



**City of McMinnville**  
**Community Development**  
 231 NE Fifth Street  
 McMinnville, OR 97128  
 (503) 434-7311  
[www.mcminnvilleoregon.gov](http://www.mcminnvilleoregon.gov)

**AGENDA**  
**Housing Production Strategy Project Advisory Committee (PAC)**  
**Hybrid Meeting: In-Person and ZOOM Online Meeting**  
**Regular Meeting: Wednesday, August 21, 2024, 2:00PM-4:00PM**

*Please note that this meeting will be conducted as a hybrid meeting.  
 You may attend in-person or via ZOOM meeting software.*

**In-Person: McMinnville Community Development Center, 231 NE Fifth Street**

**ZOOM Meeting: You may join online via the following link:**  
<https://mcminnvilleoregon.zoom.us/j/88005665739?pwd=MRxkO4yiSqTaw40319J9xpDIJOPbuu.1>

**Zoom ID: 880 0566 5739**

**Zoom Password: 922161**

**Or you can call in and listen via zoom: 1-253-215-8782**

**ID: 880 0566 5739**

Committee Members	Time	Agenda Items
<b><u>Confirmed</u></b>		<b>Exhibit 1 - Housing Production Strategy (HPS)</b>
Beth Caster		<ul style="list-style-type: none"> <li>- Attachment 1 - Updated McMinnville Urbanization Report</li> <li>- Attachment 2 - City of McMinnville Housing Strategy</li> </ul>
Rob Hallyburton		
Michael Jester	2:00 PM	<ul style="list-style-type: none"> <li>• <b>Welcome/Roll Call/Introductions</b></li> </ul>
Katie Johnson		
Duane Mancill	2:10 PM	<ul style="list-style-type: none"> <li>• <b>Background on McMinnville’s Housing Planning Efforts</b></li> </ul>
Kellie Menke		
Judith Pasch	2:30PM	<ul style="list-style-type: none"> <li>• <b>Review of McMinnville’s Key Housing Needs</b></li> </ul>
Amanda Pewonka	3:10PM	<ul style="list-style-type: none"> <li>• <b>Discussion of Barriers to Housing</b></li> </ul>
Christine Pritts		
Roger Tompkins	3:30PM	<ul style="list-style-type: none"> <li>• <b>Developing the Housing Production Strategy</b></li> <li>• <b>Review of McMinnville Existing Housing Policies, Gaps, and Potential Actions</b></li> </ul>
<b><u>Additional</u></b>		
Planning Commission		
City Council		
DLCD	3:50PM	<ul style="list-style-type: none"> <li>• <b>Next Steps</b></li> </ul>
Scott Green		
Abigail Neilan		
Barb Roush	4:00PM	<ul style="list-style-type: none"> <li>• <b>Adjournment</b></li> </ul>

# EXHIBIT 1 – STAFF REPORT

**DATE:** August 21, 2024  
**TO:** Project Advisory Committee (PAC) Members  
**FROM:** Evan Hietpas, Associate Housing Planner  
**SUBJECT:** Housing Production Strategy (HPS)

## STRATEGIC PRIORITY & GOAL:



**HOUSING OPPORTUNITIES** (ACROSS THE INCOME SPECTRUM)  
Create diverse housing opportunities that support great neighborhoods.

## OBJECTIVES:

**Collaborate to improve the financial feasibility of diverse housing development opportunities**  
**Conduct thorough and timely planning and forecasting to ensure that regulatory frameworks for land supply align with market-driven housing needs**

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## **Report in Brief:**

This is the first Project Advisory Committee (PAC) meeting for the Housing Production Strategy. At this meeting, the PAC will discuss the following topics:

- Background on McMinnville's Housing Planning Efforts
- Review of McMinnville's Key Housing Needs
- Discussion of Barriers to Housing
- Developing the Housing Production Strategy
- Review of McMinnville Existing Housing Policies, Gaps, and Potential Actions

## **Background:**

In 2019, the Oregon Legislature passed House Bill 2003 which aims to help communities meet the housing needs of Oregonians. The law requires Oregon's cities over 10,000 population to study the future housing needs of their community members and to develop strategies that encourage the production of the housing they need.

In Oregon, cities have a long-standing requirement to study and plan for their community's housing needs. House Bill 2003 now adds a new rule for cities with a population over 10,000. They must study and plan for the housing needs of both current and future residents every six or eight years, depending on their location.

House Bill 2003 requires cities with over 10,000 people create a Housing Production Strategy (HPS) within a year of adopting their Housing Capacity Analysis (HCA). The HPS contains specific and meaningful plans, tools, actions, and policies to address housing needs identified in the HCA, along with a timeline for adopting and executing each strategy. The Department of Land Conservation and Development (DLCD) will review and approve each city's HPS to ensure it effectively meets housing needs, encourages necessary housing production, and promotes fair and equitable housing outcomes.

Cities must evaluate their HPS progress and effectiveness at a mid-term checkpoint, occurring every 3 or 4 years based on their HCA schedule. This assessment helps identify successful strategies, areas for improvement, and course corrections to ensure all housing needs are met.

### **Discussion**

City and ECONorthwest staff will lead a presentation to cover the agenda item topics.

Staff provided the “Updated McMinnville Urbanization Report” within Ordinance No. 5141 (attachment 1) and the “City of McMinnville Housing Strategy” (attachment 2) for review.

The Updated McMinnville Urbanization Report (attachment 1) is a culmination of several years of work and was updated in 2023 to account of changes in McMinnville in recent years. It summarizes the results of two longer technical reports and a series of memoranda that evaluated different elements of land need and supply in McMinnville, including:

- City of McMinnville [Housing Needs Analysis](#) (HNA)<sup>1</sup> (available on City’s website)
- McMinnville [Economic Opportunities Analysis](#) (EOA)<sup>2</sup> (available on City’s website)
- Public and Institutional Land Needs
- City of McMinnville Housing Strategy (attachment 2)

The City of McMinnville Housing Strategy (attachment 2) presents recommendations and implementation actions intended to result in policy changes that provide opportunities for development of housing to meet McMinnville’s identified housing needs. The Housing Production Strategy (HPS) work will build directly from this document when it comes to proposing policies, actions, and strategies to address housing needs.

### **Attachments:**

1. Updated McMinnville Urbanization Report
2. City of McMinnville Housing Strategy

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1  
[https://www.mcminnvilleoregon.gov/sites/default/files/fileattachments/community\\_development/page/9081/mcminnville\\_hna\\_final\\_draft\\_08.30.23.pdf](https://www.mcminnvilleoregon.gov/sites/default/files/fileattachments/community_development/page/9081/mcminnville_hna_final_draft_08.30.23.pdf)

2  
[https://www.mcminnvilleoregon.gov/sites/default/files/fileattachments/community\\_development/page/9081/mcminnville\\_eoa\\_final\\_draft\\_08.30.23.pdf](https://www.mcminnvilleoregon.gov/sites/default/files/fileattachments/community_development/page/9081/mcminnville_eoa_final_draft_08.30.23.pdf)

## ORDINANCE NO. 5141

**AN ORDINANCE ADOPTING THE NOVEMBER 2023 "MCMINNVILLE URBANIZATION REPORT", AND UPDATING THE MCMINNVILLE COMPREHENSIVE PLAN, VOLUME I, BY ADOPTING THE NOVEMBER 2023 "MCMINNVILLE HOUSING NEEDS ANALYSIS" AND THE NOVEMBER 2023 "MCMINNVILLE ECONOMIC OPPORTUNITIES ANALYSIS", AND REPEALING ORDINANCES NO. 4746 AND 4976.**

### RECITALS:

**WHEREAS**, the McMinnville City Council adopted McMinnville's first Housing Needs Analysis on May 22, 2001 (Ordinance No. 4746) as part of the City's work to determine future housing land needs for the planning horizon of 2000 - 2020; and

**WHEREAS**, the City Council amended McMinnville's Housing Needs Analysis on October 14, 2003 (Ordinance No. 4796) as part of the City's McMinnville Growth Management and Urbanization Plan work to determine future housing land needs for the planning horizon of 2003 - 2023; and

**WHEREAS**, per ORS 197.296, the City of McMinnville needs to submit an updated Housing Needs Analysis to the Department of Land Conservation and Development by December 31, 2023; and

**WHEREAS**, the City of McMinnville developed an updated Housing Needs Analysis in 2020 for a planning horizon of 2021 - 2041 and 2041 - 2067, providing notice of the proposed Comprehensive Plan Amendment to the Oregon Department of Land Conservation and Development on May 14, 2020, with a first evidentiary hearing scheduled for May 20, 2021; and

**WHEREAS**, the City of McMinnville opened the first public hearing with the McMinnville Planning Commission on May 20, 2021, and continued it to May 18, 2023, September 7, 2023, and September 21, 2023; and

**WHEREAS**, after considering public testimony, the McMinnville Planning Commission recommended approval of the McMinnville Housing Needs Analysis to the McMinnville City Council on September 21, 2023, by an unanimous vote of 8 - 0; and.

**WHEREAS**, the McMinnville City Council adopted McMinnville's first Economic Opportunities Analysis on October 14, 2003, (Ordinance No. 4795) as part of the City's McMinnville Growth Management and Urbanization Plan to determine future commercial and industrial land needs for the planning horizon of 2003 - 2023; and;

**WHEREAS**, the McMinnville City Council approved Ordinance No. 4976 updating the McMinnville Economic Opportunity Analysis on February 25, 2014; and

**WHEREAS**, in conjunction with its work to update the Housing Needs Analysis in 2020, the City of McMinnville developed an updated Economic



Opportunities Analysis in 2020 for a planning horizon of 2021 – 2041 and 2041 – 2067, providing notice of the proposed Comprehensive Plan Amendment to the Oregon Department of Land Conservation and Development on May 14, 2020, with a first evidentiary hearing scheduled for May 20, 2021; and

**WHEREAS**, the City of McMinnville opened the first public hearing with the McMinnville Planning Commission on May 20, 2021, and continued it to May 18, 2023, September 7, 2023, and September 21, 2023; and

**WHEREAS**, after considering public testimony, the McMinnville Planning Commission recommended approval of the 2023 McMinnville Economic Opportunity Analysis with amendments to the McMinnville City Council on September 21, 2023, by a unanimous vote of 8 - 0; and

**WHEREAS**, on October 10, 2023, the McMinnville City Council considered the McMinnville Planning Commission's recommendation and directed city staff to draft documents that adopted the 2023 McMinnville Housing Needs Analysis as recommended by the McMinnville Planning Commission, and to amend the 2023 McMinnville Economic Opportunities Analysis by increasing the amount of acreage associated with the parkland brought into McMinnville's urban growth boundary by Ordinance No. 5098 (adopted December 8, 2020) by 62 acres due to a calculation error and to remove 62 acres of parkland need from the deficit in Appendix E; and

**WHEREAS**, the amendments result in the identification of land deficits for the planning horizon of 2021-2041 in the manner of 202 gross buildable acres of residential land, 29 gross buildable acres of industrial land, 159 gross buildable acres of commercial land, and 32 gross buildable acres of public or institutional land for a total land deficit of 422 gross buildable acres within the city's existing urban growth boundary; and

**WHEREAS**, per ORS 197.626(3) and OAR 660-025-0185(1) and (2), the City will elect to use the Sequential Urban Growth Boundary Amendment Process to evaluate land use efficiency measures by December 31, 2024, and propose an urban growth boundary amendment, if deemed necessary, by March 1, 2026; and

**NOW, THEREFORE, THE COMMON COUNCIL FOR THE CITY OF MCMINNVILLE ORDAINS AS FOLLOWS:**

1. The City adopts Exhibit A to this ordinance, the *McMinnville Urbanization Report, dated November 2023*.
2. The City adopts Exhibit B to this ordinance, the *McMinnville Housing Needs Analysis, dated November 2023*, as part of the McMinnville Comprehensive Plan.
3. The City adopts Exhibit C to this ordinance, the *McMinnville Economic Opportunity Analysis, dated November 2023*, as part of the McMinnville Comprehensive Plan.

4. The City adopts Exhibit D to this ordinance, which includes findings of fact that support the development and conclusions reached for preparing and adopting the *McMinnville Urbanization Report, dated November 2023*, the *McMinnville Housing Needs Analysis, dated November 2023*, and the *McMinnville Economic Opportunities Analysis, dated November 2023*, demonstrating a land deficit of 422 gross buildable acres in the city's urban growth boundary to meet the residential, employment and public land supply needs of the City of McMinnville for a planning horizon of 2021-2041.
5. That Ordinances Nos. 4746 and 4976 are hereby repealed in their entirety.
6. This Ordinance will take effect 30 days after passage by the City Council.

Passed by the McMinnville City Council this 27th day of February 2024 by the following votes:

Ayes: Menke, Chenoweth, Peralta, Garvin

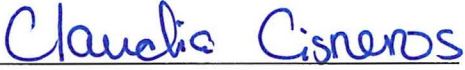
Nays: Geary

  
\_\_\_\_\_  
Council President

Approved as to form:

  
\_\_\_\_\_  
City Attorney

Attest:

  
\_\_\_\_\_  
City Recorder

EXHIBITS:

- A. McMinnville Urbanization Report, November 2023
- B. McMinnville Housing Needs Analysis, November 2023
- C. McMinnville Economic Opportunities Analysis, November 2023
- D. Findings of Fact and Conclusionary Findings



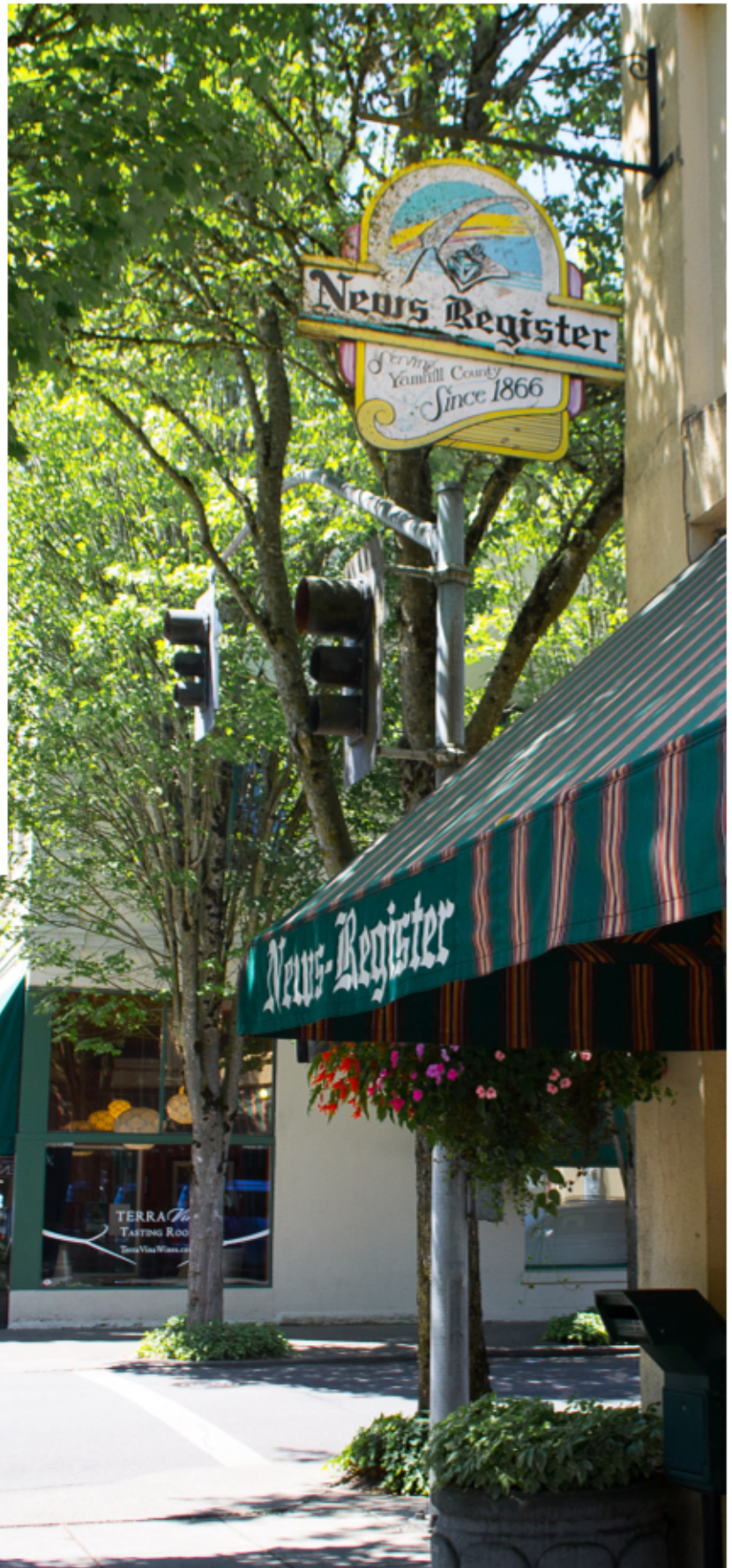
# Updated McMinnville Urbanization Report:

## Housing Needs Analysis and Economic Opportunities Analysis



# TABLE OF CONTENTS

Urbanization Report: Summary.....	3
Introduction.....	4
Buildable Lands Inventory.....	5
Housing Needs Analysis.....	7
McMinnville's Population and Households.....	8
McMinnville's Housing Market.....	11
Housing Affordability.....	13
Factors Affecting Housing Need.....	17
Development Capacity.....	19
Accommodating Needed Housing.....	20
Key Findings and Conclusions.....	22
Housing Policy Recommendations.....	23
Economic Opportunities Analysis.....	24
Factors Affecting Economic Growth.....	25
Employment in McMinnville.....	27
Competitive Advantages and Target Industries.....	28
Forecast of Employment Growth and Land Sufficiency.....	29
Public Institutional Land Needs.....	30
Acknowledgments.....	31





# MCMINNVILLE URBANIZATION REPORT: SUMMARY

The City of McMinnville is in the process of reviewing future land needs and sufficiency of its Urban Growth Boundary (UGB) to meet those needs for a 20-year planning period beginning in 2021, this report was updated in 2023 to account for development through 2021 and the 2020 UGB expansion.

This evaluation process requires several technical studies. These include:

- a Goal 10 compliant housing needs assessment (HNA) and residential buildable land inventory,
- a Goal 9 compliant Economic Opportunities Analysis (EOA) and an employment buildable lands inventory, and
- an assessment of public and institutional land needs (e.g., parks, schools, etc).

These analyses allow the City of McMinnville to assess whether there is sufficient land within the Urban Growth Boundary (UGB) to accommodate land needs for the 20-year period between 2021-2041. The purpose of the Urbanization Report is to (1) evaluate growth forecasts; (2) inventory how much buildable land the City has; (3) identify housing needs; (4) identify economic development strategies; and (5) determine how much land the City will need to accommodate growth between 2021-2041.

McMinnville is growing. The official population forecast projects that McMinnville will grow at 1.36% annually adding 11,260 new residents during the 2021-2041 period. This translates into a need for 4,657 new housing units.



## MCMINNVILLE NEEDS 422 ACRES TO ACCOMMODATE GROWTH THROUGH 2041

McMinnville's UGB will not accommodate all of McMinnville's housing needs. Over the planning period through 2041, McMinnville has a deficit of capacity for 1,101 dwelling units, which means the City has an approximate deficit of about 202 gross residential acres through 2041. For employment growth, McMinnville will need 188 gross acres for employment for the 2021 to 2041 period (29 industrial acres and 159 commercial acres). Finally, McMinnville will need an additional 32 acres in the 2021 to 2041 period for public and institutional uses (e.g., parks, schools, infrastructure, churches, etc.)

LAND USE TYPE	SURPLUS (DEFICIT)	
	20-YEAR (2021-2041)	46-YEAR (2021-2067)
Residential	(202)	(1,268)
Public or Institutional	(32)	(335)
Industrial	(29)	Not forecast for 2041-2067*
Commercial	(159)	(416)
<b>Total</b>	<b>(422)</b>	<b>(2,048)</b>

Source: ECONorthwest

\*Note: This analysis does not estimate demand for industrial land for the 2041-2067 period.

# INTRODUCTION



The City of McMinnville is in the process of analyzing whether it has enough land to accommodate future growth. McMinnville last reviewed its Urban Growth Boundary (UGB) in 2007-08. The UGB is the line that determines the outer extent of urban growth in McMinnville. McMinnville is growing — between 2000 and 2019 the city grew by 28% adding 7,431 new residents. Growth is forecast to continue — McMinnville is projected to grow to 47,498 by 2041 — a 29% increase over the 2019 population.

This report is the culmination of several years of work and was updated in 2023 to account for changes in McMinnville in recent years. It summarizes the results of two longer technical reports and a series of memoranda that evaluation different elements of land need and supply in McMinnville:



- **City of McMinnville Housing Needs Analysis (HNA)** presents the full results of the housing needs analysis (HNA) for McMinnville and is intended to comply with statewide planning Goal 10 (housing) and Oregon Administrative Rule (OAR) 660-008. It includes an inventory of buildable residential lands in McMinnville and an estimate of new housing units needed to accommodate forecast population growth.

- **City of McMinnville Housing Strategy**, presents recommendations and implementation actions intended to result in policy changes that provide opportunities for development of housing to meet McMinnville’s identified housing needs.

- **McMinnville Economic Opportunities Analysis (EOA) Update**, includes a buildable lands inventory of commercial and industrial lands within the Urban Growth Boundary (UGB), an analysis of commercial and industrial land needs for the next 20 years (and longer), and a determination of sufficiency of whether the buildable lands in the UGB will meet the 20-year identified needs.

- **Public and Institutional Land Needs**, estimates other land needs that are not addressed in the HNA and EOA documents. This includes parks, schools, churches, cemeteries and other public and Institutional land needs.



City staff and ECONorthwest staff worked with the Housing Needs Analysis Project Advisory Committee (HNAPAC) to review the results of the Housing Needs Analysis and develop the Housing Policy and Actions Strategy, and the Economic Opportunities Assessment Project Advisory Committee (EOAPAC) to review the results of the Economic Opportunities Analysis and public/institutional land needs. The report reflects updates completed in 2023 to account for: land added to McMinnville’s UGB in 2020, development in McMinnville through 2021, and to meet requirements of new State legislation.

