

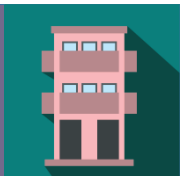


Housing Tools & Strategies: Moving Upstream

City of Eugene
March 10, 2021



Between 2000 and 2016



- Population grew 17%
- Number of housing units grew 15%
- At 2.3 people per household, increased population created demand for 10,329 units
- Number of housing units increased by 9,205
- New demand exceeded new supply by over 1,100

Housing Musical Chairs



Housing Musical Chairs



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Housing Musical Chairs

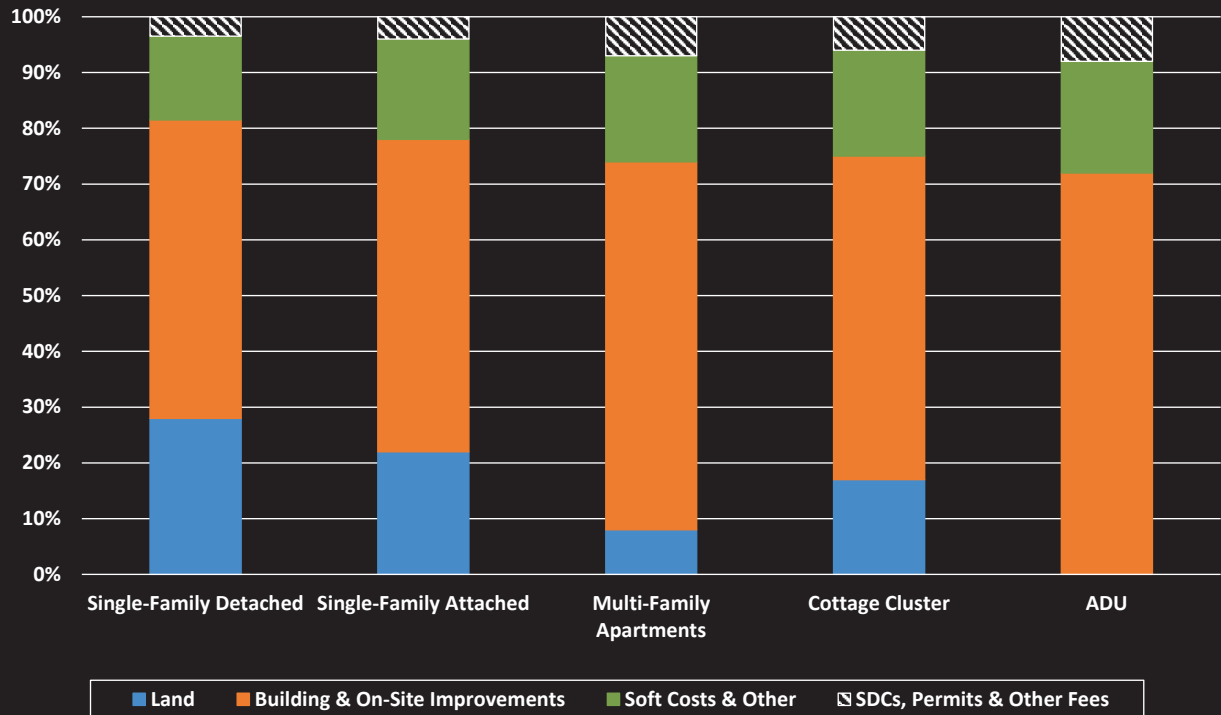


Financial Feasibility Analysis



- Evaluated five prototypes:
 - Single family detached
 - Single family attached / townhome
 - Multifamily / garden apartments
 - Cottage cluster
 - ADU

Development Costs



Sources: RS Means, 2018; Similar pro formas; City of Eugene, 2018; Strategic Economics, 2018.

