also have a small fund to assist in situations by covering incidental expenses such as motel vouchers, car repairs, food, or clothing to bridge critical gaps and prevent people from ending up on the streets.



AFFORDABLE HOMES

Regulated Rental Housing

Increasing the affordable housing rental stock is key to successfully transitioning previously homeless households and many others who suffer from rising rents, stagnant incomes, and are rent burdened, into stable housing.

One Year Goals

- Break ground on two affordable housing developments for the creation of **98 affordable units**;
- Explore a **Construction Excise Tax (CET)** on new development. This tax would serve to offset the cost of affordable housing in Beaverton.

5 Year Goals

- Implement the Metro Affordable Housing Bond to create **218 units of housing with 89 deeply affordable units** (priced for individuals and families making 30% or less of the area median income);
- Work with private developers to include affordable housing in their developments, **20 units per year** at 60% and 80% AML;
- Preserve low cost rental housing to mitigate displacement for **two units per year**.

Affordable Homeownership and Home Retention

Increasing homeownership and home retention are integral to the city's housing objectives. Historically, due to red-lining and other discriminatory practices, communities of color have been negatively impacted in homeownership activities. Homeownership in Beaverton should be representative of its diverse population, and removing barriers for people of color and low income households is important. Equally important is ensuring low-income homeowners are able to stay in place, preserving community and their housing stability.

One-Year Goals

Support **11 homebuyers** through the homebuyer assistance program, and use CDBG to fund activities that will help **62 low-income households** remain in their homes.

5 Year Goal

Partner with nonprofits to promote homeownership for first-time homebuyers from communities of color and low income households. Over the next five years, **60 households** will become Beaverton homeowners. Continue to invest in home retention activities for low income households.

METRO BOND FUNDING IN BEAVERTON

- ▶ **\$31.1 MILLION**
- ▶ **218 UNITS OF AFFORDABLE HOUSING**
- ▶ **109 UNITS WITH TWO OR MORE BATHROOMS**

AFFORDABLE HOMEOWNERSHIP IN BEAVERTON

- ▶ **23 AFFORDABLE HOMES SINCE 2011**
- ▶ **159 HOUSING REHABILITATIONS SINCE 2015**

REGULATED HOUSING



AFFORDABLE HOUSING DEVELOPMENTS

Affordable housing development requires partnerships with private developers and the ability to leverage multiple funding sources. Partnerships with developers outside of the Metro Affordable Housing Bond will yield 100 housing units over the next five years.

The Metro Affordable Housing Bond allocates over 30 million dollars to the City of Beaverton to complete four projects, including the first project to be funded from this program, the Mary Ann. The city will identify three other projects over the next fiscal year. In addition to bond funded projects, the city will continue to look for other opportunities to support affordable housing in Beaverton.

Minority & Women Owned Businesses Subcontracting

Bond projects will be required to make a good faith effort to achieve **20% subcontracting participation for all development costs from MWESBDV (minority, women, emerging small businesses and disabled veterans) contractors.** To achieve this 20% requirement staff have been actively making connections by conducting outreach with trade associations and hosting events geared towards minority and women owned businesses.

REGULATED HOUSING

GROUND BREAKING

The Mary Ann

The Mary Ann development will be located on 1st and SW Main Ave. The site is a block from Beaverton High School and benefits from great access to transit. The adjacent high school has a majority minority enrollment, and as such, housing located near the school has the ability to serve a diverse tenant population. The city is working with REACH Community Development Corporation (REACH CDC) who will build and own this project. REACH has a 30+ year history of affordable housing development and ownership expertise. Eleven of the 54 apartment homes in the Mary Ann will be priced at 30% AMI. The project is scheduled to break ground in the first quarter of 2020 and open 18 months thereafter.

