



## Department of Land Conservation and Development

### 2021-23 TECHNICAL ASSISTANCE GRANT APPLICATION

Please complete each section in the form below. Type or write requested information in the spaces provided. **Submit completed applications by October 1, 2021.**

**Date of Application:** 10-1-21

**Applicant:** City of Madras

(If council of governments, please also include the recipient jurisdiction name if applicable)

**Street Address:** 125 SW E Street

**City:** Madras

**Zip:** 97741

**Contact name and title:** Nicholas Snead, Community Development Director

**Contact e-mail address:** nsnead@cityofmadras.us

**Contact phone number:** 541-475-2344

**Grant request amount** (in whole dollars): \$98,000

**Local Contribution** (recommended but not required): \$10,434

**Project Title:**

Madras Housing Needs Analysis Update

**Project summary:** (Summarize the project and products in 50 words or fewer)

Update the City's 2007 Housing Needs Analysis and accordingly, the City's Comprehensive Plan and Development Code. The project will also consider rezoning land to accommodate needed housing within the existing UGB. If appropriate, the project would rezone lands within the existing UGB.

**Project Description & Work Program**

Please describe the proposed project, addressing each of the following in an attachment.

See Attachment A.

**A. Goals and Objectives.** State the goals or overall purpose of the project. Describe particular objective(s) the community hopes to accomplish. Please indicate whether this is a stand-alone project or is part of a longer multi-year program. If it is the latter, describe any previous work completed, subsequent phases and expected results, and how work beyond this project will be funded.

The purpose of the project is to:

Department of Land Conservation and Development

2021-2023 DLCD Technical Assistance Grant Application (revised 9/2/2021)

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1. Update the City's 2007 Housing Needs Analysis (HNA).
2. Identify measures to accommodate Needed Housing.
3. Update the City's Comprehensive Plan Goal 10 element.
4. Amend the City's Development Code to accommodate Needed Housing.
5. Identify potential lands to rezone to accommodate Needed Housing and utilize existing infrastructure and minimize the need for UGB expansions.
6. Adopt the necessary Comprehensive Plan, Development Code, and Zoning Map amendments.

The City of Madras has made significant efforts to address local housing needs that include: 1) Establishing a Housing Action Plan (2018); 2) Reducing SDCs for housing development (2019); 3) Establish a urban renewal district direct tax increment to housing developers to reduce construction and infrastructure cost (2020); 3) Development Code changes to: A) accommodate additional housing types (2019); B) add Missing Middle Housing types as permitted uses (to be completed in Feb. 2022); and C) bring the Code into compliance with ORS 197.303 (2022). These three efforts, in part, have caused a significant

**B. Products and Outcomes.** Clearly describe the product(s) and outcome(s) expected from the proposed project. Briefly describe any anticipated significant effect the project would have on development, livability, regulatory streamlining, and compliance with federal requirements, socioeconomic gains, and other relevant factors.

See Attachment A.

**C. Equity and Inclusion Considerations.** Using the [TA Grant Equity Guidance](#), identify priority populations in the project planning area. Describe the anticipated impact of your proposed project on priority populations. Describe a preliminary outreach and engagement plan with specific goals and outcomes for participation of priority populations in the project. Include specific tasks and products related to the outreach and engagement plan in sections D and E.

See Attachment A.

#### **D. Work Program, Timeline & Payment.**

##### **1. Tasks and Products:** List and describe the major tasks and subtasks, with:

###### Task 1: Project Kick-Off and Public Engagement Plan

Develop an outreach and public engagement plan, which will identify opportunities for broad public engagement and focus on increasing involvement of impacted priority populations.<sup>1</sup> The priority populations in Madras may include any of the populations listed in the State of Oregon Equity Framework in COVID-19 Response and Recovery. In Madras, these populations primarily

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<sup>1</sup> The document *Guidance for Technical Assistance Grant Applicants Regarding Diversity, Equity, and Inclusion* from the Department of Land Conservation and Development describes requirements for developing an outreach and community participation plan. The document can be accessed from the following location:

[https://www.oregon.gov/lcd/CPU/Documents/TA\\_Grant\\_Equity\\_Guidance.pdf](https://www.oregon.gov/lcd/CPU/Documents/TA_Grant_Equity_Guidance.pdf)

include BIPOC populations, 2 community members with limited English proficiency, people with disabilities, people experiencing homelessness, and extremely low income households. The outreach and public engagement plan will include specific goals for participation from people in the priority populations. Establish an advisory committee to provide input and guidance for the analysis and recommendations of this project. The advisory committee will include people from the priority populations in Madras and will be a part of the outreach and public engagement plan. The advisory committee will make a recommendation to the Madras Planning Commission about the products of the project.