This report is organized by the following sections:

- **Buildable Lands Inventory**
- **Housing Needs Analysis**
- **Economic Opportunities Analysis**
- **Public and Institutional Land Needs**

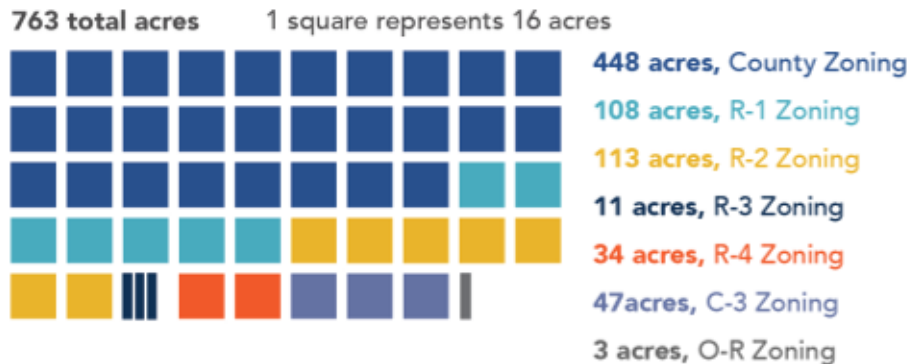
## Overview

The buildable lands inventory (BLI) provides a basis for analysis of development capacity on residential, commercial, and industrial land in the City of McMinnville. Legal requirements govern the development of the BLI. The Housing Needs Analysis and Economic Opportunities Analysis provide detailed methods, definitions, and results from the BLIs for residential, commercial, and industrial land. The report reflects updates completed in 2023 to account for: land added to McMinnville’s UGB in 2020 and development in McMinnville through 2021, as well as policy changes enacted by HB 2001 (2019 Oregon Legislature).

## Residential Buildable Land

McMinnville has 763 acres of residential land that is vacant or partially vacant. The majority of McMinnville’s buildable land (448 acres) is county-zoned land, which are not available for urban densities until they annex. In addition, some of McMinnville’s buildable land (131 acres) is in Water Zone 2 which is not likely to be served with water for 10 years (about 2030).

### MCMINNVILLE’S BUILDABLE VACANT AND PARTIALLY VACANT RESIDENTIAL LAND, BY ZONING DISTRICT, 2023



## Definitions

### Buildable Land:

Unconstrained vacant and partially-vacant land designated for residential, commercial, or industrial development.

### Vacant Land:

Unconstrained suitable land designated for residential, commercial, or industrial development.

### Partially Vacant Land:

Unconstrained suitable land with enough land to could support additional residential, commercial, or industrial development under the existing zoning standards.

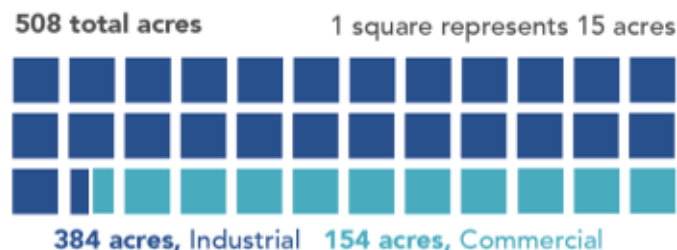
### Constrained land:

Land that is not available for development based upon one or more factors such as environmental protections, such as flood plain or wetlands.

## Commercial and Industrial Buildable Land

McMinnville has 508 acres of vacant and partially vacant land in commercial and industrial comprehensive plan designations. Of this land, 354 acres of McMinnville’s vacant land are in industrial designations and about 154 vacant acres are in commercial designations.

### MCMINNVILLE’S BUILDABLE VACANT & PARTIALLY VACANT COMMERCIAL & INDUSTRIAL LAND, BY ZONING DISTRICT, 2023





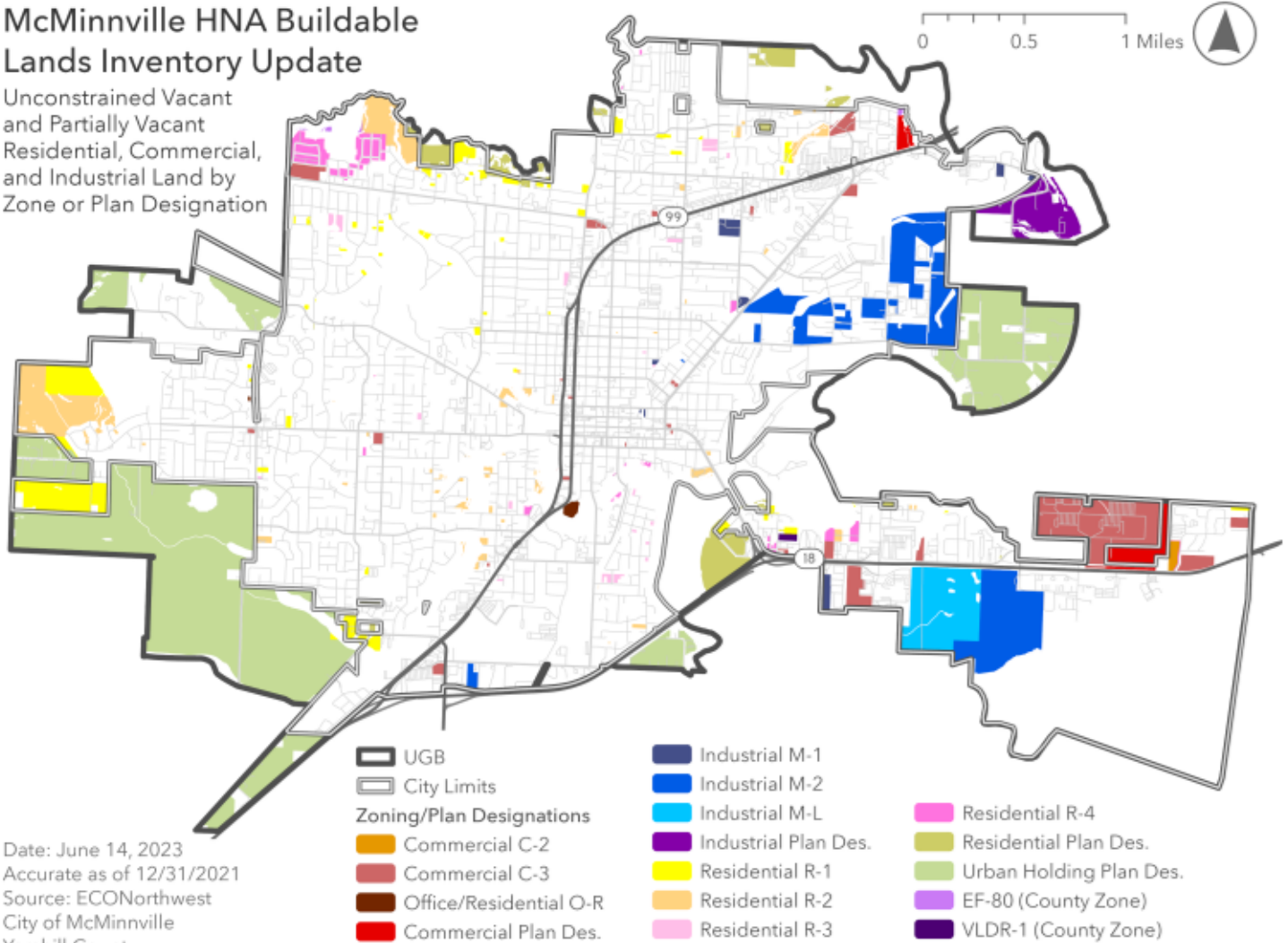
# BUILDABLE LANDS INVENTORY

## McMinnville Buildable Lands Inventory

Vacant and Partially Vacant Residential, Commercial, and Industrial Land by Zone (or Plan Designation)

### McMinnville HNA Buildable Lands Inventory Update

Unconstrained Vacant and Partially Vacant Residential, Commercial, and Industrial Land by Zone or Plan Designation



Date: June 14, 2023  
 Accurate as of 12/31/2021  
 Source: ECONorthwest  
 City of McMinnville  
 Yamhill County



## Housing Needs Analysis

McMinnville is in the process of updating its Housing Element of its Comprehensive Plan and zoning code. McMinnville has changed substantially over the last three decades. The community welcomed nearly 7,431 new residents from 2000 to 2019 and continues to be a growing city. In 2019, McMinnville had a population of 33,930 people. While the community makes up a about one-third of Yamhill County's total population, McMinnville has grown at a much faster rate than the County.

As the region (including McMinnville) continues to grow, housing affordability is becoming a growing concern to residents. Some people in the community are finding it difficult to access housing that is affordable and also meets their family's needs.

As McMinnville grows, the City needs to take stock of how much land is available to accommodate new homes and reevaluate the City's development policies. The City needs to look at what types of housing (single family homes, townhomes, apartments, etc.) to encourage in different areas of town. The City also needs to evaluate whether its existing development policies, like the zoning code, provide opportunity for development of a range of housing types that are affordable to people who live and want to live in McMinnville.

The Housing Needs Analysis provides information about the factors that may affect residential development in McMinnville over the next 5, 10, 20, and 46 years, including housing market changes, demographics, and other factors. The Housing Needs Analysis (HNA) provides a factual basis for an evaluation and revision to the Housing Element in McMinnville's Comprehensive Plan, to ensure that McMinnville meets the essential requirements of statewide planning Goal 10: to provide opportunities for development of housing that meets the needs of households of all income levels and to ensure the city has a 20-year supply of buildable residential land.

This summary report presents the results of two longer reports:

- **McMinnville Housing Needs Analysis 2021 to 2041** presents the full results of the housing needs analysis (HNA) for McMinnville and is intended to comply with statewide planning Goal 10 (housing) and Oregon Administrative Rule (OAR) 660-008. In addition to the 20-year forecast period, the analysis looked at housing and land needs over a 5-, 10-, and 46-year planning horizon.
- **McMinnville Housing Policy and Actions** presents recommendations for a revision to McMinnville's Comprehensive Plan Housing Element and implementation actions intended to result in policy changes that provide opportunities for development of housing to meet McMinnville's identified housing needs.

City and ECONorthwest staff worked with the Housing Needs Analysis Project Advisory Committee (HNAPAC) to review the results of the Housing Needs Analysis and develop the Housing Strategy. The PAC met seven times between July 2018 and June 2019. Other public outreach included an open house and a stakeholder focus group. In 2023, a PAC met twice to discuss the updates to the analysis.



### McMinnville is growing

The community welcomed nearly 7,431 new residents between 2000 and 2019.

As McMinnville grows, the City needs to take stock of how much land is available to accommodate new homes.

# MCMINNVILLE'S POPULATION AND HOUSEHOLDS



**McMinnville's population has historically grown faster than both the county and state.**

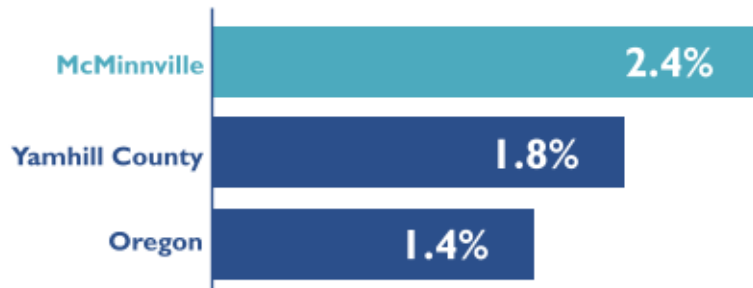
## McMinnville's Population and Households

Population and housing characteristics are useful for better understanding McMinnville and McMinnville's residents. Population growth, age of residents, household size and composition, and tenure status (homeowners and renters) provide useful context about how the characteristics of McMinnville's households compare to Yamhill County and Oregon.

Unless otherwise noted, all data in this document are from the U.S. Census 2012-2016 or 2013-2017 American Community Survey.

### AVERAGE POPULATION GROWTH PER YEAR, 1990-2017

Source: Portland State University, Population Research Center



### POPULATION, 2017

Source: Portland State University, Population Research Center



**McMinnville's median population age is 35.**

McMinnville's population is similarly aged to Yamhill County and Oregon's median.

### MEDIAN AGE, 2016

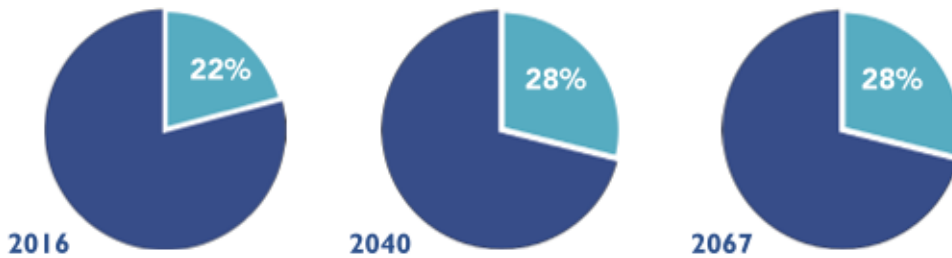
Source: Portland State University, Population Research Center



# MCMINNVILLE'S POPULATION AND HOUSEHOLDS

## POPULATION AGED 60 AND OLDER, MCMINNVILLE, 2016, 2040, & 2067

Source: Portland State University, Population Research Center



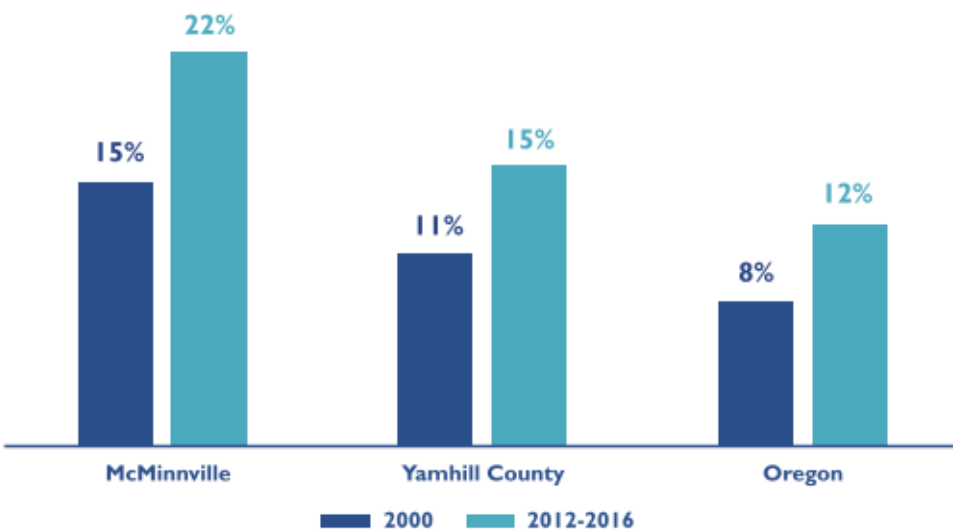
### Population over 60 years of age is expected to increase.

McMinnville's share of the population over 60 years of age is expected to increase over the next 20 years.

## AVERAGE NUMBER OF PEOPLE PER HOUSEHOLD, 2017



## PERCENT OF POPULATION THAT IS HISPANIC OR LATINO, 2000 & 2016



### McMinnville is ethnically diverse.

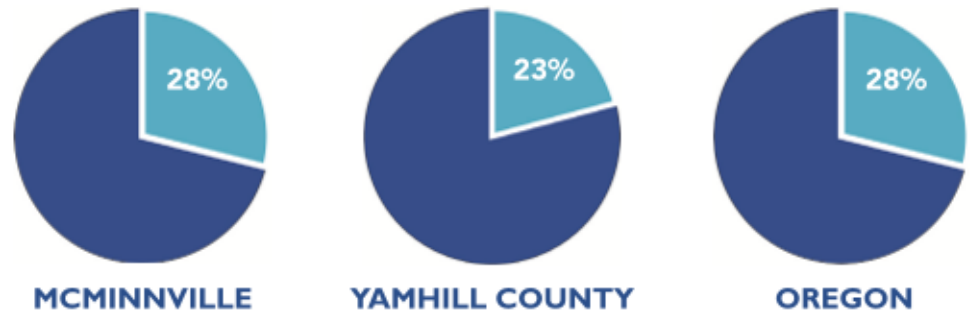
McMinnville's population is more ethnically diverse than Yamhill County and Oregon's population.

# MCMINNVILLE'S POPULATION AND HOUSEHOLDS

## McMinnville has an increasing number of one-person households.

From 2000 to 2017, McMinnville's share of one-person households grew from 24% of all households to 28%.

### PERCENT OF 1-PERSON HOUSEHOLDS, 2017

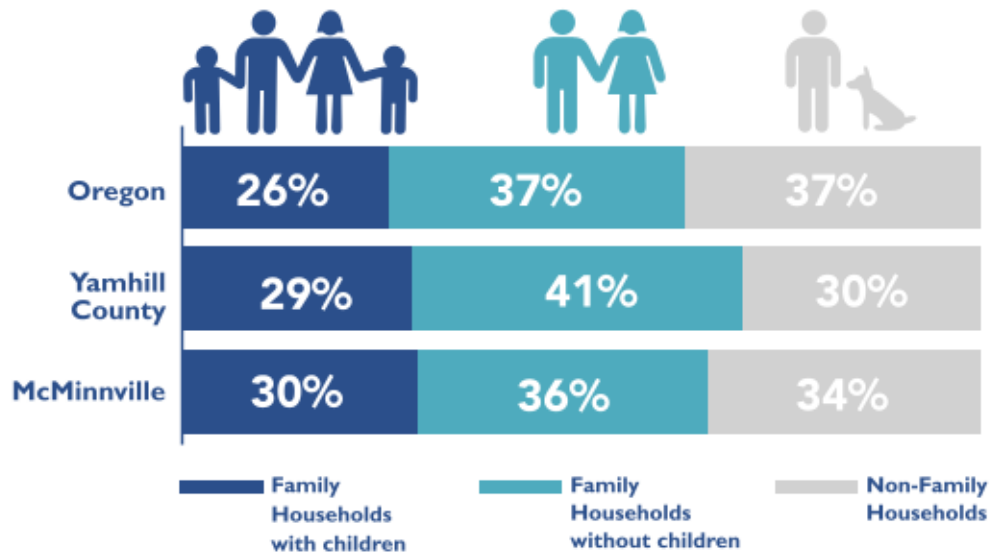


## About a third of McMinnville's households were non-family.

McMinnville had a larger share of non-family households than Yamhill County and a smaller share of non-family households than Oregon.

### HOUSEHOLD COMPOSITION, 2017

A family household is one in which the residents are related to at least one other person in the household by birth, marriage, or adoption. Non-family households include people living alone, unmarried couples, and unrelated housemates.





# MCMINNVILLE'S HOUSING MARKET

## McMinnville's Housing Market

Analysis of historical development trends in McMinnville provides insights into how the local housing market functions in the context of Yamhill County. This report groups housing into the three housing types shown below.



### SINGLE-FAMILY DETACHED

(includes manufactured homes)



### SINGLE-FAMILY ATTACHED

(townhouses)



### MULTIFAMILY

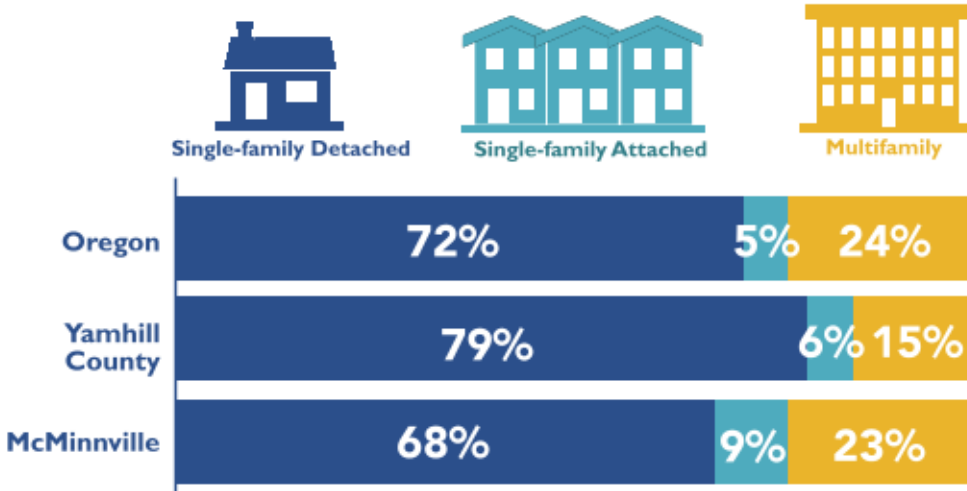
(duplexes, tri- and quad-plexes, buildings with 5+ units)

**Most of McMinnville's housing stock, including housing built since 2000 was single-family detached housing.**

Limited housing diversity limits opportunities for rental housing and limits the variety of housing available for ownership.

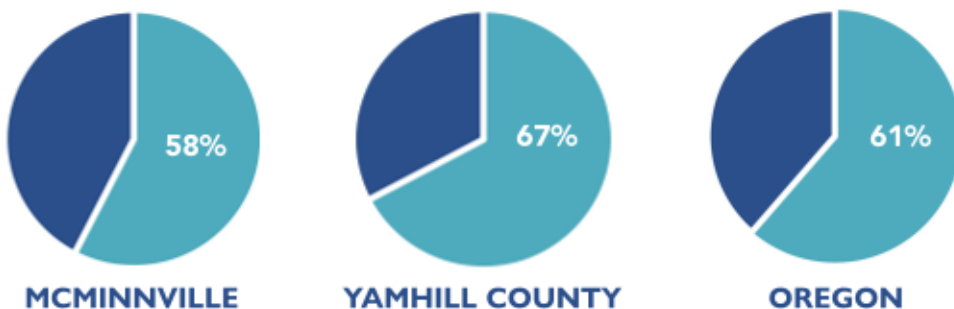
Since 2000, McMinnville mix of housing types has remained relatively unchanged, despite growth in total dwelling units. In McMinnville, government-assisted housing and housing for farmworkers can be any of the housing types listed above.

### MIX OF HOUSING TYPES, 2017



Urban areas, like McMinnville, will typically have a larger share of multifamily housing than more rural areas, such as unincorporated areas of Yamhill County.

### PERCENT OF HOUSING UNITS THAT ARE OWNER-OCCUPIED, 2016



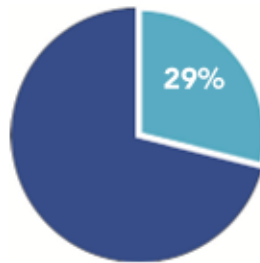
A majority of McMinnville's housing is owner-occupied. Most of McMinnville's homeowners (95%) live in single-family detached housing.

# MCMINNVILLE'S HOUSING MARKET

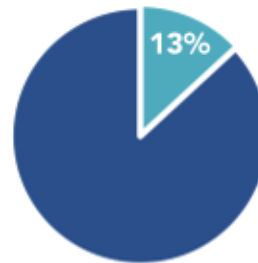
## PERCENT OF MCMINNVILLE'S HOUSING UNITS THAT ARE RENTER-OCCUPIED BY TYPE OF HOUSING, 2016

**A majority of renters in McMinnville live in multifamily housing.**

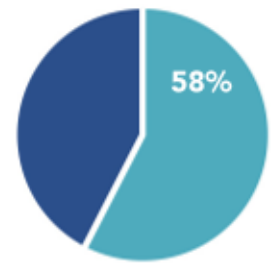
McMinnville has a larger share of renters than both the county and state.