Details

Affordable Units	54
Deeply Affordable Units (30% AMI)	11



Cedar Grove

The city collaborated with Washington County and the non-profit developer Community Partners for Affordable Housing to develop Cedar Grove in Beaverton. Cedar Grove is a regulated affordable housing community that will provide 44 new homes for low-income households. Of these 44 homes, eight will be set aside for people experiencing homelessness with housing vouchers administered through Washington County. Cedar Grove will begin construction Fall 2019 with expected completion in early 2021.

Details

Affordable Units	44
Housing Vouchers Allocated	8



REGULATED HOUSING



GRAND OPENING

The Rise Central

The Rise Central is located at the intersection of Crescent Street and Rose Biggi Avenue, with excellent access to public transportation and amenities. The Rise Central is a mixed-income, mixed-use project built in partnership with Rembold Properties. With retail spaces at the street-level and housing for a variety of income levels, the project provides new homes, jobs, and economic opportunities.

Details

Market-Rate Units	215
Affordable Units	15
Area Median Income For Affordable Units	80%

Affordable Units in Market Rate Projects

By utilizing public-private partnerships, the city can help to provide affordable units in market-rate developments. One example of this was The Rise Central partnership. The city is exploring ways to make this rent buy-down tool possible in future developments.

AFFORDABLE HOMEOWNERSHIP

AFFORDABLE HOMEOWNERSHIP

Homeownership is crucial to building generational wealth. Through discriminatory loan practices, predatory loan sharks, and restrictive covenants, historically marginalized communities have struggled to purchase homes. The city seeks to increase homeownership throughout the community, with emphasis on communities of color and other historically marginalized populations.

Land Trust Model

The City of Beaverton in partnership with nonprofit Proud Ground offers avenues to affordable homeownership with CDBG funding. This program supports low-income homebuyers using a model in which the community land trust organization retains ownership of the land and the home buyer purchases the house. This ownership structure, along with equity sharing provisions, ensures perpetual affordability of the home as well as wealth creation for each homeowner.

Welcome Home Beaverton

In partnership with the Portland Housing Center the city supports affordable homeownership in Beaverton by providing down payment assistance to income eligible residents. This program was first funded in the 2018-19 fiscal year and continues to be funded in the 2019-20 fiscal year. The city is excited to see the first round of participants in the program move into their new homes in Beaverton!



Community Development Block Grant (CDBG) Funding

The CDBG program continues to dedicate funding to activities to help residents remain in their homes, with support for housing rehabilitation and repairs:

- **\$15,000**
Rebuilding Together, Home Repair
- **\$100,000**
Community Action, Home Repair and Weatherization
- **\$30,000**
Habitat for Humanity, Housing Rehabilitation



HOUSING SUPPLY

The City of Beaverton is committed to providing an adequate supply and variety of housing types to support future needs and preferences of its residents and ensure Beaverton continues to be one of the most livable communities in the region.

Five-year Goal

2,500 new, completed market-rate housing units, **400** of which will be in the downtown area are projected by city planners.

Over the last 10 years, Beaverton has produced an average of 300 completed units per year, which includes both market-rate and regulated affordable housing units. The new city target will be to produce **500 units per year** through the following efforts:

- Encouraging housing units in Central Beaverton by removing Development Code obstacles, strategic land acquisition and development incentives;
- Updating Development Code provisions to remove obstacles to desired development in the city's multiple-use zones outside Downtown;
- Implementing, through the Housing Options Project, a new state law that requires a wider variety of housing types (such as duplexes, triplexes and quad-plexes) be allowed in residential zones;
- Continue seeking efficiencies in the development review process and working with developers to address challenges;
- Continue purchasing and assembling property downtown for private redevelopment and provide incentives for public private partnerships, including land write down or Vertical Housing Development Zone tax abatement;
- Be creative and responsive to opportunities presented to the city by the private sector.

Homebuilders and developers are subject to prevailing economic conditions, so the above five-year goal assumes the real estate market supports housing production.

In addition, the city will continue working to increase housing supply by proceeding with the Cooper Mountain Community Plan to **prepare for at least 3,760 new units** which are likely to be occupied after this plan's five-year time frame.