**Final Products:**

- Proposed Project schedule
- Outreach and public engagement plan

**Task 2: Buildable Lands Inventory (BLI)**

Prepare a draft inventory of buildable land consistent with OAR chapter 660, division 8. The BLI will be used to determine the City's residential land need in Task 4. The BLI will be developed based on discussion with the advisory committee at one or more committee meetings. The inventory will provide a comprehensive inventory of buildable residential and mixed-use lands within the Madras UGB. The inventory must identify the current status of land, in categories such as vacant, undevelopable, partially vacant, developed, potentially redevelopable, and public. For land that is vacant and partially vacant, the inventory must identify constraints that fully or partially prohibit future development, resulting in an inventory of buildable residential and mixed-use land. The products of the BLI will be: a chapter in the HNA report, summary of buildable lands in tabular form, and maps that show the location of vacant and partially vacant unconstrained land.

**Final Products:**

- Draft BLI narrative and methodology, as part of the housing needs analysis report, including summary tables and maps
- Advisory Committee meeting #1: Presentation materials to explain preliminary analyses and findings to the advisory committee, with a beginning discussion of housing policy.

**Task 3: Housing Needs Analysis**

The purpose of this task is to develop a housing needs analysis that is compliant with the requirements of Goal 10 and OAR 660-010, as described in the Project Approach. The approach used to complete the Housing Needs Analysis should be consistent with the approach described in Task 2 of the *Planning for Residential Growth* workbook to develop the housing needs analysis for the Madras UGB. The specific steps in the housing needs analysis are:

1. Project number of new housing units needed in the next 20 years.
2. Identify relevant national, state, and local demographic and economic trends and factors that may affect the 20-year projection of structure type mix.
3. Describe the demographic characteristics of the population and, if possible, housing trends that relate to demand for different types of housing.

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<sup>2</sup> BIPOC is Black, Indigenous, and People of Color.

4. Determine the types of housing that are likely to be affordable to the projected households based on household income.
5. Estimate the number of additional needed units by structure type.
6. Determine the needed density ranges for each plan designation and the average needed net density for all structure types.

Develop the key assumptions necessary for the housing needs analysis. Where possible and appropriate, consider use of “safe harbor” assumptions described in OAR 660-024. City will schedule one public workshop or open house to present draft housing needs and buildable lands data and findings about the residential lands analysis. City will solicit input from the public on the draft deliverables. The outreach and public engagement plan will include approaches to involving priority populations in this meeting.

Development of the HNA will include the following sub-tasks:

**Task 3.A Housing Needs Projection**

Prepare a draft housing needs projection consistent with OAR chapter 660, division 8. The housing needs projection will be used to determine the City’s residential land need in Task 3.B. The housing needs projection will provide information available about priority populations in Madras (as data is available), including BIPOC populations, community members with limited English proficiency, people with disabilities, people experiencing homelessness, extremely low income households, seniors, and farmworkers. The analysis will provide information about disproportionate housing needs experienced by priority populations.

**Task 3.B Residential Land Needs Analysis**

Based on the outcomes of Task 3.A and Task 2, prepare a draft residential land analysis that addresses how much land and what zoning the City needs to accommodate its Housing Need, comparing the demand and supply provided in the deliverables produced in Task 3.A and Task 2. If the analysis shows that the Housing Need cannot be accommodated by the City’s existing comprehensive plan, the draft residential land analysis will be developed concurrently with Task 4 in order to consider accommodating Housing Needs through changes to the comprehensive plan and land use regulations as required by OAR chapter 660, division 8 and 24.

Final Products:

- Draft housing needs projection and residential land needs analysis, as part of the housing needs analysis report
- Advisory Committee meeting #2, including presentation materials to explain preliminary analyses and findings to the advisory committee
- One public workshop or open house, including materials for the workshop

**Task 4: Measures to Accommodate Needed Housing**

Based on the findings of the Residential Land Needs Analysis (Task 3.b), identify options for changes to the Madras Comprehensive Plan and Development Code to address housing and residential land needs determined in previous tasks. Develop code concepts that align with the identified housing need in Task 3, which will identify barriers and opportunities to address the barriers to the code.