**SINGLE-FAMILY DETACHED**



**SINGLE-FAMILY ATTACHED**



**MULTIFAMILY**

McMinnville issued about 3,000 permits for dwelling units between 2000 and 2017. Sixty-two percent of all permits issued were for single-family detached dwelling units, 8% were for single-family attached dwellings units, and 31% were for multifamily dwelling units.

The 2008 recession impacted McMinnville's housing market. McMinnville permitted about 1,300 fewer units between 2009-2017, compared to 2000-2008.

## BUILDING PERMITS ISSUED, 2000 TO 2017

Source: McMinnville Building Permit Database



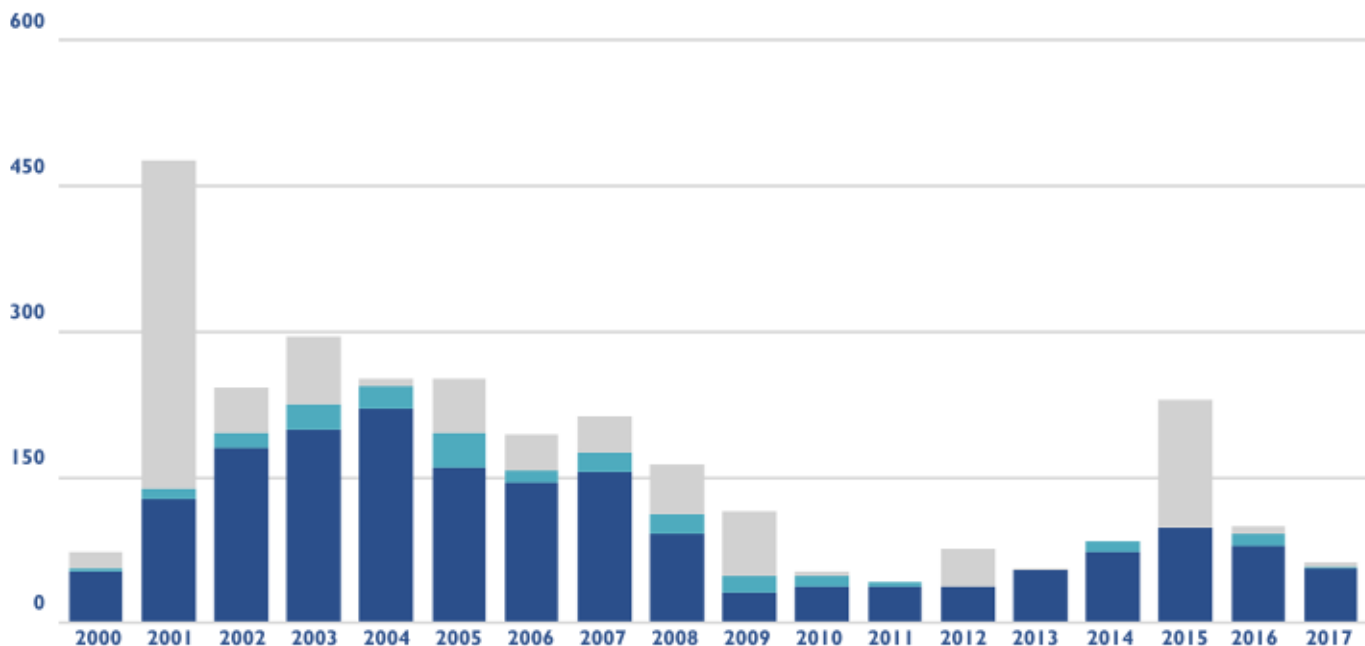
**SINGLE-FAMILY DETACHED**



**SINGLE-FAMILY ATTACHED**



**MULTI-FAMILY**



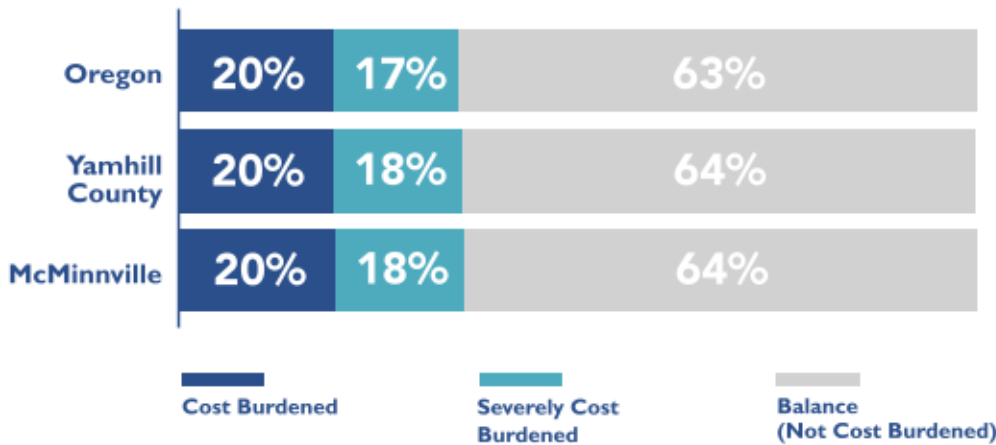
## Housing Affordability

The term affordable housing refers to a household's ability to find housing within its financial means. Housing affordability affects both higher- and lower-income households and is an important issue for McMinnville and the region. Low-income households have fewer resources available to pay for housing and have the most difficulty finding affordable housing. Key points about affordability in McMinnville include:

- McMinnville will have an ongoing need for housing affordable to households across the income spectrum.
- The City is planning for housing types for households at all income levels.
- Future housing affordability will depend on the relationship between income and housing price. The key question, which is difficult to answer based on historical data, is whether housing prices will continue to outpace income growth. It seems likely that without public intervention, housing will become less affordable in McMinnville.



### PERCENT OF HOUSEHOLDS THAT ARE COST BURDENED OR SEVERELY COST BURDENED, 2016



**Cost-burdened households spend more than 30% of their gross income on housing.**

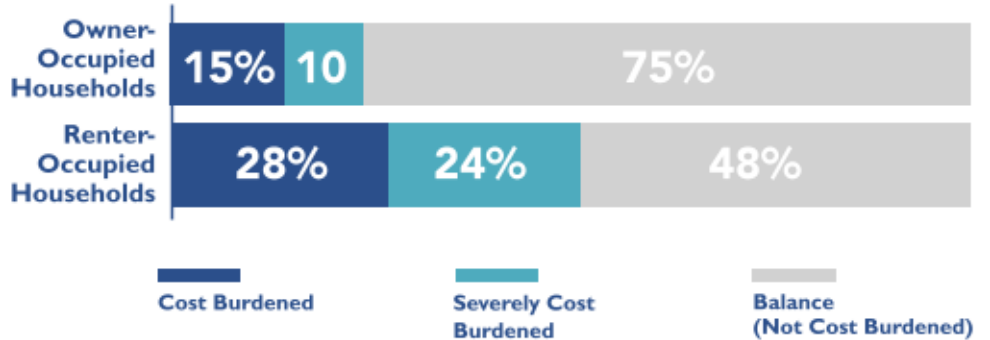
# HOUSING AFFORDABILITY

Consistent with the region, over a third of McMinnville's households are paying more than they can afford for housing.

Renters are much more likely to be cost burdened than homeowners in McMinnville.



## PERCENT OF MCMINNVILLE'S HOUSEHOLDS THAT ARE COST BURDENED OR SEVERELY COST BURDENED, BY OWNERSHIP STATUS, 2016

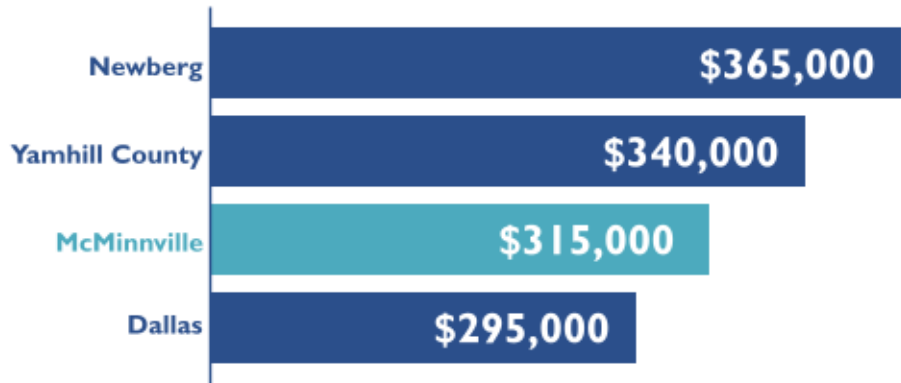


## MEDIAN MONTHLY RENTS, 2016



## MEDIAN HOME SALES PRICES, FEBRUARY 2019

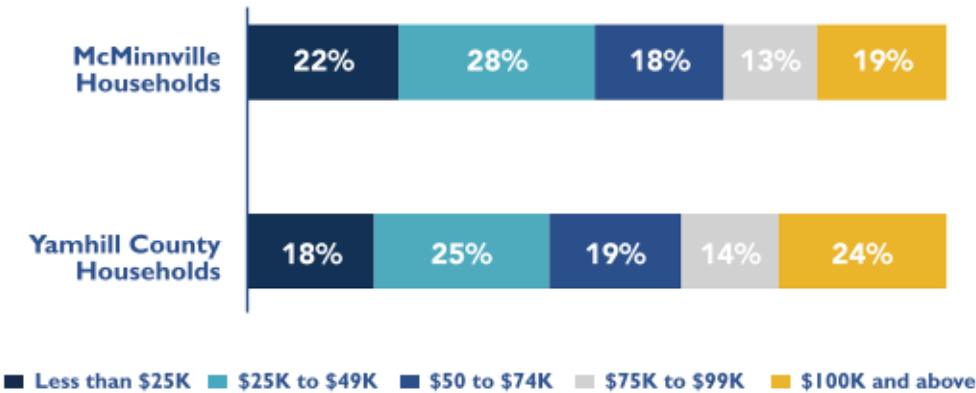
Source: Redfin





# HOUSING AFFORDABILITY

## HOUSEHOLD INCOME DISTRIBUTION, 2016



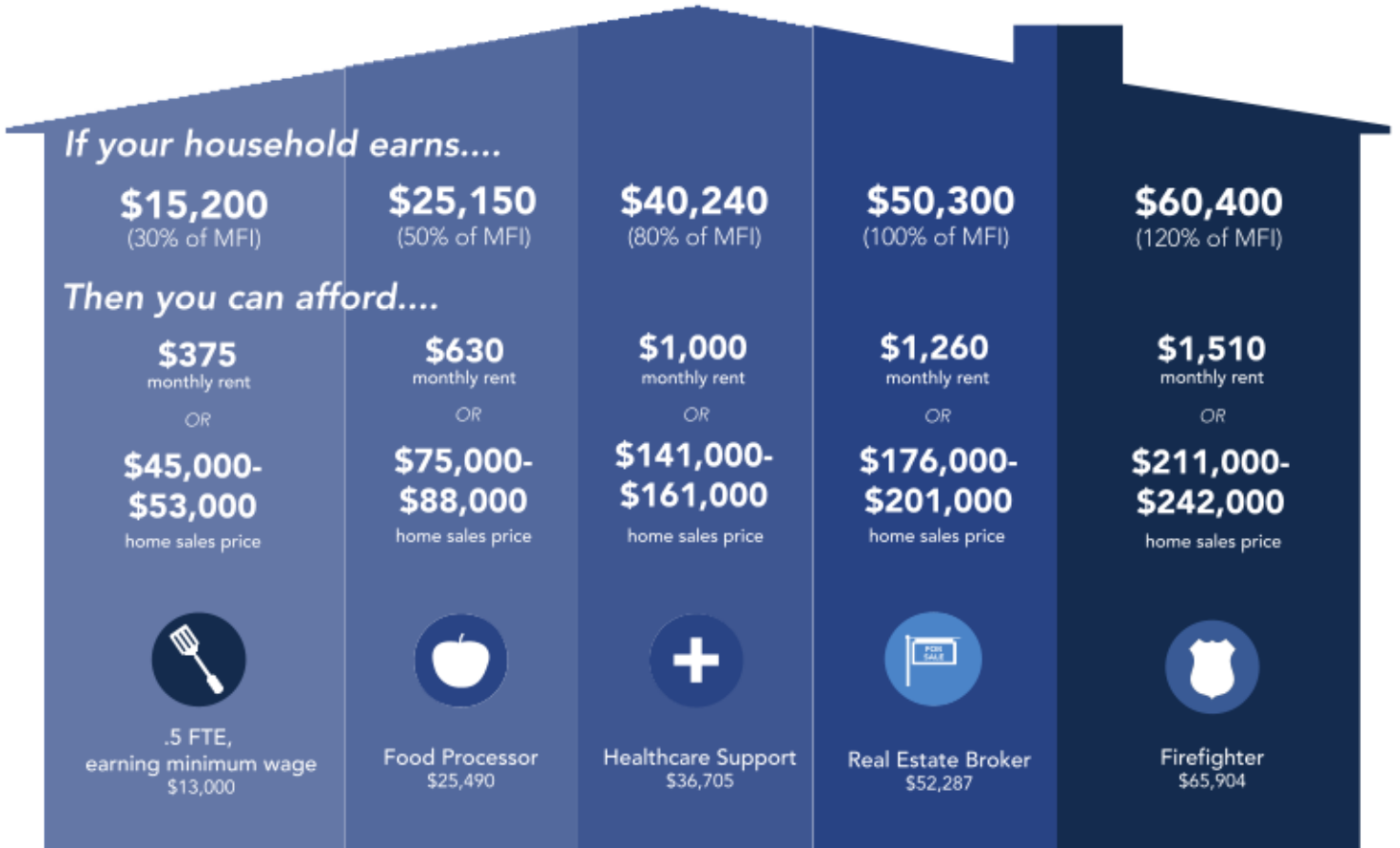
Households earning less than \$25,000 per year are considered Very or Extremely Low-Income. Compared to Yamhill County, more households in McMinnville fall into this category.

Another way to evaluate housing affordability is to consider housing types affordable at different levels of income. The 2017 median household income in McMinnville was \$50,300.

A household in McMinnville would need to earn about \$90,000 per year to afford a house at the median home sales price of \$315,000 in McMinnville. Fewer than 24% of McMinnville's existing households have the income to afford a house at this price.

## FINANCIALLY ATTAINABLE HOUSING BY MEDIAN HOUSEHOLD INCOME, 2017

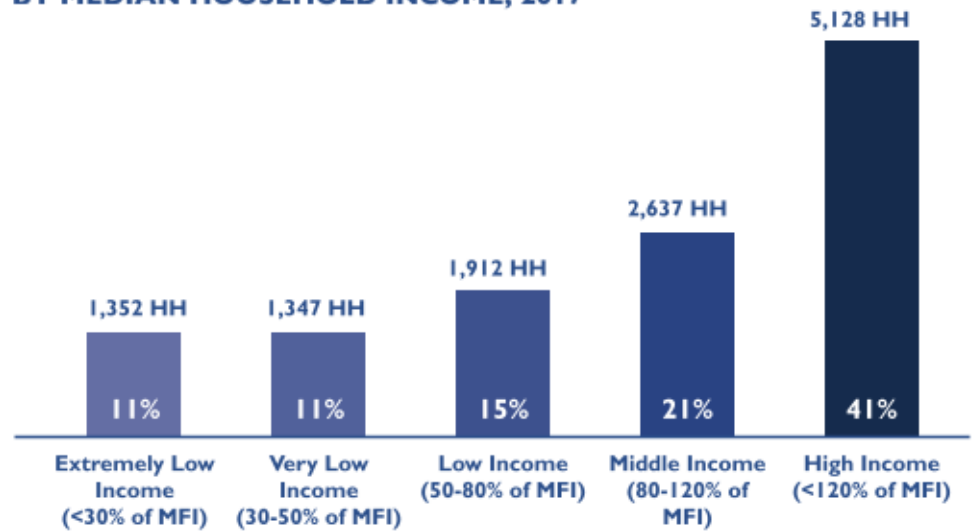
Source: Bureau of Labor Services



# HOUSING AFFORDABILITY

## SHARE OF MCMINNVILLE'S HOUSEHOLDS BY MEDIAN HOUSEHOLD INCOME, 2017

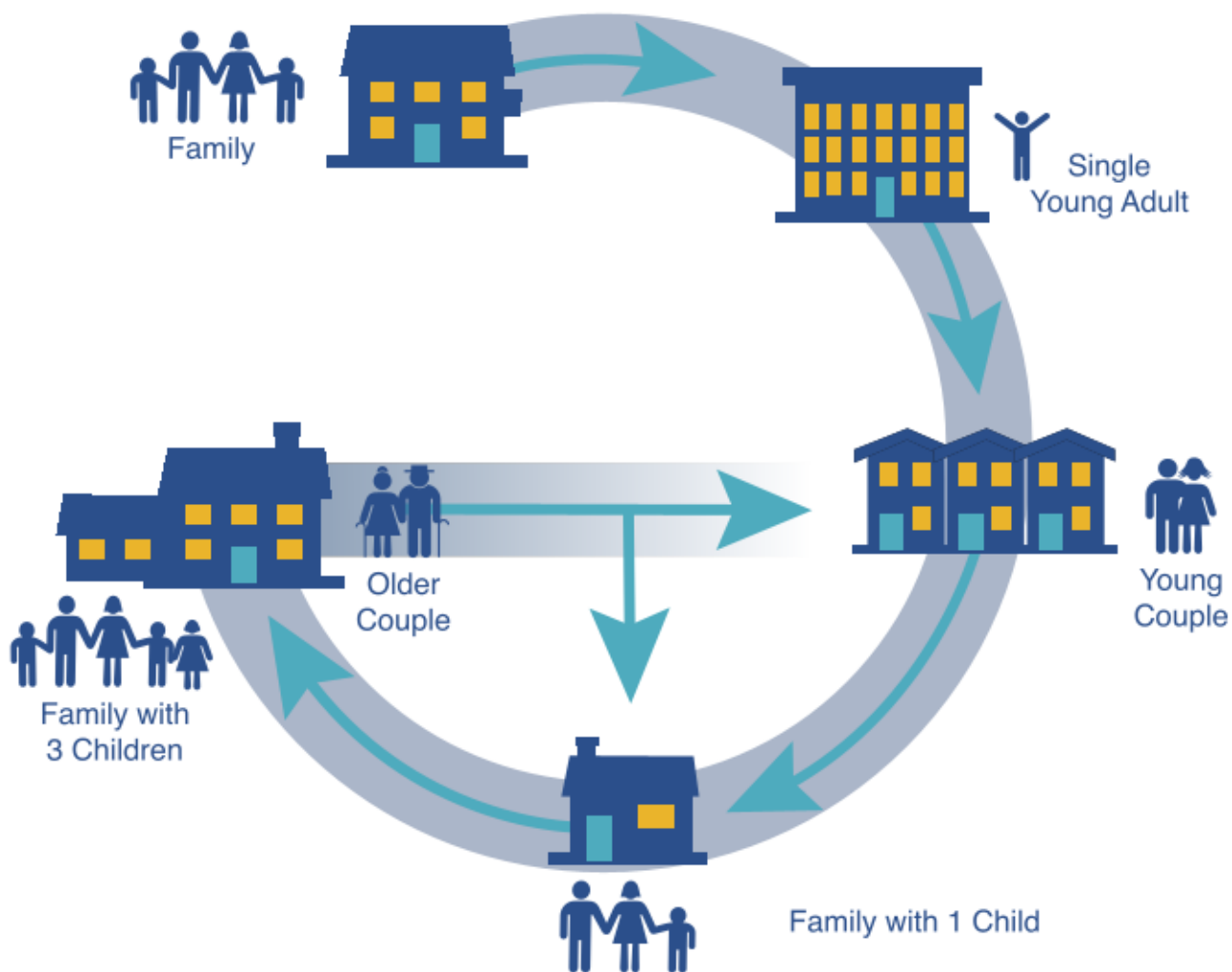
About 41% of McMinnville's households are high income, earning \$60,359 or more per year. About 37% of McMinnville's households earn 80% or less of MHI (about \$40,200 per year) and cannot afford a two-bedroom unit at Yamhill County's fair market rent of \$1,330.



## Factors Affecting Housing Need

Studies and data analysis have shown a clear linkage between demographic characteristics and housing choice, as shown in the figure below. Key relationships include:

- Housing needs change over a person's lifetime.
- Homeownership rates increase as income increases.
- Homeownership rates increase as age increases.
- Choice of single-family detached housing increases as income increases.
- Renters are much more likely to choose multifamily housing than single-family housing.
- Income is a strong determinant of tenure and housing-type choice for all age categories.



# FACTORS AFFECTING HOUSING NEED

The linkages between demographics and housing need can be used to predict future housing need in McMinnville. Three demographic trends are particularly important for McMinnville:

- **Aging of Baby Boomer Generation (born 1946 to 1964)**
- **Aging of the Millennial Generation (born early 1980s to early 2000s)**
- **Continued growth of the Latinx population**

## Housing Implications for Boomers:

Need for smaller, lower-cost housing near transit and urban amenities such as shopping and health care services.

## Aging of the Baby Boomers

Consistent with state and national trends, McMinnville's population is growing older. By 2040, 28% of the population of McMinnville is forecast to be 60 years of age and older, up from 22% in 2016.

### LIKELY TRENDS AMONG BABY BOOMER HOUSEHOLDS:



## Housing Implications for Millennials:

Need for affordable owner and renter housing, especially in walkable neighborhoods. Millennial incomes will increase as they age. They will need opportunities for affordable, owner-occupied single-family housing, such as cottages or townhouses.

## Aging of the Millennials

The share of Millennials residing in McMinnville is forecast to stay consistent over the planning period. McMinnville's ability to attract and retain Millennials will depend on availability of affordable owner- and renter-occupied housing.

### LIKELY TRENDS AMONG MILLENNIAL HOUSEHOLDS:



## Housing Implications for Latinx Households:

Need for larger, lower-cost renting and ownership opportunities to accommodate larger households with more children and multiple generations.

## Continued Growth of the Latinx Population

McMinnville's Latinx population grew by more than 3,400 people (7%) between 2000 and 2016. Nationwide, the Latinx population is predicted to be the fastest growing ethnic group over the next few decades.

