

Appendix E: Survey Results

Introduction

As part of the stakeholder engagement process for the Local Residential Development Process Improvement (LRDPI) Study, the project team conducted two statewide surveys: one for housing producers, and one for development reviewers. The surveys were developed based on themes identified through earlier engagement activities, including focus groups, interviews, case study research, and related analysis.

The purpose of the surveys was to gather broader input on residential development review processes across Oregon and to understand how experiences and perspectives varied across regions, jurisdiction sizes, housing types, and stakeholder groups. The surveys built on barriers and themes identified through earlier engagement activities. Additionally, they asked about how frequently those barriers occur and the extent of their impacts across different development contexts. Survey findings were used alongside other engagement activities to inform the study's analysis and findings.

Methodology

The project team developed two concise, targeted online surveys informed by findings from focus groups and interviews. One of the surveys targeted local jurisdiction staff who review residential development applications, or "development reviewers" (e.g., public sector staff who review permits, inspect projects, etc.). The second targeted applicants in the development process, or "housing producers" (e.g., developers, architects, engineers, consultants, etc.).

The Development Reviewer survey received 88 total responses, and the Housing Producer survey received 57 total responses. Both surveys were publicly available through the project website and were promoted through HAPO, DLCD, and BCD communication channels, including GovDelivery newsletters and listservs, project partner networks, and participants from earlier engagement activities. The surveys were distributed through SurveyMonkey and were open from April 7 through April 20, 2026.

The surveys included a mix of close-ended and open-ended questions to capture both quantitative trends and qualitative insights. The project team analyzed results to identify common patterns and notable differences, integrating findings into the final report and engagement summary. The timing of these surveys allowed the project team to leverage the University of Oregon Institute for Policy Research and Engagement (UO-IPRE) survey's contact lists, structure, lessons learned, and findings, helping to address barriers and gaps identified during the earlier effort.

Both surveys were filtered to ensure respondents filled out and completed the appropriate survey based on their role and experience in the development review process. For example, if a reviewer filled out the survey that was designed for applicants of the development process (e.g., developers,



architects, engineers, consultants, etc.), their response was filtered out and excluded from analysis. After filtering, the consultant team analyzed results from 76 responses in the development reviewer survey and 51 responses in the housing producer survey.

For close-ended questions, summary statistics and appropriate comparisons within and across groups, called cross tabulations or “cross tabs,” were prepared and analyzed. To maintain the reliability of results, specific cross tab results were omitted when the sample size was insufficient, typically fewer than 15 respondents. For open-ended questions, the project team reviewed responses and grouped them into themes based on recurring topics and patterns identified in the responses, allowing common perspectives and experiences related to the development review process to be summarized.

Approach Limitations

Both the development reviewer and housing producer survey were conducted as an open, opt-in engagement tool and were not designed as a statistically representative sample of the state’s local reviewers and developers. As such, findings should be interpreted as illustrative of participant perspectives rather than definitive or generalizable to all reviewers of developers.

Survey Questions

The survey questions focused primarily on understanding how reviewers and developers ranked specific challenges within the development review process. Challenges could be ranked from “generally not an issue” to “frequent and major impact” to cost, delay, uncertainty, project review timelines, or staff effort. Relevant demographic information was also collected for reviewers and developers, such as the region they work or operate in or housing types that they typically build.

Certain questions include skip logic, which refers to a survey feature that directs respondents to different questions based on their answer to previous questions. For example, respondents who indicate they work for a city will be asked a follow-up question about the size of the city where they work. Respondents who do not work for a city will skip that question and proceed directly to the next applicable question in the survey.

Development Reviewers

Page 1: About You

The following section includes prompts to learn more about you and your relationship to residential development in Oregon.

1. Your First Name (short text box) **required



2. **Your Last Name (short text box) **required**
3. **Your Organization (short text box) **required**
4. **Your Email Address (short text box) **required**
5. **What region do you work in? (multiple choice, choose all that apply)**
 - a. Statewide
 - b. Portland Metro Region
 - c. Oregon Coast
 - d. Central Oregon
 - e. Willamette Valley
 - f. Southern Oregon
 - g. Eastern Oregon
 - h. Other (write in)
6. **What type of jurisdiction or agency do you work for? (single choice, choose one)**
 - a. City
 - b. County
 - c. Contractor/Consultant
 - d. Public Utilities
 - e. Special Service District (e.g., fire district)
 - f. Other (write in)
7. **Skip logic off Question 6, if answered City: [What size city](#) do you work in? (single choice, choose one)**
 - a. Cities with population under 10,000 (e.g., Florence, Sutherlin, Cedar Hills, Hood River)
 - b. Cities with population between 10,000 and 25,000 (e.g., Roseburg, Klamath Falls, Milwaukie, Ashland, Sherwood, Hermiston, Cedar Mill, Canby)
 - c. Cities with population between 25,000 and 50,000 (e.g., Lake Oswego, Grants Pass, Keizer, Oregon City, Redmond, McMinnville, Tualatin, Wilsonville, Newberg)
 - d. Cities with population between 50,000 and 100,000 (e.g., Beaverton, Medford, Springfield, Corvallis, Albany, Tigard, Aloha)
 - e. Cities with population between 100,000 and 200,000 (e.g., Eugene, Salem, Gresham, Hillsboro, Bend)
 - f. Cities with population over 200,000 (e.g., Portland)



8. What part of the residential development process do you review? (multiple choice, choose all that apply)

- a. Land Use
- b. Building
- c. Public Works/Infrastructure
- d. Other (write in)

Page 2: Land Use Challenges (skip logic off Question 7, if answered Land Use)

The list below highlights some of the Land Use Challenges identified in the Initial Barriers Memo available on the [project website](#) that have been highlighted in focus groups or other recent input. Please indicate the extent to which you have witnessed these barriers in reviewing recent development projects (e.g., within the last 5 years).

Matrix: Rows = barriers, Columns = response options

Response Options (Columns)

- Generally not an issue
- Occasional MINOR impact to project review timelines or staff effort
- Frequent MINOR impact to project review timelines or staff effort
- Occasional MAJOR impact to project review timelines or staff effort
- Frequent MAJOR impact to project review timelines or staff effort
- Not Applicable or Not in my Purview

Barriers (Rows)

- **Multiple layers of regulations** (e.g., overlay zones or plan districts) can make it hard to tell what standards apply.
- **Detailed and prescriptive clear and objective standards** require longer and more detailed submittals, which can require more effort for staff to review.
- **Staff-level discretionary reviews** can put staff in an uncomfortable position.
- **Rapidly changing state requirements** can result in code being out of date and can cause confusion for staff and applicants.
- **The push to remove requirements** for public notices, hearings, or comment periods results in concerns and opposition being expressed in other ways/venues.



- **Variances and adjustments** to deviate from development or design standards open a project to discretionary review that can result in public comments on unrelated issues.
- **Planned development applications** provide flexibility but involve discretion across many aspects of a project.
- **Design review and historic review** can add complexity, effort, time, and discretionary criteria.
- **Wetlands, resource areas, and natural hazard reviews** can add complexity, staff effort, and time to review processes.
- **Hearings and/or appeal risks** associated with discretionary review processes increase uncertainty and staff time for projects that may generate community opposition.
- **Hearings for clear and objective land use applications** (now prohibited pursuant to HB 4037, effective July 1, 2026) can add staff time and effort to a clear and objective process.

Page 3: Building Review and Inspections Challenges (skip logic off Question 7, if answered Building)

The list below highlights some of the Building Review and Inspection Challenges identified in the Initial Barriers Memo available on the [project website](#) that have been highlighted in focus groups or other recent input. Please indicate the extent to which you have witnessed these barriers in reviewing recent development projects (e.g., within the last 5 years).

Matrix: Rows = barriers, Columns = response options

Response Options (Columns)

- Generally not an issue
- Occasional MINOR impact to project review timelines or staff effort
- Frequent MINOR impact to project review timelines or staff effort
- Occasional MAJOR impact to project review timelines or staff effort
- Frequent MAJOR impact to project review timelines or staff effort
- Not Applicable or Not in my Purview

Barriers (Rows)

- **Addressing newer energy code requirements** requires staff training, time, and effort to ensure compliance and also requires understanding and knowledge from the applicant.
- **Incomplete applications can cause multiple rounds of review** and sometimes second or third reviews uncover important issues that were missed on the initial review, leading to additional staff time and effort.



- **Differences in interpretation** between staff or between plan reviewers and inspectors can lead to additional iteration and uncertainty.
- **A lack of alignment** between zoning code and building code definitions and measurements can lead to additional iteration and uncertainty.
- **Systems that require all reviews completed** before applicants can see or respond to comments can create delays when one department is understaffed and behind others.
- **Systems that allow applicants to respond before all comments are input** can result in an applicant resubmitting materials before the first cycle of review is complete, creating confusion and delay.
- **Inspector availability and scheduling** can be a challenge.
- **Certificates of Occupancy can be delayed due to other required improvements**, such as public improvements, landscaping, or other elements outside the building itself.

Page 4: Infrastructure and Public Improvements Challenges (skip logic off Question 7, if answered Public Works/Infrastructure)

The list below highlights some of the Infrastructure and Public Improvement Challenges identified in the Initial Barriers Memo available on the [project website](#) that have been highlighted in focus groups or other recent input. Please indicate the extent to which you have witnessed these barriers in reviewing recent development projects (e.g., within the last 5 years).

Matrix: Rows = barriers, Columns = response options

Response Options (Columns)

- Generally not an issue
- Occasional MINOR impact to project review timelines or staff effort
- Frequent MINOR impact to project review timelines or staff effort
- Occasional MAJOR impact to project review timelines or staff effort
- Frequent MAJOR impact to project review timelines or staff effort
- Not Applicable or Not in my Purview

Barriers (Rows)

- **Negotiating annexation agreements** (including any required infrastructure improvements) can delay annexation and keep development from advancing.



- **Establishing required infrastructure improvements** (e.g., frontage improvements) can be contentious, leading to negotiation or appeals.
- **Lack of understanding by applicants about facility design requirements** can require multiple rounds of revisions.
- **Ensuring final improvements are completed** can be challenging if not tied to Certificate of Occupancy or if bond amounts are insufficient to cover public sector costs.

Page 5: Cross-Cutting Challenges (all respondents)

The list below highlights some of the Cross-Cutting Challenges identified in the Initial Barriers Memo available on the [project website](#) that have been highlighted in focus groups or other recent input. We define cross cutting challenges as those that span multiple parts of the development process (e.g., applicable beyond just the land use review or infrastructure and public improvements review process).

Please indicate the extent to which you have witnessed these barriers in reviewing recent development projects (e.g., within the last 5 years).

Matrix: Rows = barriers, Columns = response options

Response Options (Columns)

- Generally not an issue
- Occasional MINOR impact to project review timelines or staff effort
- Frequent MINOR impact to project review timelines or staff effort
- Occasional MAJOR impact to project review timelines or staff effort
- Frequent MAJOR impact to project review timelines or staff effort
- Not Applicable or Not in my Purview

Barriers (Rows)

- **Pre-application conferences** can be hard to schedule across various departments and/or information may be incomplete or may become out of date by the time a development application is submitted.
- **Applicants may not understand submittal requirements** or may submit incomplete applications for various reasons, which can cause multiple review iterations to reach a complete application.
- **Sequencing of reviews for Middle Housing Land Divisions** between building and land use can be hard to coordinate, adding staff time and effort.



- **Separate utility easements requirements in a Middle Housing Land Division** can complicate site planning and can add staff time and effort to the review process.
- **Differences between building code and land use** definitions and requirements can create confusion.
- **Final Plat Subdivision recording** can be delayed at the County Auditor's office, holding up final plats and ability to proceed with building permits.
- **Private utility company reviews** cannot always be coordinated with staff reviews.
- **Other service providers' standards and reviews** (e.g., state agencies, special districts, county) may not be aligned, creating uncertainty and potential for conflicting standards.
- **Fire Marshals** may not be effectively integrated with other local government reviews in some communities, which can lead to conflicting standards or feedback.

Page 6: Closing (all respondents)

9. **Are there any process-related barriers to residential development missing from the memo?**
(single choice, choose one)
 - a. No
 - b. Yes
 - i. Answer: (long option box)
10. **Which of these practices has your jurisdiction implemented? (multiple choice, choose all that apply)**
 - a. Proactive coordination within departments to resolve differences in interpretation
 - b. Proactive coordination between departments and with external reviewers to reconcile conflicting requirements
 - c. Having a point person or single point of contact for development review
 - d. Partnership attitude from jurisdiction leadership
 - e. Providing transparency into status of reviews (e.g., ability to see which have been completed and/or comments to date)
 - f. Providing all comments at once with conflicts reconciled
 - g. Providing comments incrementally as reviews are completed
 - h. Clear standards for required public improvements/proportionality
 - i. Greater clarity on Public Works Design Standards
 - j. Detailed submittal checklists
 - k. Pre-application conferences with written notes



- l. Ability to bond for improvements rather than completing all improvements as a condition of the permit
 - m. Participating in the Building Evaluation Support Agreement (BESA) sharing plan review capacity and demand with other participating jurisdictions
 - n. Other (please specify)
- 11. In your own words, what is the biggest process-related barrier to residential development?
(long text box)**
- 12. In your own words, what is the most promising solution to this barrier? (long text box)**



Housing Producers

Page 1: About You

The following section includes prompts to learn more about you and your relationship to residential development in Oregon.

1. **Your First Name (short text box) **required**
2. **Your Last Name (short text box) **required**
3. **Your Organization (short text box) **required**
4. **Your Email Address (short text box) **required**
5. **What part of the development team are you in? (single choice, choose one)**
 - a. Developer (for-profit)
 - b. Developer (nonprofit)
 - c. Architect
 - d. Engineering
 - e. Other Consultant
 - f. Other (write in)
6. **How many development projects have you worked on (not just completed) in the past 5 years? (single choice, choose one)**
 - a. Fewer than 2
 - b. 2–5
 - c. 6–10
 - d. 11–15
 - e. 16+
7. **What regions do you typically operate in? (multiple choice, choose all that apply)**
 - a. Statewide
 - b. City of Portland
 - c. Other Cities in Portland Metro Region
 - d. Oregon Coast
 - e. Central Oregon
 - f. Willamette Valley
 - g. Southern Oregon
 - h. Eastern Oregon



- i. Other (write in)

8. What size city do you typically work in? (multiple choice, choose all that apply)

- a. Cities with population under 10,000 (e.g., Florence, Sutherlin, Hood River)
- b. Cities with population between 10,000 and 25,000 (e.g., Roseburg, Klamath Falls, Milwaukie, Ashland, Sherwood, Hermiston, Canby)
- c. Cities with population between 25,000 and 50,000 (e.g., Lake Oswego, Grants Pass, Keizer, Oregon City, Redmond, McMinnville, Tualatin, Wilsonville, Newberg)
- d. Cities with population between 50,000 and 100,000 (e.g., Beaverton, Medford, Springfield, Corvallis, Albany, Tigard)
- e. Cities with population between 100,000 and 200,000 (e.g., Eugene, Salem, Gresham, Hillsboro, Bend)
- f. Cities with population over 200,000 (e.g., Portland)

9. What housing types do you typically build? (multiple choice, choose all that apply)

- a. Single-unit detached
- b. Plexes (duplexes, triplexes, quadplexes)
- c. Cottage cluster housing
- d. Townhouses
- e. Multiunit housing (i.e., more than 5 units)
- f. Manufactured home parks
- g. Modular or factory-produced housing
- h. Other (write in)

10. Skip logic off Question 9, if answered Plexes, Cottage cluster, Townhouses: If you have developed a Plex, Cottage cluster, or Townhome, have you done a Middle Housing Land Division? (multiple choice, choose one)

- a. Yes
- b. No
- c. I don't know

11. What site size and context are typical for your projects? (multiple choice, choose all that apply)

- a. Small infill sites (e.g., <1 acre)
- b. Major redevelopment sites (e.g., 5+ acres with existing development)
- c. Large greenfield sites (e.g., 5+ acres)



- d. Medium-sized vacant or underutilized sites (e.g., 1–5 acres)

Page 2: Land Use Challenges

The list below highlights some of the Land Use Challenges identified in the Initial Barriers Memo available on the [project website](#) that have been highlighted in focus groups or other recent input. Please indicate the extent to which these barriers have impacted your recent development projects (e.g., within the last 5 years).

Matrix: Rows = barriers, Columns = response options

Response Options (Columns)

- Generally not an issue
- Occasional MINOR impact to cost, delay, or uncertainty
- Frequent MINOR impact to cost, delay, or uncertainty
- Occasional MAJOR impact to cost, delay, or uncertainty
- Frequent MAJOR impact to cost, delay, or uncertainty
- Don't know/not applicable

Barriers (Rows)

- **Multiple layers of regulations** (e.g., overlay zones or plan districts) can make it hard for applicants to tell what standards apply.
- **Variation in standards** between jurisdictions make it challenging to work across jurisdictions.
- **Detailed and prescriptive clear and objective standards** require more effort to show compliance and make staying within clear and objective pathways challenging.
- **Variances and adjustments** to deviate from development or design standards open a project to discretionary review that can result in public comments on unrelated issues.
- **Planned development applications** provide flexibility but involve discretion across many aspects of a project and may require providing public benefits.
- **Design review and historic review** can add complexity, effort, time, and discretionary criteria.
- **Wetlands, resource area, and natural hazard reviews** add complexity, effort, time, uncertainty, and overlapping layers of reviews.
- **Hearings and/or appeal risks** associated with discretionary review processes increase uncertainty for projects that may generate community opposition.



- **Hearings for clear and objective land use applications** (now prohibited pursuant to HB 4037, effective July 1, 2026) add time and cost to a clear and objective process.

Page 3: Building Review and Inspections Challenges

The list below highlights some of the Building Review and Inspection Challenges identified in the Initial Barriers Memo available on the [project website](#) that have been highlighted in focus groups or other recent input. Please indicate the extent to which these barriers have impacted your recent development projects (e.g., within the last 5 years).

Matrix: Rows = barriers, Columns = response options

Response Options (Columns)

- Generally not an issue
- Occasional MINOR impact to cost, delay, or uncertainty
- Frequent MINOR impact to cost, delay, or uncertainty
- Occasional MAJOR impact to cost, delay, or uncertainty
- Frequent MAJOR impact to cost, delay, or uncertainty
- Don't know/not applicable

Barriers (Rows)

- **Required level of detail for submittals** varies between jurisdictions.
- **Addressing newer state-level energy code requirements** requires additional effort for both submittals and reviews.
- **Incomplete first reviews** by a jurisdiction may lead to substantive new comments on a second or third review, leading to additional delays and costs.
- **Differences in interpretation** between staff or between plan reviewers and inspectors can lead to additional iteration and uncertainty.
- **Systems that require all reviews completed** before applicants can see or respond to comments can create delays when one department is understaffed and behind others.
- **Inspector availability and scheduling** challenges can delay completion of subsequent construction work.
- **Certificates of Occupancy can be delayed due to other required improvements**, such as public improvements, landscaping, or other elements outside the building itself.



Page 4: Infrastructure and Public Improvements Challenges

The list below highlights some of the Infrastructure and Public Improvements Challenges identified in the Initial Barriers Memo available on the [project website](#) that have been highlighted in focus groups or other recent input. Please indicate the extent to which these barriers have impacted your recent development projects (e.g., within the last 5 years).

Matrix: Rows = barriers, Columns = response options

Response Options (Columns)

- Generally not an issue
- Occasional MINOR impact to cost, delay, or uncertainty
- Frequent MINOR impact to cost, delay, or uncertainty
- Occasional MAJOR impact to cost, delay, or uncertainty
- Frequent MAJOR impact to cost, delay, or uncertainty
- Don't know/not applicable

Barriers (Rows)

- **Negotiating annexation agreements** (including any required infrastructure improvements) can delay annexation and keep development from advancing.
- **Obtaining Service Provider Letters** to submit with land use applications can require substantial design work early in the process that may need to be modified later on.
- **Establishing required infrastructure improvements** (e.g., frontage improvements) can be unpredictable; costly requirements can lead to negotiation or appeals.
- **Lack of clarity in facility design requirements** can add time and engineering costs when multiple revisions are required.

Page 5: Cross-Cutting Challenges

The list below highlights some of the Cross-Cutting Challenges identified in the Initial Barriers Memo available on the [project website](#) that have been highlighted in focus groups or other recent input. Cross cutting challenges span multiple parts of the development process (e.g., applicable beyond just the land use review or infrastructure and public improvements review process).

Please indicate the extent to which these barriers have impacted your recent development projects (e.g., within the last 5 years).