Develop a memorandum describing these changes, which include: revisions to existing comprehensive plan policies, proposals for new comprehensive plan policies, revisions to the development code or other land use ordinances, and recommendations to rezone land to meet identified land needs. The memorandum may also include suggestions for future changes to Madras' affordable housing policies, for inclusion in a future revision of *Madras Housing Action Plan* or implementation by the City outside of this project.

Discuss the proposed changes with the advisory committee at two meetings to solicit feedback and input into the recommended changes and will incorporate this feedback into the recommendations for changes to the City's housing policies.

City will schedule one public workshop or open house to present proposed changes to the Madras Comprehensive Plan and Development Code. City will solicit input from the public on the draft deliverables. The outreach and public engagement plan will include approaches to involving priority populations in this meeting.

The Consultant will participate in the following meetings with decisionmakers to present findings the HNA and get input in proposed policy changes: (1) the Madras Planning Commission, (2) the Madras Urban Renewal Board, and (3) the Madras City Council. The Consultant will revise the memorandum with recommendations for changes to City's comprehensive plan and land use regulations to address housing and residential land needs based on the feedback above. The memorandum will include consideration of anticipated impacts and outcomes of the proposed changes, especially as they impact priority populations.

#### Final Products:

- Memorandum with recommendations for changes to City's comprehensive plan and land use regulations to address housing and residential land needs
- Advisory Committee #3 and #4, including presentation materials for two meetings with the advisory committee
- One public workshop or open house, including materials for the workshop
- Presentation to the Madras Planning Commission
- Presentation to the Madras Urban Renewal Board
- Presentation to the Madras City Council
- Revised memorandum with recommendations for changes to City's comprehensive plan and land use regulations to address housing and residential land needs
- Draft HNA report

#### Task 5: Updates to the Madras Comprehensive Plan

Identify changes necessary to the Madras Comprehensive Plan, with the intention of repealing the outdated factual basis and revision to the existing housing policies. The City expects to adopt the HNA as an attachment to the Comprehensive Plan. The portions of the Comprehensive Plan that may require revision will focus on changes related to the HNA and include:

- Section II: Population, Socioeconomic Trends, and Housing. The existing text in these sections will be repealed and replaced with a very brief summary of the findings in the HNA about each of these topics, with reference to expanded discussions in the HNA report.
- Section III: Goal 10 policies. The Consultant will review and recommend changes to the existing policies and implementation measures.

- Section IV: General Discussion and Background for Land Use Category Decisions. The Consultant will review and recommend changes to these sections, as needed.

Prepare red-line changes to these Comprehensive Plan sections, based on the analysis in the HNA and recommendations from Task 4. The Consultant will lead development of a staff report for public hearings (a deliverable in Task 8) about the proposed changes to the Madras Comprehensive Plan.

Final Products:

- Draft and revised red-line changes to the Madras Comprehensive Plan
- Findings in the staff report (a deliverable in Task 8) for these changes.

#### Task 6: Changes to the Madras Development Code

Identify changes necessary to the Madras Development code to meet the identified housing need in the HNA and implement the proposed changes in the Comprehensive Plan. The changes to the zoning code may include: revisions to existing densities and/or lot size standards, revisions to lot development standards, addition of a higher-density multifamily zone to meet identified housing needs, and other necessary changes to the zoning code. The Consultant may also recommend changes to the City's land division regulations to be consistent with the proposed changes to densities and/or lot size standards.

Final Products:

- Draft and revised red-line changes to the Madras Development Code and land division regulations
- Findings in the staff report (a deliverable in Task 8) for these changes.

#### Task 7: Changes to the Madras Comprehensive Plan and Zoning Map

Madras is a one-map city, where the Comprehensive Plan and Zoning maps are identical. The changes to the Madras Comprehensive Plan and Development Code may require addition of a higher-density multifamily zone to meet the housing needs identified in the HNA. Task 6 will propose development standards for this potential new zone. In this task, the Consultant will work with staff and the advisory committee to identify criteria to select land to rezone to the new higher density multifamily zone (if such a zone is necessary). Among other things, these criteria will consider the anticipated impacts and outcomes of the proposed changes, especially as they impact priority populations.