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Housing Tools & Strategies



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Action Inventory



Housing Tools and Strategies Action Inventory

February 2019

Attachment A

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Housing Tools & Strategies



1. Increase inventory of and access to Affordable units
2. Remove barriers in the Land Use code
3. Reduce the cost and time burden for housing development
4. Additional options

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Action Inventory-Progress



1. Increase inventory of and access to Affordable units
 - Establish a Construction Excise Tax
2. Remove barriers in the Land Use code
 - Remove barriers to ADUs
 - Remove barriers to Middle housing types

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Action Inventory-Progress



3. Reduce the cost and time burden for housing development
 - Simplify administrative processes
 - Adjust SDCs for smaller housing types
 - Pre-approved building plan for ADU
4. Additional options
 - Create a housing action plan

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Next Step: Move Upstream

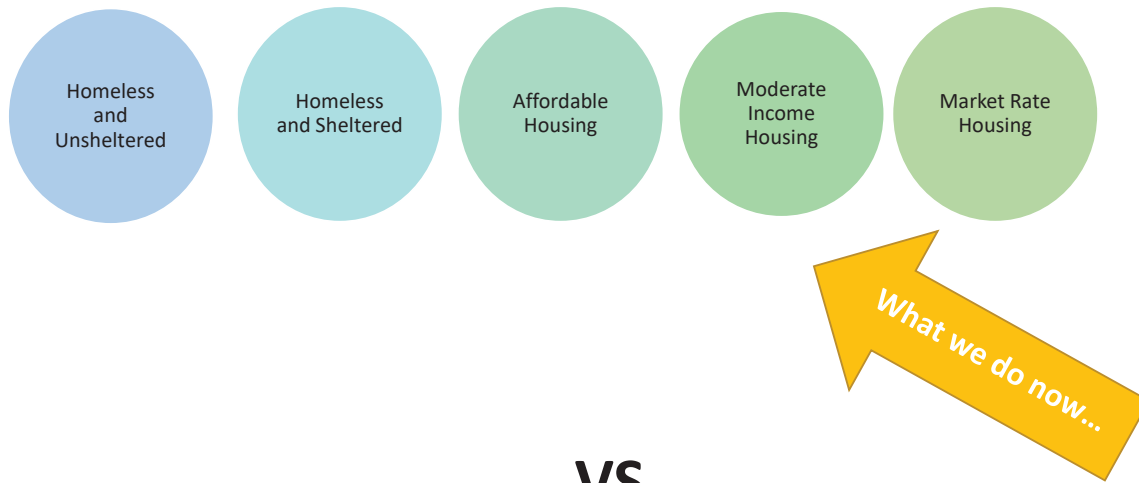


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Why are we at Council?

- This problem cuts across City efforts
 - COVID Recovery
 - Homelessness
 - Climate Change
 - Community Safety
- City staff has developed a strategy to address housing supply and affordability
 - Create a 5 year action plan
 - Housing Implementation Pipeline (HIP)

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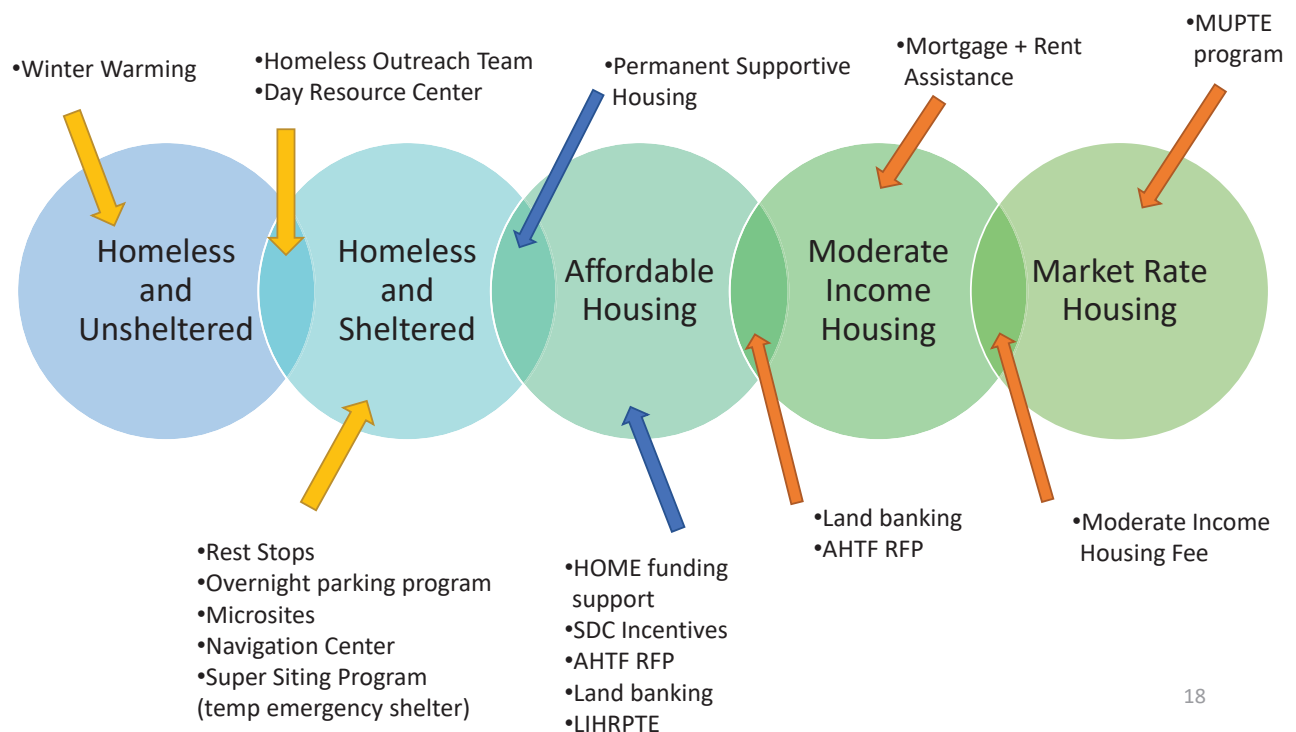
VS.