### CHARACTERISTICS OF LATINX HOUSEHOLDS COMPARED TO NON-LATINX HOUSEHOLDS:



## Development Capacity

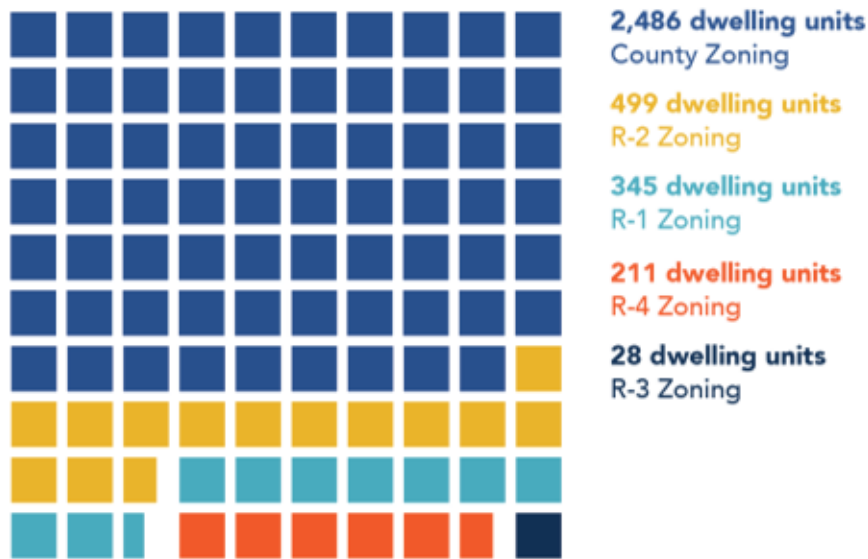
The capacity analysis estimates the number of new dwelling units that can be accommodated on McMinnville’s buildable vacant and partially vacant residential land based on historical densities, with deductions for future rights-of-way. As part of the 2023 update, historical densities were increased by 3% to reflect changes to the City’s zoning code to allow more diverse housing types, such as townhouses, cottage housing, duplexes, triplexes, and quadplexes.



## Capacity on Buildable Residential Land

### CAPACITY ON RESIDENTIAL LAND, BY ZONING DISTRICT

3,611 total dwelling units    1 square represents 36 dwelling units



## Definitions

### Capacity:

Number of dwelling units that can be accommodated on buildable land at planned densities.

### Housing Density:

Number of dwelling units in an acre of land, with 43,560 square feet to 1 acre.

### Future Density:

Density based on historical development densities with an increase of 3% to account for changes to McMinnville’s zoning code to comply with State requirements to allow more diverse housing types in residential areas per House Bill 2001 (2019).

### DENSITY ON MCMINNVILLE’S RESIDENTIAL LAND BASED ON HISTORICAL DENSITIES, DWELLING UNITS PER GROSS ACRE (AMENDED PER HB 2001 (2019 OREGON LEGISLATURE))





# ACCOMMODATING NEEDED HOUSING

McMinnville's population is forecast to grow at 1.4% per year, adding over 11,200 new residents between 2021-2041. McMinnville will add another 15,300 new residents between 2041-2067.

**McMinnville's population growth will result in the addition of 4,657 new dwelling units between 2021-2041.**

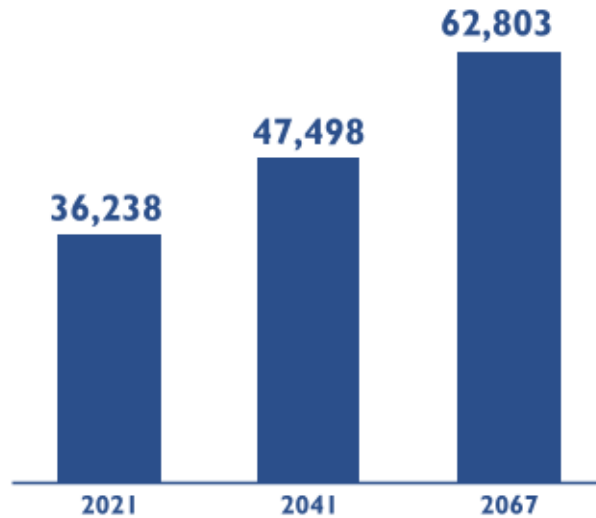
To accommodate growth between 2041-2067, McMinnville will add another 6,329 new dwelling units, for a total of 10,986 new units between 2021-2067. Some of these units will be accommodated through redevelopment or by accessory dwelling units and will not require buildable lands.

McMinnville needs to plan for a wider variety of housing types than has been produced in the past. These include different types of single-family detached units (e.g. tiny homes, cottages, small-lot single-family, traditional and high amenity), more townhouses, and more types of multifamily housing (e.g. duplexes, triplexes, quadplexes, apartments and condos with 5+ units).

## Demand For Residential Land, By Housing Type

McMinnville's population growth will affect the number of new households created and the demand for residential land. McMinnville's forecast for new housing is based on the forecast for population growth within the McMinnville UGB.

### FORECASTED TOTAL POPULATION, MCMINNVILLE UGB



Population Increase 11,260 (2021-2041) and 15,305 (2041-2067)

McMinnville will need to provide land for 4,284 new dwelling units over the 20-year period, or 10,107 over the 46-year period. The analysis of housing affordability, the factors affecting housing need, and demographic changes suggest that McMinnville needs more affordable housing types (e.g., lower cost) and a greater variety of housing types, including more small-scale single-family detached housing, townhouses, and multifamily housing.



**SINGLE-FAMILY DETACHED**



**SINGLE-FAMILY ATTACHED**



**MULTIFAMILY**

	2021-2041	2021-2067
<b>SINGLE-FAMILY DETACHED</b>	2,524 new dwelling units	5,954 new dwelling units
<b>SINGLE-FAMILY ATTACHED</b>	559 new dwelling units	1,318 new dwelling units
<b>MULTIFAMILY</b>	1,202 new dwelling units	2,835 new dwelling units

## Comparison of Housing Capacity to Housing Demand

The last step in the Housing Needs Analysis is to compare the capacity of McMinnville’s vacant and partially vacant residential land with demand for housing. McMinnville does not have enough land in its residential plan designations to accommodate growth of single-family detached, single-family attached (townhouses), or multifamily housing.



## Deficit of Capacity for New Housing

At historic housing densities (increased by 3% to account for the requirements of House Bill 2001 (2019) to allow more diverse housing types in residential areas), McMinnville has capacity for 3,611 dwelling units on existing vacant and partially vacant lands, including lands brought into the UGB in 2020.

### DEFICIT OF LAND FOR NEW HOUSING, MCMINNVILLE UGB, 2021-2041

A deficit of 1,101 dwelling units results in a deficit of:



### DEFICIT OF LAND FOR NEW HOUSING, MCMINNVILLE UGB, 2021-2067

A deficit of 6,924 dwelling units results in a deficit of:



# KEY FINDINGS AND CONCLUSIONS

## Key Findings and Conclusions

McMinnville's UGB is forecast to grow from 36,238 people in 2021 to 47,498 people in 2041, an increase of 11,260 people. After considering a number of factors, including household size and residential vacancy rates, McMinnville will have demand for about 4,657 new dwelling units over the 20-year planning period (2021 to 2041), and about 10,986 new dwelling units for the 46-year period between 2021 and 2067.

McMinnville will need to accommodate an average of 233 new dwelling units annually over the 20-year planning horizon. Over the 20-year planning period, McMinnville will accommodate 373 needed dwelling units through redevelopment and infill — these units will not require vacant or partially vacant lands. Accordingly, this will result in McMinnville needing to accommodate 4,284 needed new dwelling units on vacant or partially vacant buildable residential lands.

In the future, McMinnville will plan for an increased share of single-family attached dwelling units and multifamily units to meet the City's housing needs. Currently, about 68% of McMinnville's housing stock is single-family detached housing, 9% is single-family attached housing, and 23% is multifamily housing. Based on Project Advisory Committee recommendations, McMinnville will plan for a different mix in new housing, which will result in a slight change to McMinnville's aggregate overall mix of existing and new housing. McMinnville will plan for a decrease in share of single-family detached housing (55% of new housing stock) to provide opportunities for more single-family attached housing (12% of new housing) and multifamily housing (33% of new housing).

McMinnville is planning for slightly higher overall average density than it has in the past. As McMinnville shifts toward more single-family attached housing and multifamily housing, McMinnville's average housing density (for new dwelling units) will increase from 5.05 dwelling units per gross acre (historic average density) to 5.46 dwelling units per gross acre (needed average density) — an 11% increase.

McMinnville's existing deficit of relatively affordable housing on both sides of the affordability spectrum indicates a need for a wider range of housing types for renters and homeowners. About 36% of McMinnville's households are cost burdened (paying more than 30% of their income on housing), including a cost-burden rate of 52% for renter households. Without diversification of housing types, lack of affordability will continue to be a problem — possibly growing in the future if incomes continue to grow at a slower rate than housing costs. Under the current conditions between 2021 and 2041, about:

- **1,016 of the forecasted new households will have incomes of \$25,150 or less.** These households often cannot afford market-rate housing without government subsidy.
- **1,711 new households will have incomes between \$25,150 and \$60,359.** These households will need access to relatively affordable housing, such as single-family detached housing (e.g., tiny homes, cottages, small-lot, and traditional), single-family attached housing (e.g., town homes), and multifamily products (particularly middle housing types such as duplexes, triplexes, quadplexes, and apartments/multifamily condominiums).
- **1,930 new households will have incomes over \$60,359.** These households will need higher-amenity housing types such as single-family detached housing, single-family attached housing, and higher-end multifamily products (particularly condominiums).

McMinnville's UGB will not accommodate all of McMinnville's housing needs. Over the planning period through 2041, McMinnville has a deficit of capacity for 1,101 dwelling units, which means the City has an approximate deficit of about 202 gross acres by 2041.



# HOUSING POLICY RECOMMENDATIONS

The McMinnville Housing Strategy presents a full range of policy and action recommendations from the housing needs analysis. This section summarizes the recommendations from that memorandum.

The overall intention of these policy actions is to ensure that McMinnville is allowing for development of a wide range of housing types that will be affordable to households at all income levels, consistent with the intention of Oregon's Statewide Planning Goal 10. No single policy is sufficient to create an environment where more diverse housing and will be developed in McMinnville.

## Land Use Strategy

### Strategy 1. Growth Planning

- 1.1 Develop an Urban Reserve Area
- 1.2 Establish a Framework Plan for the URA
- 1.3 Identify an Expanded UGB per the URA
- 1.4 Develop Area Plans for UGB Lands Identifying Housing Opportunities
- 1.5 Conduct Infrastructure Planning for URA and UGB Areas (Update infrastructure plans for growth lands)
- 1.6 Update Goal 5 Natural Resource Planning & Policies, incl. Wetlands and Riparian Areas
- 1.7 Update Goal 7 Hazards Planning & Policies, incl. Landslide Susceptibility
- 1.8 Review and Update City/County Urban Growth Management Agreement (UGMA) if needed.
- 1.9 Implement Great Neighborhood Principles
- 1.10 Create a Diverse Housing Zone
- 1.11 Develop a High-Density Residential Zone
- 1.12 Develop Annexation Process to Mandate Housing Types Upon Annexation per Area Plans

### Strategy 2. Housing Development in Existing UGB

- 2.1 Create a Diverse Housing Zone
- 2.2 Develop a High-Density Residential Zone
- 2.3 Provide Density Bonuses to Developers
- 2.4 Promote Infill Development, Allowing Flexibility in Existing Zones with Appropriate Design and Development Standards
- 2.5 Update Infrastructure Plans for Infill Development
- 2.6 Implement Great Neighborhood Principles
- 2.7 Re-designate or Rezone Land for Housing

### Strategy 3. Infrastructure & Public Facilities Planning

- 3.1 Assess Infrastructure Capacity to Support Infill
- 3.2 Repeal Outdated Policies Related to Old Sewer Treatment Capacity Limits
- 3.3 Identify Issues and Plan for Water Zone 2 Infrastructure Improvements
- 3.4 Develop Infrastructure Allocation Policies
- 3.5 Identify Areas with Underutilized Infrastructure Capacity
- 3.6 Encourage "To and Through" Infrastructure Policies

### Strategy 4. Special Area Planning

- 4.1 City Center Housing Strategy
- 4.2 Evaluate Three Mile Lane for Residential Development
- 4.3 Undertake a Highway 99W Corridor Study – Explore Opportunities for Higher Density Mixed-Use Development

### Strategy 5. Land Use / Code Amendments

- 5.1 Allow Duplexes, Cottages, Townhomes, Row Houses, and Tri- and Quad-Plexes in Single-Family Zones with Appropriate Design & Development Standards
- 5.2 Implement Other Code Amendments Prioritized by the PAC.
- 5.3 Streamline Zoning Code and Other Ordinances
- 5.4 Implement the Great Neighborhood Principles
- 5.5 Repeal Outdated Policies Related to Old Sewer Treatment Capacity Limits
- 5.6 Evaluate Code for Fair Housing Act Best Practices
- 5.7 Advocate for Inclusionary Zoning Enablement – State Legislation and Annexation Processes

## Other, Non-Land Use Strategies

### Strategy 6. Programs for Affordable Housing (Non-Land Use)

- 6.1 Pursue Funds for Affordable Housing (City Influence).
- 6.2 Financial Incentives Supporting Inclusionary Zoning
- 6.3 Reduced or Waived Planning Fees, Permit Fees, SDCs for Affordable Housing
- 6.4 Vertical Housing Tax Abatement (Locally Enabled & Managed)
- 6.5 SDC Financing and Credits
- 6.6 Parcel assembly
- 6.7 Multiple-Unit Limited Tax Exemption Program (Locally Enabled and Managed)
- 6.8 Sole Source SDCs
- 6.9 Grants or Loans
- 6.10 Vacant Property Tax.
- 6.11 Fee for Demolition of Affordable Home for Expensive Home.

### Strategy 7. Leveraging Partnerships for Housing (Non-Land Use)

- 7.1 Support Partners Pursuit of Affordable Housing Funds
- 7.2 Community Land Trust (CLT)
- 7.3 Affordable Housing Property Tax Abatement
- 7.4 Land Banking

# ECONOMIC OPPORTUNITIES ANALYSIS



McMinnville's Economic Opportunities Analysis (EOA) provides information to support economic development planning and management of McMinnville's commercial and industrial land. The City last evaluated economic trends in an EOA in 2013. Substantial changes have occurred in the national and regional economy since 2013 that have implications for economic growth in McMinnville, including the recovery from the Great Recession and changes in retail and increased automation. In 2019, the City adopted the MAC-Town 2032 Economic Development Strategic Plan which identifies target industries and establishes a detailed action plan to enhance McMinnville's economy.

This report summarizes detailed technical analysis found in the 2020 McMinnville Economic Opportunities Analysis. The purpose of the 2020 EOA was to develop a factual base to provide the City with information about current economic conditions. This factual basis, presented in the EOA, provides information necessary for updating the City's economic development Comprehensive Plan policies and to evaluate whether McMinnville has an adequate inventory of industrial and other employment sites to accommodate economic and employment growth.



The EOA provides information that the City can use to identify and capitalize on its economic opportunities. It also provides information essential to addressing the City's challenges in managing economic development. These challenges include a lack of appropriate industrial sites to support growth of businesses that require specific characteristics, as well as a significant deficit of land for retail, office, and other commercial uses.

This summary report presents the results of the McMinnville Economic Opportunities Analysis 2021 to 2041, which presents the full results of the EOA for McMinnville and is intended to comply with statewide planning Goal 9 (economy) and Oregon Administrative Rule (OAR) 660-009. The EOA presents an evaluation of McMinnville Comprehensive Plan policies related to economic development. The report reflects updates completed in 2023 to account for: land added to McMinnville's UGB in 2020 and development in McMinnville through 2021.

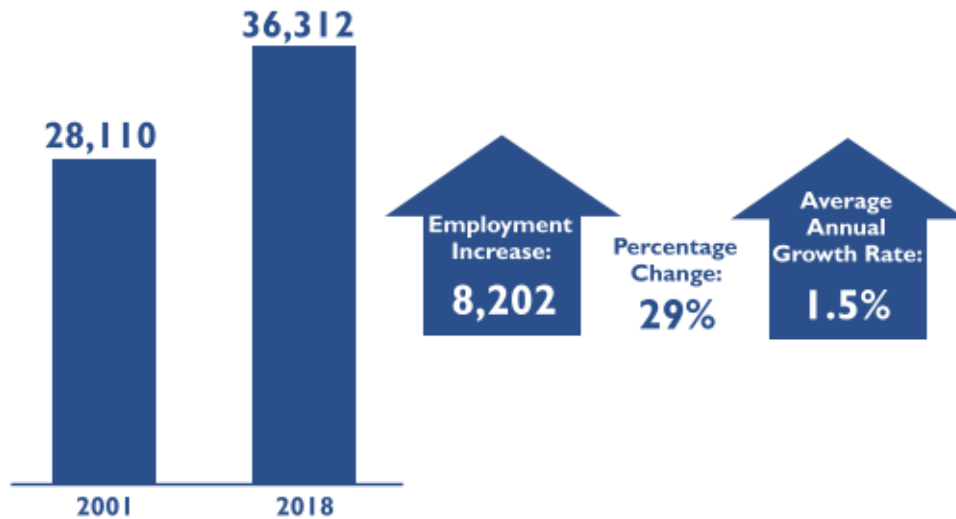
City staff and ECONorthwest staff worked with the Project Advisory Committee (PAC) to review the results of the EOA. In 2023, a PAC met twice to discuss the updates to the analysis.

# FACTORS AFFECTING ECONOMIC GROWTH IN MCMINNVILLE

McMinnville's economy and employment will grow as a result of growth in the national and regional economy, as well as factors in Yamhill County and the Willamette Valley. The following are key trends that have implications for economic growth in McMinnville.

## CHANGE IN COVERED EMPLOYMENT, YAMHILL COUNTY, 2001-2018

Source: U.S. Bureau of Labor Statistics.

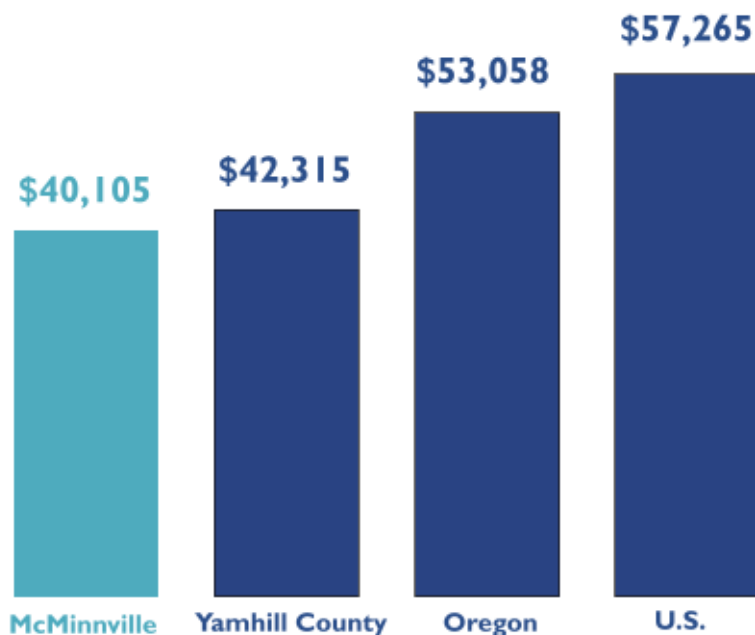


## Industrial employment, including sectors such as manufacturing, grew in Yamhill County between 2001 and 2018

Industrial sectors added more than 2,500 jobs, commercial services added almost 5,000 jobs, and retail employment increased by over 570 jobs.

## AVERAGE ANNUAL PAY

Oregon Employment Department: Oregon Labor Market Information System, U.S. Bureau of Labor Statistics



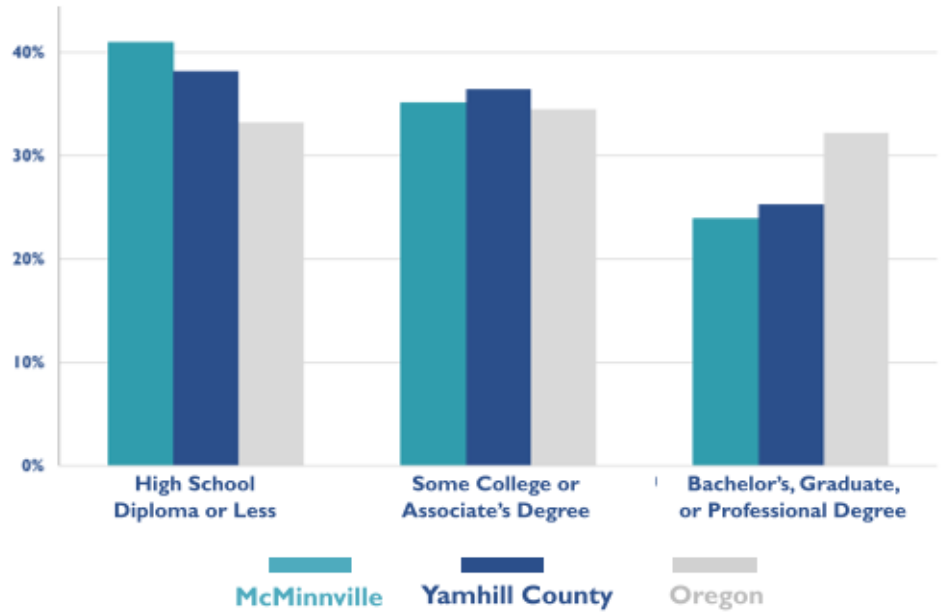
The average pay for jobs in McMinnville was \$40,105 per job, below the County and State averages.



# FACTORS AFFECTING ECONOMIC GROWTH IN MCMINNVILLE

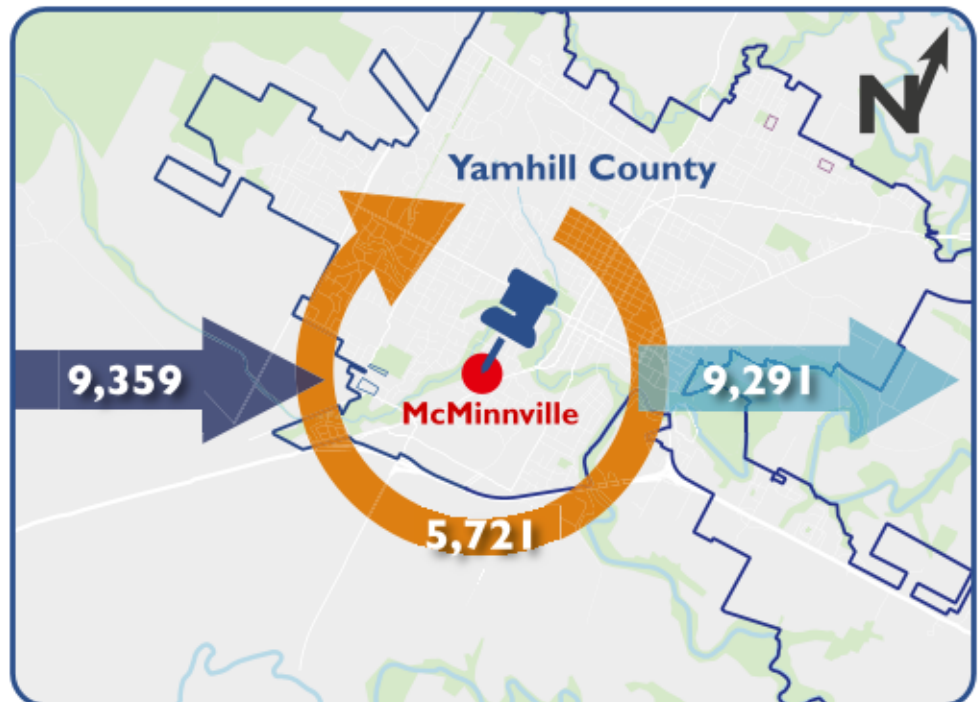
## EDUCATIONAL ATTAINMENT, PERCENT OF THE POPULATION AGE 25 AND OVER, 2017

McMinnville has a lower than average percent of population with a Bachelor's Degree (or higher) relative to statewide trends.