Based on these criteria, identify land to rezone to this new zoning district based on these criteria. Incorporate input from the advisory committee into areas to rezone. Revise the proposed changes to the Comprehensive Plan and Zoning map to show proposed changes to zoning.

Final Products:

- Draft and revised changes to the Madras Comprehensive Plan and Zoning map
- Findings and the criteria for changes to the zoning map in the staff report (a deliverable in Task 8) for these changes.
- Advisory Committee Meetings #5 and #6, including presentation materials for two meetings with the advisory committee

### Task 8: DEI/Priority Population Engagement

The City will identify Community Concierges within the Latinx and Indigenous Native American communities to seek guidance on engagement for purpose of preparing the public engagement plan in Task 1. The Community Concierges will also assist the City in engaging the priority populations by identifying the date, time, of location key community gatherings that community members can be engaged, attending engagement meetings in the communities, assisting with the conversion of meeting materials into formats appropriate to the respective community preferences, provide interpretation services as needed.

#### Final Products:

- Engagement with priority populations as specified in the public engagement plan.
- Engagement with priority populations.
- Improve understanding of housing needs from priority populations and how the City Comprehensive Plan policies and Development Code can be responsive to those needs.

### Task 9: Hearings

Provide support for adoption hearings with the Madras Planning Commission and City Council. The City expects to adopt the housing needs analysis, revised Comprehensive Plan text, proposed changes to the development code, and proposed changes to the Madras Comprehensive Plan and Zoning map. The Consultant will develop the draft staff report for each meeting, in support of adoption. The City will provide an outline for the staff report, including the format and requirements for the staff report.

#### Final Products:

- Draft and revised staff report with findings in support of adoption of: the housing needs analysis, revised Comprehensive Plan text, proposed changes to the development code, and proposed changes to the Madras Comprehensive Plan and Zoning map.
- Present and participate in one hearing with the Madras Planning Commission
- Present and participate in one hearing with the Madras City Council

#### Proposed Meetings with the Advisory Committee:

The scope above includes meetings with the advisory committee. For all advisory committee meetings, City will schedule and provide notice and an agenda. The Consultant will provide all materials to the City for specific meetings with priority populations. The City will coordinate with The Consultant will coordinate with City on meeting arrangements and facilitate the advisory committee meeting.

The following are the proposed meetings and discussions with the advisory committee:

- **Meeting 1: Kick-off and Buildable Lands Inventory Findings.** The committee kick-off meeting will be more than an overview of the work program and the state process. The Consultant will actively engage the committee in issue identification and desired outcomes. It will solicit input into the draft outreach and public engagement plan. At this meeting, the Consultant will present the results of the residential buildable lands analysis and request feedback on the draft map with vacant and partially vacant buildable residential land.

- **Meeting 2: Housing Needs Findings.** This meeting will focus on the housing needs analysis and the key implications of the analysis, including disproportionate housing needs of priority populations. The Consultant will present the findings of the housing needs projections and facilitate a discussion with the committee about the implications of the analysis for Maupin's housing policies.
  - **Meeting 3: Options for Changes to Madras Housing Policies.** The meeting will focus on initial proposals for changes to Madras housing policies to address the unmet housing needs identified in Task 2 and 3. These changes may include: revisions to existing comprehensive plan policies, proposals for new comprehensive plan policies, revisions to the development code or other land use ordinances, and recommendations to rezone land to meet identified land needs. The Consultant will solicit input and feedback on the proposed changes.
  - **Meeting 4: Recommendations for Changes to Madras Housing Policies.** The meeting will present revised changes to Madras housing policies to address the unmet housing needs identified in Task 2 and 3. The Consultant will solicit additional input and feedback on the proposed changes.
  - **Meeting 5: Changes to Madras Housing Policies.** The meeting will present the red-line revisions with changes to the Comprehensive Plan and Development Code. The advisory committee will discuss recommendations for criteria to select land to rezone to the new higher density multifamily zone, if development of such a zone is necessary.
  - **Meeting 6: Finalize Recommendations for Changes to Madras Housing Policies.** The meeting will focus on the final recommendations for change to Madras' housing policies, including identification of proposed changes to the Madras zoning map. The advisory committee will make a recommendation to the Planning Commission about the HNA and proposed changes to the Comprehensive Plan, Development Code, and Zoning map.
2. **Timeline:** List all dates for the project including tentative start date after the contract is signed, task completion dates, and project completion date. If the project is part of a multi-year program, provide an overview of the expected timelines in sequence of expected start dates and completion date for each phase and describe subsequent phases to be completed.