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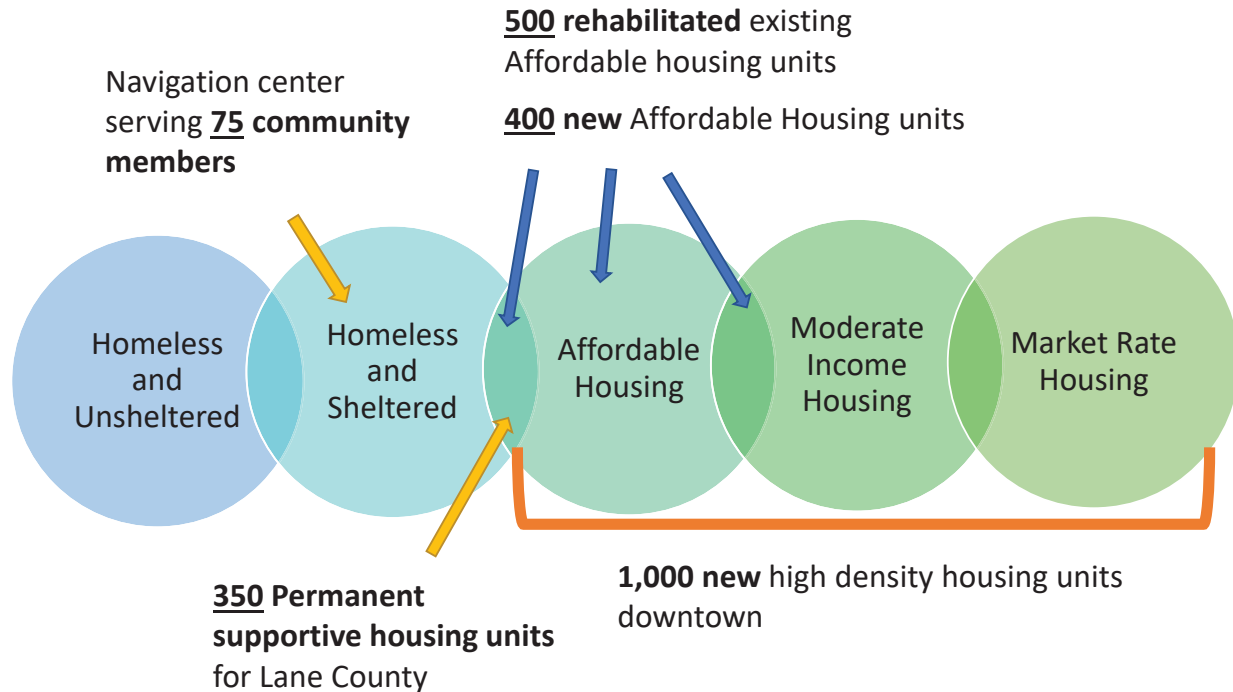
Universal Policies that Impact Housing

- Envision Eugene Comprehensive Plan and Metro Plan
- Land Use Code
- Development fees, processes
- Infrastructure planning



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Housing Continuum Unit Goals



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It's Time to Start Asking Questions

- Are we leveraging our resources most effectively?
- What are the gaps in programs, policies and direction?
- Are we considering projects and programs separately or are we approaching housing from a coordinated systems level?