## COMMUTING PATTERNS IN MCMINNVILLE, 2017

McMinnville is part of the regional economy of the Mid-Willamette Valley. About 38% of people who work in McMinnville also reside in McMinnville, while other workers commute to McMinnville from other places including Salem, Portland, and Newberg.



**5,721**  
People live and work in McMinnville

**9,359**  
People commute into McMinnville to work

**9,291**  
People live in McMinnville and work elsewhere

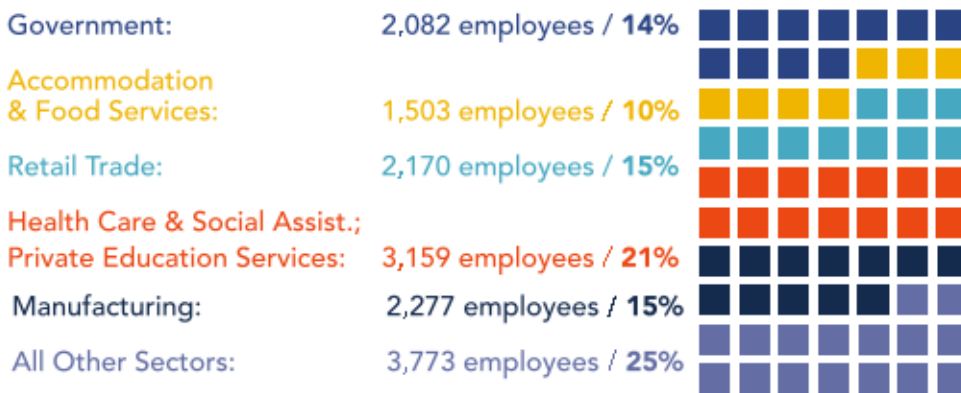
## Employment in McMinnville

In 2017, McMinnville had about 14,964 covered employees<sup>1</sup> at 1,208 businesses and other employers. McMinnville's average employer size was 12.4 employees per employer. The sectors with the largest concentrations of employees in McMinnville were in the following sectors: Health Care and Social Assistance / Private Education (21%), Manufacturing (15%), Retail Trade (15%), Government (14%), and Accommodation and Food Service (10%).

### JOBS BY SECTOR, MCMINNVILLE, 2017

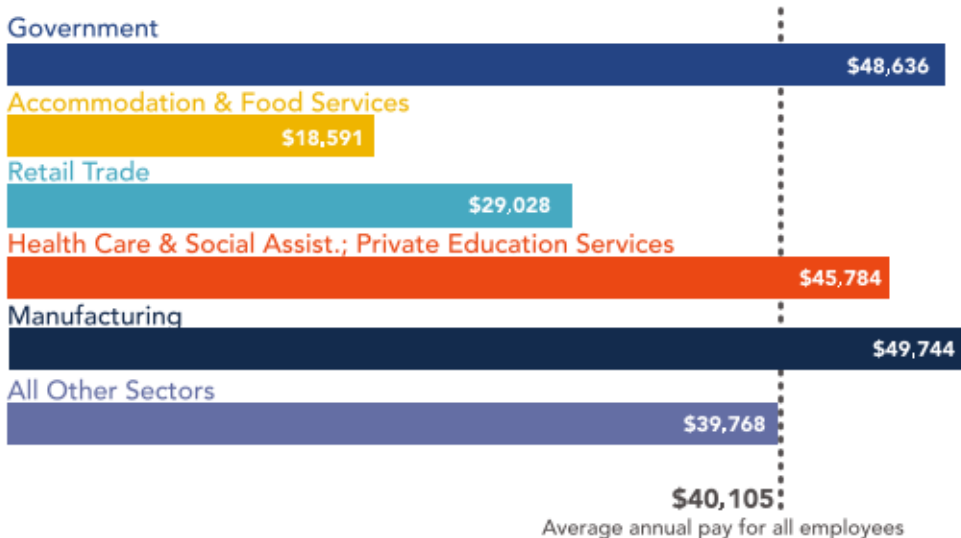
Source: Oregon Employment Department, Quarterly Census of Employment and Wages

1 square represents 500 jobs



Food and Beverage manufacturing accounts for about one quarter of McMinnville's employment in the manufacturing sector.

### AVERAGE PAY BY SECTOR, MCMINNVILLE, 2017



McMinnville's employment in Healthcare, Social Assistance, and Private Education has the largest share of employment and higher-than-average wages.

<sup>1</sup> Covered employment is employment covered by unemployment insurance. Covered employment does not include all workers in an economy. Most notably, covered employment does not include sole proprietors.

# MCMINNVILLE'S COMPETITIVE ADVANTAGES AND TARGET INDUSTRIES



## Target Industries

The industries identified as having potential for growth in McMinnville (according to the MAC-Town 2032 Economic Development Strategic Plan) are:



Traditional Industry  
& Advanced Manufacturing



Craft Beverages & Food Systems



Technology & Entrepreneurship



Education, Medicine  
& Other Sciences

Economic development opportunities in McMinnville will be affected by local conditions as well as the national and state economic conditions addressed above. Economic conditions in McMinnville relative to these conditions in other portions of the Mid-Willamette Valley region form McMinnville's competitive advantage for economic development. McMinnville's competitive advantages have implications for the types of firms most likely to locate and expand in the area.

- **Location and size.** McMinnville is located with proximity to Portland, Salem, and the Oregon Coast. McMinnville's central location serves the local community, regional employment, and commercial service needs, as well as serving tourism industries as a regionally recognized destination for Yamhill and Willamette Valley wineries.
- **Transportation.** McMinnville is directly served by Highway 99W – as a historically significant central organizing spine to access commercial and industrial businesses throughout the community. Highway 18 and Highway 22 (via 99W) also provide connections to the region. The McMinnville Municipal Airport has the capacity to handle corporate jet aircraft – together with availability of aircraft rentals, flight instruction, aircraft maintenance, and fuel.
- **Low public utility rates.** McMinnville is recognized as offering low electricity and water rates compared with other public and private utilities region-wide and statewide.
- **Access to labor pool and workforce training resources.** McMinnville employers have access to a county-wide labor market of nearly 50,000, as well as the larger regional Mid-Valley labor pool. McMinnville's access to education through Linfield College and Chemeketa Community College also provide direct connections for businesses and potential employees. **Quality of life.** McMinnville's small-town character, including a walkable downtown attracts workers and businesses to McMinnville, and is especially attractive for entrepreneurial and other individually owned, non-corporate enterprises.

### McMinnville's disadvantages for economic development include:

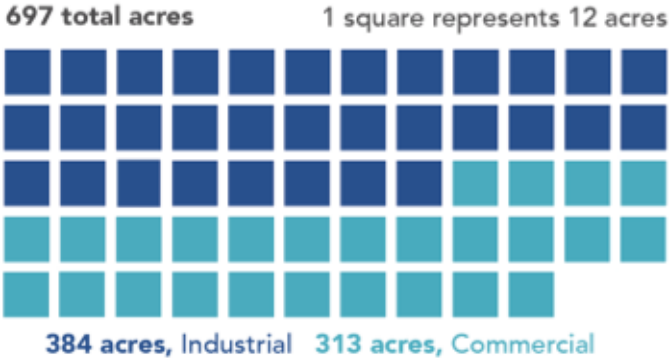
- **Transportation.** McMinnville's poor linkages to Interstate access and congestion on the 99W corridor present challenges to Transportation in McMinnville.
- **Land supply.** Since 2000, population has been increasing somewhat more rapidly than the state, at an average annual rate of 1.4%. In the past, City services have been able to match without experiencing major fiscal issues. However, continued population growth at a somewhat reduced coordinated population growth rate averaging about 1.2% per year is now forecast through 2067. Constrained land supply may be restricting growth and the cost of services is increasing faster than increases in assessed values. The EOA shows a deficit of commercial land in McMinnville.

# FORECAST OF EMPLOYMENT GROWTH AND LAND SUFFICIENCY

The rate at which McMinnville's employment base grows over the next 20 years will affect development of new commercial and industrial buildings and demand for employment land. McMinnville's employment forecast assumes that employment will grow at the same rate as population growth, at 1.36% average annual per year. Employment growth will result in growth of more than 6,800 new jobs and demand for 697 acres of land between 2021 and 2041. For commercial land, demand will continue to grow through 2067, resulting in total commercial land demand of 570 acres between 2021 and 2067.

**McMinnville's employment is forecast to grow at the same rate as its population, 1.36% per year.**

## FORECASTED DEMAND FOR LAND TO ACCOMMODATE EMPLOYMENT, 2021-2041

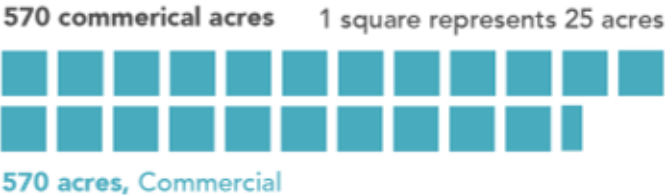


## FORECASTED DEMAND FOR LAND TO ACCOMMODATE EMPLOYMENT, 2021-2041

McMinnville does not have enough land to accommodate commercial and industrial employment growth over the next 20 years. The City has a deficit of about 29 acres of industrial land and 159 acres of commercial land.



## FORECASTED DEMAND FOR COMMERCIAL LAND TO ACCOMMODATE EMPLOYMENT, 2021-2067



## FORECASTED DEMAND FOR COMMERCIAL LAND TO ACCOMMODATE EMPLOYMENT, 2021-2067

McMinnville does not have enough land to accommodate commercial employment growth over the next 46 years. The City has a deficit of about 416 acres of commercial land. This analysis does not estimate demand for industrial land for the 2041-2067 period.





# PUBLIC AND INSTITUTIONAL LAND NEEDS

## PUBLIC AND INSTITUTIONAL USES INCLUDE:

- Public Schools
- Private Schools
- Religious Uses
- Parks
- Government
- Semi-Public Services
- Infrastructure



## Public and Institutional Land Needs

Certain land uses don't lend themselves to forecasting land needs by use of an employment forecast and employment density assumptions. Statewide Planning Goal 14 (Urbanization) explicitly discusses specific public lands under Land Need Factor 2 (emphasis added): "Demonstrated need for housing, employment opportunities, livability or uses such as **public facilities, streets and roads, schools, parks or open space**, or any combination of the need categories...". The HNA and EOA identify land supply and demand for housing and employment. Cities, however, provide land for other uses that support housing and employment as well as other aspects of community life.

Inventorying public and institutional land needs was the first step in the analysis. The inventory was then converted into the number of acres per 1,000 population. Public and institutional land needs were further informed through consultations with affected city departments, the McMinnville School District, Chemeketa Community College, and Linfield College, and government agencies. The results were discussed at several meetings of a subcommittee of the EOA PAC and reflect the PAC's recommendations.

The City expanded its UGB in 2020, including land for public and semi-public uses. McMinnville's UGB expansion added about 444 acres for public and semi-public uses, shown in the table below. The expansion included enough land to meet the estimated public land needs through 2041 except for an unmet park land need.

### LAND ADDED TO THE UGB IN 2020 FOR PUBLIC USES COMPARED WITH ESTIMATED PUBLIC LAND NEEDS THROUGH 2041



CATEGORY OF LAND NEED	ADDITIONAL LAND NEED (ACRES)		
	UGB EXPANSION FOR 2003-2023 PHASE 2	PUBLIC LAND NEED THROUGH 2041	SURPLUS OR (DEFICIT)
Parks	315	392	(77)
Schools (McMinnville SD)	54	10	44
Private Schools (colleges)	2	0	2
Religious (churches)	48	38	9
Government (City, County, State, Federal)	1	16	(15)
Semi-public Services (Water & Light)	25	21	4
<b>Total</b>	<b>444</b>	<b>477</b>	<b>(32)</b>



# ACKNOWLEDGMENTS

ECONorthwest prepared this report for the City of McMinnville. ECONorthwest and the City of McMinnville thank the many people who helped to develop the McMinnville Housing Needs Analysis, Economic Opportunities Analysis, and Urbanization Report, as well as the update to these reports in 2023. This project was funded in part by Oregon general fund dollars through the Department of Land Conservation and Development. The contents of this document do not necessarily reflect the views or policies of the State of Oregon.

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Other Interested PAC Members

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# City of McMinnville

## Housing Strategy

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June 2019

Prepared for:  
City of McMinnville

**FINAL DRAFT REPORT**

**ECONorthwest**  
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# Acknowledgements

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# Table of Contents

## Acknowledgements

### 1. Introduction

Housing Strategic Priorities

### 2. The McMinnville Housing Strategy

Strategies and Actions

Land Use Strategies

Strategy 1. Growth Planning

Strategy 2. Housing Development in Existing UGB

Strategy 3. Infrastructure & Public Facilities Planning

Strategy 4. Special Area Planning

Strategy 5. Land Use / Code Amendments

Other, Non-Land Use Strategies

Strategy 6. Programs for Affordable Housing (Non-Land Use)

Strategy 7. Leveraging Partnerships for Housing (Non-Land Use)

### 3. Appendices

# 1. Introduction

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In 2018, the City of McMinnville received a Technical Assistance planning grant from the Department of Land Conservation and Development (DLCD) to develop a buildable land inventory (BLI), housing needs analysis (HNA), and housing strategy. The BLI and HNA determine whether the City has enough land to accommodate 20-years of population and housing growth. They also address needs for 5-, 10-, and 46-year periods. The BLI and HNA also provide the basis for an update to the City's Comprehensive Plan Housing Element, as well as the basis for developing a Housing Strategy to respond to the identified housing need. While the BLI and HNA predominantly provide the quantitative basis, the Housing Strategy addresses qualitative issues about how the City will plan for those needs, including policies to ensure the community achieves enduring value for future generations.

This work was undertaken with guidance by a Project Advisory Committee through a series of meetings, recommendations, and decision points. The project also included broader outreach with a focus group and public open house to seek input on housing needs and strategies to address identified needs.

Importantly, the housing strategy recognizes that the city does not build housing, but rather provides the regulatory framework in which housing is built. The first part of the strategy focuses on land use tools to ensure there is adequate land planned and zoned to meet the community's future housing needs, promoting opportunities for a variety of housing types, whether market rate or subsidized housing. This strategy further strives to provide opportunities for lower-cost market rate housing to the extent possible to achieve more housing affordability without reliance on subsidies if and when possible. However, it is recognized that housing for those with the lowest incomes is unlikely to be achieved at market rates, and will require some housing provided through affordable housing models that also include subsidized housing, choice vouchers, "sweat equity," etc. Unfortunately, in a community the size of McMinnville there are very few resources available to subsidize housing and without the requested changes in HB 2997 2019, allowing McMinnville to implement inclusionary zoning on housing developments for affordable housing, McMinnville has very few regulatory tools to mandate affordable housing. Like many smaller cities in Oregon, McMinnville will continue to face significant challenges providing subsidized housing for its residents with the lowest incomes.

The City is committed to working hard to ensure that every resident in McMinnville has a great neighborhood in which to live. Recently, the City adopted its Great Neighborhood Principles, thirteen principles of neighborhood development describing what makes a great neighborhood in McMinnville, with a goal of inclusivity and providing a great neighborhood for every resident to live in regardless of income. *See Exhibit 1.*

---



**Exhibit 1. Summary of McMinnville’s Great Neighborhood Principles**

McMinnville’s Great Neighborhood Principles will guide land use patterns, design, and development of the places where McMinnville citizens live, work, and play.



Great Neighborhoods are sensitive to the natural conditions and features of the land.



Great Neighborhoods preserve scenic views in areas that everyone can access.



Great Neighborhoods have open and recreational spaces to walk, play, gather, and commune as a neighborhood.



Great Neighborhoods are pedestrian friendly for people of all ages and abilities.



Great Neighborhoods are bike friendly for people of all ages and abilities.



Great Neighborhoods have interconnected streets that provide safe travel route options, increased connectivity between places and destinations, and easy pedestrian and bike use.



Great Neighborhoods are designed to be accessible and allow for ease of use for people of all ages and abilities.



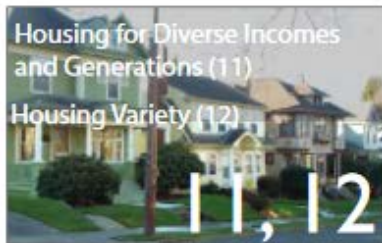
Great Neighborhoods have buildings and spaces that are designed to be comfortable at a human scale and that foster human interaction within the built environment.



Great Neighborhoods provide easy and convenient access to many of the destinations, activities, and local services that residents use on a daily basis.



Great Neighborhoods complement adjacent rural areas and transition between urban and rural uses.



11 - Great Neighborhoods provide housing opportunities for people and families in all stages of life.  
12 - Great Neighborhoods have a variety of building forms and architectural variety to avoid monoculture design.



Great Neighborhoods have unique features, designs, and focal points to create neighborhood character and identity.

McMinnville’s housing strategy strives to make transformational and fundamental changes to the Comprehensive Plan and Zoning Ordinance to ensure policies and regulations that provide neighborhoods with a variety of housing types, income levels and generations, rather than the homogeneous neighborhoods defined by Euclidean zoning.

Traditionally, when communities undertake their Housing Needs Analysis and Housing Strategy, they determine what the make-up of the future population is for the community and evaluate how they are going to meet the needs of that future population by identifying the types of housing they will encourage through their policies and housing strategy. Typically, the assumption is that the higher density housing is more affordable and therefore multi-family is the most affordable housing type to serve the population base on the lower end of the affordability spectrum (*see Exhibit 2*). However, that does not always bear true in reality and may be what had led to some of the affordable housing issues.

With this Housing Strategy, the City intends to dispel the notion that each of the major categories of needed housing types described in ORS 197.303(1)(a) (single family detached, single family attached and multi-family) is a proxy for a level of affordability (*see Exhibit 2*). Rather, it is recognized that there is a wide range of affordability within each of these major housing types, and communities should have housing strategies that promote housing choices in terms of housing types and in terms of ownership or rental, regardless of income. People are making their housing choices based upon two factors: 1) what they can afford; and 2) how they prefer to live (rental versus ownership, detached versus attached housing). Ideally a housing strategy would provide housing at all income levels that provide choices for all preferences (*see Exhibit 3*). There is not one “right” way to meet housing needs. **Exhibit 4** provides a conceptual illustration of how different communities might address housing needs in very different ways.

Exhibit 2. Relationships between affordability, housing type, and strategy in the traditional statutory model

<b>Assumptions Inherent in Traditional Statutory Model</b>			
	<b>Less Affordable</b>	<b>More Affordable</b>	
	<b>1</b>	<b>2</b>	<b>3</b>
<b>A-Housing Type</b>	Single-Family Detached	Single-Family Attached	Multi-Family
<b>B-Density</b>	Low Density	Medium Density	High Density
<b>C-Affordability</b>	High Cost	Medium Cost	Low Cost
<b>Strategy</b>	↓	↓	↓
<b>Housing Mix Strategy</b>	Reduce Share Compared to Historic	Increase Share Compared to Historic	Increase Share Compared to Historic
<b>Housing Density Strategy</b>	Increase Density of SFD	Increase Density of SFA	Increase Density of MFH
<b>Leads To:</b>	↓	↓	↓
<b>Presumptive Outcome</b>	<ul style="list-style-type: none"> <li>• Lower % SFD in Mix</li> <li>• Increase Density of SFD</li> <li>• <u>Lower Cost:</u></li> <li>• Less of the most expensive housing type</li> <li>• Make this housing type more affordable by increasing its density</li> </ul>	<ul style="list-style-type: none"> <li>• Greater % SFA in Mix</li> <li>• Increase Density of SFA</li> <li>• <u>Lower Cost:</u></li> <li>• More of a more afford. housing type</li> <li>• Make this housing type more affordable by increasing its density</li> </ul>	<ul style="list-style-type: none"> <li>• Greater % of MFH in Mix</li> <li>• Increase Density of MFH</li> <li>• <u>Lower Cost:</u></li> <li>• More of the most afford. housing type</li> <li>• Make this housing type more affordable by increasing its density</li> </ul>
<b>Action:</b>	“Lock In” a mix and density, and determine how to achieve those with the strategy		



### Exhibit 3. Affordable housing types by income level

	<b>Extremely Low Income</b> (≤30% of MHI) 509 HH in 20 Year Forecast 11% of total units	<b>Very Low Income</b> (30 – 50% of MHI) 507 HH in 20 Year Forecast 11% of total units	<b>Low Income</b> (50-80% of MHI) 719 HH in 20 Year Forecast 15% of total units	<b>Middle Income</b> (80 - 120% of MHI) 992 HH in 20 Year Forecast 21% of total units	<b>High Income</b> (≥120% of MHI) 1,930 HH in 20 Year Forecast 41% of total units
<b>Single Family Detached</b>	Tiny Home Villages Mobile Homes	Tiny Home Villages Mobile Homes Manufactured Homes Single Family Detached – Habitat and CHB, Section 8	Tiny Home Villages Mobile Homes Manufactured Homes Cottage Clusters Small Lot Subdivisions Single Family Detached – Habitat and CHB, Section 8	Single Family Detached Cottage Clusters Small Lot Subdivisions	Single Family Detached Cottage Clusters Small Lot Subdivisions
<b>Single Family Attached</b>		Common Wall Duplexes – Section 8 Townhomes – Section 8	Common Wall Duplexes – Section 8 Townhomes – Section 8	Common Wall Duplexes Townhomes	Common Wall Duplexes Townhomes
<b>Multi-Family</b>	Duplexes – Section 8 Triplexes – Section 8 Quadplexes – Section 8 Apartments – Section 8 Apartments - Subsidized	Duplexes – Section 8 Triplexes – Section 8 Quadplexes – Section 8 Apartments – Section 8 Apartments - Subsidized	Duplexes – Section 8 Triplexes – Section 8 Quadplexes – Section 8 Apartments – Section 8 Apartments - Subsidized	Duplexes Triplexes Quadplexes Apartments Condos	High End Duplexes High End Triplexes High End Quadplexes Apartments Condos

### Exhibit 4. Spatial models of housing density



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

- The City of McMinnville’s Primary Role: Land Use Planning & Growth Management.**  
 The City has a responsibility under state law to manage land use and development, including land and backbone infrastructure for housing. The City does this through its Comprehensive Plan and land use regulations. The City must adopt and amend plans to ensure an adequate supply of land zoned to accommodate needed housing, together with supporting infrastructure. Plans must be compliant with state and federal law, while reflecting local values and vision for a livable community.