Matrix: Rows = barriers, Columns = response options

Response Options (Columns)

- Generally not an issue
- Occasional MINOR impact to cost, delay, or uncertainty
- Frequent MINOR impact to cost, delay, or uncertainty
- Occasional MAJOR impact to cost, delay, or uncertainty
- Frequent MAJOR impact to cost, delay, or uncertainty
- Don't know/not applicable

Barriers (Rows)

- **Pre-application conferences** may provide information that may be out of date by the time the development application gets submitted and may not include written summaries.
- **Unclear submittal requirements** can require multiple iterations to determine an application complete.
- **Sequencing of reviews for Middle Housing Land Divisions** between building and land use is variable between jurisdictions, making it harder to know what to expect.
- **Providing separate utilities with easements in a Middle Housing Land Division** complicates site planning and can lead to redesigns when detailed requirements are not clear at the start.
- **Differences between building code and land use** definitions and requirements can create conflicts.
- **Final Plat Subdivision recording** can be delayed at the County Recorder (or equivalent department), holding up final plats and ability to proceed with building permits.
- **Private utility company reviews** are unpredictable and not always coordinated with local government reviews, which can create delays and last-minute changes.
- **Other service providers' standards and reviews** (e.g., state agencies, special districts, county) may not be aligned, creating uncertainty and potential for conflicting standards.
- **Fire Marshals** may not be effectively integrated with other local government reviews in some communities, which can lead to conflicting standards or feedback.

Page 6: Closing

12. Are there any process-related barriers to residential development missing from the memo?
(single choice, choose one)



- a. No
- b. Yes

i. Answer: (long option box)

13. Which of these practices do you think are or would be most helpful in reducing process-related barriers to housing production? (Rank options in priority order, 1 = top = most helpful)

- a. Proactive coordination within departments to resolve differences in interpretation
- b. Proactive coordination between departments and with external reviewers to reconcile conflicting requirements
- c. Having a point person or single point of contact for development review
- d. Partnership attitude from jurisdiction leadership
- e. Providing transparency into status of reviews (e.g., ability to see which have been completed and/or comments to date)
- f. Providing all comments at once with conflicts reconciled
- g. Providing comments incrementally as reviews are completed
- h. Clear standards for required public improvements/proportionality
- i. Greater clarity on Public Works Design Standards
- j. Submittal checklists
- k. Pre-application conferences with written notes
- l. Ability to bond for improvements rather than completing all improvements as a condition of the permit
- m. Other (please specify)

14. In your own words, what is the biggest process-related barrier to residential development? (long text box)

15. In your own words, what is the most promising solution to this barrier? (long text box)

Key Findings

Each section includes summaries by survey—Development Reviewers (e.g., public sector staff who review permits, inspect projects, etc.) or Housing Producers (e.g., builders, architects, engineering, etc.)—as well as interesting comparisons (both divergences and convergences) across the two groups. Since exhibits use abbreviated terms for the challenges assessed, each section includes the longer form



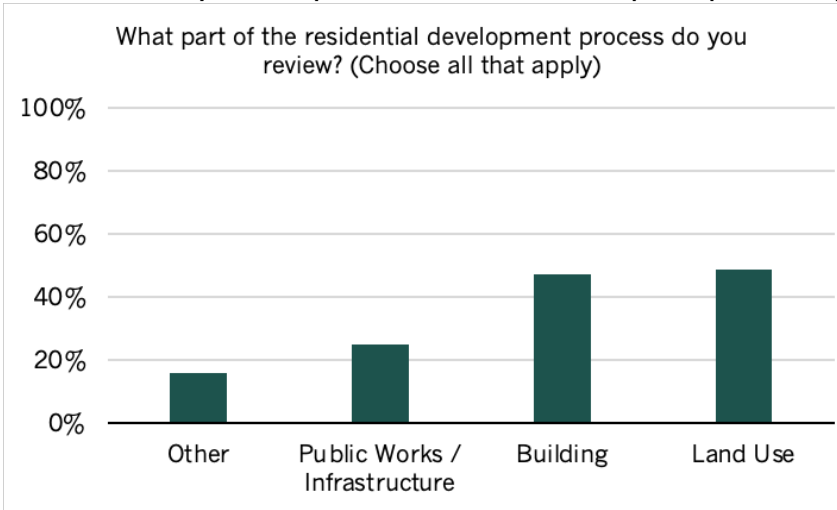
descriptions from the survey questions. Note that descriptions of some challenges differed between the two surveys to effectively illustrate the perspective of either reviewers or developers.

Summary of Responses

Development Reviewers

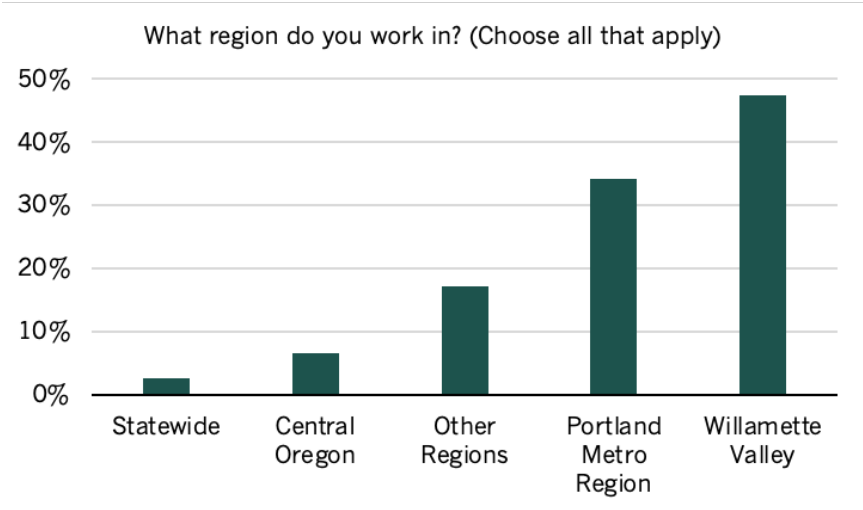
This survey had 76 individual responses from 39 unique jurisdictions. Clackamas County had 13 separate responses while the City of Eugene had 14 separate responses. Eight other jurisdictions had between two and four individual responses.

Exhibit 1. Summary of 'What part of the residential development process do you review?' for Development Reviewers



Source: EConorthwest
Note: Respondents could select all that apply.

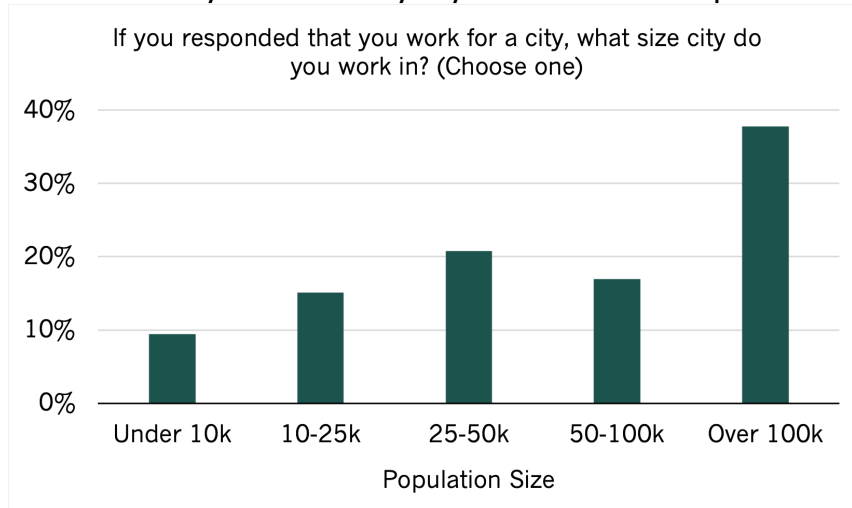
Exhibit 2. Summary of 'What region do you work in?' for Development Reviewers



Source: EConorthwest
Note: Respondents could select all that apply.



Exhibit 3. Summary of 'What size city do you work in?' for Development Reviewers

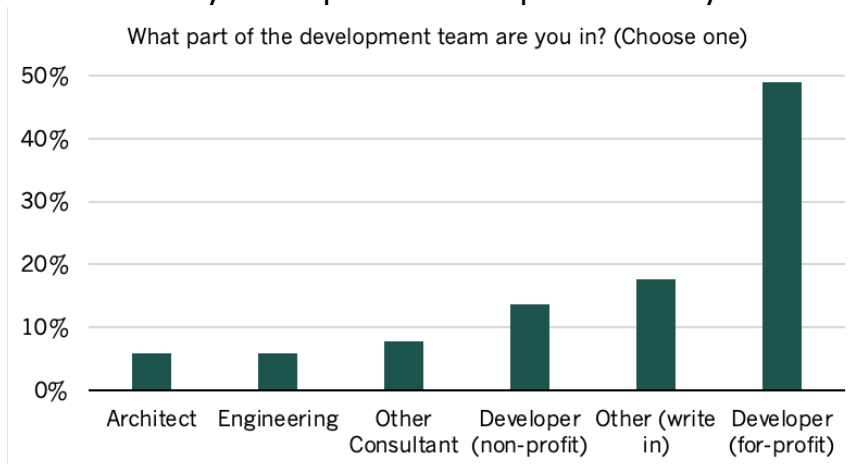


Source: EConorthwest

Housing Producers

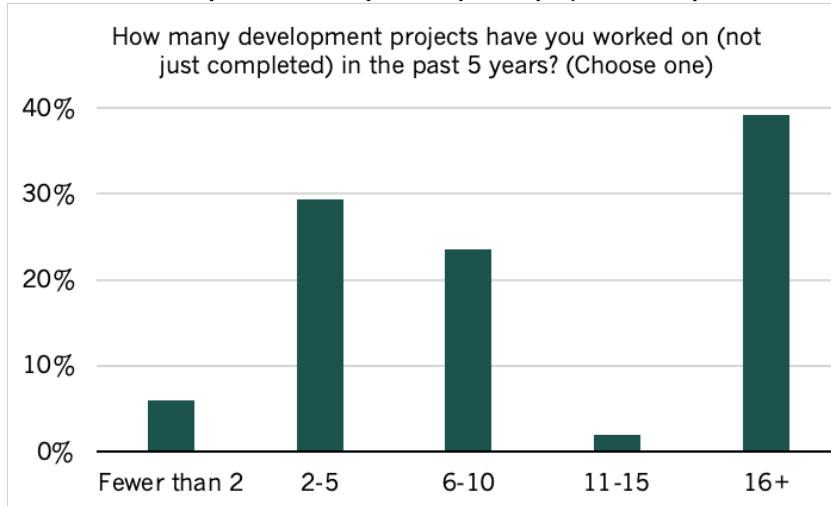
This survey had 51 individual responses from 45 unique organizations. Five organizations had between two and three individual responses each.

Exhibit 4. Summary of 'What part of the development team are you in?' for Housing Producers



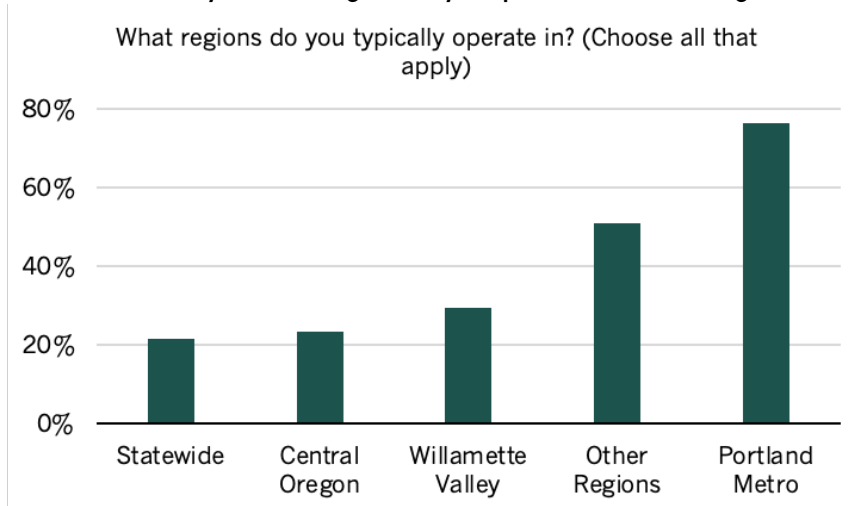
Source: EConorthwest

Exhibit 5. Summary of 'How many development projects have you worked on in the past 5 years?' for Housing Producers



Source: EConorthwest

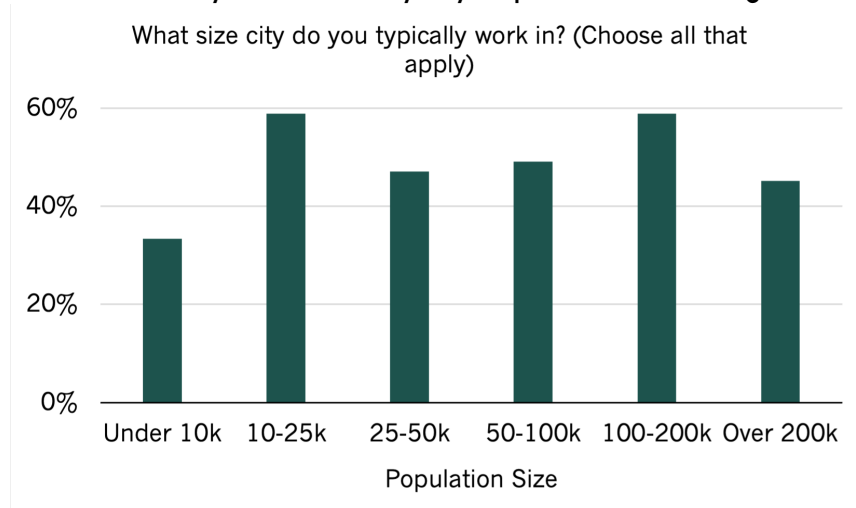
Exhibit 6. Summary of 'What regions do you typically operate in?' for Housing Producers



Source: EConorthwest

Note: Respondents could select all that apply.

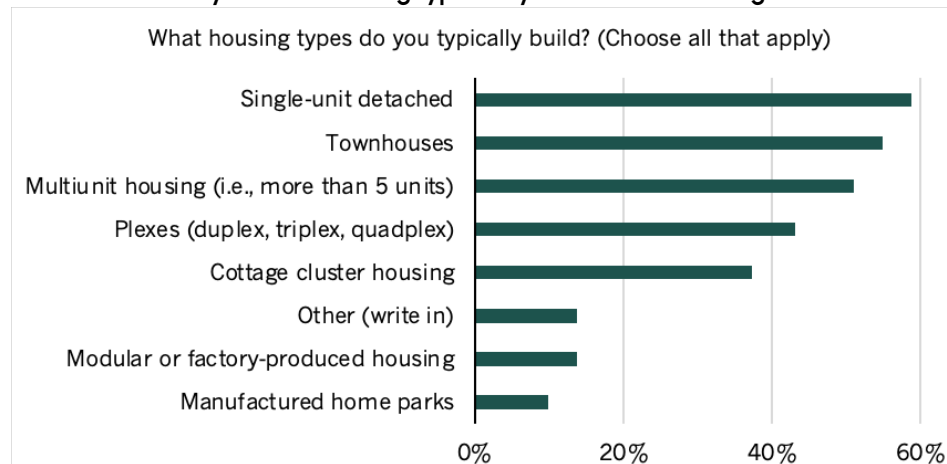
Exhibit 7. Summary of 'What size city do you operate in?' for Housing Producers



Source: EConorthwest

Note: Respondents could select all that apply.

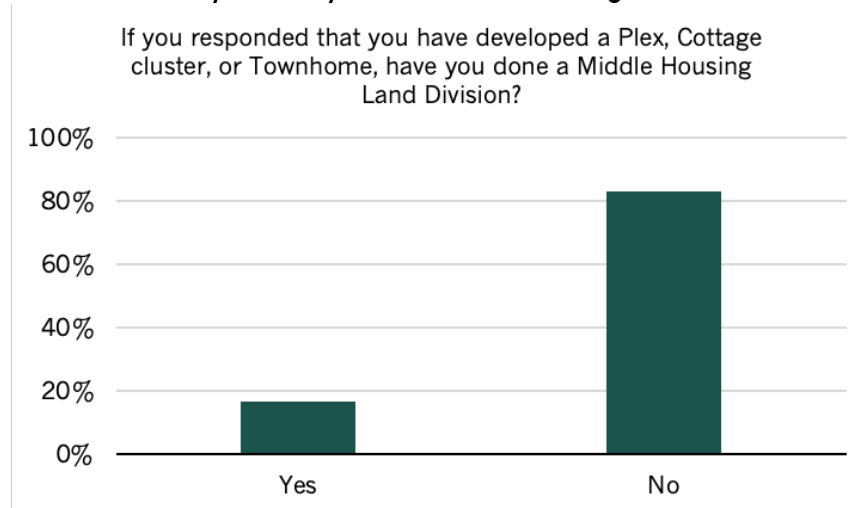
Exhibit 8. Summary of 'What housing types do you build?' for Housing Producers



Source: EConorthwest

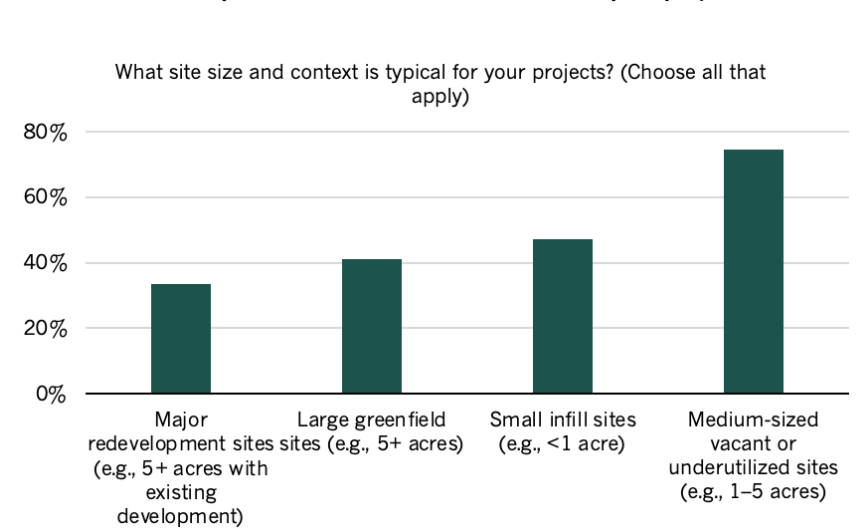
Note: Respondents could select all that apply.

Exhibit 9. Summary of 'Have you done a Middle Housing Land Division?' for Housing Producers



Source: EConorthwest

Exhibit 10. Summary of 'What site size and context are your projects?' for Housing Producers



Source: EConorthwest

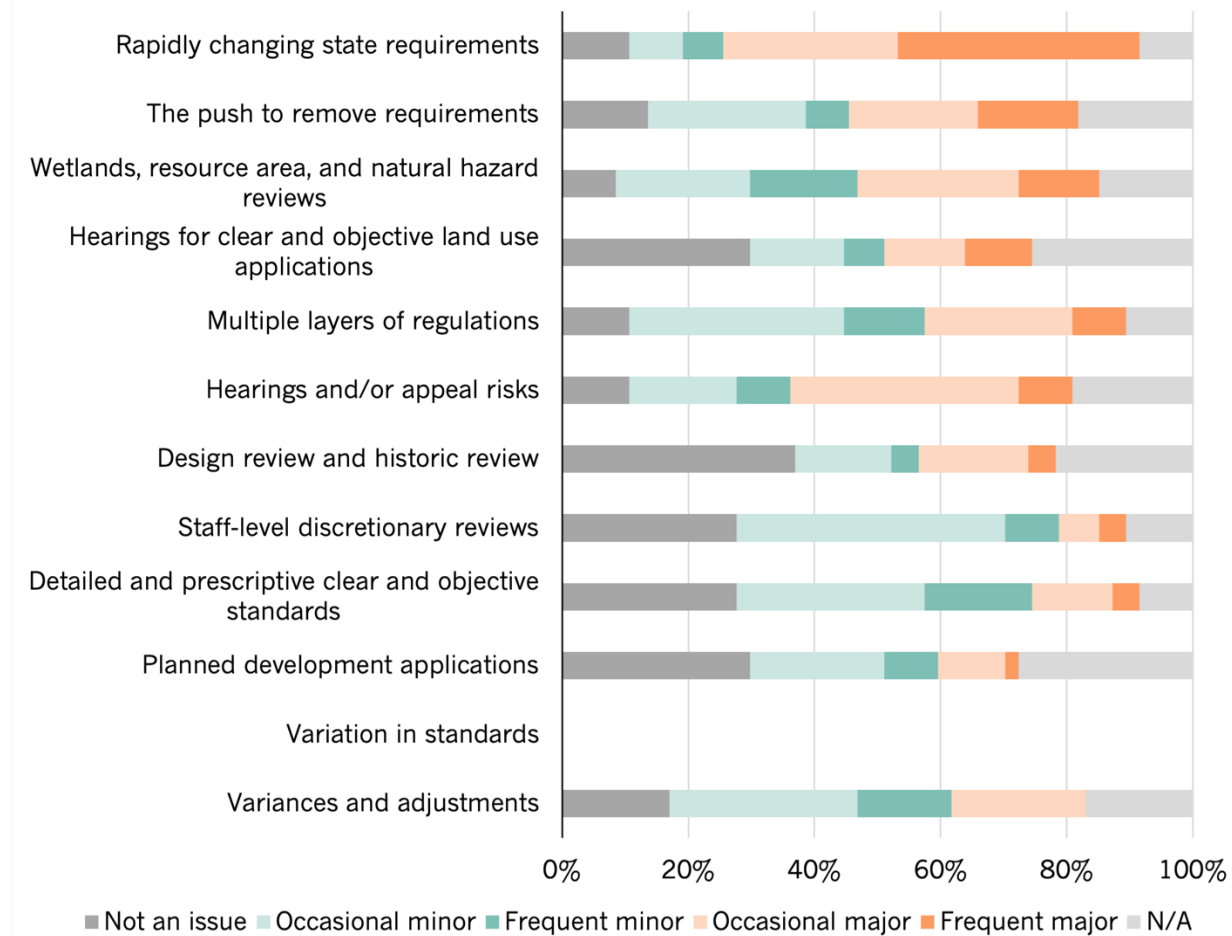
Note: Respondents could select all that apply.