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HOUSING IMPLEMENTATION PIPELINE

A way to coordinate current and future resources, goals, and priorities to move into a systems-thinking approach to housing

**this was a recommendation from HTS

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What Will The HIP Do?

- ☐ Guide internal work strategy and prioritization across the City
- ☐ Identify the City's principles around housing
- ☐ Establish goals and metrics for housing
- ☐ Identify tools and process for implementation
 - Who? (staffing)
 - When? (Timeline)
 - How much time, money?
- ☐ Establish a process for measuring outcomes/effectiveness
- ☐ Use an equity lens in HIP creation and implementation

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What Will The HIP Do: Examples

Clarify existing policy/discussions

- AHTF funding buckets over 5 years
- SDCs for Affordable Housing over 5 years
- Guide community advisory committees

Sets timing for exploration of new tools

- Inclusionary Zoning
- ADU incentives
- Housing Opportunity Zones
- Homeownership incentives for target populations

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Beaverton's Housing Action Plan



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Beaverton's Housing Action Plan



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

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

Beaverton's Action Plan Goals



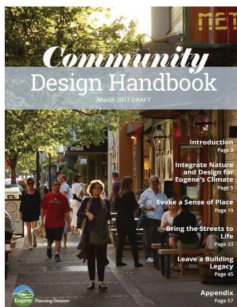
Beaverton's Action Plan Goals

			Carry Forward	2020-2021				Carry Forward	2021-2022				
				CDBG	GENERAL FUND	BURA	TOTAL		CDBG	GENERAL FUND	BURA	TOTAL	
PROGRAMS	Homelessness	Emergency Rental Assistance		\$28,000	\$18,000		\$46,000		\$28,000	\$18,000		\$46,000	
		Homeless Shelter Assistance		\$22,000	\$97,000		\$119,000		\$22,000	\$97,000		\$119,000	
		Metro HomeShare Program			\$45,000		\$45,000			\$45,000		\$45,000	
		Social Services Grants			\$20,551		\$20,551			\$20,551		\$20,551	
		Safe Parking			\$50,375		\$50,375			\$50,375		\$50,375	
		Homeless Outreach		\$55,000	\$87,500		\$142,500		\$55,000	\$87,500		\$142,500	
	Multi-family Rental	Housing Preservation Fund			\$100,000		\$100,000			\$100,000		\$100,000	
		Housing Investment Fund			\$300,000	\$400,000	\$700,000			\$400,000	\$500,000	\$900,000	
		Non-Metro Affordable Housing Development			\$2,500,000		\$2,500,000			\$2,500,000		\$2,500,000	
		Affordable Housing Investment Partnerships			\$100,000		\$100,000			\$100,000		\$100,000	
		Resident Services		\$15,000			\$15,000		\$15,000			\$15,000	
		Market-Rate Affordable Housing Partnerships			\$2,624,684		\$2,624,684			\$2,624,684		\$2,624,684	
	Home Ownership	Housing Rehab and Weatherization		\$195,000	\$137,013		\$332,013		\$195,000	\$137,013		\$332,013	
		Affordable Homeownership		\$270,000	\$200,000		\$470,000		\$320,000	\$250,000		\$570,000	
		Sub Total		\$0	\$585,000	\$6,280,123	\$400,000	\$7,265,123	\$0	\$635,000	\$6,430,123	\$500,000	\$7,565,123
PROJECTS	Metro Bond	The Mary Ann	\$3,000,000				\$3,000,000					\$0	
		Emonica			\$10,147,258			\$10,147,258					
		Project D			\$9,171,202			\$9,171,202					
		Project C								\$11,089,856			
	Affordable Housing	Cedar Grove					\$0						
		Sub Total		\$3,000,000	\$0	\$19,318,460	\$0	\$22,318,460	\$19,318,460	\$0	\$11,089,856	\$0	\$30,408,316
		TOTAL		\$3,000,000	\$585,000	\$25,598,583	\$400,000	\$29,583,583	\$19,318,460	\$635,000	\$17,519,979	\$500,000	\$37,973,439