- **The City of McMinnville’s Potential Roles.** The City does not build housing. In addition to its primary role in managing growth, the City may employ additional strategies to help builders and housing providers deliver market-rate and subsidized housing. Evaluation of these strategies, including evaluation of implementation options, are typically the basis for the work plans various City committees carry out with the appropriate charge. City committees generally include representatives of organizational partners.

## Housing Strategic Priorities

Through the technical analysis of the Housing Needs Analysis and input from the Project Advisory Committee, the City identified four strategic priorities (SP). In light of Council’s adoption of the Great Neighborhood Principals, the Housing Strategy includes a fifth priority to address urban form. The strategic priorities are listed below.

- **Land Availability (SP1):** This strategic priority focuses on strategies that ensure an adequate land supply—not just a 20-year supply as Goal 10 requires, but also a pipeline of serviced land that is available for immediate development. Strategies include tools such as boundary amendments to expand the urban area, map amendments to increase density or amount of residentially zoned, and policy and code amendments to address development standards related to uses, density, and lot sizes. This Strategic Priority focuses on land supply, capacity, and availability.
- **Wider Variety of Housing Types (SP2):** This strategic priority intends to allow and encourage a wider array of housing types. This includes all needed housing types identified in ORS 197.303 and include tools to achieve a wider variety of housing types. The city has already adopted some of these tools such as allowing corner duplexes and accessory dwelling units. Other tools include expanding the types of housing allowed in low density zones, and allowing housing types such as cottage housing, tiny homes, and co-housing.
- **Housing Affordability (SP3):** This strategic priority focuses on McMinnville’s housing affordability issues. Much of that work is already underway with the council-appointed Affordable Housing Task Force.<sup>1</sup> This housing strategy is coordinated with that effort but does not intend to duplicate past or future efforts of the Task Force. As such, this housing strategy focuses on a narrow range of strategies which may complement or supplement Task Force efforts.
- **Infrastructure & Public Facilities (SP4):** This strategic priority focuses on ensuring that adequate and cost-effective infrastructure and public facilities are available to support new housing. It includes provision of services by the City and other services providers, including transportation, water, wastewater, stormwater, and parks functional plans. There are two predominant aspects to this strategic priority. First, as the City evaluates opportunities to meet needs within the current UGB, it is necessary to identify and

<sup>1</sup> <https://www.mcminnvilleoregon.gov/mahtf/page/mcminnville-affordable-housing-task-force-27>

evaluate existing infrastructure & public facilities planning assumptions, capacity, and potential constraints which may need to be resolved to facilitate housing at authorized densities, opportunities for infill and redevelopment, up-zoning, and/or special area planning that may incorporate housing or mixed-use development. Second, it will be necessary to evaluate infrastructure & public facilities needs associated with future expansion areas, including potential Urban Reserve and UGB expansion areas. Some of these issues may overlap, as there could be some cases where “downstream” capacity considerations might affect additional growth whether within the current UGB or in future expansion areas.

- **Urban Form (SP5):** This strategic priority focuses on preserving McMinnville’s character. The adoption of the Great Neighborhood Principles provides the foundation. This strategic priority includes strategies that preserve the character of existing neighborhoods while allowing new housing, and strategies that ensure that the Great Neighborhood principles are reflected in new development, in the unincorporated areas of the UGB, and in future expansion areas. *See Exhibit 4.*

Each of the strategies and actions aligns with one or more strategic priorities.

## 2. The McMinnville Housing Strategy

---

This Housing Strategy is an action plan. Accordingly, herein, the individual strategies and tools have been re-organized into **Strategies** and **Actions**. Each strategy includes individual actions grouped together as a series of tasks. When necessary these have been organized into a series of sequential tasks when there are task dependencies that drive the order of the work. There may also be certain efficiencies where there are similar tasks for more than one strategy that could be carried out at the same time to address similar issues for multiple strategies.

Organizing strategies into these groups also provides a specific context for individual strategies. The same strategy might be implemented differently depending on the specific context and objective to be achieved. For example, planning for a “diverse housing type” zone might be accomplished the same way throughout the UGB, or it might be tailored and accomplished one way for infill and redevelopment and a different way for new lands brought into the UGB. Grouping of strategies is also intended to help develop interdepartmental work plans, schedule work, assign resources, and identify budget needs.

In addition to the 20-year Housing Needs Analysis required by state law for UGB planning, the City also conducted the BLI and HNA to include analysis of land supply and housing needs for 5-, 10-, and 46- year periods to facilitate development of short-, medium-, and long-term strategies which are responsive to different needs, issues, and constraints associated with each of these time periods.

The McMinnville Housing Strategy was developed over the course of several meetings with the Project Advisory Committee. The committee reviewed key issues and prioritized more than 80 potential land-use and non-land-use actions. The following supporting materials from the PAC meeting are included as appendices to this document:

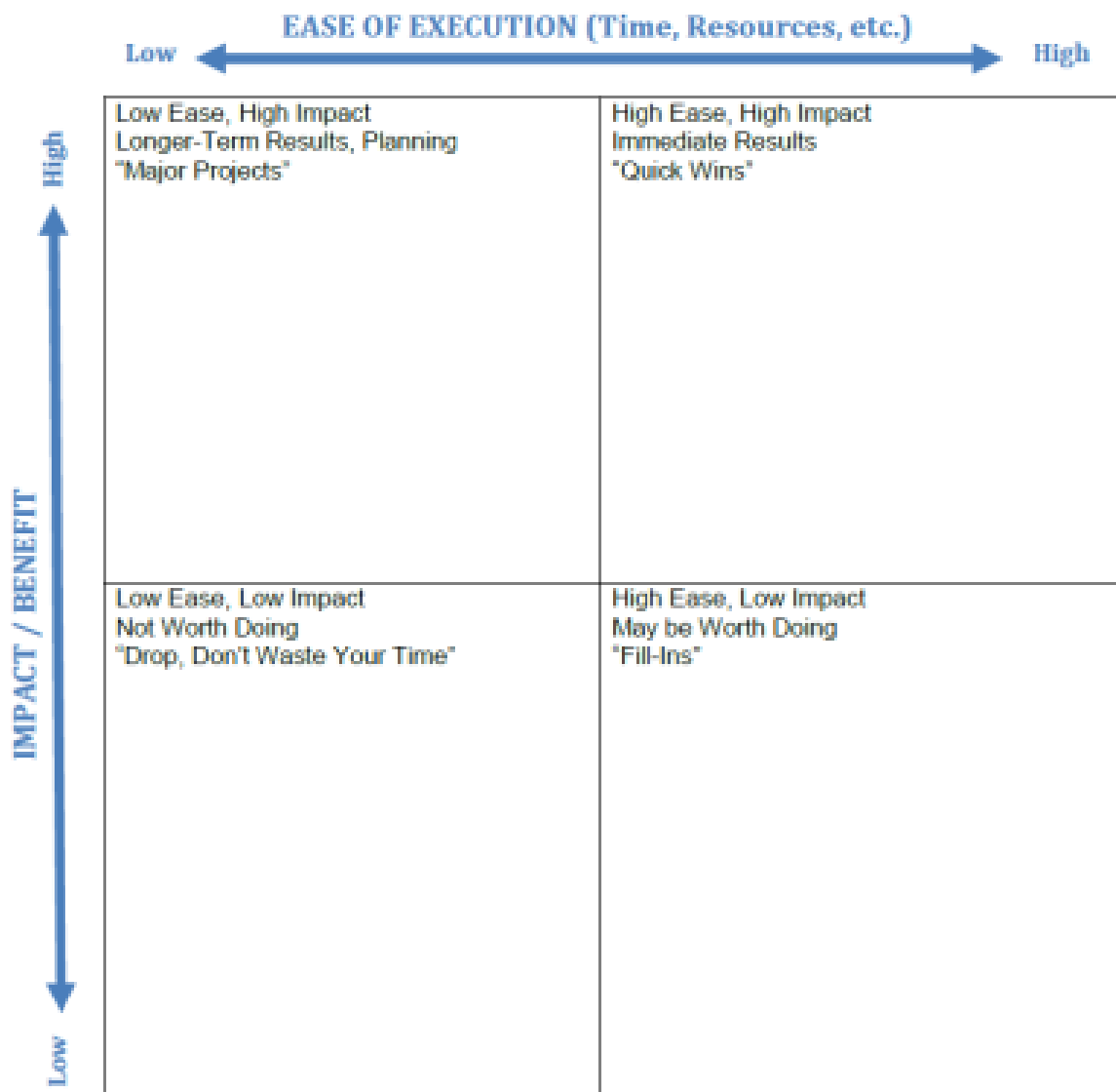
- **Appendix A.** Table 1. Issues Associated with Strategic Priorities. This table identifies issues from the BLI and HNA and also evaluates current conditions; existing plans, policies, and regulations; and new state law that might be addressed as part of the housing strategy.
- **Appendix B.** Table 2. McMinnville Housing Strategy – Potential Strategies and Actions. This table lists each strategy and cross references it with strategic priorities, applicability to affordability groups, applicability to short/medium/long term needs and issues, and other factors.
- **Appendix C.** Table 3. Description of Potential Strategies and Actions. This table provides more detailed descriptions of the potential housing strategies and actions listed in Table 2. In addition, the table provides further information about the potential scale of impact of the strategy.

The Strategies and Actions described below cross-reference with the tables in the appendices (where appropriate) and are identified by their numerical reference (for example A1). In some

instances, additional implementation actions or tasks which are necessary as part of a strategy were identified. Any additional actions do not have a cross-reference.

Further, committee members were presented with an “ease/impact” matrix to assist with prioritizing the most impactful strategies and were also asked to consider how long it would take to complete work and realize benefits of a strategy once initiated until completion, which might require early initiation. This is discussed at a high level under the headings for the strategies below.

**Exhibit 5. Ease/Impact Prioritization Matrix**



## Strategies and Actions

The following strategies and actions have been identified to respond to McMinnville’s future housing need and will be further evaluated by the appropriate City committees, with public



processes, research, and an opportunities and constraints analysis. The strategies and actions were discussed and prioritized by the PAC. Implementation may also identify other key strategies and actions that need to be undertaken as part of a group of strategies undertaken together. Note that some individual actions may be part of more than one strategy.

Based on the City's roles in addressing housing needs described above, the strategies in each exhibit are grouped into two broad categories:

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

## Land Use Strategies

### Strategy 1. Growth Planning

**Summary:** This strategy focuses on increasing the supply of buildable lands and conducting all of the associated planning and implementation tasks which are required.

This strategy will predominantly address Strategic Priority 1: Land Availability. It will also address issues of Infrastructure & Public Facilities. It is also a prerequisite to being able to address many of the strategic priorities and address a wide variety of affordability objectives. This Strategy is low ease / high impact. This work needs to be started/continued in the short-term because it will take years before the results / benefits are realized. Many of the following actions include additional planning and implementation actions.

#### **Potential Actions or Projects:**

- 1.1 **Develop an Urban Reserve Area (URA) (E36).** Cities may establish Urban Reserve Areas (URAs) for a period of up to 30 years beyond the Urban Growth Boundary (UGB) planning period of 20 years, for a combined period of up to 50 years. These become the highest priority lands for future UGB expansions. Urban Reserve Areas provide an opportunity for efficient infrastructure planning and future urbanization.
- 1.2 **Establish a Framework Plan for the URA (E37).** A framework plan identifies the major land uses, transportation backbone, infrastructure needs, and sequencing for the long-term growth within the URA. As these lands come into the UGB, area plans will be developed to ensure land uses and housing are provided consistent with the long-term framework plan.

- 1.3 **Identify an Expanded UGB per the URA (E38).** Urban Reserve Planning helps guide where to establish an Urban Growth Boundary to meet needs for the 20-year planning period. In addition to other applicable law, this action could also potentially establish local criteria for housing affordability as part of the UGB expansion process.
- 1.4 **Develop Area Plans for UGB Lands Identifying Housing Opportunities (E39).** Area plans for the UGB refine the framework plan into a more detailed land use plan for areas within the UGB. Development proposals would require master plans consistent with the area plans.
- 1.5 **Conduct Infrastructure Planning for URA and UGB Areas (Update infrastructure plans for growth lands) (D29).** Infrastructure plans are generally sized with capacity for build-out of the Urban Growth Boundary. Expansion of the UGB will necessitate updates to the public facility plans to provide capacity to serve new areas. Infrastructure planning can also be sized to accommodate future growth within designated Urban Reserve Areas, providing for more cost-efficient provision of services.
- 1.6 **Update Goal 5 Natural Resource Planning & Policies, incl. Wetlands and Riparian Areas (F41).** The City has not adopted certain local “Goal 5” resource policies, which will be required, including a Local Wetland Inventory (LWI) and standards for riparian corridors. These will further affect or inform the capacity of lands within the UGB and future growth areas.
- 1.7. **Update Goal 7 Hazards Planning & Policies, incl. Landslide Susceptibility (F42).** The City has not adopted certain local “Goal 7” policies for hazards, including areas mapped by DOGAMI (The Oregon Department of Geology and Mineral Industries) as high landslide susceptibility. DOGAMI is in the process of refining their mapping which will further inform this work, which could affect or inform the capacity of lands within the UGB and future growth areas.
- 1.8. **Review and Update City/County Urban Growth Management Agreement (UGMA) if needed.** The UGMA defines planning authorities and procedures between the city and Yamhill County for the unincorporated areas of the UGB.
- 1.9. **Implement Great Neighborhood Principles (C26).** In April 2019, the City adopted Great Neighborhood Principles (GNP) and associated policies as part of the Comprehensive Plan. Some of these policies address mixed income and mixed housing neighborhoods. These policies will need to be implemented with code amendments, which can include other strategies, such as Strategy A2 to achieve a Diverse Housing Zone.
- 1.10. **Create a Diverse Housing Zone (A2).** Explore residential zoning with targeted/ minimum density and multiple allowed housing types. This zone would authorize a variety of housing types and sub-types including single-family detached and attached and multi-family housing types (such as duplexes, triplexes and quad-plexes, and cottage clusters). In contrast to traditional zoning, this strategy would be used to implement Great Neighborhood Principles (GNP), including the framework and area

planning for growth areas, to specify a housing mix and associated average density that would need to be achieved in an area.

- 1.11. **Develop a High-Density Residential Zone (A3).** This strategy would be used in conjunction with and to complement the Great Neighborhood Principles and diverse housing zone (A2) to provide for higher density housing types in specific areas, such as more dense core areas, centers, nodes, etc. which would be higher density than the densities for housing types which would be incorporated on smaller lots within the diverse housing zone, such as duplexes, cottages, townhomes, row houses, and tri- and quad-plexes.
- 1.12. **Develop Annexation Process to Mandate Housing Types Upon Annexation per Area Plans (E40).** Lands brought into the UGB are placed in an urban holding zone, allowing for annexation phasing plans. Annexation would require master plan approval addressing required housing mix and average density, site design, and development standards.

**Exhibit 6. Summary of Potential Actions or Projects**

Reference	Tasks or Projects	Time Period		
		Near-term	Mid-term	Long-term
1.1	E36. Plan for Urban Reserve Area (URA)	X		
1.2	E37. Develop Framework Plan for URA	X		
1.3	E38. Plan for UGB within Urban Reserve	X		
1.4	E39. Develop Area Plans for UGB		X	X
1.5	D29. Conduct Infrastructure Planning for URA and UGB Areas.	X		
1.6/1.7	F41 & F42. Update Goal 5 and Goal 7 planning for URA and UGB areas.		X	
1.8	Review and Update City/County IGA if needed		X	
1.9	B26. Establish Guidance on Implementation of Great Neighborhood Principles That Will Inform Land Use for Urban Reserves and UGB.	X		
1.10/1.11	A2 & A3. Establish Provisions in the Zoning Ordinance for a New “Diverse Housing” Zone and a New “High Density” Zone	X		
1.12	E40. Establish Requirements for Master Planning Prior to Annexation to Ensure Areas Will Be Consistent with Framework and Area Plans, Great Neighborhood Principles, and Affordability Targets.		X	



## Strategy 2. Housing Development in Existing UGB

**Summary:** This strategy focuses on increasing the capacity of lands already inside the UGB for residential development. Some of the actions may also have capacity benefits for future lands not already in the UGB.

This strategy addresses Strategic Priorities 1 (Land Availability) and 5 (Urban Form). This strategy seeks to achieve more efficient use of land within the current UGB through more efficient land use – which is also required by Goal 14 and ORS 197.296. It helps address short-term needs, and it addresses urban form through decisions implementing policies for Great Neighborhood Principles within the current UGB.

This strategy is low and high ease / high impact. This work needs to be started/continued in the short-term and may see both immediate as well as long-term results.

### **Potential Actions or Projects:**

- 2.1 **Create a Diverse Housing Zone (A2).** Explore residential zoning with targeted/ minimum density and multiple allowed housing both within existing zones and in a new zone as applicable. This zone would authorize a variety of housing types and sub-types including single-family detached and attached and multi-family housing types, such as duplexes, cottages, townhomes, row houses, and tri- and quad-plexes. In contrast to traditional zoning, this strategy would be used to implement Great Neighborhood Principles (GNP).
- 2.2 **Develop a High-Density Residential Zone (A3).** This strategy would be used in conjunction with and to complement the Great Neighborhood Principles and diverse housing zone (A2) to provide for higher density housing types in specific areas, such as more dense core areas, centers, nodes, etc. which would be higher density than the densities for housing types such as duplexes, cottages, townhomes, row houses, and tri- and quad-plexes which would be incorporated on smaller lots within the diverse housing zone.
- 2.3 **Provide Density Bonuses to Developers (A15).** The local government allows developers to build housing at densities higher than are usually allowed by the underlying zoning. Density bonuses are commonly used as a tool to encourage greater housing density in desired areas, provided certain requirements are met. This strategy is generally implemented through provisions of the local zoning code and is allowed in appropriate residential zones. Bonus densities can also be used to encourage development of low-income or workforce affordable housing. An affordable housing bonus, if the proposed project provides a certain amount affordable units, would allow more housing units to be built than what would be allowed by zoning.

- 2.4 **Promote Infill Development, Allowing Flexibility in Existing Zones with Appropriate Design and Development Standards (A13).** This policy seeks to maximize the use of lands that are fully developed or underdeveloped and makes use of existing infrastructure by identifying and implementing policies that (1) improve market opportunities and (2) reduce impediments to development in areas suitable for infill or redevelopment.
- 2.5 **Update Infrastructure Plans for Infill Development (D28).** In some developed areas, infrastructure plans including waste water collection and transportation may have assumed no additional development and were not planned for infill and redevelopment to higher intensity. Further, in undeveloped areas, these plans may have assumed growth would occur at historic densities, which may be less than the maximum density permitted by zoning, limiting density of new development where there may be a desire to encourage infill and redevelopment.
- 2.6 **Implement Great Neighborhood Principles (C26).** In April 2019, the City adopted Great Neighborhood Principles (GNP) and associated policies as part of the Comprehensive Plan. Some of these policies address mixed income and mixed housing neighborhoods. These policies will need to be implemented with code amendments, which can include other strategies, such as Strategy A2 to achieve a Diverse Housing Zone and A13 to promote infill development with appropriate design and development standards.
- 2.7 **Re-designate or Rezone Land for Housing (A1).** The types of land rezoned for housing are vacant or partially vacant low-density residential and employment land rezoned to multifamily or mixed use. In rezoning land, it is important to choose land in a compatible location. When rezoning employment land, it is best to select land with limited employment capacity (e.g., smaller parcels) in areas where multifamily housing would be compatible (e.g., along transit corridors or in employment centers that would benefit from new housing). This policy change increases opportunity for comparatively affordable multifamily housing and provides opportunities for mixing residential and other compatible uses.

**Exhibit 7. Summary of Potential Actions or Projects**

Reference	Tasks or Projects	Time Period		
		Near-term	Mid-term	Long-term
2.1	A2. Create a Diverse Housing Zone	X		
2.2	A3. Develop a High-Density Residential Zone	X		
2.3	A15. Provide Density Bonuses to Developers	X		
2.4	A13. Promote Infill Development, Allowing Flexibility in Existing Zones with Appropriate Design and Development Standards	X		
2.5	D28. Update Infrastructure Plans for Infill Development		X	
2.6	B26. Establish Guidance on Implementation of Great Neighborhood Principles That Will Inform Land Use for Urban Reserves and UGB.		X	
2.7	A1. Re-designate or Rezone Land for Housing		X	

**Strategy 3. Infrastructure & Public Facilities Planning**

**Summary:** This strategy would provide data to help inform decision-making about where there might already be infrastructure capacity that could accommodate additional growth or make adjustments to capital projects already identified in infrastructure plans that haven't yet been built, to achieve efficiencies and add capacity.

As special area planning has been undertaken, and as higher density development applications have been submitted, there has been additional ad-hoc infrastructure analysis that indicates there may be limitations to capacity to serve new development consistent with zoned densities, through infill and redevelopment, within special area planning areas, or through up-zoning. Sufficiency of infrastructure capacity and public facilities will also be a factor in evaluating future growth areas.

This strategy should be undertaken early as a prerequisite to other projects. It will provide information needed to help inform other work. This strategy has the potential to help meet short-term needs as well as address longer-term infrastructure and public facility needs.

This strategy is low and high ease / high impact. This work needs to be started/continued in the short-term and may see both immediate as well as long term results.

## **Potential Actions or Projects:**

- 3.1 **Assess Infrastructure Capacity to Support Infill (D28, Supports D30, D35).** This is a variation on option D28 & D30. It will provide data to help support other efforts that could Use a “value engineering” approach to determine available capacity or potential infrastructure projects to add capacity and identify areas that could be used for infill/redevelopment, up-zoning, more efficient use, etc., possible reallocation of density etc. The intent is to identify where capacity exists and consider land use options that might capitalize on that capacity. It could also help identify areas with known limited capacity, where plans already include projects for maintenance or some new capacity, and whether those improvements could upsize the same planned improvement to achieve more capacity if there are areas that could be up-zoned, etc.
- 3.2 **Repeal Outdated Policies Related to Old Sewer Treatment Capacity Limits (C27).** Previously, the City’s sewer treatment plant (water reclamation facility) had limitations on treatment capacity, and the City established policies that limited density in certain areas commensurate with the treatment capacity limitations. The treatment capacity of the plant has increased, and those limitations are no longer necessary, and should be repealed.
- 3.3 **Identify Issues and Plan for Water Zone 2 Infrastructure Improvements (D34).** The western portion of the UGB is at a higher elevation which requires separate infrastructure for water service within Water Service Pressure Zone 2, which will require a new water storage tank. Buildable lands within the UGB which area in Zone 2 will be unavailable for development until they can be served with water. The investment in the Zone 2 water infrastructure won’t occur without sufficient area and timely development to help fund the necessary water infrastructure.
- 3.4 **Develop Infrastructure Allocation Policies (D30).** If there are current infrastructure capacity limits, developing policies to allocate the capacity can provide greater certainty about capacity and allowable density of development phasing in the short term, in support of development, redevelopment, and infill priorities.
- 3.5 **Identify Areas with Underutilized Infrastructure Capacity (D35).** Areas with underutilized infrastructure capacity may be evaluated as candidates for additional development intensity of vacant lands or infill and redevelopment opportunities in developed areas.
- 3.6 **Encourage “To and Through” Infrastructure Policies (D33).** These policies ensure infrastructure extensions are sized to serve development as well as to extend beyond the development in the future to serve outlying properties.