Task #	Task Description	Est. Start Date	Est. Completion Date
1	Project Kick-off	1-1-22	1-30-22
2	Buildable Lands Inventory	1-30-22	2-28-22
3	Housing Needs Analysis	2-28-22	5-31-22
4	Measures to Accommodate Needed Housing	5-31-22	6-30-22
5	Comp. Plan Updates	5-31-22	7-31-22
6	Development Code Changes	6-30-21	9-31-22
7	Rezone Land	6-30-22	10-31-21
8	DEI/Priority Population Engagement	1-1-22	12-31-22
9	Public Hearings	10-31-22	12-31-22

3. **Payment Schedule:** Develop a requested payment schedule showing amount of interim and final payments. Include the products that will be provided with each payment request. The



payment schedule should generally include no more than two payments – an interim and final payment.

Interim Payment Request: Completion of Task 3: 5-31-22

Final Payment Request: Completion of Task 9: 12-31-22

**E. Evaluation Criteria.** Include a statement in the narrative that addresses the program priorities and evaluation criteria presented in the application instructions (“Eligible Projects and Evaluation Criteria”).

The Madras Housing Needs Analysis Update is a project that will enable affordable and workforce housing to be constructed by ensure the City has the appropriate Comprehensive Plan factual basis and policies, Development Code regulations, and land zoned appropriately to allow affordable and workforce housing to be constructed at a lower cost than otherwise. Accordingly, this project is consistent with the program’s highest priority: Promote the provision of affordable and workforce housing.

**F. Project Partners.** List any other public or private entities that will participate in the project, including federal and state agencies, council of governments, city and county governments, and special districts. Briefly describe the role of each (*e.g.*, will perform work under the grant; will advise; will contribute information or services, etc.).

**City of Madras:**

City staff will provide project management. A limited number of City Council will be asked to participate in Advisory Committee. The City Council will be asked to take formal action to approve the proposed amendments.

**Madras Redevelopment Commission:**

A limited number of Commissioners will be asked to participate in Advisory Committee. The Commission will be asked to take formal action to make a recommendation to the City Council.

**Housing Works:**

Staff will be asked to participate on the Advisory Committee and represent the perspectives and interests of a housing authority.

**Best Care Treatment Services:**

Staff will be asked to participate on the Advisory Committee to represent their client’s needs and interests who are often placed in affordable housing.

**Madras Faith-Based Network:**

Volunteers from the organization will be asked to participate on the Advisory Committee to represent housing needs from the perspective of a shelter providers prospective.

**Fair Housing Council of Oregon:**

Staff will be asked to participate on the Advisory Committee to ensure the proposed amendments are consistent with the Needed Housing statutes (197.303) and other Fair Housing considerations.

**Central Oregon Realtors Association:**

Association staff and members will be asked to participate on the Advisory Committee, and they will be asked to represent real estate interests and perspectives.

- G. Advisory Committees.** List any advisory committee or other committees that will participate in the project to satisfy the local citizen involvement program. Include specific goals for participation by priority populations in advisory committees.

The project will establish an Advisory Committee that will comprised of housing developers, realtors, affordable housing, shelter provider. The Committee will also include representatives from the City Council, Madras Redevelopment Commission, and Planning Commission. The Committee will be comprised of residents and business owners. The Advisory Committee will also ensure members from priority populations have a position on the Committee.

Priority Population Participation Goals:

- Engage members of the priority populations in a time, place, and manner that they feel is appropriate.
- Improve understanding of housing needs from priority populations and how the City Comprehensive Plan policies and Development Code can be responsive to those needs.

- I. Cost-Sharing and Local Contribution.** DLCD funds are only a part of overall project costs; please identify sources and amounts of other funds or services that will contribute to the project's success. Cost-sharing (match) is not required but could be a contributing factor to the success of the application.

The City will contribute staff time towards the project which is estimated to be \$5,434. The City will also be funding efforts to establish and support Community Concierges to improve priority population participation up to \$5,000 (cash contribution). The total contribution by the City will be 10,434 towards the project which is approximately 9.6% of the total project cost.