Land Use Challenges

The exhibits below show the assessments of Land Use challenges by respondents across both surveys. Click [here](#) for long-form descriptions of the challenges that have been abbreviated in the exhibits.

Development Reviewers

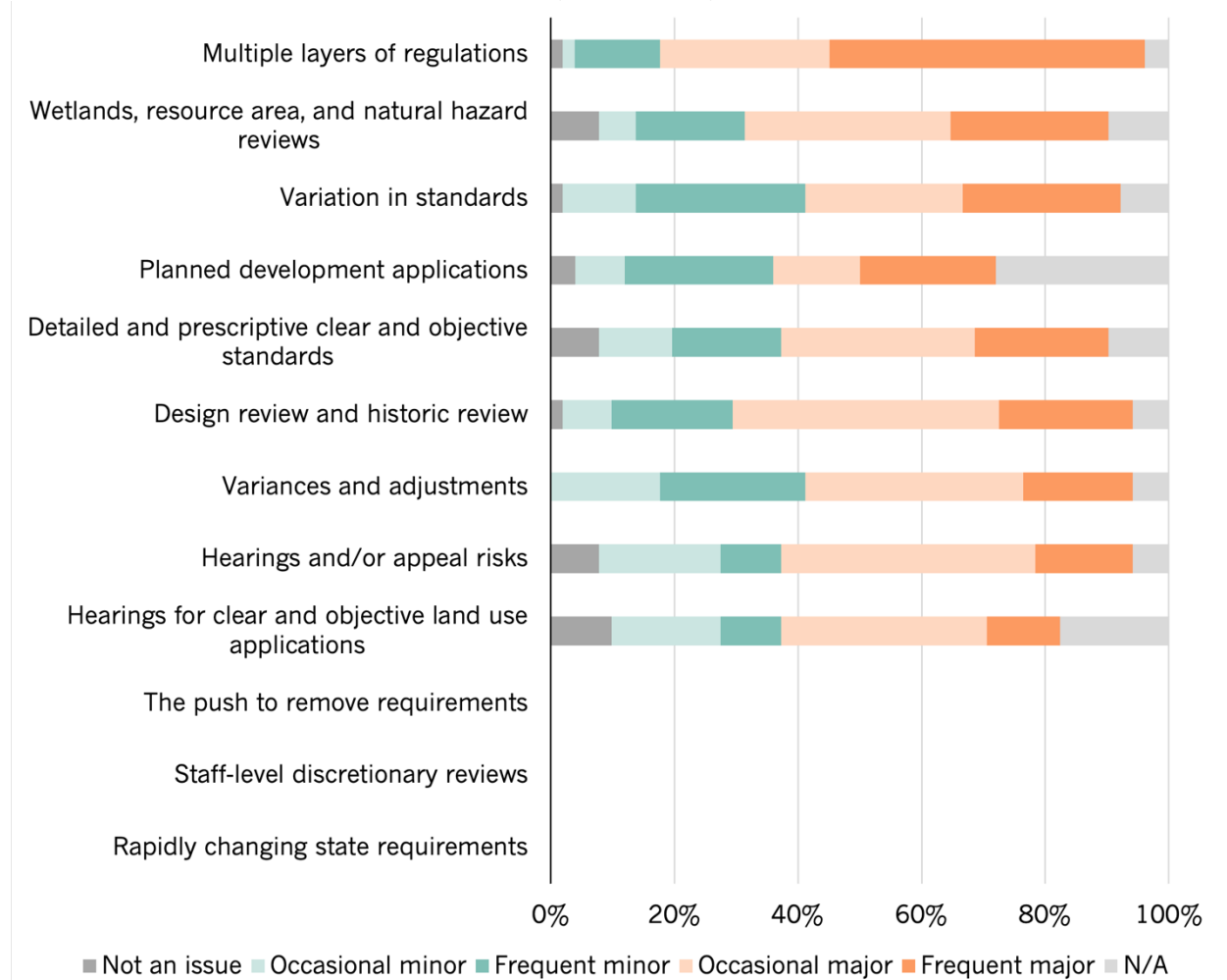
Exhibit 11. Overall Assessment of Land Use Challenges for Development Reviewers



Source: EConorthwest

Housing Producers

Exhibit 12. Overall Assessment of Land Use Challenges for Housing Producers

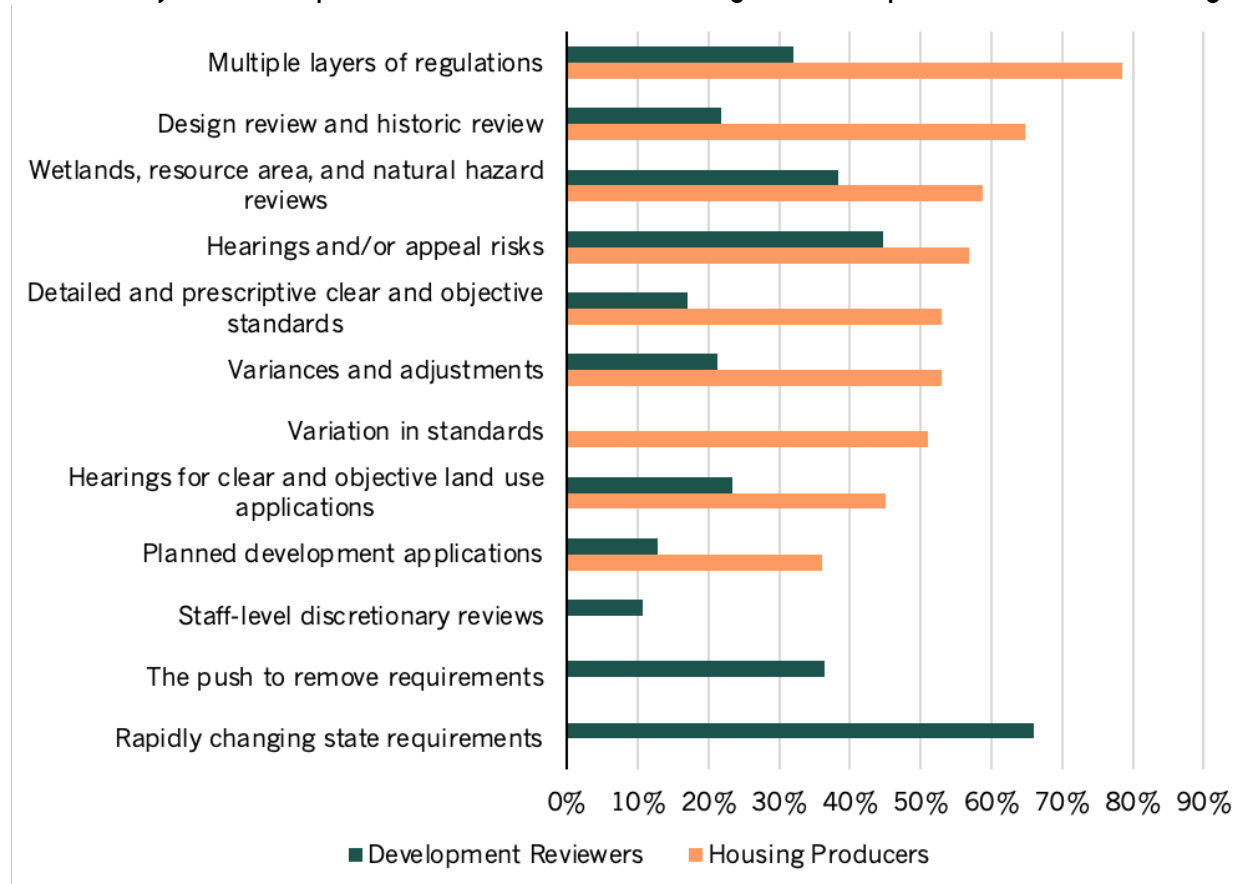


Source: EConorthwest

Comparison

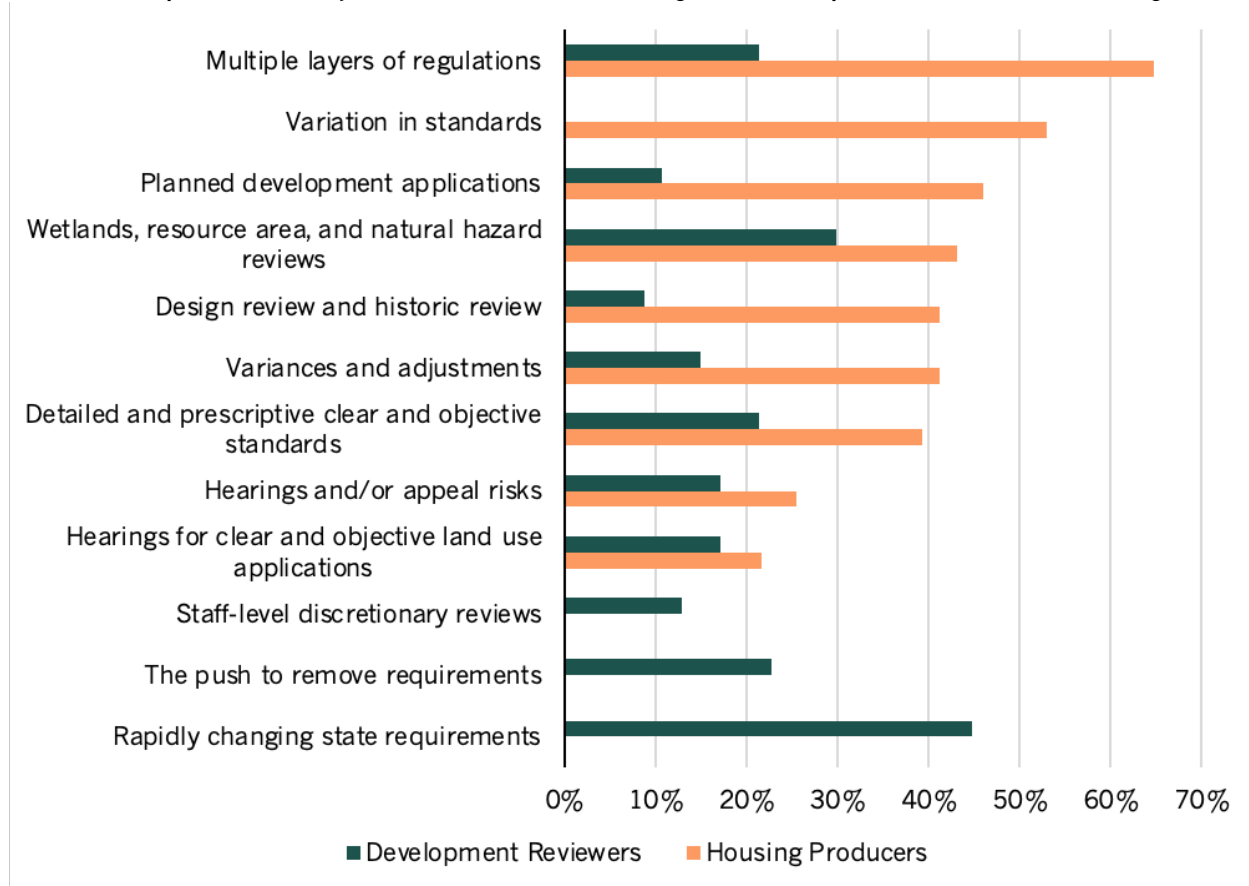
Reviewing where assessments of Land Use Challenges differed between development reviewers and housing producers.

Exhibit 13. Major (either Frequent or Occasional) Land Use Challenges for Development Reviewers and Housing Producers



Source: ECONorthwest

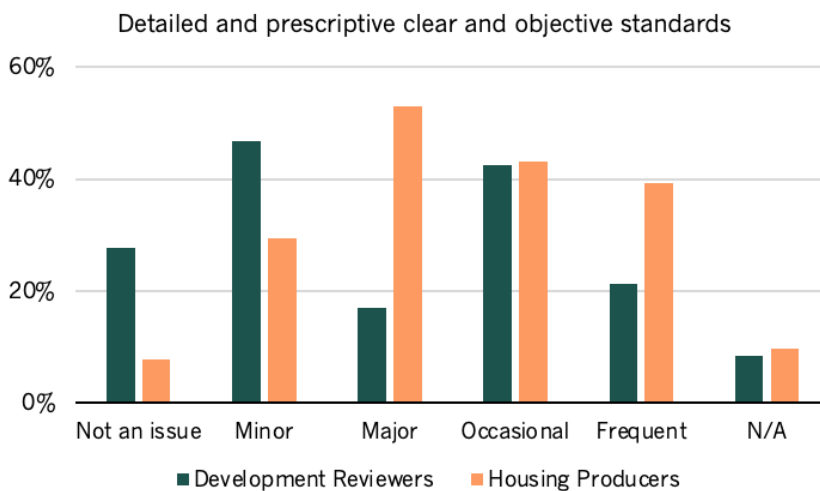
Exhibit 14. Frequent (either Major or Minor) Land Use Challenges for Development Reviewers and Housing Producers



Source: EConorthwest

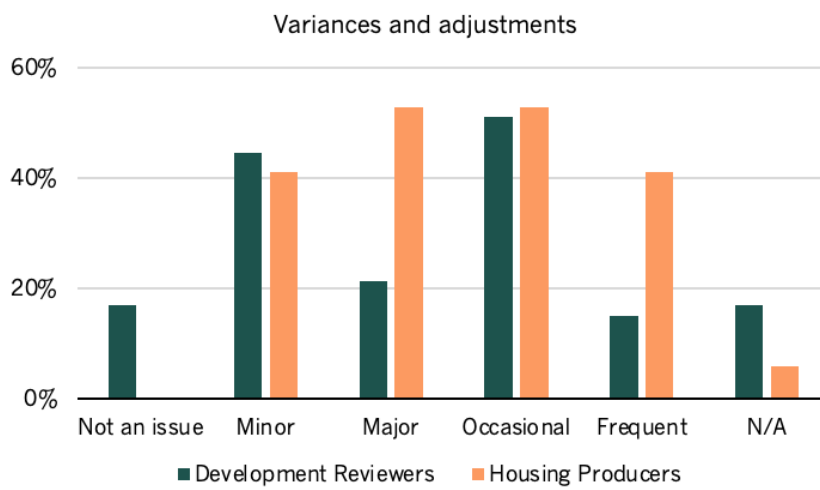
Development reviewers and housing producers both identified occasional challenges related to clear and objective standards and variance or adjustment processes. Challenges viewed as minor process issues by development reviewers are often experienced as major barriers by housing producers.

Exhibit 15. Summary of 'Detailed and prescriptive clear and objective standards' for Development Reviewers and Housing Producers



Source: EConorthwest

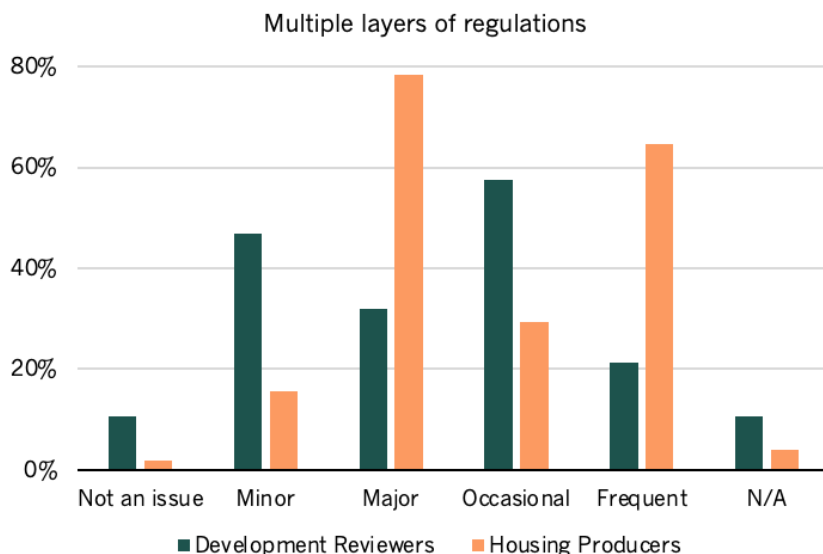
Exhibit 16. Summary of 'Variances and adjustments' for Development Reviewers and Housing Producers



Source: EConorthwest

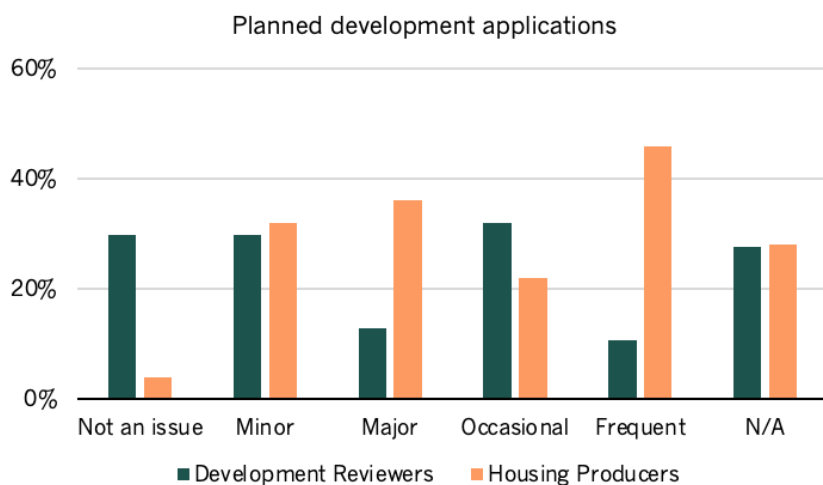
The following exhibits indicate where development reviewers noted a challenge as minor and occasional while housing producers noted a challenge as major and frequent, such as the challenge of process burden and disruption.

Exhibit 17. Summary of 'Multiple layers of regulations' for Development Reviewers and Housing Producers



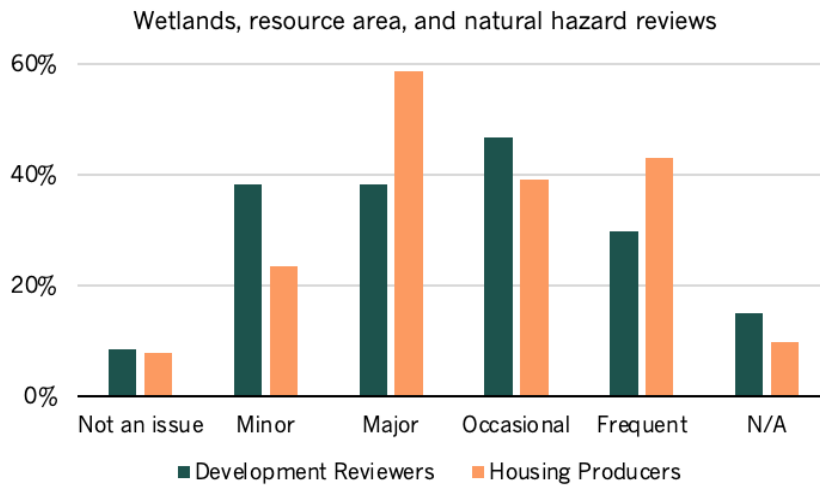
Source: EConorthwest

Exhibit 18. Summary of 'Planned development applications' for Development Reviewers and Housing Producers



Source: EConorthwest

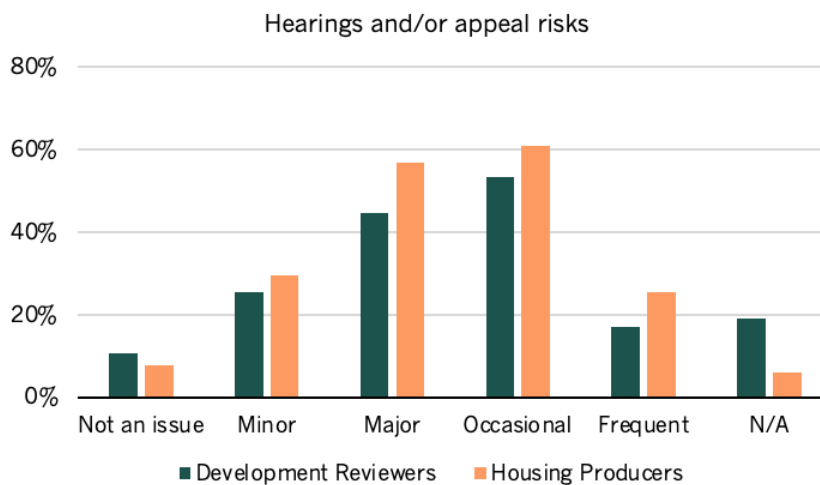
Exhibit 19. Summary of 'Wetlands, resource area, and natural hazard reviews' for Development Reviewers and Housing Producers



Source: EConorthwest

The exhibit below indicates where both development reviewers and housing producers noted a challenge as major and occasional.