## Exhibit 8. Summary of Potential Actions or Projects

Reference	Tasks or Projects	Time Period		
		Near-term	Mid-term	Long-term
3.1	D28. Assess Infrastructure Capacity to Support Infill	X		
3.2	C27. Repeal Outdated Comprehensive Plan Policies Related to Old Sewer Treatment Capacity Limits	X		
3.3	D34. Identify Issues and Plan for Water Zone 2 Infrastructure Improvements	X		
3.4	D30. Develop Infrastructure Allocation Policy	X		
3.5	D35. Identify Areas with Underutilized Infrastructure Capacity	X		
3.6	D33. Encourage To and Thru Infrastructure Policies		X	

### Strategy 4. Special Area Planning

**Summary:** This strategy includes planning for defined geographic areas or special districts to adjust existing land use plans and evaluate opportunities to include housing or mixed-use development and determine whether and how that could occur.

Strategy 4 relates to Strategy 2 (Housing Development in Existing UGB). This strategy recognizes studies that are currently underway and that are in the Planning Department’s future work plan that assess the potential for housing in McMinnville’s core and on Three Mile Lane.

Because two of these projects are already underway, this planning phase is high ease / high impact. Work on two of the special area plans will be completed in the short-term and may see both immediate as well as long term results.

#### **Potential Actions or Projects:**

- 4.1 **City Center Housing Strategy (underway, B23).** The strategy will evaluate a defined area within the City Center for opportunities to increase context-sensitive housing within that area. This work has the potential to implement other strategies. The study area is partially within the designated Urban Renewal District area where eligible for TIF (K62), and could include strategies such as such as infill (A13), redevelopment, rezoning for residential use (A1), up-zoning (A3), identification of possible opportunity sites (H48), and determination of associated infrastructure needs (D28).

- 4.2 **Evaluate Three Mile Lane for Residential Development (underway, B24).** The Three Mile Lane Area Plan includes evaluation of land use alternatives that could include opportunities to increase housing within the defined study area. This work has the potential to implement other strategies, which could include rezoning to residential or mixed-use (A1), up-zoning (A3), and determination of associated infrastructure needs (D28, D30).
- 4.3 **Undertake a Highway 99W Corridor Study – Explore Opportunities for Higher Density Mixed-Use Development (B25).** This work could include opportunities for higher density mixed-use development in anticipation of changing commercial patterns.

**Exhibit 9. Summary of Potential Actions or Projects**

Reference	Tasks or Projects	Time Period		
		Near-term	Mid-term	Long-term
4.1	B23. City Center Housing Strategy (underway)	X		
4.2	B24. Evaluate Three Mile Lane for Residential Development (underway).	X		
4.3	B25. Undertake a Highway 99W Corridor Study – Explore Opportunities for Higher Density Mixed-Use Development		X	

**Strategy 5. Land Use / Code Amendments**

**Summary:** This strategy includes different policy options that could be incorporated into the land use policies and development standards to help meet housing needs consistent with McMinnville’s Great Neighborhood Principles. Many of these could be undertaken independently of one another but might be reviewed more efficiently if evaluated together at the same time through a single review process.

These code amendments generally do not need to be undertaken in a specific sequence. They may individually vary in ease and impact. Some may be required for statutory compliance.

**Potential Actions or Projects:**

- 5.1 **Allow Duplexes, Cottages, Townhomes, Row Houses, and Tri- and Quad-Plexes in Single-Family Zones with Appropriate Design & Development Standards (A9).** Allowing these housing types can increase overall density of residential development and may encourage a higher percentage of multifamily housing types. This approach would be implemented through the zoning ordinance and would list these housing

types as outright allowable uses in appropriate residential zones. These housing types provide additional affordable housing options and allow more residential units than would be achieved by detached homes alone.

**5.2 Implement Other Code Amendments Prioritized by the PAC.** These include the following:

- Allow More Housing Types (A9)
- Develop a High-Density Residential Zone (A3)
- Permit ADUs in SF Zones (A11)
- Allow Small Residential Lots (A4)
- Mandate Minimum Residential Densities (A6)
- Increase Allowable Residential Densities (A7)
- Promote Infill Development, Allowing Flexibility in Existing Zones with Appropriate Design and Development Standards (Underway) (A13)
- Allow Small or “Tiny” Homes and Identify Opportunities for Tiny Home Developments. (A12)
- Allow Clustered Residential Development (A8)
- Allow Cohousing and “Group Quarters” (SROs, etc.) (A10)
- Evaluate Transfer of Density for Protection of Natural Features (A 18)

**5.3 Streamline Zoning Code and Other Ordinances (G44).** Complexity of zoning, subdivision, and other ordinances can make development more difficult, time consuming, and costly. Streamlining development regulations can result in increased development. As part of the streamlining process, McMinnville should evaluate potential barriers to affordable workforce housing and multifamily housing. Potential barriers may include height limitations, complexity of planned unit development regulations, etc.

**5.4 Implement the Great Neighborhood Principles (C26).** In April 2019, the City adopted Great Neighborhood Principles (GNP) and associated policies as part of the Comprehensive Plan. Some of these policies address mixed income and mixed housing neighborhoods. These policies will need to be implemented with code amendments, which can include other strategies, such as Strategy A2 to achieve a Diverse Housing Zone.

**5.5 Repeal Outdated Policies Related to Old Sewer Treatment Capacity Limits (C27).** Previously, the City’s sewer treatment plant (water reclamation facility) had limitations on treatment capacity, and the City established policies that limited density in certain areas commensurate with the treatment capacity limitations. The treatment capacity of the plant has increased, and those limitations are no longer necessary, and should be repealed.

- 5.6 **Evaluate Code for Fair Housing Act Best Practices (A22).** Historically, many communities have regulated residential use through definitions of “dwelling,” “family,” and “household” that described the maximum number of related and/or unrelated people living as a household within a dwelling unit. These regulations typically predated the Fair Housing Act, and new best practices which further the Fair Housing Act take a different approach to defining these terms and regulating residential use. Resulting regulations are more inclusive in permitting residential use.
- 5.7 **Advocate for Inclusionary Zoning Enablement – State Legislation and Annexation Processes (A14).** Inclusionary zoning policies tie development approval to, or provide regulatory incentives for, the provision of low- and moderate-income housing as part of a proposed development. Mandatory inclusionary zoning requires developers to provide a certain percentage of low-income housing. Incentive-based inclusionary zoning-provides density or other types of incentives. Price of low-income housing passed on to purchasers of market-rate housing; inclusionary zoning impedes the “filtering” process where residents purchase new housing, freeing existing housing for lower-income residents. Some cities have long had quasi-inclusionary housing provisions in their codes that are implemented at the point of annexation. SB 1533 2016 and HB 2997 2019 related to this issue but failed to provide inclusionary zoning reform that meets McMinnville’s needs.

**Exhibit 10. Summary of Potential Actions or Projects**

Reference	Tasks or Projects	Time Period		
		Near-term	Mid-term	Long-term
5.1	A9. Allow Duplexes, Cottages, Townhomes, Row Houses, and Tri- and Quad-Plexes in single-family zones with appropriate design & development standards	X		
5.2	Other code amendments prioritized by the PAC. <ul style="list-style-type: none"> <li>• A9. Allow more housing types</li> <li>• A3. Develop a high-density residential zone</li> <li>• A11. Permit ADU in SF Zones</li> <li>• A4. Allow Small Residential Lots</li> <li>• A6. Mandate Minimum Residential Densities</li> <li>• A7. Increase Allowable Residential Densities</li> <li>• A13. Promote Infill Development, Allowing Flexibility in Existing Zones with Appropriate Design and Development Standards (Underway)</li> <li>• A12. Allow small or “tiny” homes and identify opportunities for tiny home developments.</li> <li>• A8. Allow Clustered Residential Development</li> <li>• A10. Allow Cohousing and “Group Quarters” (SROs, etc.)</li> <li>• A19. Evaluate Parking Code as a Barrier to Housing</li> <li>• A18. Evaluate Transfer of Density for Protection of Natural Features</li> </ul>	X	X	X
5.3	G44. Streamline Zoning Code and Other Ordinances	X	X	X
5.4	C26. Implement the Great Neighborhood Principles	X		
5.5	C27. Repeal Outdated Policies Related to Old Sewer Treatment Capacity Limits	X		
5.6	A22. Evaluate Code for Fair Housing Act Best Practices	X		
5.7	A14. Advocate for Inclusionary Zoning Enablement – State Legislation and Annexation Processes	X		



## Other, Non-Land Use Strategies

### Strategy 6. Programs for Affordable Housing (Non-Land Use)

**Summary:** This strategy includes different policy options that could be evaluated independently of one another. These are not land use actions, and don't go through the land use process. These don't become part of the Comprehensive Plan and land use regulations.

This strategy includes a prioritized list of actions to be evaluated by the Affordable Housing Task Force and/or other City committee. These are listed in priority identified by the PAC. This list can generally be undertaken for individual evaluation rather than as part of a larger sequenced project.

These actions range from low to high ease and low to high impact and are listed per priority for discussion and evaluation.

#### **Potential Actions or Projects:**

- 6.1 **Pursue Funds for Affordable Housing (City Influence).** This strategy recognizes that there are funding mechanisms that the City can institute that could be used for affordable housing.
  - **Transient Lodging Tax Funds for Affordable Housing (K68).** The City receives 30% of the transient lodging taxes collected to offset impacts of tourism on city services. Some cities have dedicated some or all of these funds towards affordable housing under the premise that short term rentals are displacing affordable housing supply and that the tourism industry creates more demand for affordable housing.
  - **Urban Renewal Funds or Tax Increment Financing (K63).** The City can direct urban renewal funds to incentivize workforce housing in the city center.
  - **Construction Excise Tax (K64).** Recent state legislation allows cities to collect a construction excise tax dedicated specifically for affordable housing.
  - **Community Development Block Grant Funds (K69).** The City can apply to the State of Oregon for Community Development Block Grant Funds as part of the state's entitlement program. And the City can pursue a Principal City CDBG Entitlement status.
- 6.2 **Financial Incentives Supporting Inclusionary Zoning (I52).** In addition to regulatory mandates and incentives for inclusionary zoning, there can be financial incentives to help achieve inclusionary zoning, or to help increase the level of affordability or percentage of affordable units. If a City adopts both inclusionary zoning and a Construction Excise Tax, a city must offer certain incentives for developments subject to inclusionary zoning.

- 6.3 **Reduced or Waived Planning Fees, Permit Fees, SDCs for Affordable Housing (I55).** Planning fees, permit fees, and SDCs can be reduced or waived for qualifying affordable housing developments. McMinnville has already enacted planning, permit, and certain SDC waivers for qualifying affordable housing developments.
- 6.4 **Vertical Housing Tax Abatement (Locally Enabled and Managed) (I51).** Subsidizes "mixed-use" projects to encourage dense development or redevelopment by providing a partial property tax exemption on increased property value for qualified developments. The exemption varies in accordance with the number of residential floors on a mixed-use project with a maximum property tax exemption of 80% over 10 years. An additional property tax exemption on the land may be given if some or all of the residential housing is for low-income persons (80% of area is median income or below). The proposed zone must meet at least one of the following criteria: Completely within the core area of an urban center; Entirely within half-mile radius of existing/planned light rail station; Entirely within one-quarter mile of fixed-route transit service (including a bus line); Contains property for which land-use comprehensive plan and implementing ordinances effectively allow "mixed-use" with residential.
- 6.5 **SDC Financing and Credits (I53).** Enables developers to spread their SDC payment over time, thereby reducing upfront costs. Alternately, credits allow developers to make necessary improvements to the site in lieu of paying SDCs. Note that the City can control its own SDCs, but often small cities manage them on behalf of other jurisdictions including the County and special districts. Funding can come from an SDC fund or general fund. In some cases, there may be no financial impact. Can come in the form of student, low-income, or workforce housing.
- 6.6 **Parcel assembly (H45).** Parcel assembly involves the city's ability to purchase lands for the purpose of land aggregation or site assembly. It can directly address the issues related to limited multifamily lands being available in appropriate locations (e.g., near arterials and commercial services). Typical goals of parcel assembly programs are: (1) to provide sites for rental apartments in appropriate locations close to services and (2) to reduce the cost of developing multifamily rental units. Parcel assembly can lower the cost of multifamily development because the City is able to purchase land in strategic locations over time. Parcel assembly is more often associated with development of government-subsidized affordable housing, where the City partners with nonprofit affordable housing developers.
- 6.7 **Multiple-Unit Limited Tax Exemption Program (Locally Enabled and Managed) (I49).** Multi-unit projects receive a ten-year property tax exemption on structural improvements to the property as long as program requirements are met. There is no ground floor active use requirement for this tool. The City of Portland's program, for example, limits the number of exemptions approved annually, requires developers to apply through a competitive process, and encourages projects to provide greater public benefits to the community. This program is enabled by the state, but managed by the local jurisdiction.

- 6.8 **Sole Source SDCs (I54).** Retains SDCs paid by developers within a limited geographic area that directly benefits from new development, rather than being available for use city-wide. This enables SDC eligible improvements within the area that generates those funds to keep them for these improvements. Improvements within smaller areas can enhance the catalytic and redevelopment value of the area. This tool can also be blended with other resources such as LIDs and TIF. Funding can come from an SDC fund or general fund. In some cases, there may be no financial impact. The housing can come in the form of student, low income, or workforce housing.
- 6.9 **Grants or Loans (I56).** Through the annual budget process, the City can allocate funds to assist affordable housing developments as part of an Affordable Housing Fund. Assistance can also be provided through no- or low-interest loans. That typically occurs in conjunction with a revolving loan fund that allows the fund to grow over time as loans are repaid.
- 6.10 **Vacant Property Tax.** This strategy would assess additional taxes on vacant residential properties. The intent is to disincentivize land holding and speculation and to encourage housing development.
- 6.11 **Fee for Demolition of Affordable Home for Expensive Home.** This action would assess additional fees for certain demolitions. It would be modeled after a policy in Lake Oswego. The intent is to preserve affordable housing stock.

**Exhibit 11. Summary of Potential Actions or Projects**

Reference	Tasks or Projects	Time Period		
		Near-term	Mid-term	Long-term
6.1	Pursue Funds for Affordable Housing (City Influence) <ul style="list-style-type: none"> <li>• K68. Transient Lodging Tax Funds for Affordable Housing.</li> <li>• K63. Urban Renewal Funds or Tax Increment Financing.</li> <li>• K64. Construction Excise Tax.</li> <li>• K69. Community Development Block Grant Funds.</li> </ul>	X	X	X
6.2	I52. Financial Incentives Supporting Inclusionary Zoning		X	
6.3	I55. Reduced or Waived Planning Fees, Permit Fees, SDCs for Affordable Housing	X		
6.4	I51. Vertical Housing Tax Abatement (Locally Enabled and Managed)		X	
6.5	I53. SDC Financing and Credits	X		
6.6	H45. Parcel Assembly	X	X	X
6.7	I49. Multiple-Unit Limited Tax Exemption Program (Locally Enabled and Managed)		X	
6.8	I54. Sole Source SDCs		X	
6.9	Vacant Property Tax	X		
6.10	I56. Grants or Loans		X	X
6.11	Fee for Demolition of Affordable Home for Expensive Home	X		

## Strategy 7. Leveraging Partnerships for Housing (Non-Land Use)

**Summary:** This strategy includes different policy options that could be evaluated independently of one another. These may require a partner organization to take on a new or expanded role or may require formation or identification of a new organizational partner.

Several of the high priority actions identified by the PAC require partnerships with external organizations.

### Potential Actions or Projects:

#### 7.1 Support Partners Pursuit of Affordable Housing Funds for:

- **Low Income Housing Tax Credit (P78).** The Low-Income Housing Tax Credit Program (LIHTC) is an incentive to encourage the construction and rehabilitation of rental housing for lower-income households. The program offers credits on federal tax liabilities for 10 years. Individuals, corporations, partnerships and other legal entities may benefit from tax credits, subject to applicable restrictions. Annually, the U.S. Department of Treasury allocates tax credits to each state. Oregon Housing and Community Services (OHCS) administers the tax credit program for the state of Oregon. Tax credits offer direct federal income tax savings to owners of rental housing developments who with a developer are willing to set-aside a minimum portion of the development's units for households earning 60 percent or less of gross area median income. Developers of tax credit developments typically sell the credits to investors who are willing to provide capital in return for the economic benefits (including tax credits) generated by the development.
- **Homeownership Programs (I57).** Cities (and other partners) use a variety of programs to assist with homeownership
  - **Homebuyer Assistance Programs.** These Down Payment Assistance loans help low- or moderate-income households cover down payment and closing costs to purchase homes on the open market. These programs either give loans or grants, most frequently to first time homebuyers.
  - **Inclusionary Housing Program.** Some cities have an Inclusionary Housing Ordinance (IH) requires that new residential development contribute at least 20% of the total units as permanently affordable housing. Options for meeting this requirement can be allow the affordable units to be located on or off site. Cities that use inclusionary housing generally have programs to ensure that housing continues to be affordable over the long-term.
  - **Partnerships.** Cities often work with partnerships with nonprofit agencies that provide homeownership assistance.
- **Oregon Affordable Housing Tax Credit (P77).** The 1989 Oregon Legislature created the Oregon Affordable Housing Tax Credit Program (OAHTC). Under the OAHTC Program, the Department has the authority to certify tax credits for projects. Through the use of tax credits, lending institutions are able to lower the



cost of financing by as much as four percent for housing projects or community rehabilitation programs serving low-income households. The savings generated by the reduced interest rate must be passed directly to the tenant in the form of reduced rents.

- **Housing Rehabilitation Programs (I59)** Cities (and other partners) often offer home rehabilitation programs, which provide loans to low- and moderate-income households for rehabilitation projects such as making energy efficiency, code, and safety repairs. Some programs provide funding to demolish and completely reconstruct substandard housing.
- **State Affordable Housing Funding (M73).** 2019 proposed legislation, HB 3349 that would change the tax income code to eliminate certain deductions, and the resulting revenues would fund state affordable housing programs.

**7.2 Community Land Trust (CLT) (H47).** A Community Land Trust (CLT) creates permanent affordability by severing the value of the land and the improvements (i.e., the house). The land is held in trust by a nonprofit or other entity then leased to the homeowner. The homeowner enjoys most of the rights of homeownership, but restrictions are placed on use (e.g., owner occupancy requirement), and price restrictions on resale ensure that the home remains affordable. CLTs may be used in conjunction with land banking programs, where the city or a nonprofit housing corporation purchases a future site for affordable housing or other housing that meets community goals. A variation to the community land trust is to have the City own the property rather than the land trust, and lease property to income-qualifying households (such as low-income or moderate-income households) to build housing. The City would continue to own the land over the long-term, but the homeowner would be able to sell the house. Restrictions on resale ensure that the home remains affordable.

**7.3 Affordable Housing Property Tax Abatement (I50).** There are several statutory authorizations for different types of affordable housing property tax abatements which could apply to affordable housing developments that aren't already tax exempt. Some of these can be designated for a limited duration.

**7.4 Land Banking (H46).** Land banks are public or community-owned entities created to acquire, manage, maintain, and repurpose vacant, abandoned, and foreclosed properties for conversion into productive use. Land banks can play a variety of roles. They can play a very limited role, such as simply acquiring property on behalf of a local municipality, or a broader role of property developer. It is important to note that land banks are not financial institutions: financing comes from developers, banks, and local governments. Land banks may be granted special powers via state enabling legislation. These powers can include the ability to remove legal and financial barriers, such as delinquent property taxes, that often render vacant and abandoned properties inaccessible or unattractive to the private market. Land banks acquire

properties through different means, but the most common pipeline is the property tax foreclosure system.

**Exhibit 12. Summary of Potential Actions or Projects**

Reference	Tasks or Projects	Time Period		
		Near-term	Mid-term	Long-term
7.1	Support Partners Pursuit of Affordable Housing Funds for: <ul style="list-style-type: none"> <li>• P78. Low Income Housing Tax Credit</li> <li>• I57. Home Ownership Programs</li> <li>• P77. Oregon Affordable Housing Tax Credit</li> <li>• I59. Housing Rehabilitation Programs</li> <li>• M73. State Affordable Housing Funding</li> </ul>	X	X	X
7.2	H47. Community Land Trust (CLT)	X	X	X
7.3	H50. Affordable Housing Property Tax Abatement		X	X
7.4	H46. Land Banking	X	X	

## 3. Appendices

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The McMinnville Housing Strategy builds upon various materials provided to the Project Advisory Committee (PAC) throughout the project. Materials from the May 21<sup>st</sup> PAC meeting are attached as appendices:

- **Appendix A.** Table 1. Issues Associated with Strategic Priorities. This table identifies issues from the BLI and HNA and also evaluates current conditions; existing plans, policies, and regulations; and new state law that might be addressed as part of the housing strategy.
- **Appendix B.** Table 2. McMinnville Housing Strategy – Potential Strategies and Actions. This table lists each strategy and cross references it with strategic priorities, affordability groups, and other factors.
- **Appendix C.** Table 3. Description of Potential Actions. This table provides more detailed descriptions of the potential housing strategies and actions listed in Table 2. In addition, the table provides further information about the potential scale of impact of the strategy.
- **Appendix D.** Prioritization Results from May 21, 2019 PAC Meeting.

Links to full size copies of these materials and additional supporting materials are provided below. Due to the length and format of documents, these materials are incorporated by reference through links to files on the City website.