**"I want to see the city
continue to be beautiful and
prosper. That's why I'm here."**

*—Tag, Human Rights Advisory Commission
member and Voices of Beaverton participant*

HOUSING SUPPLY



DOWNTOWN DEVELOPMENT

The city supports market-rate housing development in downtown Beaverton to accommodate the full spectrum of housing needs of our community. A vibrant downtown provides a place for people to live, shop, work, and play.

The city and the Beaverton Urban Renewal Agency (BURA) work to stimulate mixed-use development downtown like the Rise Central. BURA continues to pursue acquisition opportunities to promote both affordable and market rate housing development downtown and support privately initiated mixed-use projects.

Downtown Design Project

A vibrant downtown remains a top goal for Beaverton’s residents in the city’s Community Vision. The Downtown Design Project is working to meet this goal by updating its development rules to create an identifiable downtown and reduce development barriers. The project will result in new Development Code regulations as well as recommended actions that will further increase the vibrancy of downtown Beaverton.

RESIDENTIAL NEIGHBORHOODS

Housing Options Project

Providing a variety of housing types and enough housing to meet the varied needs of current and future residents are important community goals, as described in the Housing Element of the city’s Comprehensive Plan. The Housing Options Project is considering where and how additional housing types will be allowed in the city’s residential neighborhoods. It also will help Beaverton comply with a new state law that requires “middle housing” to be allowed in residential zones. Middle housing includes duplexes, triplexes, quadplexes, townhouses and cottage clusters. Accessory dwelling units also will be considered.

This project complements efforts in the Housing Five-Year Action Plan to diversify and increase the supply of single-family and multifamily housing. Increasing the housing supply is one way the city can address affordability.

HOUSING SUPPLY

COOPER MOUNTAIN DEVELOPMENT

South Cooper Mountain

South Cooper Mountain is a 544 acre emerging neighborhood located at the southwest edge of Beaverton. It was added to the Urban Growth Boundary (UGB) in 2011 and annexed by the City of Beaverton in 2013. An 18-month public involvement process helped form the Community Plan for South Cooper Mountain, which outlines how the area will develop into a livable, walkable, and sustainable new community.

Beginning in 2016, the city facilitated development in South Cooper Mountain by designating a project manager to serve as a point of contact, and to facilitate cross-divisional issues in the development process. This helped developers move more easily through the approval process and address issues more efficiently as they arise.

This area will help address the shortage of housing in Beaverton by adding a variety of new homes; more than 3,000 are expected to be constructed in the next five to ten years. More than 2,800 housing units have been entitled through the planning process.

Estimated Homes By Type To Be Developed in South Cooper Mountain

Single Family Detached	1,453	44%
Single Family Attached	500	15%
Multi-Family	1,357	41%
Total	3,310	



Cooper Mountain Community Plan

Background

In December 2018, the Metro Council voted to expand the region’s UGB to include the Cooper Mountain urban reserve. The decision will not be effective until it works its way through a state approval process. Cooper Mountain is directly north of South Cooper Mountain and, when ultimately annexed into Beaverton, will support significant new residential development.

The Process

The city will work with a broad range of community members, property owners, developers, partner agencies and decision-makers to create the Cooper Mountain Community Plan. The project is expected to take two to three years. The city will likely not act on annexation requests or allow development until after the planning process is complete.