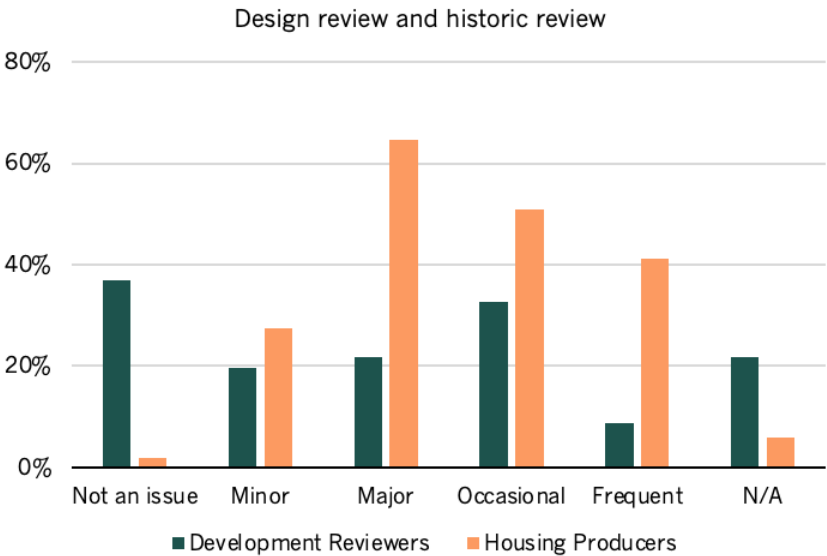
Exhibit 20. Summary of 'Hearings and/or appeal risks' for Development Reviewers and Housing Producers



Source: EConorthwest

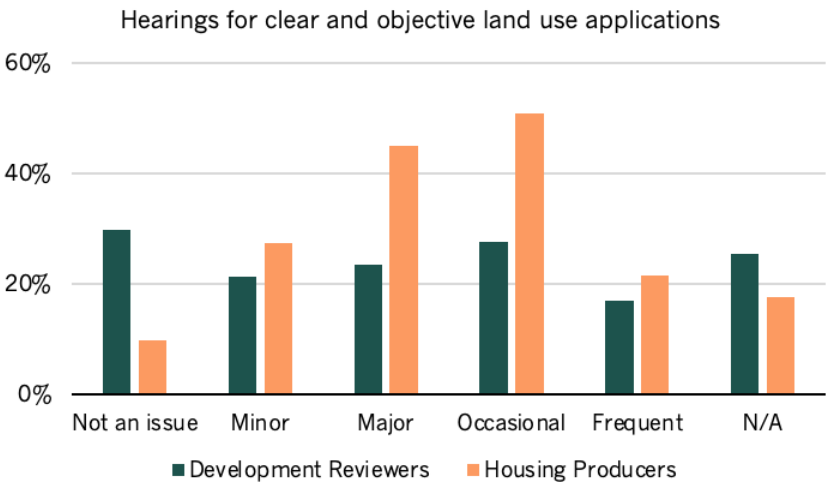
The following exhibits show where development reviewers noted a challenge as not an issue while housing producers noted a challenge as major, such as supplemental review processes and hearings.

Exhibit 21. Summary of ‘Design review and historic review’ for Development Reviewers and Housing Producers



Source: EConorthwest

Exhibit 22. Summary of ‘Hearings for clear and objective land use applications’ for Development Reviewers and Housing Producers



Source: EConorthwest

Long-Form Land Use Challenges

The following bullets provide long-form descriptions of the abbreviations in the exhibits.

Land Use Standards Challenges



- ◆ **Multiple layers of regulations** (e.g., overlay zones or plan districts) can make it hard for applicants to tell what standards apply.
- ◆ **Variation in standards** between jurisdictions make it challenging to work across jurisdictions (only asked of housing producers).
- ◆ **Detailed and prescriptive clear and objective standards** require more effort to show compliance and make staying within clear and objective pathways challenging.

Land Use Procedures Challenges

- ◆ **Staff-level discretionary reviews** can put staff in an uncomfortable position. (Only asked of development reviewers)
- ◆ **Rapidly changing state requirements** can result in code being out of date and can cause confusion for staff and applicants. (Only asked of development reviewers)
- ◆ **The push to remove requirements** for public notices, hearings, or comment periods results in concerns and opposition being expressed in other ways/venues. (Only asked of development reviewers)
- ◆ **Variances and adjustments** to deviate from development or design standards open a project to discretionary review that can result in public comments on unrelated issues.
- ◆ **Planned development applications** provide flexibility but involve discretion across many aspects of a project and may require providing public benefits.
- ◆ **Design review and historic review** can add complexity, effort, time, and discretionary criteria.
- ◆ **Wetlands, resource area, and natural hazard reviews** add complexity, effort, time, uncertainty, and overlapping layers of reviews.
- ◆ **Hearings and/or appeal risks** associated with discretionary review processes increase uncertainty for projects that may generate community opposition.
- ◆ **Hearings for clear and objective land use applications** (now prohibited pursuant to HB 4037, effective July 1, 2026) add time and cost to a clear and objective process.

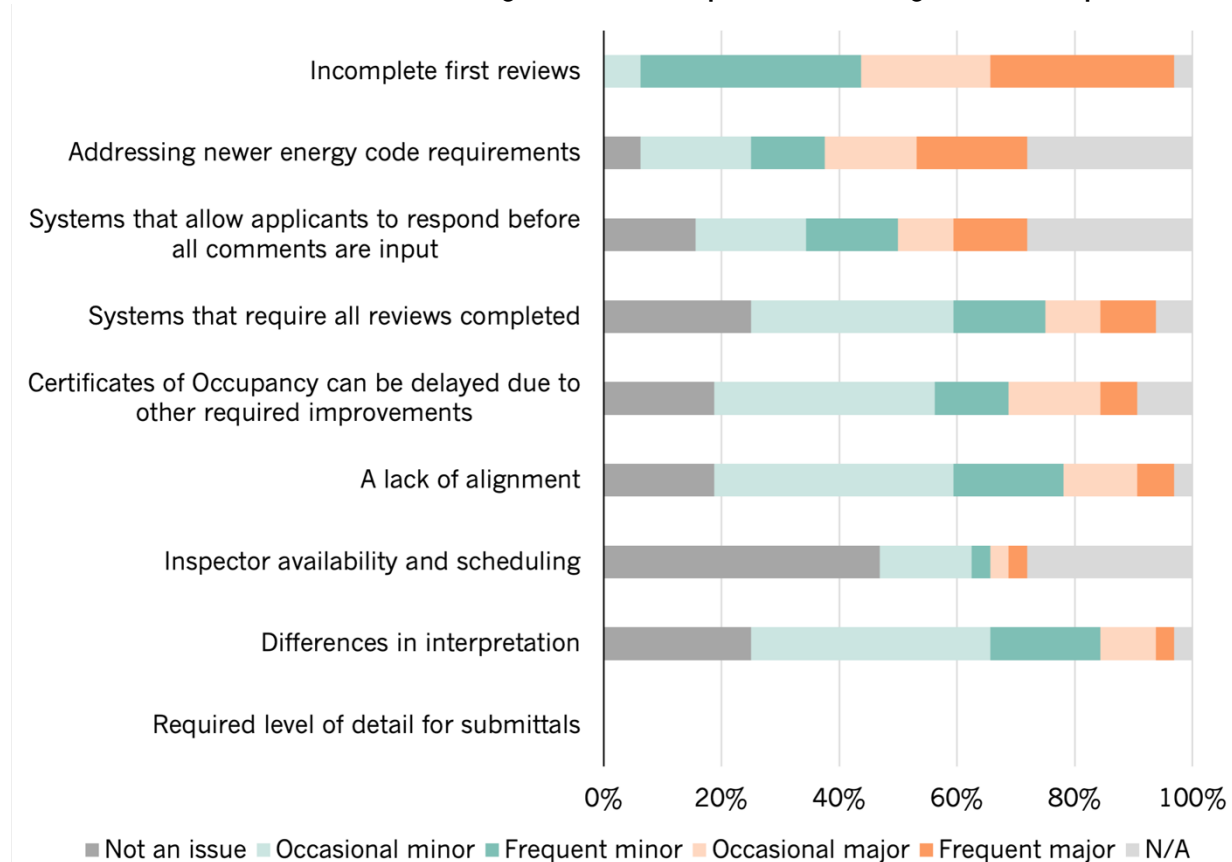


Building Review and Inspections Challenges

The exhibits below show the assessments of Building Review and Inspections Challenges by respondents across both surveys. Click [here](#) for long-form descriptions of the challenges that have been abbreviated in the exhibits.

Development Reviewers

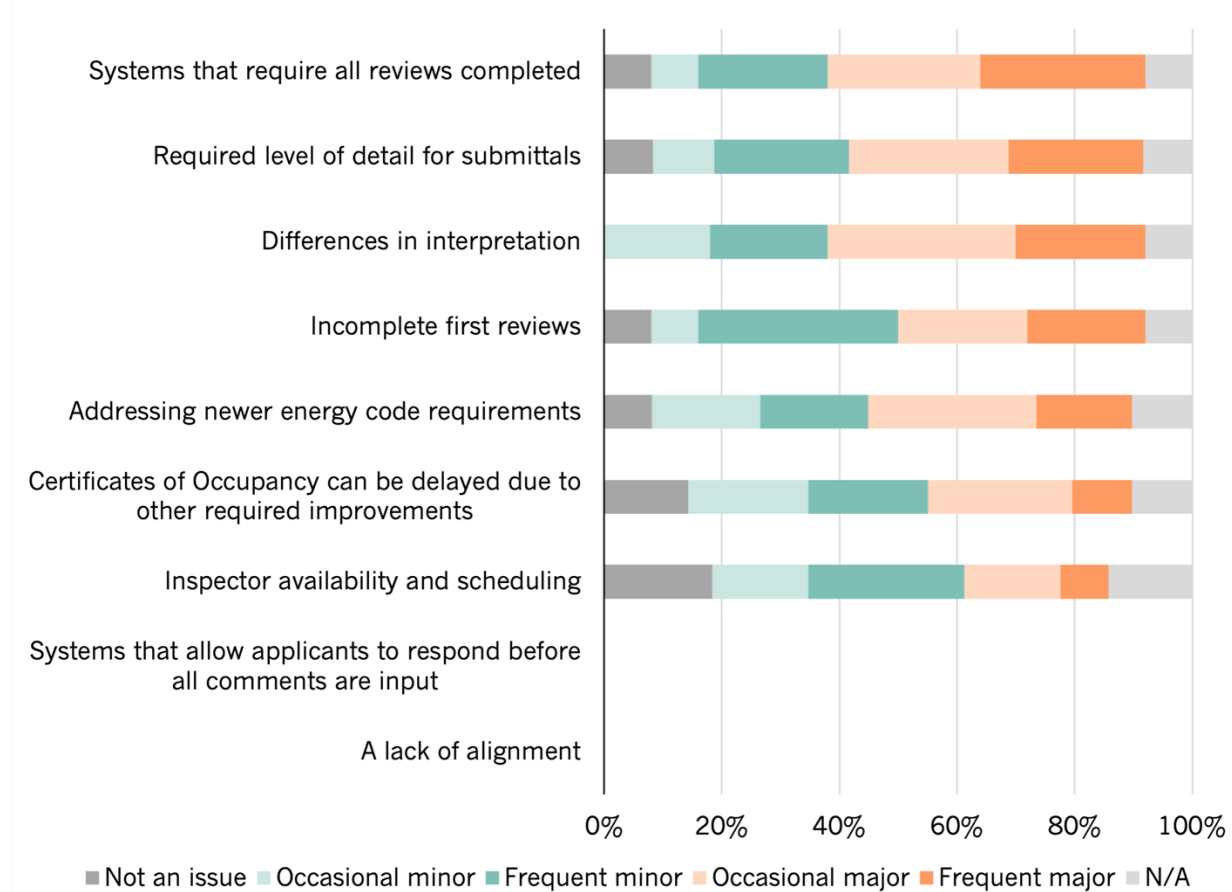
Exhibit 23. Overall Assessment of Building Review and Inspections Challenges for Development Reviewers



Source: EConorthwest

Housing Producers

Exhibit 24. Overall Assessment of Building Review and Inspections Challenges for Housing Producers

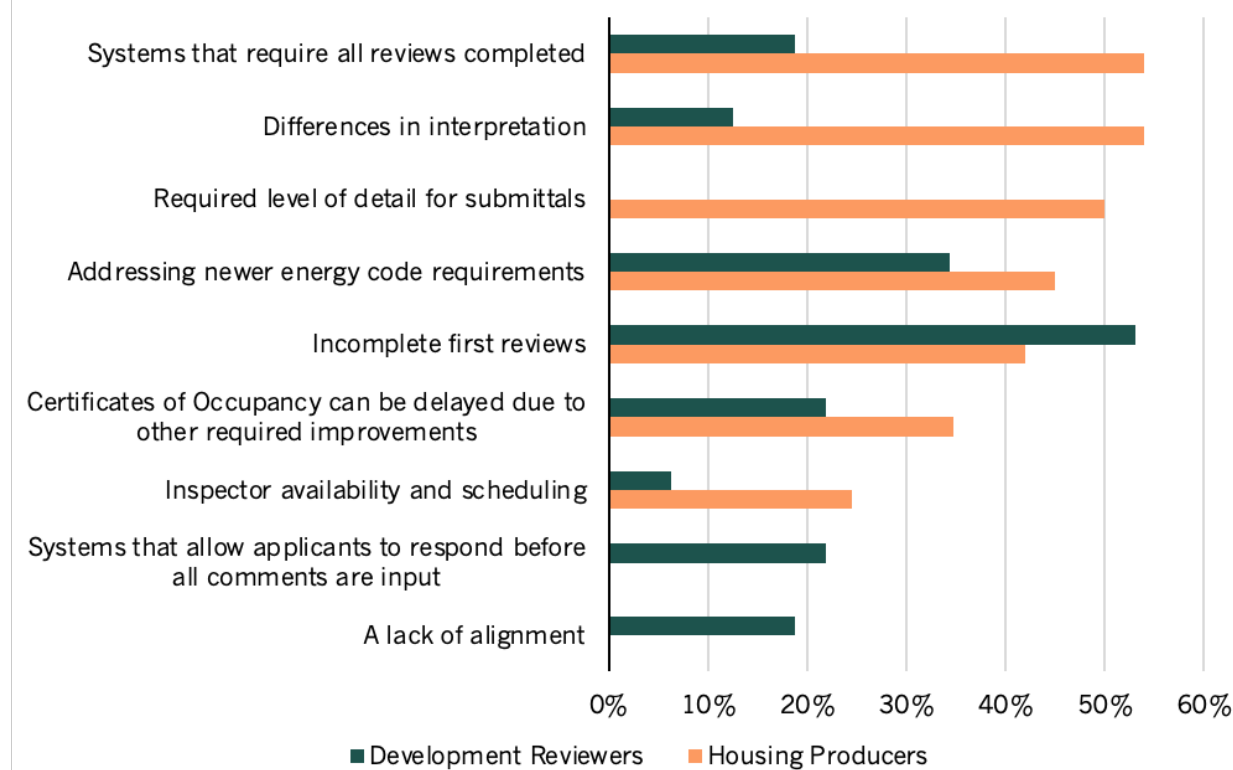


Source: EConorthwest

Comparison

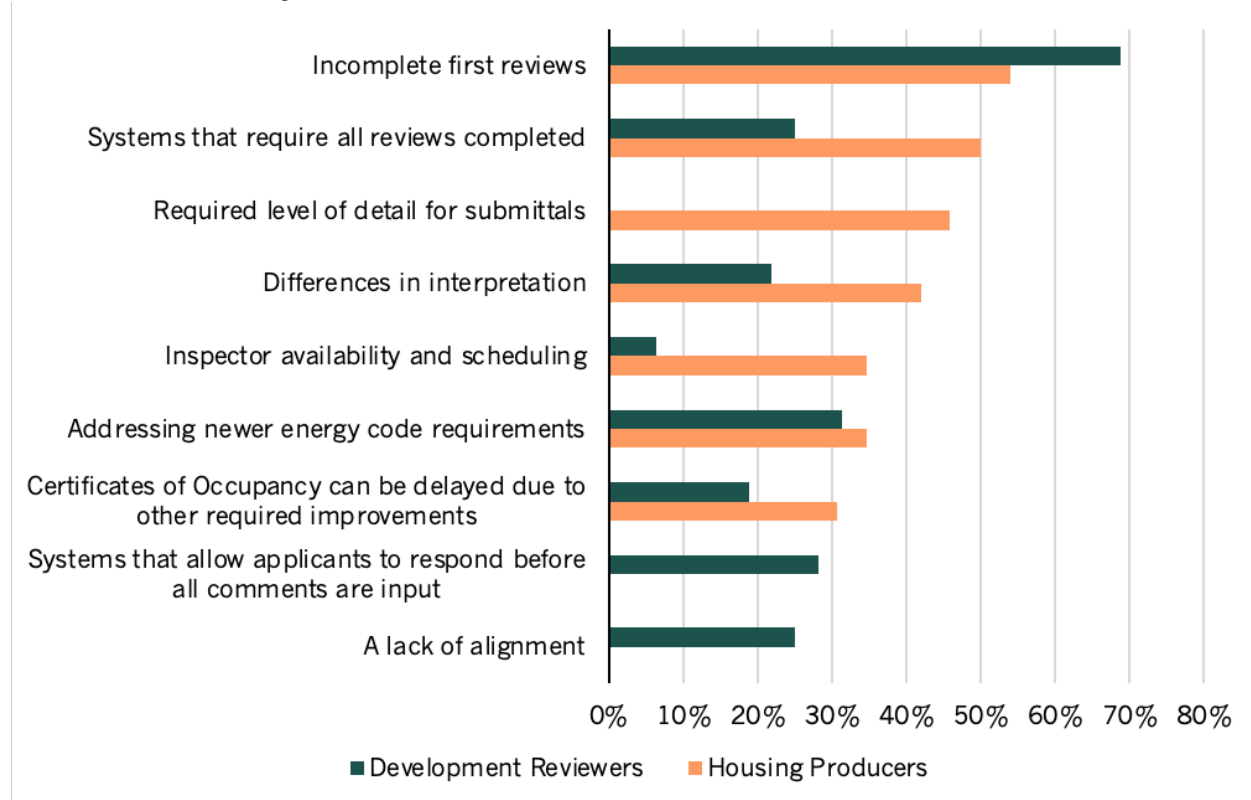
Reviewing where assessments of Building Review and Inspections Challenges differed between development reviewers and housing producers.

Exhibit 25. Major (either Frequent or Occasional) Building Review and Inspections Challenges for Development Reviewers and Housing Producers



Source: EConorthwest

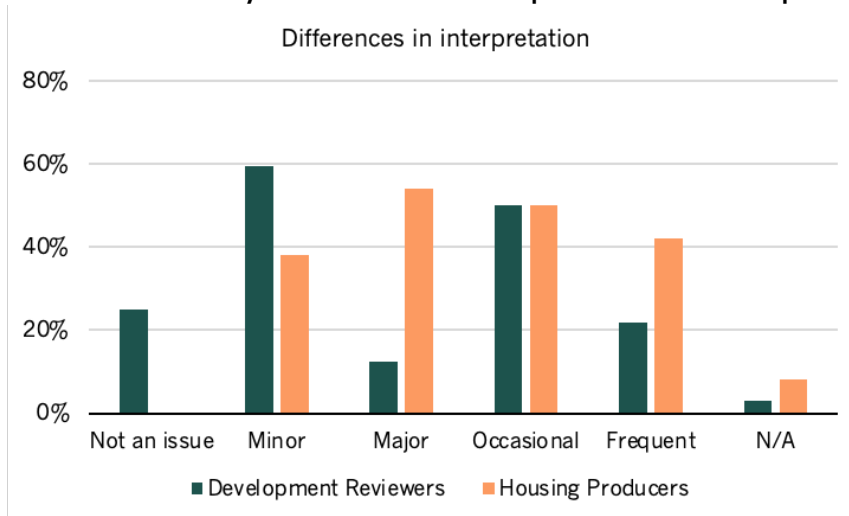
Exhibit 26. Frequent (either Major or Minor) Building Review and Inspections Challenges for Development Reviewers and Housing Producers



Source: EConorthwest

The exhibit below is where development reviewers noted a challenge as not an issue or minor while housing producers noted a challenge as major.