### **Materials from May 21<sup>st</sup> PAC Meeting (includes above tables)**

[https://www.mcminnvilleoregon.gov/sites/default/files/fileattachments/planning/page/1675/0-5-housing\\_strategy\\_memo\\_and\\_tables\\_5-14-2019.pdf](https://www.mcminnvilleoregon.gov/sites/default/files/fileattachments/planning/page/1675/0-5-housing_strategy_memo_and_tables_5-14-2019.pdf)

### **Materials from the March 7<sup>th</sup> PAC Meeting: Thinking About McMinnville’s Future Housing Needs – A Guide**

[https://www.mcminnvilleoregon.gov/sites/default/files/fileattachments/planning/page/1675/city\\_memo\\_-\\_housing\\_strategy\\_guidance1.pdf](https://www.mcminnvilleoregon.gov/sites/default/files/fileattachments/planning/page/1675/city_memo_-_housing_strategy_guidance1.pdf)

### **January 22<sup>nd</sup> Focus Group Notes (see Exhibit 2)**

[https://www.mcminnvilleoregon.gov/sites/default/files/fileattachments/planning/page/1675/housing\\_pac\\_meeting\\_5\\_materials\\_3-7-2019\\_print.pdf](https://www.mcminnvilleoregon.gov/sites/default/files/fileattachments/planning/page/1675/housing_pac_meeting_5_materials_3-7-2019_print.pdf)

### **February 5<sup>th</sup> Public Open House Notes (see Exhibit 3)**

[https://www.mcminnvilleoregon.gov/sites/default/files/fileattachments/planning/page/1675/housing\\_pac\\_meeting\\_5\\_materials\\_3-7-2019\\_print.pdf](https://www.mcminnvilleoregon.gov/sites/default/files/fileattachments/planning/page/1675/housing_pac_meeting_5_materials_3-7-2019_print.pdf)

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

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

1. Land Supply, Capacity, & Availability	2. Wider Variety of Housing Types	3. Affordability	4. Infrastructure	5. Great Neighborhood Principles & Urban Form
<b>Land Use Issues &amp; Considerations</b>				
<b>Barriers:</b>				
<p><b>Lack of available, buildable land in the UGB to meet short-term needs.</b></p> <p><b>Some “Buildable Lands” in the UGB aren’t truly “available” for development, despite presumptions stated in state statutes or administrative rules.</b> Land may be unavailable due to unwilling property owners, including the unincorporated UGB, etc.</p> <p><b>There are additional plan updates required and lag time after land is added to the UGB before it can be rezoned and ready for urban development.</b></p> <p><b>There is uncertainty in the Buildable Land Inventory regarding additional “Goal 5” natural resource impacts.</b> The City will need to conduct planning for a local wetland inventory and riparian corridors to determine impacts on buildable land supply.</p> <p><b>There is uncertainty in the Buildable Land Inventory regarding additional “Goal 7” hazards impacts.</b> The state will be refining landslide hazards mapping; in addition, there is no statute or administrative rule interpreting the state’s landslide hazard susceptibility classifications.</p> <p><b>See additional barriers under “Infrastructure”</b> related to serviceability of buildable lands in the UGB and unknowns about current downstream capacity that could affect service of expansion areas.</p>	<p><b>No “middle housing” zone.</b> There isn’t a zoning district between the R-3 and R-4 zones in the Zoning Ordinance, which could cover a density range of 11-20 units/acre typical of 2-story “middle housing” types. This means zoning options are lower density or higher density.</p> <p>-The R-3 zone allows for density in the range of approximately 7 to 11 du/acre; it doesn’t allow for attached housing or multi-family housing over 2 units.</p> <p>-The R-4 zone allows for density in the range of approximately 9 to 30 du/acre; it is the only residential zone that allows for attached housing and multi-family housing with 3 or more units.</p> <p>-This can exacerbate infrastructure planning for <u>somewhat</u> higher densities, since a rezone from R-3 to R-4 would allow a significant increase from 11 to 30 units per acre, rather than a more modest increase from 11 to 20 units per acre.</p> <p><b>No existing residential zone allows density greater than 30 du/acre (R-4),</b> except when higher density is authorized as a conditional use in the defined core area. The R-4 standards also apply in commercial zones that allow residential uses.</p> <p><b>The highest density residential zone (R-4) also allows single-family development as a stand-alone permitted use with a minimum lot size</b></p>	<p><b>Current Inclusionary Zoning (IZ) Enabling Legislation Limits Cities.</b> Current state law provisions governing local “inclusionary zoning” have largely been inapplicable in McMinnville since it is currently authorized only for multi-family structures with 20 or more units, which isn’t the type of multi-family housing typically built in McMinnville. Further, inclusionary zoning isn’t current authorized for single-family housing.</p> <p>In addition, the definition of affordability in the IZ legislation doesn’t authorize cities to establish affordability requirements below 80% median income.</p>	<p><b>Until infrastructure planning is completed, it is unknown whether “downstream” infrastructure in the UGB will be able to serve future expansion areas without first being upsized to allow for extensions.</b></p> <p><b>Buildable lands within the UGB in Water Service Zone 2 are unserviceable in the short-term until a Zone 2 reservoir is built (estimated 10 years).</b></p> <p><b>Sewer Capacity Constraints.</b> The sewer (wastewater) collection plan was based on development of vacant lands at historic development densities by zone, rather than maximum density permitted by existing zoning. In addition, this planning didn’t assume developed properties would experience infill and redevelopment at higher density permitted by existing zoning. This presents constraints:</p> <ul style="list-style-type: none"> <li>- <b>Constraints to Code Amendments.</b> This may limit code amendments that would authorize additional, “middle housing” types within existing zoning districts.</li> <li>- <b>Constraints to Permitted Development and Densities.</b> This doesn’t always allow development of vacant lands consistent with maximum density permitted by existing zoning.</li> <li>- <b>Constraints to Infill &amp; Redevelopment.</b> This doesn’t always allow infill and redevelopment of developed properties consistent with higher or maximum density permitted by existing zoning.</li> </ul>	<p><b>Current Euclidean Zoning System Limits Mix of Housing and Density.</b> However, most development occurs through the Planned Development process which achieves housing mix to some extent (up to 25% of area) based on density averaging of the underlying zone. However, this requires reducing density of other housing to achieve the same average, or requires rezoning.</p> <p><b>Form-Based Codes.</b> Some “form-based codes” can allow development that is compatible within a neighborhood by regulating the size and physical characteristics of a building, while providing flexibility regarding the density within the building envelope. The same exterior building form/envelope can contain fewer large units or a greater number of smaller units. Some density-based codes can prevent this flexibility. This should be considered when implementing Great Neighborhood Principles, Diverse Housing Types zoning and public facilities planning. It is unclear how this could be implemented in a way that satisfies statutory requirements which require a density-based zoning.</p>

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



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

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

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

TABLE 2. MCMINNVILLE HOUSING STRATEGY – POTENTIAL STRATEGIES AND ACTIONS - DRAFT MATRIX

Strategic Option	Housing Benefits				Program Impact, (Low, Medium, High)	Nexus with Affordable Housing Action Plan	Strategic Timeframe			Strategic Priority					Housing Need Met					Status		Priority	
	Market Rate		Subsidized				Near-Term, 2021-2026 (5 year)	Mid-Term, 2021-2031 (10 year)	Long-Term 2021-2041 (20 year)	1 – Land Supply, Capacity, Availability	2 – Wider Variety of Housing Types	3 – Housing Affordability	4 – Infrastructure	5 – Great Neighborhood Principles and Urban Form	Extremely Low Income (< 30% of MHI)	Very Low Income (30-50% of MHI)	Low Income (50-80% of MHI)	Middle Income (80 - 120% of MHI)	High Income (> 120% of MHI)	Budgeted? Plan Started? Plan Adopted? Implemented? Ongoing?	Additional Implementation or Implementation Refinement? (Opp. or Req.)	High	
	Ownership	Rental	Ownership	Rental																		509 HH in 20 Year Forecast	507 HH in 20 Year Forecast
<b>LAND USE STRATEGIES (City)</b>																							
A	Evaluate Zoning Code and Other Ordinances to Advance Strategic Priorities (efficiencies, regulatory incentives, and regulatory mandates)																						
1	Re-designate or rezone land for housing	Y	Y	Y	Y	L-H	Y	Y	Y		Y-S	Y	Y			Y	Y	Y	Y	Y	Y-O	Y	
2	Explore residential zoning with a targeted/minimum density standard and multiple allowed housing types.	Y	Y	Y	Y	M-H		Y	Y	Y	Y-C	Y	Y		Y				Y	Y	-		
3	Develop a High Density Residential Zone	Y	Y	Y	Y	M-H	Y	Y	Y	Y	Y-C	Y	Y		Y	Y	Y	Y	Y	Y	-		
4	Allow Small Residential Lots	Y		Y		L-M	Y	Y	Y	Y	Y-C	Y	Y		Y				Y	Y	-		
5	Mandate Maximum Lot Sizes					L-M					Y-C										-		
6	Mandate Minimum Residential Densities	Y	Y	Y	Y	L-M	Y	Y	Y	Y	Y-C	Y	Y		Y				Y	Y	-		
7	Increase Allowable Residential Densities	Y	Y	Y	Y	L-M	Y	Y	Y	Y	Y-C		Y		Y	Y	Y	Y	Y	Y	-		
8	Allow Clustered Residential Development	Y	Y	Y	Y	Med	Y	Y	Y	Y	Y-C	Y	Y		Y			Y	Y	Y	-		
9	Allow Duplexes, Cottages, Townhomes, Row Houses, and Tri- and Quad-Plexes in single-family zones with appropriate design and development standards	Y	Y	Y	Y	L-M	Y	Y	Y	Y	Y-C	Y	Y		Y			Y	Y		-	Y (R)	(R) HB2001
10	Allow Co-housing and “Group Quarters” (SROs, etc.)	Y	Y	Y	Y	L-M	Y	Y	Y	Y		Y	Y		Y	Y	Y	Y	Y	Y	-		
11	Permit Accessory Dwelling Units (ADUs) in single-family zones (Further Revisions to Current Implementation)	Y	Y	Y	Y	Low		Y	Y	Y	Y-C	Y	Y		Y	Y	Y	Y	Y		Y-I	Y (R)	(R) HB2001
12	Allow small or “tiny” homes & identify opportunities for tiny home developments	Y	Y	Y	Y	L-M	Y	Y	Y	Y	Y-C	Y	Y		Y	Y	Y				Y	Y (O)	
13	Promote Infill Development by allowing for flexibility in existing zones with appropriate design and development standards	Y	Y	Y	Y	L-M		Y	Y	Y	Y-C	Y	Y		Y	Y	Y	Y	Y	Y	Y-S	Y	
14	Evaluate Incentive-Based Zoning for Affordable Housing (Inclusionary Zoning - Regulatory Mandates Paired with Incentives, Eligibility for Financial Incentives)			Y	Y	L-M	Y	Y	Y	Y			Y		Y	Y	Y				-	(O)	
15	Provide Density Bonuses to Developers	Y	Y	Y	Y	Low	Y	Y	Y	Y	Y-C		Y		Y	Y	Y				-		
16	Allow Transfer or Purchase of Development Rights	Y	Y	Y	Y	L-M		Y	Y	Y	Y-C			Y	Y	Y	Y	Y	Y	Y	-		
17	Transfer of Density	Y	Y	Y	Y	L-M		Y	Y	Y	Y-C			Y	Y	Y	Y	Y	Y	Y	-		

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



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

Strategic Option	Housing Benefits				Program Impact, (Low, Medium, High)	Nexus with Affordable Housing Action Plan	Strategic Timeframe			Strategic Priority					Housing Need Met					Status		Priority
	Market Rate		Subsidized				Near-Term, 2021-2026 (5 year)	Mid-Term, 2021-2031 (10 year)	Long-Term 2021-2041 (20 year)	1 – Land Supply, Capacity, Availability	2 – Wider Variety of Housing Types	3 – Housing Affordability	4 – Infrastructure	5 – Great Neighborhood Principles and Urban Form	Extremely Low Income (≤ 30% of MHI)  483 HH in 20 Year Forecast  11% of total units	Very Low Income (30-50% of MHI)  482 HH in 20 Year Forecast  11% of total units	Low Income (50-80% of MHI)  683 HH in 20 Year Forecast  15% of total units	Middle Income (80 - 120% of MHI)  943 HH in 20 Year Forecast  21% of total units	High Income (> 120% of MHI)  1,833 HH in 20 Year Forecast  41% of total units	Budgeted? Plan Started? Plan Implemented? Ongoing?	Additional Implementation or Implementation Refinement? (Opp. or Req.)	High
	Ownership	Rental	Ownership	Rental																		Low
<b>OTHER STRATEGIES (City)</b>																						
H	Land Interventions to Reduce Costs and Facilitate Housing Development																					
45	Parcel Assembly				L-M	Y	Y	Y	Y	Y-A	Y		Y	Y	Y				-			
46	Land Banking				L-M	Y	Y	Y	Y	Y-A	Y		Y	Y	Y				-			
47	Land Trusts				L-M	Y	Y	Y	Y	Y-A	Y		Y	Y	Y				-			
48	Public Land Disposition				High	Y	Y	Y	Y	Y-A	Y		Y	Y	Y				Y-O	Y		
I	Evaluate Financial Incentives and Affordable Housing Subsidy & Assistance Programs to Retain Housing Stock, Add Supply, and Help People Afford Housing																					
49	Multiple-Unit Limited Tax Exemption Program (Locally Enabled and Managed)				L-M	Y	Y	Y	Y		Y		Y	Y	Y				-			
50	Affordable Housing Property Tax Abatement				L-M	Y	Y	Y	Y		Y		Y	Y	Y				-			
51	Vertical Housing Tax Abatement (Locally Enabled and Managed)				L-M		Y	Y	Y		Y	Y		Y	Y	Y	Y	Y	-			
52	Financial Incentives for Inclusionary Zoning				L-M	Y	Y	Y	Y		Y		Y	Y	Y				-			
53	SDC Financing and Credits				Low	Y	Y	Y	Y		Y		Y	Y	Y	Y	Y	Y	-			
54	Sole Source SDCs				L-M		Y	Y	Y		Y	Y				Y	Y		-			
55	Reduced / Waived Building Permit fee, Planning fees, and/or SDCs for Affordable Housing				Low	Y	Y	Y	Y		Y		Y	Y	Y				Y-I	N		
56	General Fund Grants or Loans				?	Y	Y	Y	Y		Y		Y	Y	Y				-			
57	Home ownership programs (direct assistance)				Low	Y	Y	Y	Y		Y		Y	Y	Y	Y			-			
58	Rental assistance programs (direct assistance)				Low	Y	Y	Y	Y		Y		Y	Y	Y				-			
59	Housing Rehabilitation Programs				Low	Y	Y	Y	Y		Y		Y	Y	Y				-			
60	Programs to Preserve Existing Housing Supply				Low	Y	Y	Y	Y		Y		Y	Y	Y				-			
J	Evaluate Tools to Help Fund Infrastructure or Facilitate Equitable & Timely Infrastructure Extension																					
61	Local Improvement District (LID)				L-M		Y	Y	Y			Y		Y	Y	Y	Y	Y	Y-O	**		
62	Reimbursement District				L-M		Y	Y	Y			Y		Y	Y	Y	Y	Y	Y-O	**		

Strategic Option	Housing Benefits				Program Impact, (Low, Medium, High)	Nexus with Affordable Housing Action Plan	Strategic Timeframe			Strategic Priority					Housing Need Met					Status		Priority		
	Market Rate		Subsidized				Near-Term, 2021-2026 (5 year)	Mid-Term, 2021-2031 (10 year)	Long-Term 2021-2041 (20 year)	1 – Land Supply, Capacity, Availability	2 – Wider Variety of Housing Types	3 – Housing Affordability	4 – Infrastructure	5 – Great Neighborhood Principles and Urban Form	Extremely Low Income	Very Low Income	Low Income	Middle Income	High Income	Budgeted? Plan Started? Plan Implemented? Ongoing?	Additional Implementation or Refinement? (Opp. or Req.)	High		
	Ownership	Rental	Ownership	Rental											(≤ 30% of MHI)	(30-50% of MHI)	(50-80% of MHI)	(80 - 120% of MHI)	(> 120% of MHI)			483 HH in 20 Year Forecast	482 HH in 20 Year Forecast	683 HH in 20 Year Forecast
<b>K</b>	Consider Programs and Revenue Sources to Generate Revenue to Fund Subsidy Programs and Incentives																							
<b>63</b>	Urban Renewal / Tax Increment Finance (TIF)	Y	Y	Y	Y	Med		Y	Y	Y		Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	N?		
<b>64</b>	Construction Excise Tax (CET)			Y	Y	L-M	Y	Y	Y	Y		Y			Y	Y	Y							
<b>65</b>	Linkage Fees	Y	Y	Y	Y	L-M	Y	Y	Y	Y		Y			Y	Y	Y	Y						
<b>66</b>	General Fund			Y	Y	?	Y	Y	Y	Y		Y			Y	Y	Y							
<b>67</b>	General Obligation (GO) Bonds			Y	Y	M-H	Y	Y	Y	Y		Y			Y	Y	Y							
<b>68</b>	SB 595 - Transient Lodging Tax (TLT) – up to 30% for Affordable Housing			Y?	Y	L-M	Y	Y	Y	Y		Y			Y	Y	Y				?	(O)		
<b>69</b>	Community Development Block Grant (CDBG)+Sec. 108			Y	Y	?	Y	Y	Y	Y		Y	Y		Y	Y	Y							
<b>70</b>	Housing Trust Funds			Y	Y	?	Y	Y	Y	Y	Y	Y			Y	Y	Y							
<b>71</b>	Fees or Other Dedicated Revenue			Y	Y	?		Y	Y	Y		Y			Y	Y	Y							
<b>L</b>	Education and Outreach																							
<b>72</b>	Ensure builders and housing providers are aware of current opportunities and recent regulatory reforms	Y	Y	Y	Y	Low	Y	Y	Y	Y		Y	Y		Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
<b>M</b>	Advocate for State/Federal Legislative Actions That Increase State Agency Program Funding Available to Fund Affordable Housing																							
<b>73</b>	State Affordable Housing Funding - HB 3349			Y	Y	?	Y	Y	Y	Y		Y			Y	Y	Y							
<b>N</b>	Apply for and Utilize State, Federal, and Foundation Resources																							
<b>74</b>	Use grants, programs, and technical assistance when available and cost-effective*			Y	Y	?	Y	Y	Y	Y		Y			Y	Y	Y				Y-O	Y		
<b>O</b>	Partnerships																							
<b>75</b>	Misc. Partnerships - (Placeholder to Capture Ideas)					-																		
<b>P</b>	Strategies and Tools Employed by Orgs. Other Than City																							
<b>76</b>	Misc. Other - (Placeholder to Capture Ideas)					-																		
<b>77</b>	Oregon Affordable Housing Tax Credit (OAHTC)*			Y		L-M	Y	Y	Y	Y		Y			Y	Y	Y							
<b>78</b>	Low Income Housing Tax Credits (LIHTC)*			Y		Med	Y	Y	Y	Y		Y			Y	Y	Y							

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

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

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

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

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

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

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



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

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

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

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

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



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

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

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

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

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



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

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

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

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

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



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

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

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

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

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



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

Land Use Action	Aggregate Results (2 groups)
A9. Allow more housing types	81
A2. Diverse Housing Zone. Explore residential zoning with targeted/ minimum density and multiple allowed housing types	73
A3. Develop a high density residential zone	73
D28. Update infrastructure plans for infill development	67
A13. Promote Infill Development, Allowing Flexibility in Existing Zones with Appropriate Design and Development Standards	60
A4. Allow Small Residential Lots	58
A8. Allow Clustered Residential Development	57
E36. Establish an Urban Reserve Area (URA)	57
D29. Update infrastructure plans for growth lands	53
E38. Identify an expanded UGB per the URA	48
B23. City Center Housing Strategy	47
E40. Develop annexation process to mandate housing types upon annexation per area plans.	47
G44. Streamline Zoning Code and other Ordinances	45
A11. Permit ADU in SF Zones	43
A12. Allow small or “tiny” homes and identify opportunities for tiny home developments.	43
A14. Incentive-Based Zoning and Inclusionary Zoning	42
C26. Great Neighborhood Principles	42
A10. Allow Cohousing and “Group Quarters” (SROs, etc.)	39
E39. Develop area plans for UGB lands identifying housing opportunities	39
E37. Establish a framework plan for the URA	37
B24. Evaluate Three Mile Land for Residential Development	36
A6. Mandate Mimimum Residential Densities	35
A7. Increase Allowable Residential Densities	35
A1. Redesignate or rezone land for housing	32
F41. Goal 5 Natural Resource Planning & Policies, incl. wetlands and riparian areas	29
A22. Fair Housing Act BMP	28
C27. Repeal outdated policies related to old sewer treatment capacity limits	28
D34. Identify issues and plan for Water Zone 2 infrastructure improvements	27
A18. Evaluate transfer of density for protection of natural features	26
A19. Reduced Parking	26
G43. Administrative and Procedural Reforms	26

B25. Hwy 99W Corridor Study – Opportunity for Higher-Density Mixed use Development	24
D30. Develop infrastructure allocation policies	23
D33. Encourage “to and through” infrastructure policies	22
A5. Mandate Maximum Lot Sizes	21
A16. Allow TDR/PDR	20
Other: Look for opportunities to rezone existing single-family to R-3 and R-4 to address short-term deficit identified in HNA	20
A15. Provide Density Bonuses	15
A21. Regulations to Preserve Existing Housing	14
F42. Goal 7 Hazards Planning & Policies, incl. landslide susceptibility	14
D32. Develop plans that allow for emerging technology	12
A20. Reduce Street Width Standards	11
A17. Transfer of Density	10
D35. Identify areas with underutilized infrastructure capacity	10
D31. Develop alternative mobility network	6

<b>Non-Land Use Action</b>	<b>Aggregate Results (2 groups)</b>
p78 lihtc	77
I57. Home ownership programs	74
P77. Oregon Affordable Housing Tax Credit	60
K68. Transient Lodging Tax (TLT) – Up to 30% for Affordable Housing (SB595)	55
I59. Housing Rehab	54
H47. Community Land Trust (CLT)	50
I52. Financial incentives supporting inclusionary zoning	48
I58. Rental assistance programs	47
I55. Reduced or waived planning fees, permit fees, SDCs for affordable housing	45
K69. Community CDBG	44
I50. Affordable Housing Property Tax Abatement	43
M73. State Affordable Housing Funding	43
H46. Land Banking	40
K63. Urban Renewal TIF	39
I53. SDC Finance/Credits	38
I51. Vertical HTA	35
J61. LID	33
K70. Housing Trust Funds	32
I60. Non-regulatory programs and incentives to preserve existing housing supply	29
H45. Parcel assembly	28
I49. Multiple-Unit Limited Tax	25
K64. Affordable Housing Construction Excise Tax (CET)	25
J62. Reimbursement District	24
p/o K69. CDBG 108	24
N74. Use grants, programs, and technical resources when available and cost-effective	24
H48. Public Land Disposition	22
I54. Sole Source SDC	21
other: Vacant Property tax	20
K66 & 67. General Fund and General Obligation	17
I56. General Fund Grants or Loans	14
K71. Fees or Other	14
L72. Education and Outreach	14
Other: Fee for demo of affordable home for expensive home	14
K65. Linkage Fees for Non-Residential	12
O75. Misc. Partnerships	6
P76. Misc. Strategies	2