**Will a consultant be retained to assist in completing grant products?** Yes ☒ No ☐

**For cities with populations under 10,000 that are requesting a comprehensive plan update, do you have interest in using a DLCD-provided consultant to complete your project?** Yes ☐ No ☐

**Does the applicant intend to seek technical assistance from DLCD's equity and inclusion consultant?** Yes ☒ No ☐ ([See TA Grant Equity Guidance](#))

**Local Official Support**

The application ***must include a resolution or letter from the governing body*** of the city, county, district, or tribe demonstrating support for the project. If the applicant is a council of governments on behalf of a city, a letter or resolution from the city council supporting the application must be included. *The application will not be complete if it does not include this item.* The letter of support may be received by DLCD after the application submittal deadline, but it must be received before a grant is awarded.

A letter of support will be provided from the Madras City Council to DLCDC staff on October 13, 2021.

## **Product Request Summary**

<b>Product</b>	<b>Grant Request</b>	<b>Local Contribution</b>	<b>Total Budget</b>
1-Project Kick-off	\$ <u>6,000</u>	\$ <u>221</u>	\$ <u>6,221</u>
2-Buildable Lands Inventory	\$ <u>10,000</u>	\$ <u>682</u>	\$ <u>10,682</u>
3- Housing Needs Analysis	\$ <u>15,000</u>	\$ <u>332</u>	\$ <u>15,332</u>
4-Measures to Accommodate Needed Housing	\$ <u>18,000</u>	\$ <u>442</u>	\$ <u>18,442</u>
5-Comp. Plan Updates	\$ <u>6,000</u>	\$ <u>221</u>	\$ <u>6,221</u>
6-Development Code Changes	\$ <u>20,000</u>	\$ <u>442</u>	\$ <u>20,442</u>
7-Rezone Land	\$ <u>15,000</u>	\$ <u>2,052</u>	\$ <u>17,042</u>
9-DEI/Priority Population Engagement	\$ <u>0</u>	\$ <u>5,000</u>	\$ <u>5,000</u>
8-Public Hearings	\$ <u>8,000</u>	\$ <u>1,042</u>	\$ <u>9,042</u>
<b>TOTAL</b>	\$ <u>98,000</u>	\$ <u>10,434</u>	\$ <u>108,424</u>

Submit your application with all supplemental information to:

Gordon Howard, Community Services Division Manager

E-mail (preferred): [DLCD.GFGrant@dlcd.oregon.gov](mailto:DLCD.GFGrant@dlcd.oregon.gov)

Mail: Department of Land Conservation and Development  
635 Capitol Street N.E., Suite 150  
Salem, OR 97301

Phone: 503-503-856-6935

**APPLICATION DEADLINE:      October 1, 2021**

Attachment A: Madras Housing Needs Analysis Update  
DLCD TA Grant Application

**A. Goals and Objectives.**

Project Goals:

1. Update a factual basis for the City's 20 year residential land supply.
2. Improve implementation of the City's Comprehensive Plan in the City's Development Code.
3. Align the City's Comprehensive Plan with the City's Housing Action Plan.

Project Objectives:

1. Update the 2007 Housing Needs Analysis (HNA).
2. Identify measures to accommodate Needed Housing.
3. Update the Comprehensive Plan Goal 10 element.
4. Amend the City's Development Code to accommodate Needed Housing.
5. Identify potential lands to rezone to accommodate Needed to improve the efficiency of lands within the UGB.
6. Adopt the necessary Comprehensive Plan, Development Code, and Zoning Map amendments.

**B. Products and Outcomes.** Clearly describe the product(s) and outcome(s) expected from the proposed project. Briefly describe any anticipated significant effect the project would have on development, livability, regulatory streamlining, and compliance with federal requirements, socioeconomic gains, and other relevant factors.

The City of Madras has experienced a housing shortage that is very similar to other small and rural communities that are located in a larger region. Specifically, on average the City had less than 10 homes constructed between 2008 and 2018 and there was no new multifamily construction other than subsidized housing developments. This caused the City in 2017 to start very significant efforts to address local housing that included:

1. Establishing a Housing Action Plan (2018)
2. Reducing SDCs for housing development (2019)
3. Establish an urban renewal district direct tax increment to housing developers to reduce construction and infrastructure cost (2020)
4. Development Code changes to:
  - a. Accommodate additional housing types (2019)
  - b. Add Missing Middle Housing types as permitted uses (in progress)
  - c. Bring the Code into compliance with ORS 197.303 (2021).