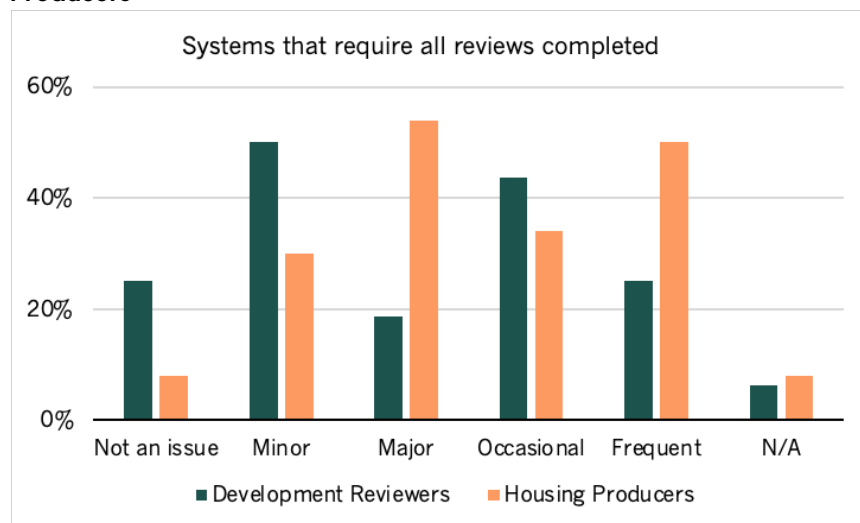
Exhibit 27. Summary of 'Differences in interpretation' for Development Reviewers and Housing Producers



Source: EConorthwest

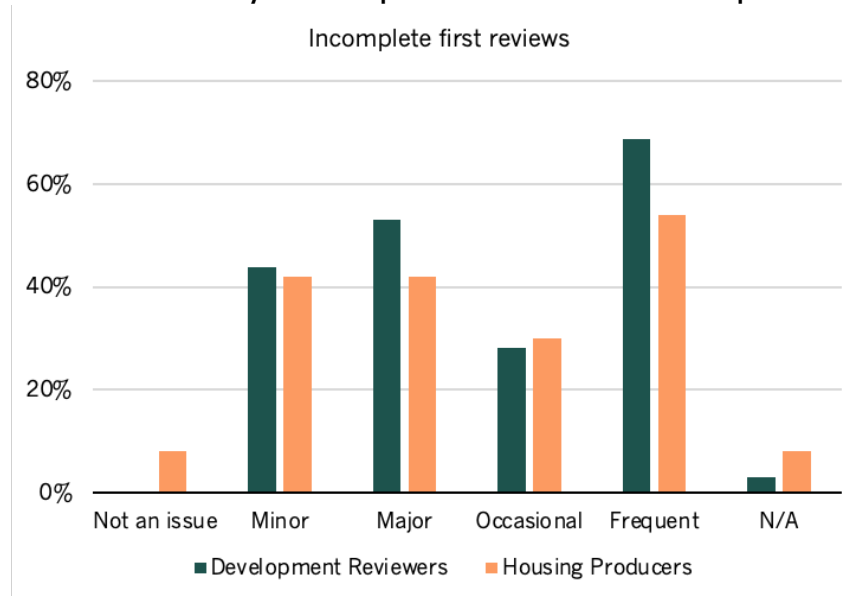
Sequencing requirements and inconsistent interpretations can create process challenges. Requirements to complete all reviews before moving forward are experienced by housing producers as a major challenge and by development reviewers as minor. Both agree that incomplete first reviews are a frequent challenge within the development review process.

Exhibit 28. Summary of 'Systems that require all reviews completed' for Development Reviewers and Housing Producers



Source: EConorthwest

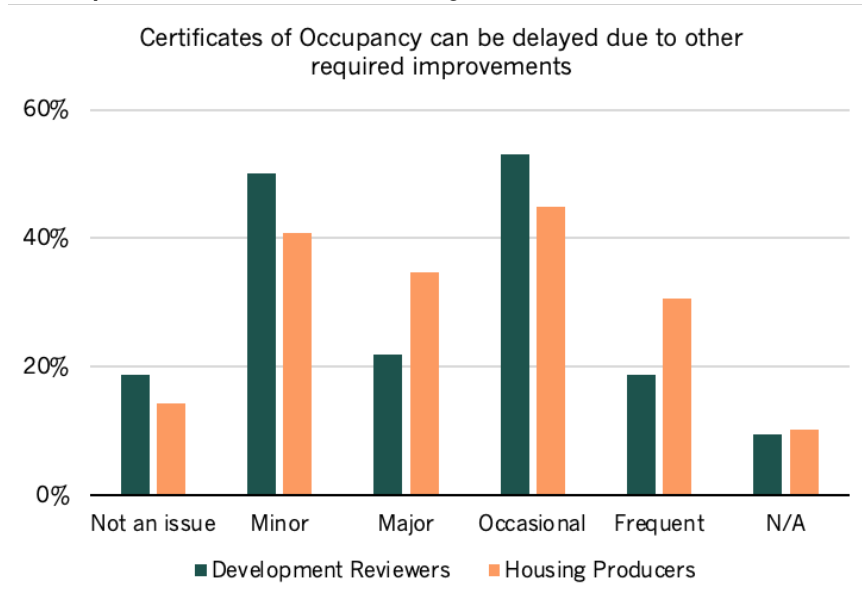
Exhibit 29. Summary of 'Incomplete first reviews' for Development Reviewers and Housing Producers



Source: EConorthwest

The exhibit below is where both development reviewers and housing producers noted a challenge as minor and occasional.

Exhibit 30. Summary of 'Certificates of Occupancy can be delayed due to other required improvements' for Development Reviewers and Housing Producers



Source: EConorthwest

Long-Form Building Review and Inspections Challenges

The following bullets provide long-form descriptions of the abbreviations in the exhibits.

Building Review and Inspections Challenges

- ◆ **Required level of detail for submittals** varies between jurisdictions (only asked of the housing producers).
- ◆ **Addressing newer state-level energy code requirements** requires additional effort for both submittals and reviews.
- ◆ **Incomplete first reviews** by a jurisdiction may lead to substantive new comments on a second or third review, leading to additional delays and costs.
- ◆ **Differences in interpretation** between staff or between plan reviewers and inspectors can lead to additional iteration and uncertainty.
- ◆ **Systems that require all reviews completed** before applicants can see or respond to comments can create delays when one department is understaffed and behind others.
- ◆ **Systems that allow applicants to respond before all comments are input** can result in an applicant resubmitting materials before the first cycle of review is complete, creating confusion and delay (only asked of the development reviewers).



- ◆ **Inspector availability and scheduling** challenges can delay completion of subsequent construction work.
- ◆ **Certificates of Occupancy can be delayed due to other required improvements**, such as public improvements, landscaping, or other elements outside the building itself.
- ◆ **A lack of alignment** between zoning code and building code definitions and measurements can lead to additional iteration and uncertainty (only asked of the development reviewers).

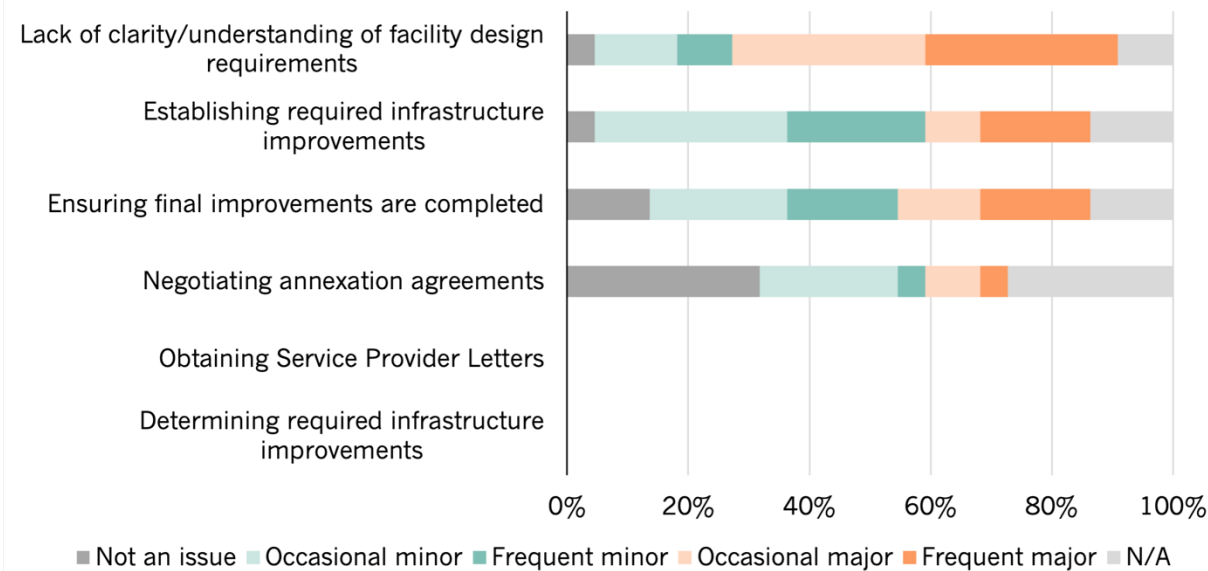


Infrastructure and Public Improvements Challenges

The exhibits below show the assessments of Infrastructure and Public Improvements Challenges by respondents across both surveys. Click [here](#) for long-form descriptions of the challenges that have been abbreviated in the exhibits.

Development Reviewers

Exhibit 32. Overall Assessment of Infrastructure and Public Improvements Challenges for Development Reviewers

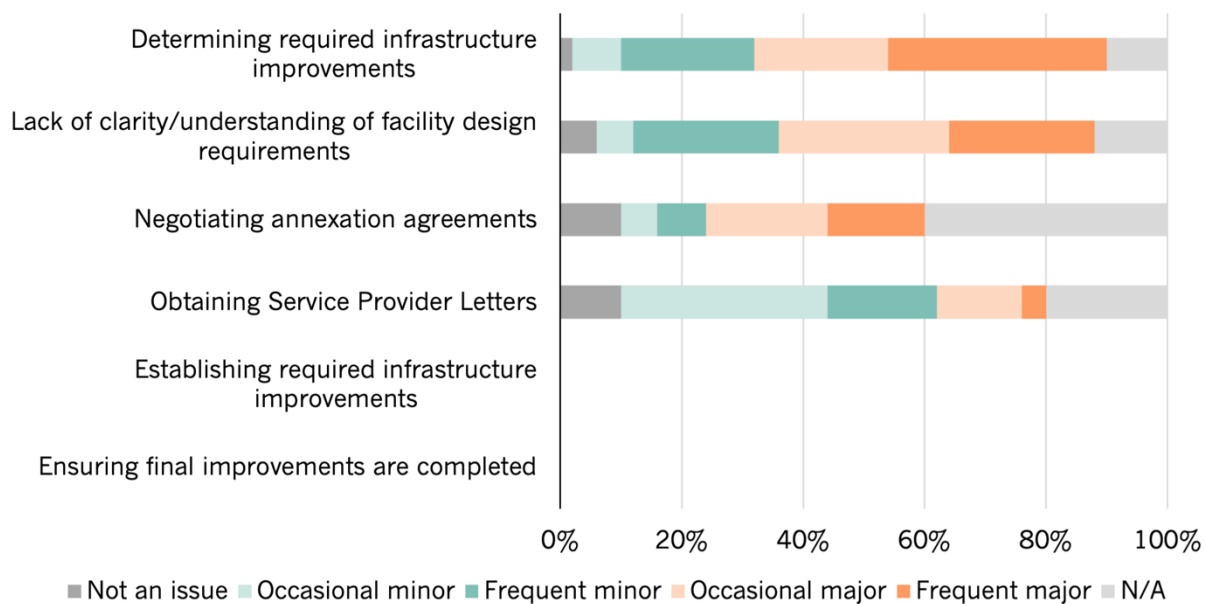


Source: EConorthwest



Housing Producers

Exhibit 33. Overall Assessment of Infrastructure and Public Improvements Challenges for Housing Producers



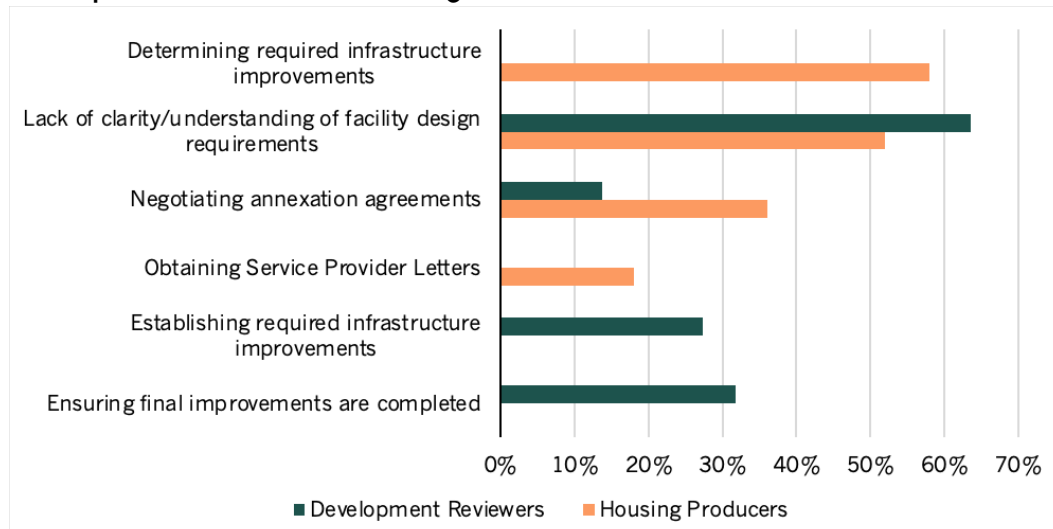
Source: EConorthwest



Comparison

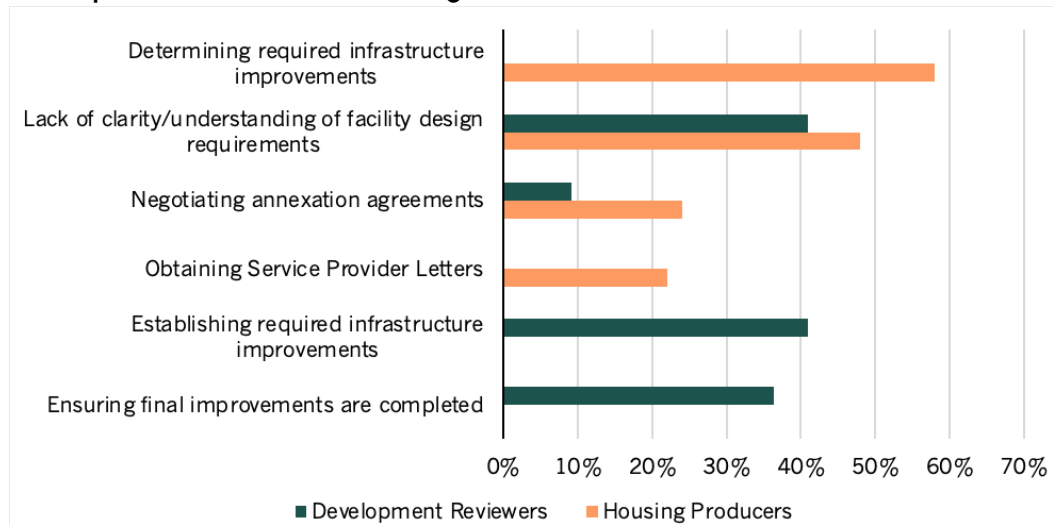
Reviewing where assessments of Infrastructure and Public Improvements Challenges differed between development reviewers and housing producers.

Exhibit 34. Major (either Frequent or Occasional) Infrastructure and Public Improvements Challenges for Development Reviewers and Housing Producers



Source: EConorthwest

Exhibit 35. Frequent (either Major or Minor) Infrastructure and Public Improvements Challenges for Development Reviewers and Housing Producers

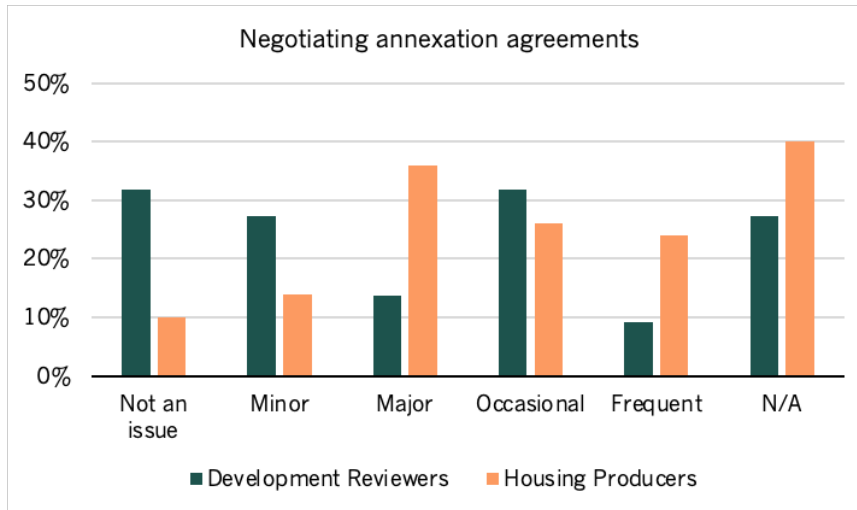


Source: EConorthwest

In the exhibit below, development reviewers noted a challenge as occasional but minor and housing producers noted a challenge as occasional but major.



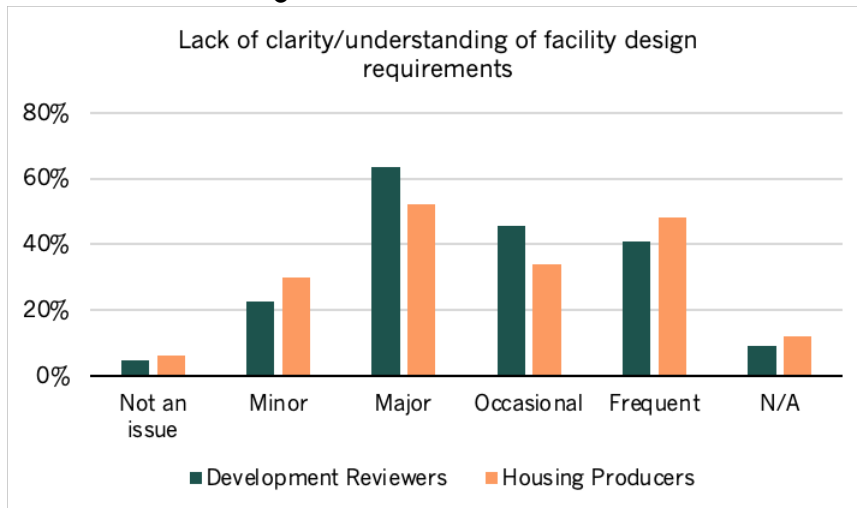
Exhibit 36. Summary of 'Negotiating annexation agreements' for Development Reviewers and Housing Producers



Source: EConorthwest

The exhibit below is where both development reviewers and housing producers noted a challenge as major and frequent.

Exhibit 37. Summary of 'Lack of clarity/understanding of facility design requirements' for Development Reviewers and Housing Producers



Source: EConorthwest

Long-Form Infrastructure and Public Improvements Challenges

The following bullets provide long-form descriptions of the abbreviations in the exhibits.

Infrastructure and Public Improvements Challenges

- ◆ **Negotiating annexation agreements** (including any required infrastructure improvements) can delay annexation and keep development from advancing.
- ◆ **Obtaining Service Provider Letters** to submit with land use applications can require substantial design work early in the process that may need to be modified later on.
- ◆ **Establishing required infrastructure improvements** (e.g., frontage improvements) can be unpredictable; costly requirements can lead to negotiation or appeals.
- ◆ **Lack of clarity/understanding in facility design requirements** can add time and engineering costs when multiple revisions are required.
- ◆ **Ensuring final improvements are completed** can be challenging if not tied to Certificate of Occupancy or if bond amounts are insufficient to cover public sector costs (only asked of development reviewers).

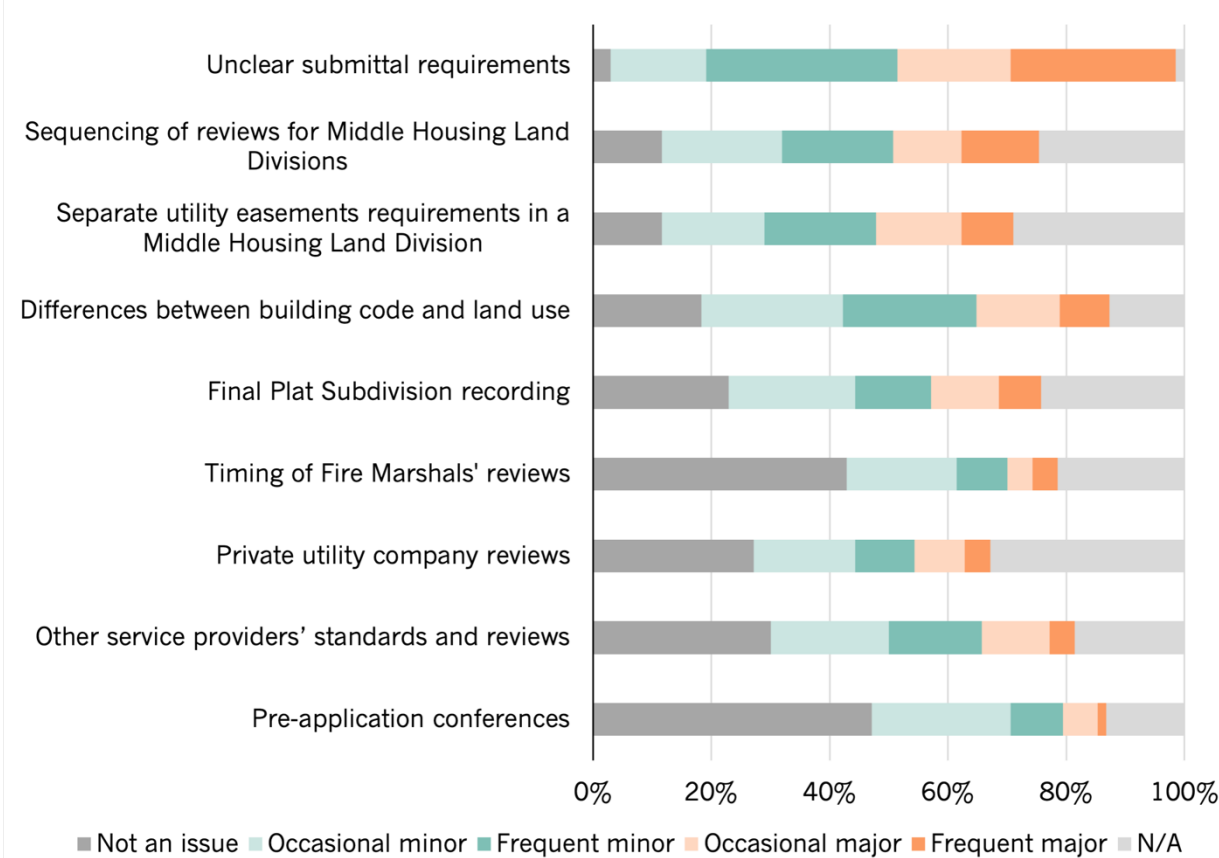


Cross-Cutting Challenges

The exhibits below show the assessments of Cross-Cutting Challenges by respondents across both surveys. Click [here](#) for long-form descriptions of the challenges that have been abbreviated in the exhibits.