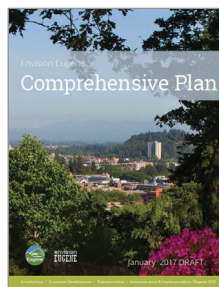
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What Does An Implementation Pipeline Look Like?

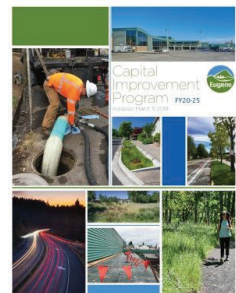
Community Design Handbook



Envision Eugene



CIP



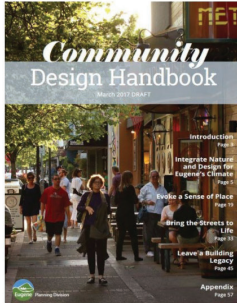
Aspiration

Implementation

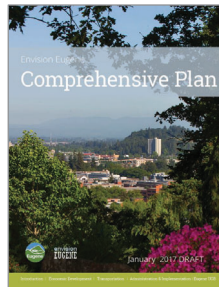
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What Does An Implementation Pipeline Look Like?

Community Design Handbook



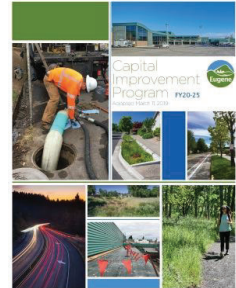
Envision Eugene



HIP



CIP

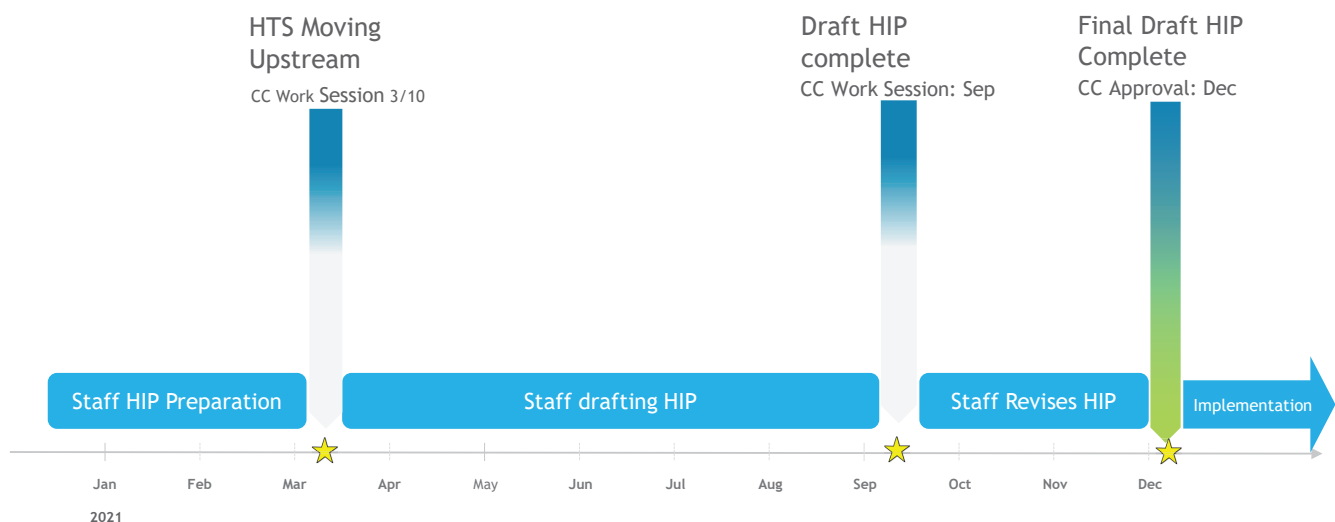


Aspiration

Implementation

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Proposed HIP Timeline



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