Cooper Mountain Urban Reserve

Acres	1,232
Homes Planned	3,760

GLOSSARY

- **Beaverton Severe Weather Shelter:** Emergency shelter for people experiencing homelessness open November-March - *page 13.*
- **Cedar Grove:** Partnership with Washington County and Community Partners for Affordable Housing for an affordable housing development - *page 18.*
- **Community Development Block Grants:** Funding through HUD for housing services, public services, and economic development administered by the City of Beaverton - *pages 14, 22.*
- **Community Engagement:** Events for the city and its residents to learn from each other regarding housing priorities and issues - *throughout plan.*
- **Community Outreach (Homeless Services):** Funding for street outreach through Washington County, a part-time outreach worker placed at the Beaverton City Library, and a fund for police officers to serve people experiencing homelessness in meeting their basic needs - *page 14.*
- **Consolidated Plan:** Guides funding priorities for community development block grants, updated every five years - *page 10.*
- **Cooper Mountain Community Plan:** A plan that will be created through a community engagement process to guide development in the Cooper Mountain community - *page 24.*
- **Downtown Design Project:** Exploring options to increase density in downtown Beaverton to support market-rate housing - *page 23.*
- **Family Promise of Beaverton:** Transitional housing for families in Beaverton experiencing homelessness with children in the Beaverton School District, made up of rotating sites hosting for a week at a time - *page 13.*
- **Housing Options Project:** Exploration of code changes and potential incentives options to increase the variety of housing types and costs citywide - *page 23.*
- **Metro Affordable Housing Bond Implementation:** Development of policies and practices to spend Beaverton's allocation of bond proceeds efficiently and effectively - *page 15-17.*
- **Metro HomeShare Program:** Helps Home Providers stabilize and retain their housing, with affordable rents for Home Seekers - *page 13.*
- **Oregon Rent Control Law Implementation:** Educating landlords and tenants around new law that controls rent increases - *page 10.*
- **Proud Ground Partnership:** Community land trust model of affordable homeownership - *page 20.*
- **Safe Parking Pilot Program:** Safe off-street parking for people residing in cars or RVs, with connections to services and resources - *page 13.*
- **SDC Waivers for Affordable Housing:** Support for city-generated System Development Charges (SDC) to help fill financing gaps in affordable housing development.
- **Social Services Funding:** \$200,000 in funding for nonprofits in the Beaverton area - *page 14.*
- **South Cooper Mountain:** 544 acre emerging neighborhood located at the southwest edge of Beaverton - *page 24.*
- **The Mary Ann:** Affordable housing development supported by the Metro Affordable Housing Bond. Will be located on First and Main in Downtown Beaverton - *page 18.*
- **The Rise Central:** Market Rate housing development in downtown Beaverton with 15 affordable apartment units - *page 19.*
- **Updating United States Census:** The Census will be updated in 2020, with special attention paid on outreach for hard-to-reach populations - *page 10.*
- **Vertical Housing Development Zone Tax Exemption Program:** For multi-story, mixed-use development in downtown and a few other select areas - *page 22.*
- **Welcome Home Beaverton:** Partnership with Portland Housing Center to provide down payment assistance to low income home buyers - *page 20.*



BUDGET NARRATIVE

Listed in order of appearance in budget forecast.

People Experiencing Homelessness

- **Emergency Rental Assistance:** Subsistence payments for low-income renters to avoid homelessness.
- **Homeless Shelter Assistance:**
 - **Services:** Assistance to organizations providing shelter to Beaverton youth and families experiencing homelessness.
 - **Beaverton Severe Weather Shelter:** Open every Thursday between November thru March, and on days when temperatures are expected to be below freezing for adults experiencing homelessness.
- **Metro HomeShare Program:** Helps Home Providers stabilize and retain their housing, while offering access to affordable rent for Home Seekers.
- **Social Services Grants:** \$200,000 in funding for nonprofits in the Beaverton area.
- **Safe Parking Pilot Program:** Safe off-street parking for people residing in cars or RVs, with connections to services and resources.
- **Homeless Outreach:** Strategies to reach and engage people experiencing homelessness to connect them to essential services.

Multifamily Rental

- **Housing Preservation Pilot Projects:** Testing tools to convert low-cost market rentals in disrepair into quality regulated affordable multi-family housing, preserving the affordability for a certain time period.
- **Housing Investment Fund:** Funds to be used for affordable housing.
- **Affordable Housing Investment Partnerships:** Funds provided to the Community Housing Fund (CHF) to provide predevelopment and other loans for the development of affordable housing.