The City intentionally created a non-regulatory Housing Action Plan and then prioritized efforts thereafter to address the cost of housing construction with SDC reductions, creating an urban renewal district, and Code changes to streamline the land use process for housing developments. This approach did not include prioritize updating the City's Comprehensive Plan Goal 10 Housing Needs Analysis, policies, and implementing Code changes. Housing stakeholders have lauded the City for making necessary changes to reduce the cost of housing

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construction. However, the City still needs to update it's Goal 10 element in the Comprehensive Plan and identify how the City can utilize existing lands in the existing UGB more efficiently through Code changes and potentially rezoning land. It is for this reason the City seeks substantial funding from DLCD to update the City's Housing Needs Analysis and properly implement the analysis to achieve the City and State's desired housing outcomes.

Table 1. Madras HNA Update Tasks, Products, and Outcomes.

<b>Task #</b>	<b>Task Description</b>	<b>Product</b>	<b>Outcome</b>
1	Project Kick-off	<ol style="list-style-type: none"> <li>1. Project schedule.</li> <li>2. Outreach and public engagement plan.</li> </ol>	<ul style="list-style-type: none"> <li>• Confirm the objectives of the project and refine the project schedule.</li> <li>• Develop an outreach and public engagement plan.</li> <li>• Broad public engagement and focus on increasing involvement of impacted priority populations.</li> <li>• Establish specific goals for participation priority populations.</li> </ul>
2	Buildable Lands Inventory	<ol style="list-style-type: none"> <li>1. Draft BLI narrative and methodology.</li> <li>2. Hold Advisory Committee meeting #1.</li> </ol>	<ul style="list-style-type: none"> <li>• Draft inventory of buildable land consistent with OAR chapter 660, division 8.</li> <li>• Advisory Committee feedback on draft BLI.</li> </ul>
3	Housing Needs Analysis	<ol style="list-style-type: none"> <li>1. Draft housing needs projection and residential land needs analysis.</li> <li>2. Hold Advisory Committee meeting #2.</li> <li>3. Hold public Workshop/Open House.</li> </ol>	<ul style="list-style-type: none"> <li>• Draft housing needs projection consistent with OAR chapter 660, division 8.</li> <li>• Residential land analysis that addresses how much land and what zoning the City needs to accommodate its Housing Need, comparing the demand and supply.</li> </ul>

Attachment A: Madras Housing Needs Analysis Update  
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Table 1 Cont. Madras HNA Update Tasks, Products, and Outcomes.

<b>Task #</b>	<b>Task Description</b>	<b>Product</b>	<b>Outcome</b>
4	Measures to Accommodate Needed Housing	<ol style="list-style-type: none"> <li>1. Memorandum with recommendations for changes to City's comprehensive plan and land use regulations to address housing and residential land needs.</li> <li>2. Advisory Committee meetings #3 and #4.</li> <li>3. One public workshop or open house, including materials for the workshop.</li> <li>4. Presentation to the Madras Planning Commission.</li> </ol>	<ul style="list-style-type: none"> <li>• Identify options for changes to the Madras Comprehensive Plan and Development Code to address housing and residential land needs determined in previous tasks.</li> <li>• Discuss proposed changes with Advisory Committee at two meetings, solicit feedback and input into the recommended changes, incorporate feedback into recommended for changes to the City's housing policies.</li> <li>• Public workshop/open house to present proposed changes to the Madras Comprehensive Plan and Development Code.</li> </ul>
5	Comp. Plan Updates	<ol style="list-style-type: none"> <li>1. Draft and revised changes to the Madras Comprehensive Plan.</li> <li>2. Draft Findings for staff report for proposed Comprehensive Plan &amp; Code changes.</li> </ol>	<ul style="list-style-type: none"> <li>• Identify changes necessary to the Madras Comprehensive Plan, with the intention of repealing the outdated factual basis and revision to the existing housing policies.</li> <li>• Draft staff report for Comprehensive Plan changes.</li> </ul>

Attachment A: Madras Housing Needs Analysis Update  
DLCD TA Grant Application

Table 1 Cont. Madras HNA Update Tasks, Products, and Outcomes.