Development Reviewers

Exhibit 38. Overall Assessment of Cross-Cutting Challenges for Development Reviewers

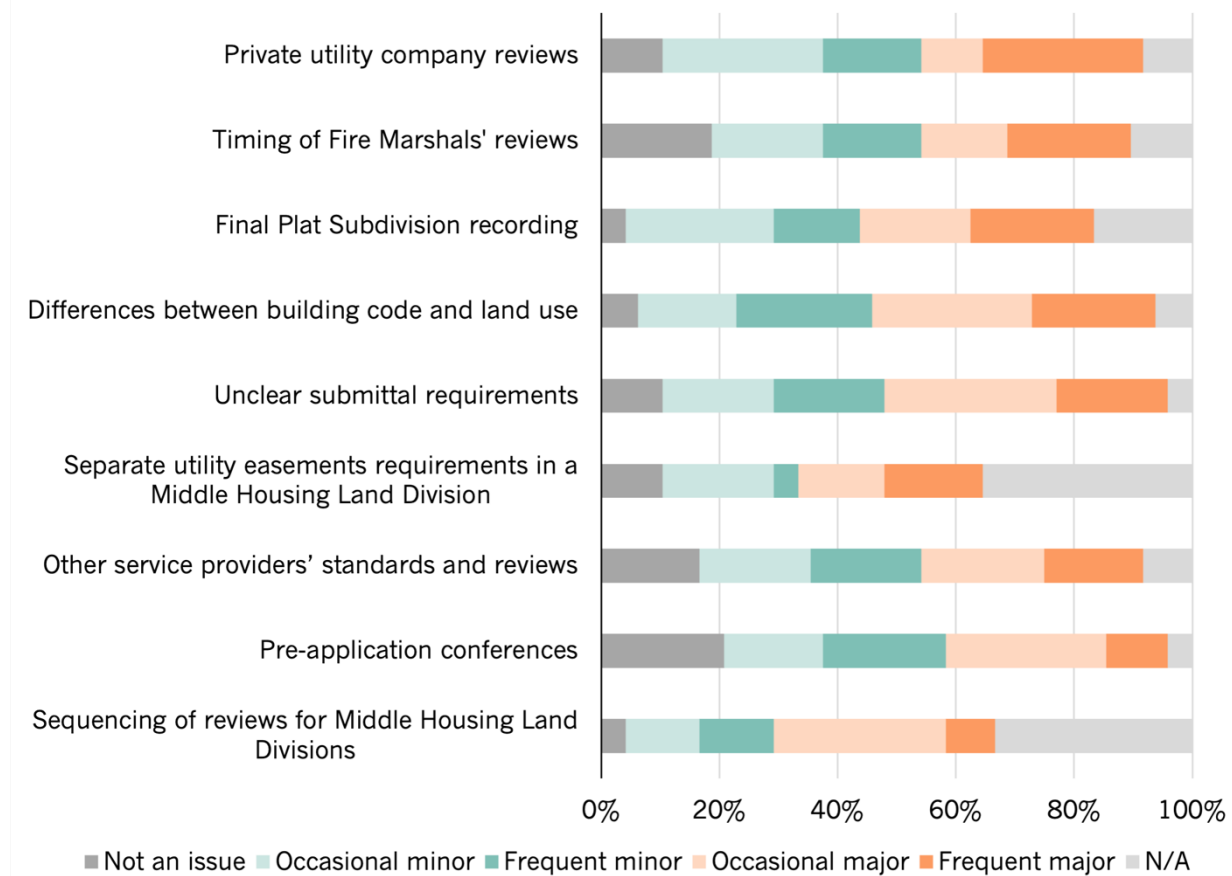


Source: EConorthwest



Housing Producers

Exhibit 39. Overall Assessment of Cross-Cutting Challenges for Housing Producers

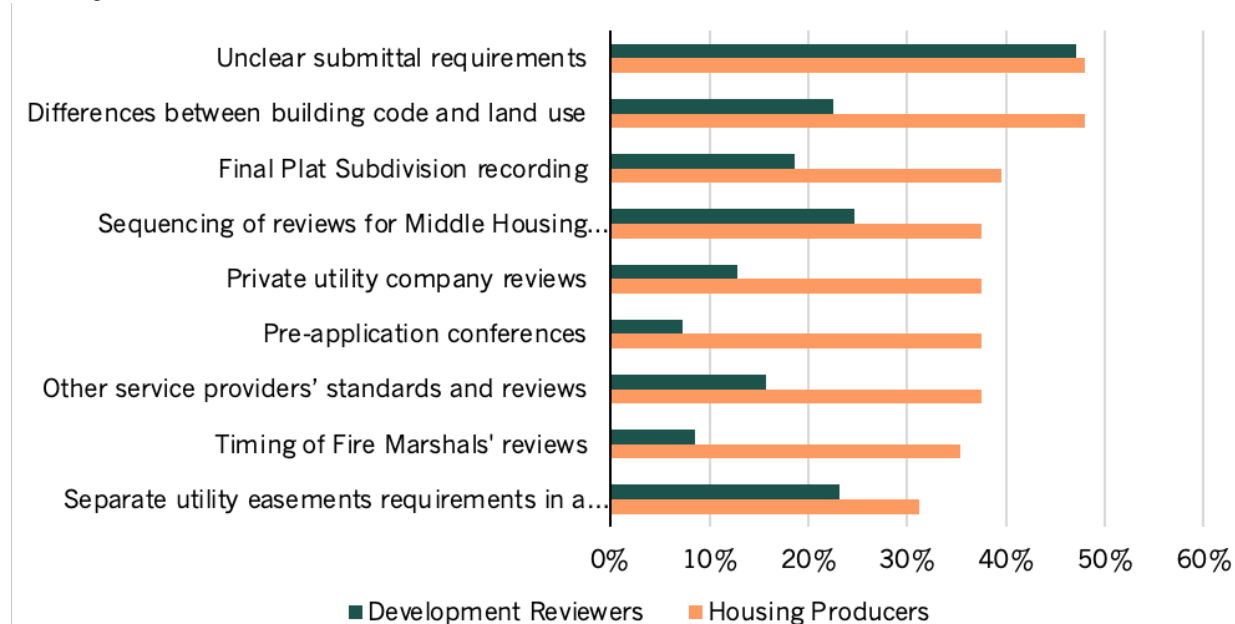


Source: EConorthwest

Comparison

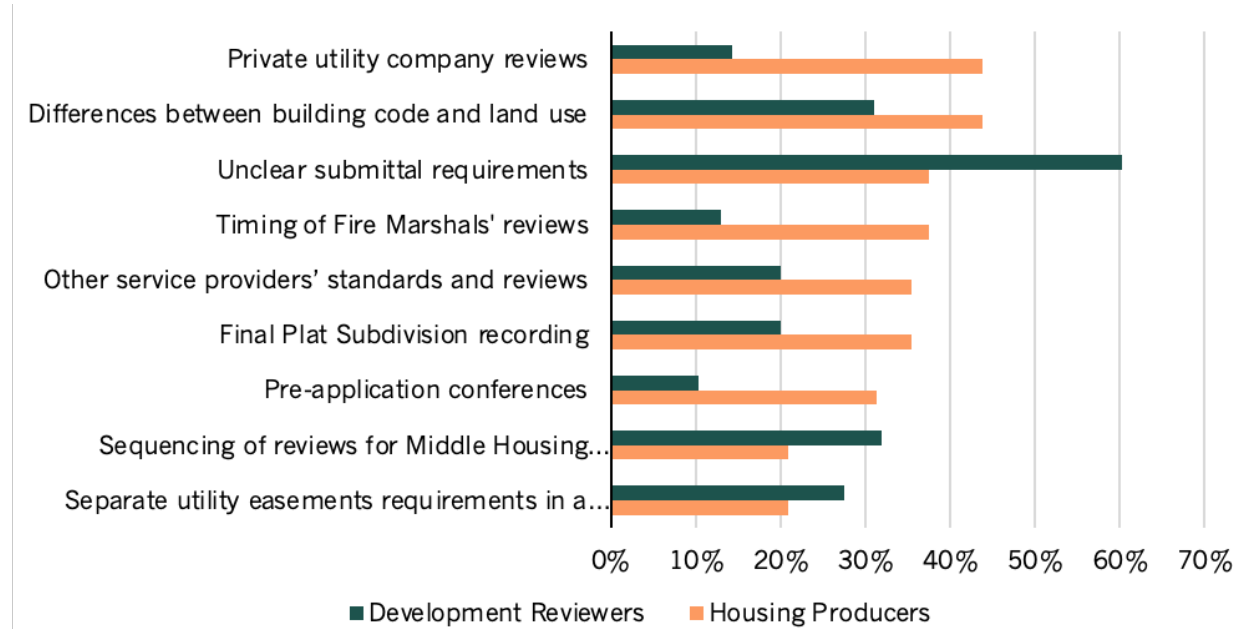
Reviewing where assessments of Cross-Cutting Challenges differed between development reviewers and housing producers.

Exhibit 40. Major (either Frequent or Occasional) Cross-Cutting Challenges for Development Reviewers and Housing Producers



Source: ECOnorthwest

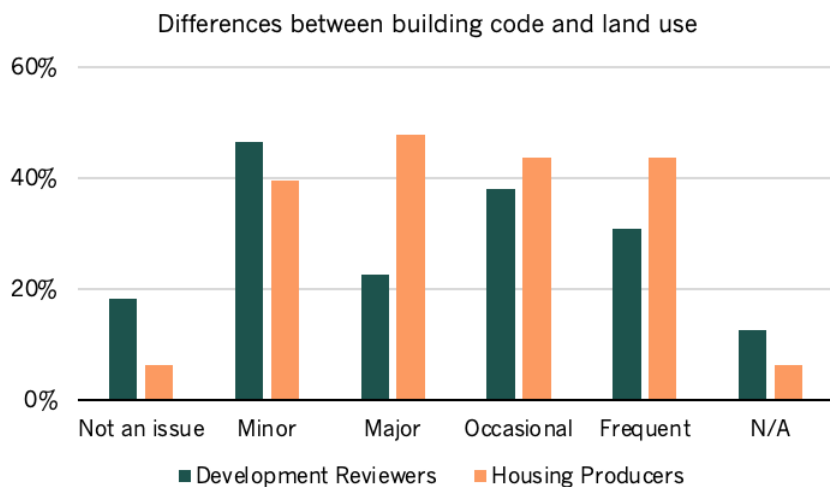
Exhibit 41. Frequent (either Major or Minor) Cross-Cutting Challenges for Development Reviewers and Housing Producers



Source: EConorthwest

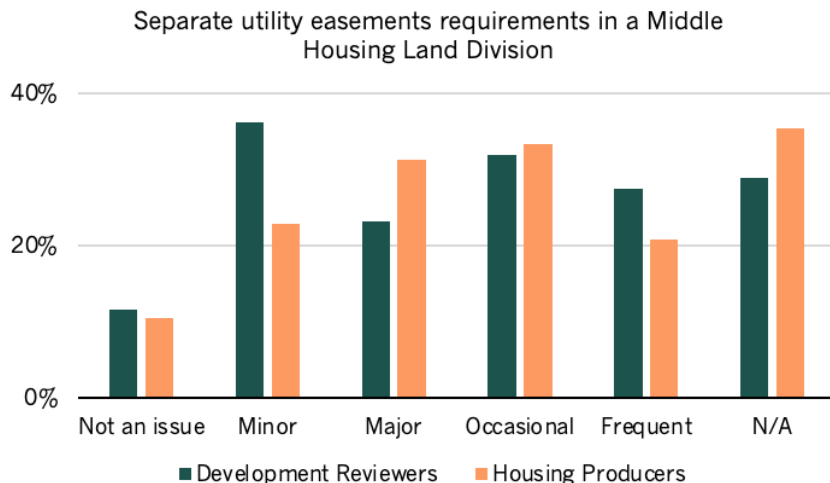
In the following exhibits, development reviewers noted a challenge as occasional but minor and housing producers noted a challenge as occasional but major.

Exhibit 42. Summary of 'Differences between building code and land use' for Development Reviewers and Housing Producers



Source: EConorthwest

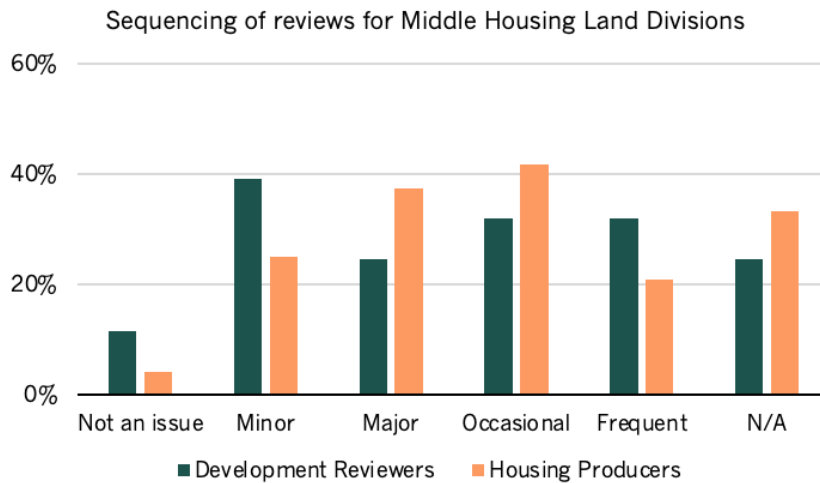
Exhibit 43. Summary of 'Separate utility easements requirements in a Middle Housing Land Division' for Development Reviewers and Housing Producers



Source: EConorthwest



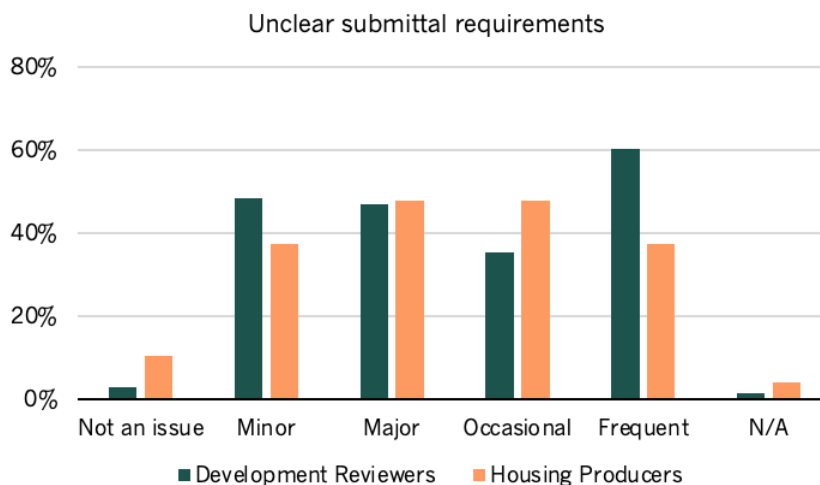
Exhibit 44. Summary of 'Sequencing of reviews for Middle Housing Land Divisions' for Development Reviewers and Housing Producers



Source: EConorthwest

In the exhibit below, development reviewers noted a challenge as being frequent but evenly split between minor/major and housing producers noted a challenge as being occasional but evenly split between minor/major.

Exhibit 45. Summary of 'Unclear submittal requirements' for Development Reviewers and Housing Producers

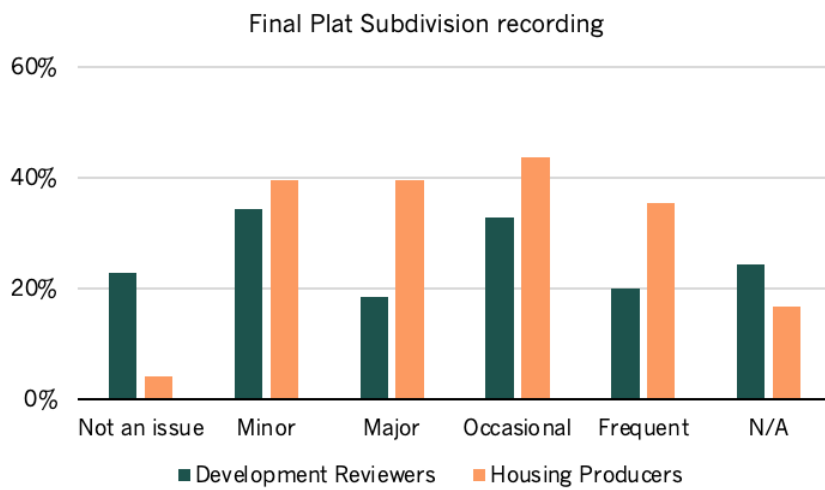


Source: EConorthwest

In the following exhibits, development reviewers noted a challenge as being occasional but minor and housing developers noted a challenge as being occasional but evenly split between minor/major.

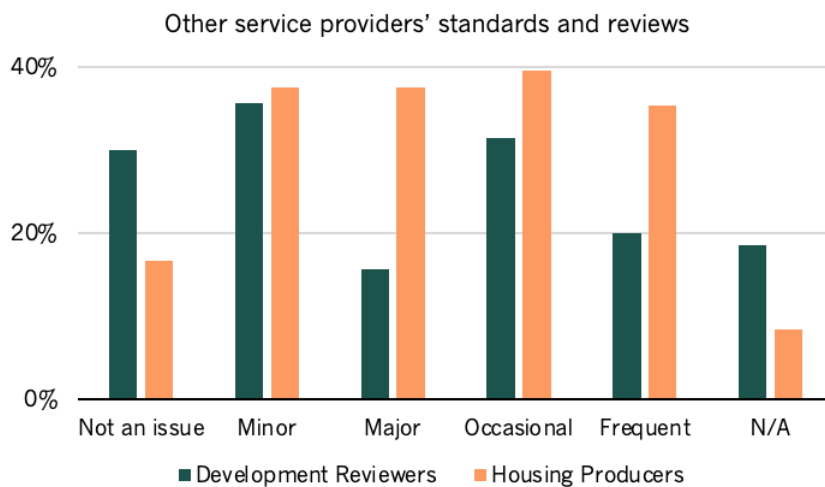
Exhibit 46. Summary of 'Final Plat Subdivision recording' for Development Reviewers and Housing Producers





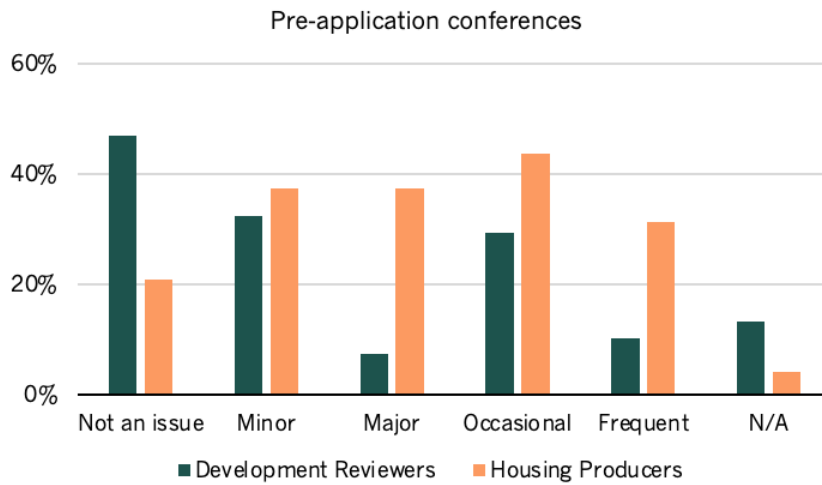
Source: EConorthwest

Exhibit 47. Summary of 'Other service providers' standards and reviews' for Development Reviewers and Housing Producers



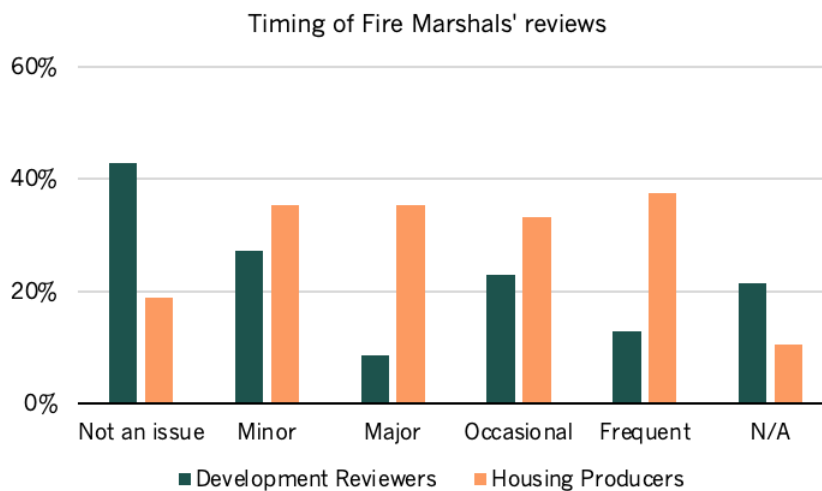
Source: EConorthwest

Exhibit 48. Summary of 'Pre-application conferences' for Development Reviewers and Housing Producers



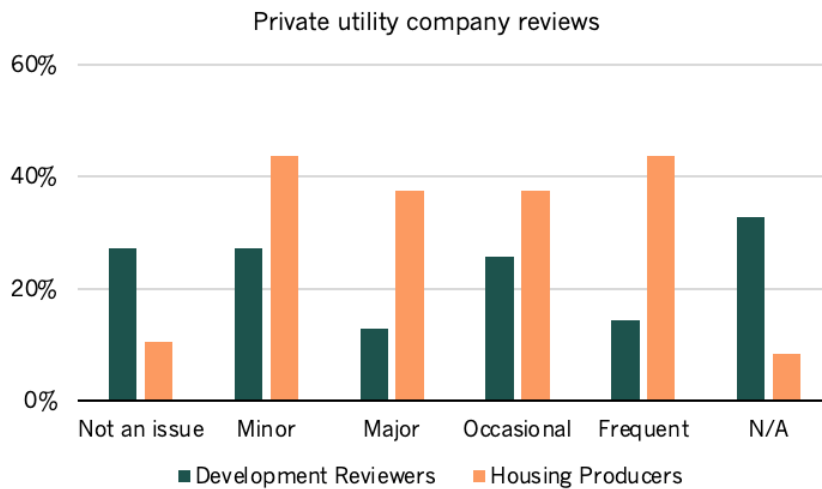
Source: EConorthwest

Exhibit 49. Summary of 'Timing of Fire Marshals' reviews' for Development Reviewers and Housing Producers



Source: EConorthwest

Exhibit 50. Summary of 'Private utility company reviews' for Development Reviewers and Housing Producers



Source: EConorthwest

Long-Form Cross-Cutting Challenges

The following bullets provide long-form descriptions of the abbreviations in the exhibits.