- **Resident Services in Affordable Housing:** Programs for youth and family living in affordable housing communities in Beaverton to increase self-sufficiency.
- **Market Rate/Affordable Housing Partnership:** Partnerships with Private Market Rate Housing Developers to include affordable housing in market rate developments.
- **Non-Metro Affordable Housing Development:** Funds to support the development of affordable housing that are not tied to a Metro bond supported project.

Homeownership

- **Housing Rehab & Weatherization Program:** Assistance for low-income homeowners to make critical repairs and accessibility adaptations to keep them in their homes.
- **Affordable Homeownership Program:** Funds to assist low-income households purchase homes.

Affordable Housing Projects

- **The Mary Ann:** Affordable housing development supported by the Metro Affordable Housing Bond. Will be located on First and Main in Downtown Beaverton.
- **Cedar Grove:** Partnership with Washington County and Community Partners for Affordable Housing for an affordable housing development.
- **Elmonica:** Affordable housing development supported by the Metro Affordable Housing Bond. Will be located next to Elmonica Max Station. Land is owned by Metro.
- **Project C:** Affordable housing development funded by the Metro Affordable Housing Bond.
- **Project D:** Affordable housing development funded by the Metro Affordable Housing Bond.

FIVE YEAR BUDGET | 2019-2020

		2019-2020				Carry Forward
		CDBG	GENERAL FUND	BURA	TOTAL	
PROGRAMS	Homelessness					
	Emergency Rental Assistance	\$28,000	\$18,000		\$46,000	
	Homeless Shelter Assistance	\$22,000	\$97,000		\$119,000	
	Metro HomeShare Program		\$45,000		\$45,000	
	Social Services Grants		\$20,551		\$20,551	
	Safe Parking		\$50,375		\$50,375	
	Homeless Outreach		\$82,000		\$137,000	
	Housing Preservation Pilot Project	\$55,000	\$100,000		\$100,000	
	Housing Investment Fund		\$200,000	\$300,000	\$500,000	
	Affordable Housing Investment Partnerships		\$100,000		\$100,000	
HOME OWNERSHIP	Resident Services	\$15,000			\$15,000	
	Market-Rate Affordable Housing Partnerships					
	Housing Rehab and Weatherization	\$195,000	\$137,013		\$332,013	
	Affordable Homeownership	\$240,000	\$200,000		\$440,000	
	Sub Total	\$555,000	\$1,049,939	\$300,000	\$1,904,939	
PROJECTS	The Mary Ann		\$3,000,000		\$3,000,000	
	Cedar Grove					
	Sub Total	\$0	\$3,000,000	\$0	\$3,300,000	
	TOTAL	\$555,000	\$4,049,939	\$300,000	\$5,204,939	