<b>Task #</b>	<b>Task Description</b>	<b>Product</b>	<b>Outcome</b>
6	Development Code Changes	<ol style="list-style-type: none"> <li>1. Draft changes to the Madras Development Code.</li> <li>2. Prepare Findings for Code changes.</li> </ol>	<ul style="list-style-type: none"> <li>• Identify changes necessary Development Code to meet identified housing need in the HNA and implement the proposed changes in the Comprehensive Plan.</li> <li>• Prepare staff report for public hearings for the proposed Development Code changes.</li> </ul>
7	Rezone Land	<ol style="list-style-type: none"> <li>1. Draft changes to the Madras Comprehensive Plan and Zoning map.</li> <li>2. Identify criteria to select land to rezone to the new higher density multifamily zone (if such a zone is necessary).</li> <li>3. Prepare Findings and the criteria for changes to the zoning map in the staff report for these changes (if such a zone is necessary).</li> <li>4. Advisory Committee Meetings #5 and #6.</li> </ol>	<ul style="list-style-type: none"> <li>• Consideration of anticipated impacts and outcomes of the proposed changes, especially the impacts to priority populations.</li> <li>• Determine if a higher-density residential zone is needed.</li> </ul>



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Table 1 Cont. Madras HNA Update Tasks, Products, and Outcomes.

<b>Task #</b>	<b>Task Description</b>	<b>Product</b>	<b>Outcome</b>
8	DEI/Priority Population Engagement	<ol style="list-style-type: none"> <li>1. Identify Latinx and Native American community concierges to assist with developing an effective outreach plan to engage member of these communities.</li> <li>2. Identify community specific engagement strategies (language, format, location, events, etc.).</li> <li>3. Meetings/engagements with priority populations in a manner consistent with the related engagement goals.</li> </ol>	<ul style="list-style-type: none"> <li>• Engagement with priority populations as specified in the public engagement plan.</li> <li>• Engagement with priority populations.</li> <li>• Improve understanding of housing needs from priority populations and how the City Comprehensive Plan policies and Development Code can be responsive to those needs.</li> </ul>
9	Public Hearings	<ol style="list-style-type: none"> <li>1. Draft and revised staff report with findings in support of adoption of: the housing needs analysis, revised Comprehensive Plan text, proposed changes to the development code, and proposed changes to the Madras Comprehensive Plan and Zoning map.</li> <li>2. Present and participate in one hearing with the Madras Planning Commission</li> <li>3. Present and participate in one hearing with the Madras City Council</li> </ol>	<ul style="list-style-type: none"> <li>• Public hearings conducted in a manner consistent with local and state regulations.</li> <li>• Facilitate necessary discussions with Planning Commission and City Council on the proposed amendments.</li> <li>• Planning Commission and City Council formal action to approve the proposed amendments.</li> </ul>

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**C. Equity and Inclusion Considerations.** Using the [TA Grant Equity Guidance](#), identify priority populations in the project planning area. Describe the anticipated impact of your proposed project on priority populations. Describe a preliminary outreach and engagement plan with specific goals and outcomes for participation of priority populations in the project. Include specific tasks and products related to the outreach and engagement plan in sections D and E.

Priority Populations:

Latinx and Indigenous Native Americans

Project Impact on Priority Populations:

Based on 2000 and 2010 Census data for Madras, the identified Priority Populations tend to have a lower socioeconomic status and thereby would tend to have a great difficulty finding housing that consumes 30% or less of their income. This project seeks define needed housing for Madras residents, including the priority populations, for which the City's Comprehensive Plan and Development regulations play a significant role in allowing the efficient use of land and establishing reasonable land use approval criteria. Inefficient use of land and land use regulations that place an unreasonable land use regulations increase development costs and thereby the cost (purchase price or rent) is increased and creates barriers for priority populations to obtain housing.

Outreach and Engagement Plan:

Goals:

- Engage members of the priority populations in a time, place, and manner that they feel is appropriate.
- Improve understanding of housing needs from priority populations and how the City Comprehensive Plan policies and Development Code can be responsive to those needs.

Outcomes:

- Creation and execution of a public involvement plan that will effectively engage priority populations.
- Priority population housing needs will be identified.
- Comprehensive Plan and Development Code amendments will be responsive to the housing needs of priority populations.