Early Guidance and Submittal Challenges

- ◆ **Pre-application conferences** may provide information that may be out of date by the time the development application gets submitted and may not include written summaries.
- ◆ **Unclear submittal requirements** can require multiple iterations to determine an application complete.

Intra-Jurisdictional Coordination Challenges

- ◆ **Sequencing of reviews for Middle Housing Land Divisions** between building and land use is variable between jurisdictions, making it harder to know what to expect.
- ◆ **Providing separate utilities with easements in a Middle Housing Land Division** complicates site planning and can lead to redesigns when detailed requirements are not clear at the start.
- ◆ **Differences between building code and land use** definitions and requirements can create conflicts.

External Party Process Challenges

- ◆ **Final Plat Subdivision recording** can be delayed at the County Recorder (or equivalent department), holding up final plats and ability to proceed with building permits.



- ◆ **Private utility company reviews** are unpredictable and not always coordinated with local government reviews, which can create delays and last-minute changes.
- ◆ **Other service providers' standards and reviews** (e.g., state agencies, special districts, county) may not be aligned, creating uncertainty and potential for conflicting standards.
- ◆ **Fire Marshals** may not be effectively integrated with other local government reviews in some communities, which can lead to conflicting standards or feedback.



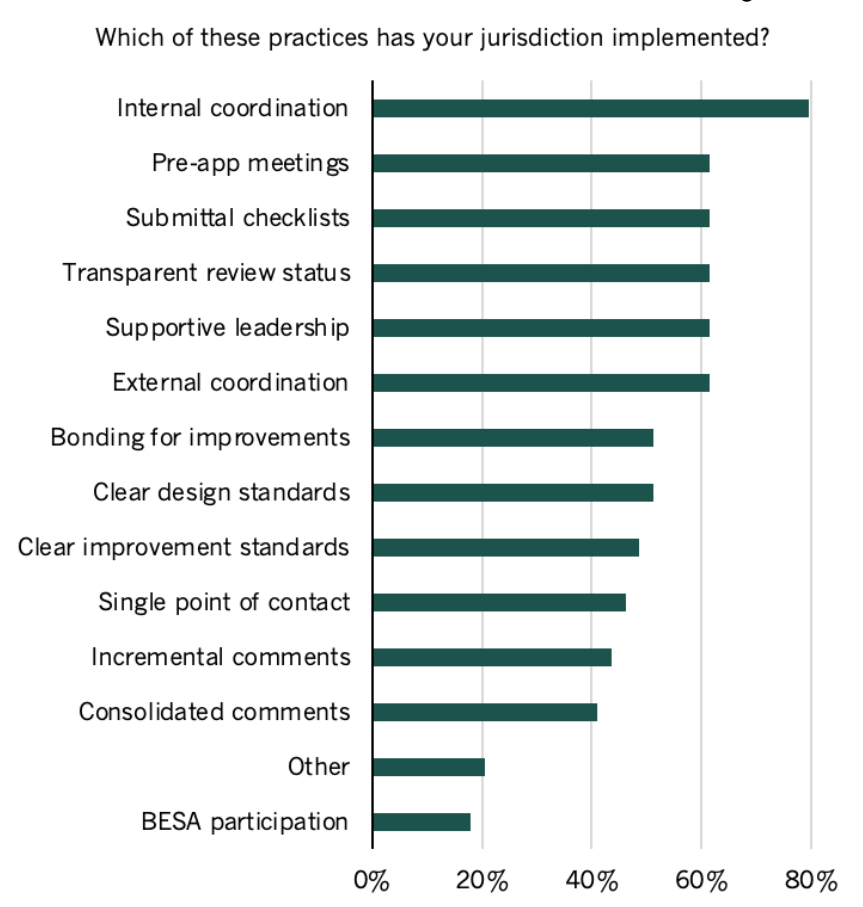
Best Practices and Promising Solutions

The exhibits below show the assessments of Best Practices and Promising Solutions by respondents across both surveys. Click [here](#) for long-form descriptions of the challenges that have been abbreviated in the exhibits.

Development Reviewers

Because Clackamas County and the City of Eugene had multiple responses per organization, this question consolidated answers to reflect one response per jurisdiction. While we coded yes if any respondent said they implemented this best practice, answers across each jurisdiction varied.

Exhibit 51. Overall Assessment of Best Practices and Promising Solutions for Development Reviewers

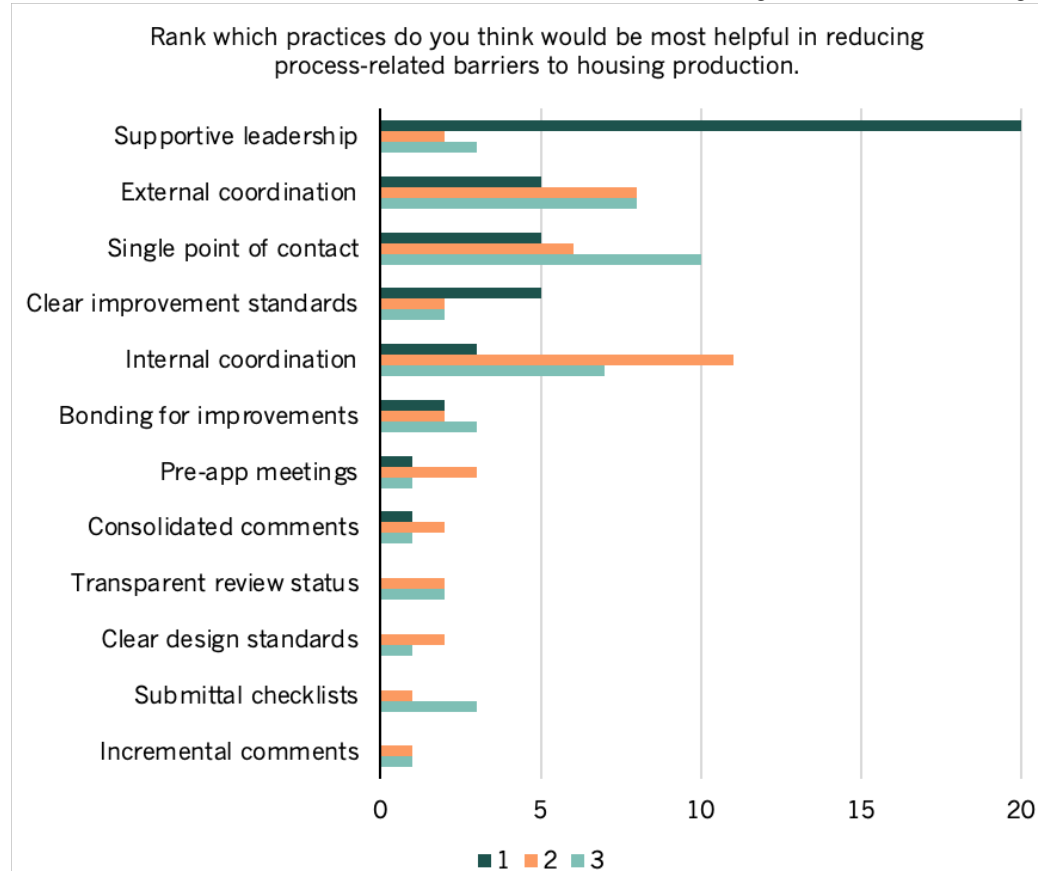


Source: ECONorthwest
Note: Respondents could select all that apply.

Housing Producers

This question asked respondents to rank the most promising practices. We coded how many respondents ranked an option as their first, second, or third choice.

Exhibit 52. Overall Assessment of Best Practices and Promising Solutions for Housing Producers



Source: EConorthwest

Open-Ended Questions

Open-ended survey responses were grouped into themes.

Development Reviewers

Exhibit 53. Biggest Process-Related Barrier to Residential Development for Development Reviewers

Theme	Description	Count
Code and Process Complexity/Inconsistency	Barriers related to code complexity, multiple overlapping regulations, inconsistent interpretations, variation across jurisdictions, public works review processes, multiple review cycles, and changing state requirements.	36
Applicant Understanding, Expertise, Training	Barriers related to applicant knowledge of requirements, applicant training needs, incomplete applications, applicant delays, and applicant understanding of development processes.	26
Standards	Barriers related to development standards, middle housing requirements, infrastructure requirements and siting, easements, plats, utilities, PUDs, and ADU requirements.	15
Staff Capacity, Training, and Resources	Barriers related to staffing levels, staff training, staff understanding of requirements, modernization efforts, e-permitting, and capacity constraints in smaller jurisdictions.	13
Rule Changes	Barriers due to frequent changes to state rules and requirements.	13
Other	Barriers related to due diligence issues, land availability, property sales, infrastructure constraints, homeowner-related issues, and neighborhood opposition.	7
Costs and Funding	Barriers related to development costs, SDCs, and lack of cost transparency.	6
Jurisdiction Coordination, Transparency, Accountability, and Customer Service	Barriers related to communication, coordination among reviewers, and transparency during the review process.	5
Guidance or Other Assistance	Barriers related to the need for additional state guidance and implementation assistance.	1

Source: EConorthwest



Exhibit 54. Most Promising Solution to Residential Development for Development Reviewers

Theme	Description	Count
More and Better Information Available to Applicants	Solutions related to supporting applicant understanding, application completeness, developer training and expertise, public education, centralized information resources, clearer standards, state guidance, utility coordination, and communication of requirements and expectations.	35
Capacity Building and Technical Assistance for Jurisdictions	Solutions related to supporting staffing capacity, staff training, customer service, model codes, increasing public works standards clarity, legislative implementation support, fee structures, and the pace of regulatory change.	15
Improve Coordination and Consistency During Review	Solutions related to development review coordination, earlier collaboration among reviewers and applicants, reviewer consistency, staff understanding, development coordinators, and access to qualified consultants.	14
Streamline Land Use Procedures	Solutions related to reducing code complexity, inconsistent requirements across jurisdictions, and supporting review sequencing, middle housing code implementation, incentives, and procedural efficiency.	14
Address Standards That Are Creating Process Issues	Solutions related to code updates to reduce complexity and code conflicts.	10

Source: EConorthwest



Housing Producers

Exhibit 55. Biggest Process-Related Barrier to Residential Development for Housing Producers

Theme	Description	Count
Jurisdiction Coordination, Transparency, Accountability, and Customer Service	Barriers related to customer service, review timelines, public staff review delays, accountability, incomplete reviews, coordination across departments, and interactions with specific reviewing agencies or jurisdictions.	33
Standards and Requirements	Barriers related to infrastructure improvements and requirements, frontage and right-of-way improvements, utility requirements and siting, proportionality requirements, urban forestry requirements, UGBs, annexation processes, parking requirements, and outdated development standards.	24
Code and Process Complexity/Inconsistency	Barriers related to application and process complexity, overlapping regulations, code complexity and conflicts, inconsistent interpretations within and across jurisdictions, engineering and public works review processes, rule changes, and UGB expansion processes.	24
Costs and Funding	Barriers related to development costs and fees.	7
Staff Capacity, Training, and Resources	Barriers related to staffing capacity, staff resources, and reviewer understanding of development requirements.	4
Other	Barriers related to land availability, infrastructure constraints, and neighborhood opposition.	4
State Issue	Barriers related to state agency requirements.	2

Source: EConorthwest



Exhibit 56. Most Promising Solution to Residential Development for Housing Producers

Theme	Description	Count
Jurisdiction Coordination, Transparency, Accountability, and Customer Service	Solutions related to improving customer service, communication, coordination, transparency, leadership, accountability, review timelines, decision-making, and overall interactions between applicants and reviewing agencies.	32
Reduce Complexity/ Increase Consistency, Uniformity	Solutions related to streamlining processes, reducing code complexity, standardizing reviews, reducing review iterations, expediting approvals, improving review methodologies, and increasing consistency across jurisdictions and reviewers.	18
Reduce Costs, Provide Funding	Solutions related to reducing development costs and fees, improving cost transparency and predictability, funding infrastructure improvements, and sharing infrastructure costs.	10
Increase Staff Capacity, Training, and Resources	Solutions related to increasing staffing levels, staff training, reviewer expertise, digital tools, organizational resources, overall review capacity and supporting a single point of contact for reviews.	7
Improve/Change Standards	Solutions related to improving development standards, infrastructure requirements, parking requirements, UGB expansion processes, infrastructure installation requirements, and other regulatory requirements that affect project feasibility or review complexity.	6
State Issue	Solutions related to simplifying administrative rules and requirements related to UGB expansions, wetlands, and other state-level regulatory or statutory issues.	6
Other	Solutions related to community outreach, public education, land supply, backup power requirements, and other solutions that did not fit within the major thematic categories.	1

Source: EConorthwest

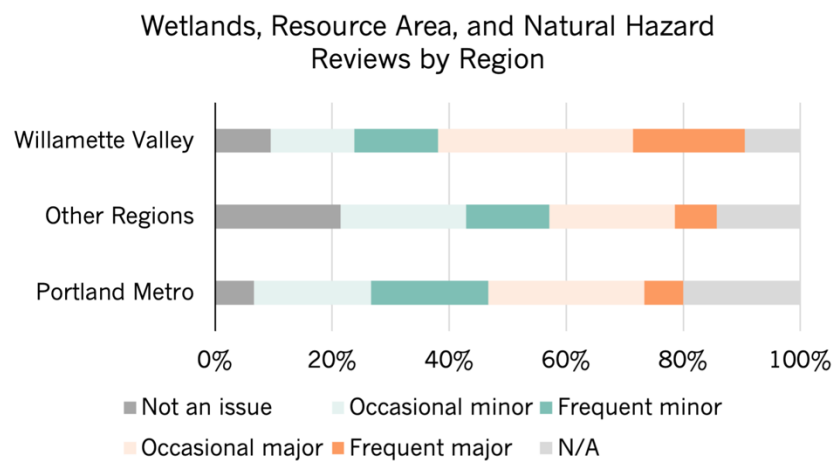


Cross Tabulations of Interesting Challenges by Respondent Characteristics

The exhibits below show the assessments of cross tabulations between interesting development challenges and respondent characteristics. See the full descriptions of the challenges in their respective sections.

Development Reviewers

Exhibit 57. Summary of 'Wetlands, resource area, and natural hazard reviews' by Region for Development Reviewers

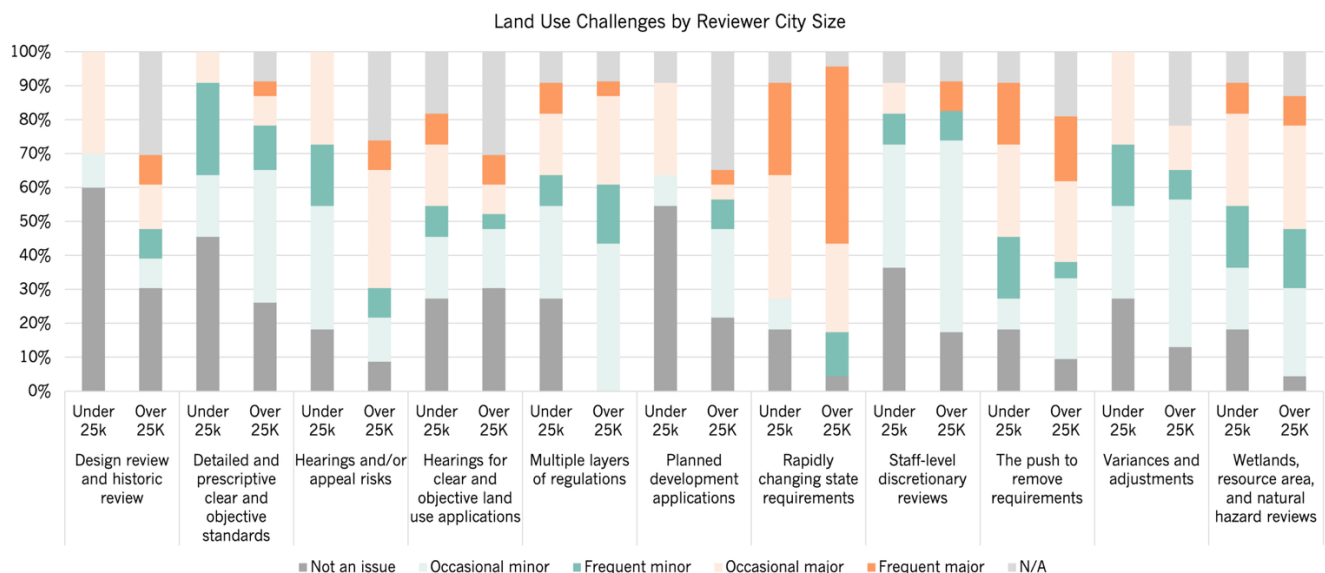


Source: EConorthwest

The exhibit below compares how frequent or major a land use challenge is based on a development reviewer's city size. City size was split into two categories: small jurisdictions with a population under 25,000 and large jurisdictions with a population over 25,000.

Rapidly changing state requirements was cited as the most significant issue for development reviewers regardless of city size (78 percent for large jurisdictions and 64 percent for small jurisdictions). At the same time, a higher percentage of development reviewers in large jurisdictions selected changing state requirements as a frequent and major issue (52 percent) compared to small jurisdictions (27 percent).