FIVE YEAR FORECAST | 2020-2022

		Carry Forward	2020-2021			Carry Forward	2021-2022			
		CDBG	GENERAL FUND	BURA	TOTAL	CDBG	GENERAL FUND	BURA	TOTAL	
PROGRAMS	Homelessness	Emergency Rental Assistance	\$28,000	\$18,000		\$46,000	\$28,000	\$18,000		\$46,000
		Homeless Shelter Assistance	\$22,000	\$97,000		\$119,000	\$22,000	\$97,000		\$119,000
		Metro HomeShare Program		\$45,000		\$45,000		\$45,000		\$45,000
		Social Services Grants		\$20,551		\$20,551		\$20,551		\$20,551
		Safe Parking		\$50,375		\$50,375		\$50,375		\$50,375
	Multi-family Rental	Homeless Outreach		\$55,000		\$142,500	\$55,000	\$87,500		\$142,500
		Housing Preservation Fund			\$100,000		\$100,000			\$100,000
		Housing Investment Fund			\$300,000	\$400,000	\$700,000	\$400,000	\$500,000	\$900,000
		Non-Metro Affordable Housing Development			\$2,500,000		\$2,500,000			\$2,500,000
		Affordable Housing Investment Partnerships			\$100,000		\$100,000		\$100,000	\$100,000
Home Ownership	Resident Services		\$15,000		\$15,000		\$15,000		\$15,000	
	Market-Rate Affordable Housing Partnerships			\$2,624,684		\$2,624,684		\$2,624,684		
	Housing Rehab and Weatherization		\$195,000	\$137,013	\$332,013	\$195,000	\$137,013		\$332,013	
	Affordable Homeownership		\$270,000	\$200,000	\$470,000	\$320,000	\$250,000		\$570,000	
	Sub Total	\$0	\$585,000	\$6,280,123	\$400,000	\$7,265,123	\$635,000	\$6,430,123	\$500,000	\$7,565,123
PROJECTS	Metro Bond	The Mary Ann	\$3,000,000			\$3,000,000				\$0
		Elmonica			\$10,147,258			\$10,147,258		
		Project D			\$9,171,202			\$9,171,202		
		Project C								
Affordable Housing	Cedar Grove							\$11,089,856		
	Sub Total	\$3,000,000	\$0	\$19,318,460	\$0	\$22,318,460	\$19,318,460	\$0	\$11,089,856	\$0
	TOTAL	\$3,000,000	\$585,000	\$25,598,583	\$400,000	\$29,583,583	\$19,318,460	\$635,000	\$17,519,979	\$500,000
										\$37,973,439

FIVE YEAR FORECAST | 2022-2024

	Carry Forward	2022-2023				Carry Forward	2023-2024					
		CDBG	GENERAL FUND	BURA	TOTAL		CDBG	GENERAL FUND	BURA	TOTAL		
PROGRAMS	Homelessness	Emergency Rent Assistance	\$28,000	\$10,000		\$38,000			\$28,000	\$10,000		\$38,000
		Homeless Shelter Assistance		\$22,000		\$97,000			\$22,000	\$97,000		\$119,000
		Metro HomeShare Program				\$45,000				\$45,000		\$45,000
		Social Services Grants				\$20,551				\$20,551		\$20,551
		Safe Parking				\$50,375					\$50,375	
PROGRAMS	Multi-family Rental	Homeless Outreach		\$55,000		\$82,000			\$55,000	\$82,000		\$137,000
		Housing Preservation Pilot Project				\$100,000				\$100,000		\$100,000
		Housing Investment Fund				\$400,000	\$500,000			\$500,000	\$500,000	\$1,000,000
		Non-Metro Affordable Housing Development				\$2,500,000				\$2,500,000		\$2,500,000
		Affordable Housing Investment Partnerships				\$100,000				\$100,000		\$100,000
PROGRAMS	Home Ownership	Resident Services		\$15,000					\$15,000			\$15,000
		Market-Rate Affordable Housing Partnerships				\$2,624,684				\$2,624,684		\$2,624,684
		Housing Rehab and Weatherization				\$195,000	\$137,013			\$195,000	\$137,013	\$332,013
		Affordable Homeownership				\$320,000	\$250,000			\$350,000	\$280,000	\$630,000
		Sub Total	\$0	\$635,000	\$6,416,623	\$500,000	\$7,551,623	\$0	\$665,000	\$6,546,623	\$500,000	\$7,711,623
PROJECTS	Metro Bond	Elmonica	\$10,147,258				\$10,147,258					\$0
		Project D	\$9,171,202				\$9,171,202					
		Project C	\$11,089,856				\$11,089,856	\$11,089,856				\$11,089,856
Affordable Housing							\$0				\$0	
		Sub Total	\$30,408,316	\$0	\$0	\$30,408,316	\$11,089,856	\$0	\$0	\$0	\$0	\$11,089,856
		TOTAL	\$30,408,316	\$635,000	\$6,416,623	\$500,000	\$37,959,939	\$11,089,856	\$665,000	\$6,546,623	\$500,000	\$18,801,479

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