Exhibit 58. Summary of Land Use Challenges by City Size for Development Reviewers

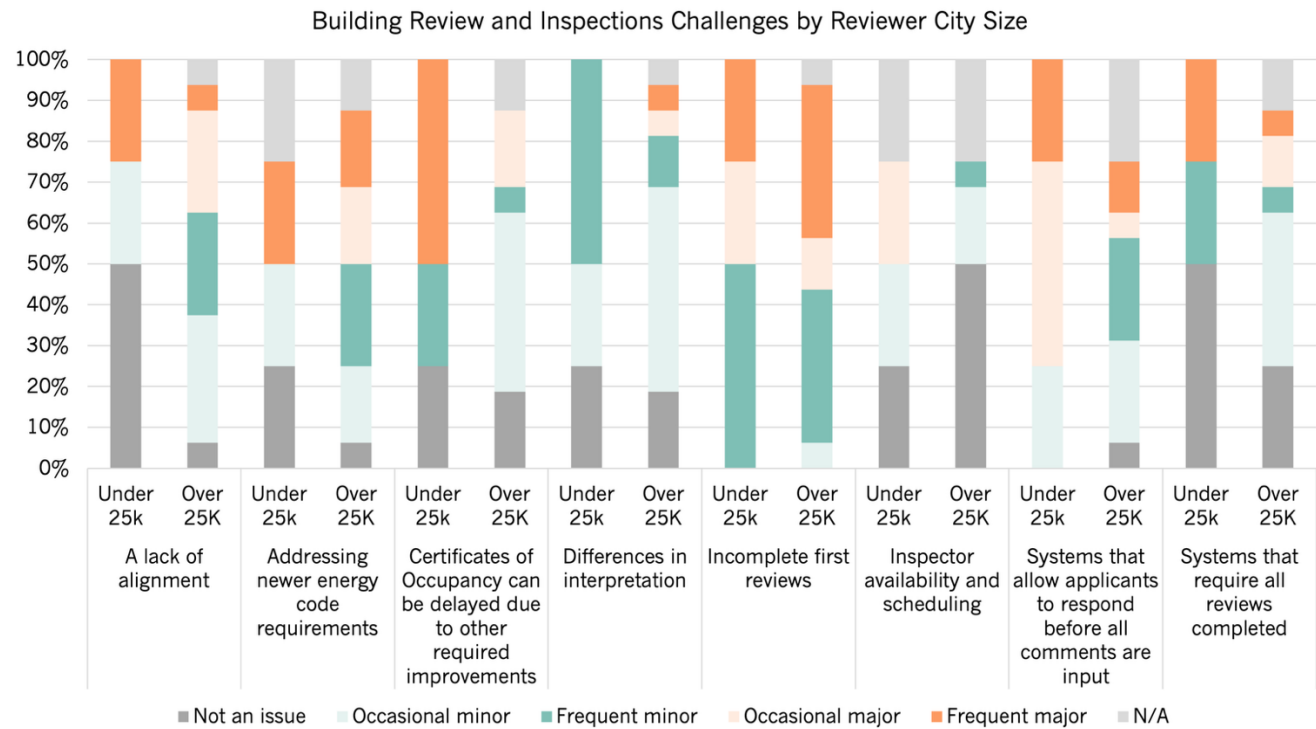


Source: EConorthwest

The exhibit below compares how frequent or major a building review and inspections challenge is based on a development reviewer's city size. City size was split into two categories: small jurisdictions with a population under 25,000 and large jurisdictions with a population over 25,000.

Incomplete first reviews were the highest frequent and major issue for development reviewers in large jurisdictions (38 percent). At the same time, Certificates of Occupancy delays were the highest major issue for development reviewers in small jurisdictions (50 percent).

Exhibit 59. Summary of Building Review and Inspections Challenges by City Size for Development Reviewers

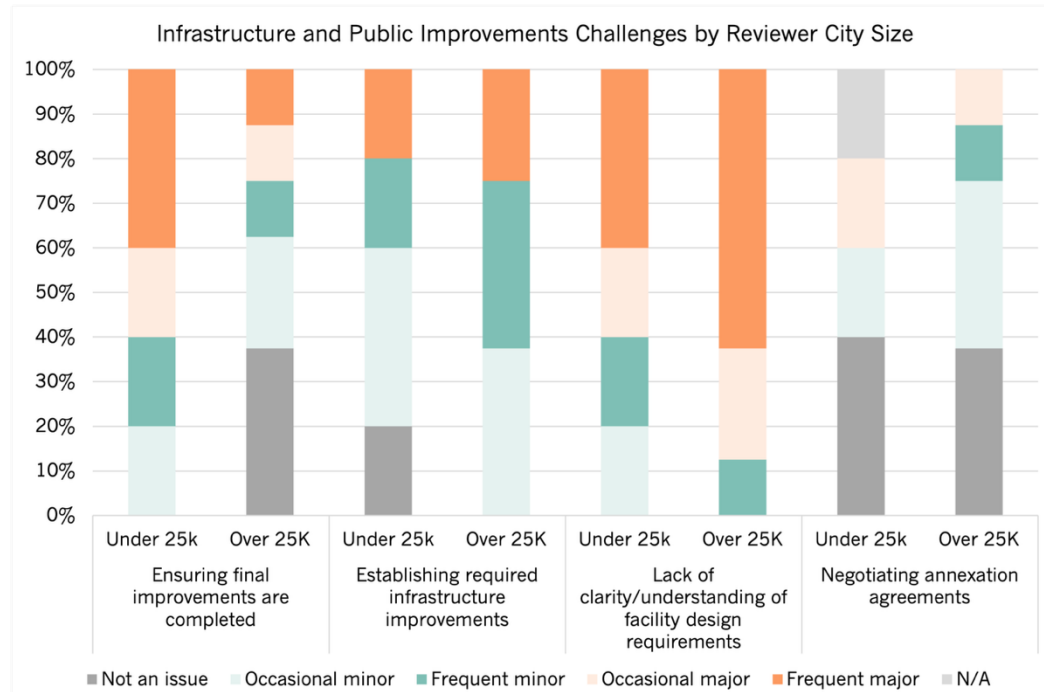


Source: EConorthwest

The exhibit below compares how frequent or major an infrastructure and public improvements challenge is based on a development reviewer's city size. City size was split into two categories: small jurisdictions with a population under 25,000 and large jurisdictions with a population over 25,000.

Lack of clarity or understanding of facility design requirements was a frequent and major issue for development reviewers regardless of city size (63 percent for large jurisdictions and 40 percent for small jurisdictions).

Exhibit 60. Summary of Infrastructure and Public Improvements Challenges by City Size for Development Reviewers

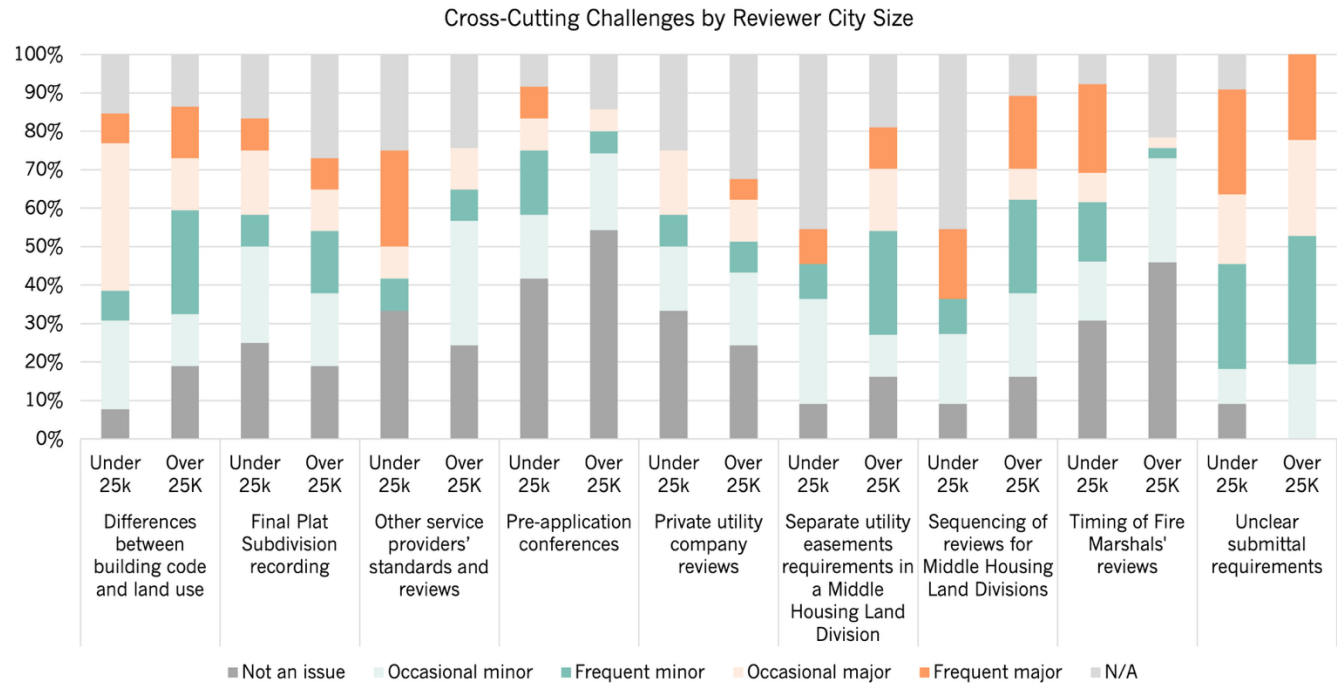


Source: EConorthwest

The exhibit below compares how frequent or major a cross-cutting challenge is based on a development reviewer's city size. City size was split into two categories: small jurisdictions with a population under 25,000 and large jurisdictions with a population over 25,000.

Unclear submittal requirements was the most major issue for development reviewers regardless of city size (47 percent for large jurisdictions and 45 percent for small jurisdictions).

Exhibit 61. Summary of Cross-Cutting Challenges by City Size for Development Reviewers



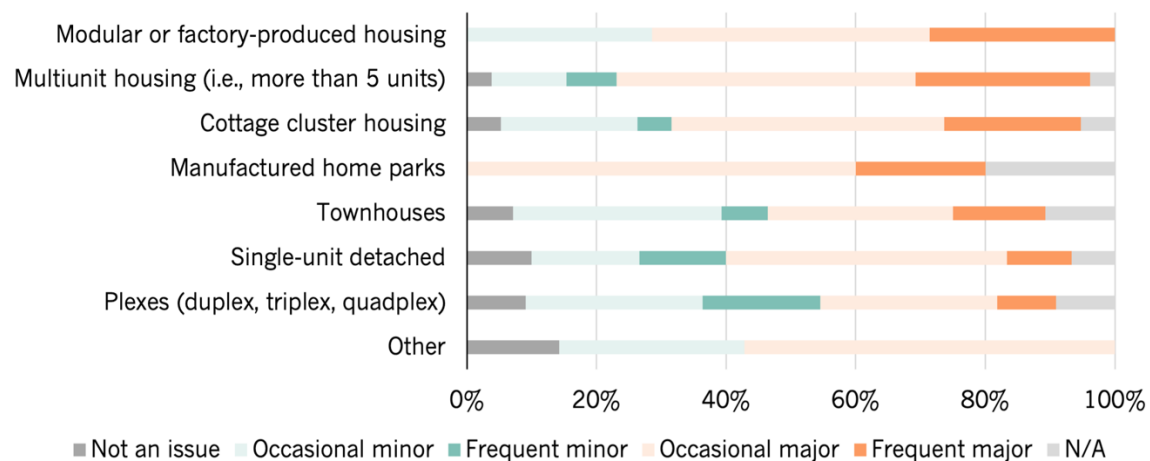
Source: ECONorthwest



Housing Producers

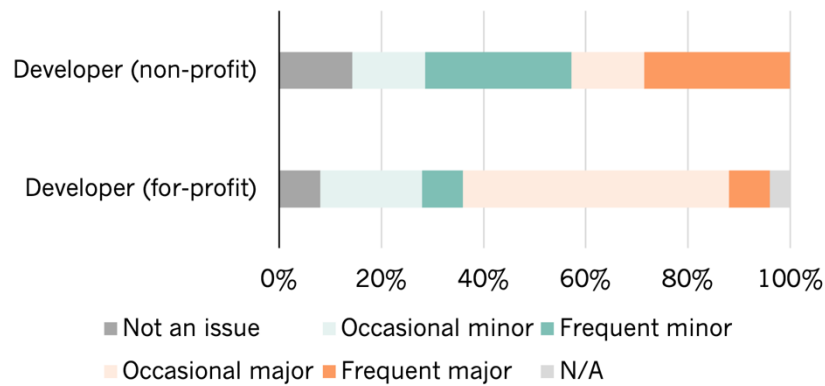
Exhibit 62. Summary of 'Hearings and/or appeal risks' by Housing Type for Housing Producers

Land Use Issue: Hearings and/or Appeal Risks by Developer's Housing Type



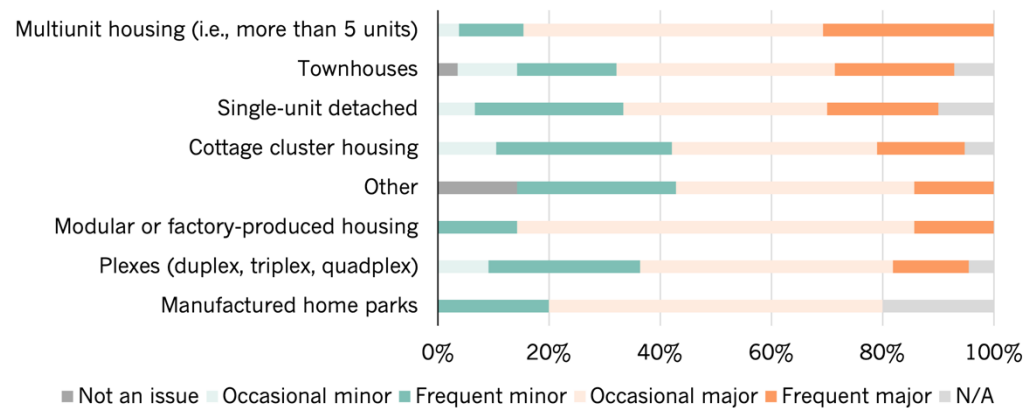
Source: EConorthwest

Exhibit 63. Summary of 'Hearings and/or appeal risks' by Developer Type for Housing Producers
Land Use Issue: Hearings and/or Appeal Risks by Developer Type



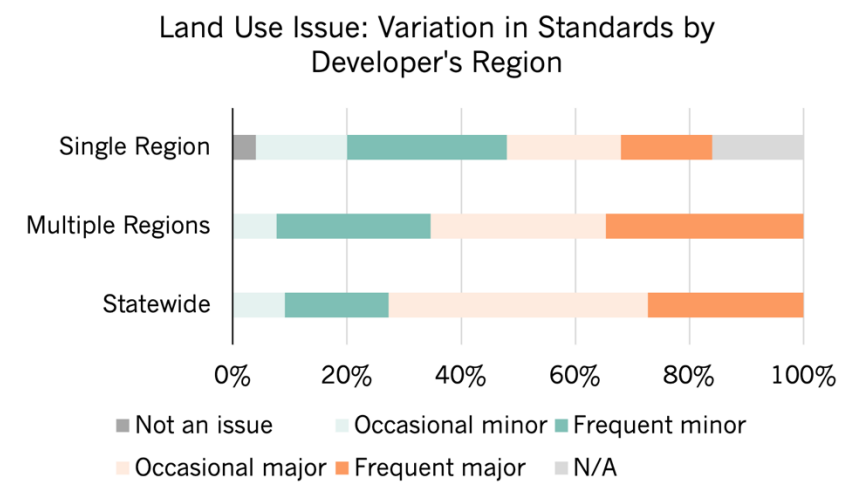
Source: EConorthwest

Exhibit 64. Summary of 'Design review and historic review' by Housing Type for Housing Producers
Land Use Issue: Design Review and Historic Review by Developer's Housing Type



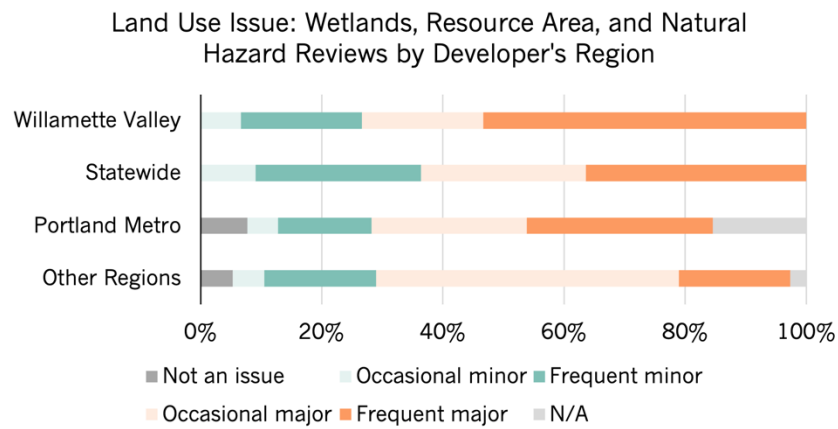
Source: EConorthwest

Exhibit 65. Summary of 'Variation in standards' by Region for Housing Producers



Source: EConorthwest

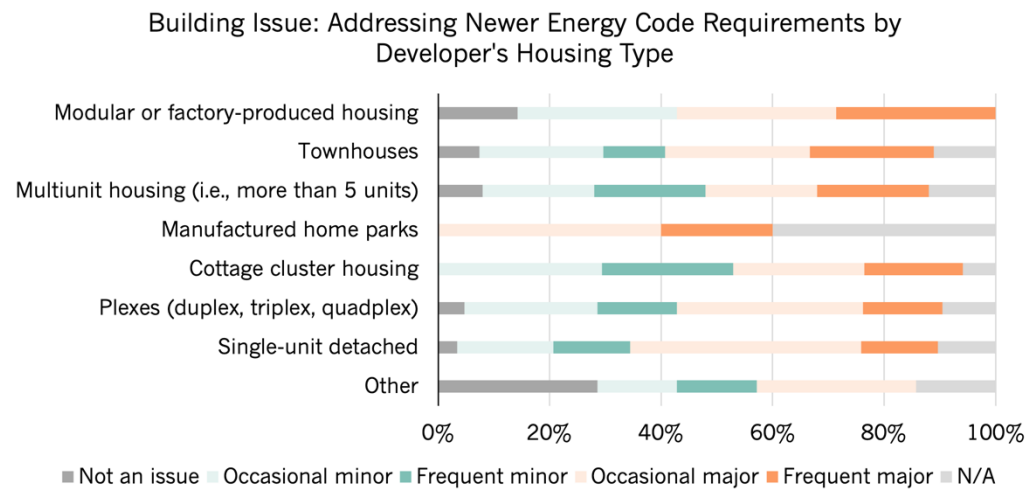
Exhibit 66. Summary of 'Wetlands, resource area, and natural hazard reviews' by Region for Housing Producers



Source: EConorthwest

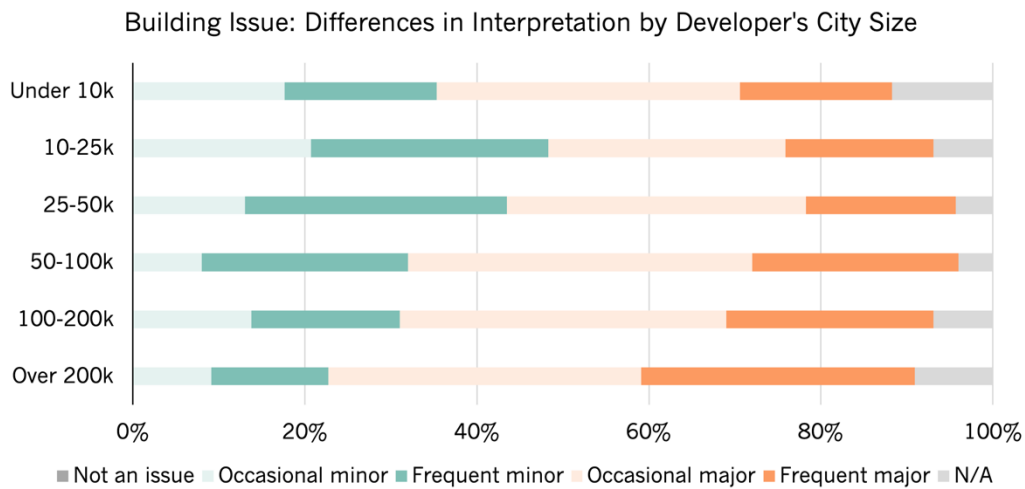


Exhibit 67. Summary of 'Addressing newer energy code requirements' by Housing Type for Housing Producers



Source: EConorthwest

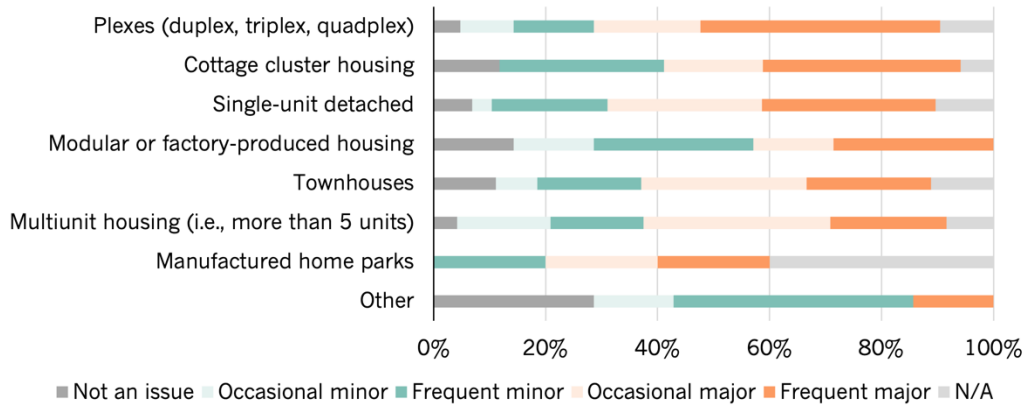
Exhibit 68. Summary of 'Differences in interpretation' by City Size for Housing Producers



Source: EConorthwest

Exhibit 69. Summary of 'Required level of detail for submittals' by Housing Type for Housing Producers

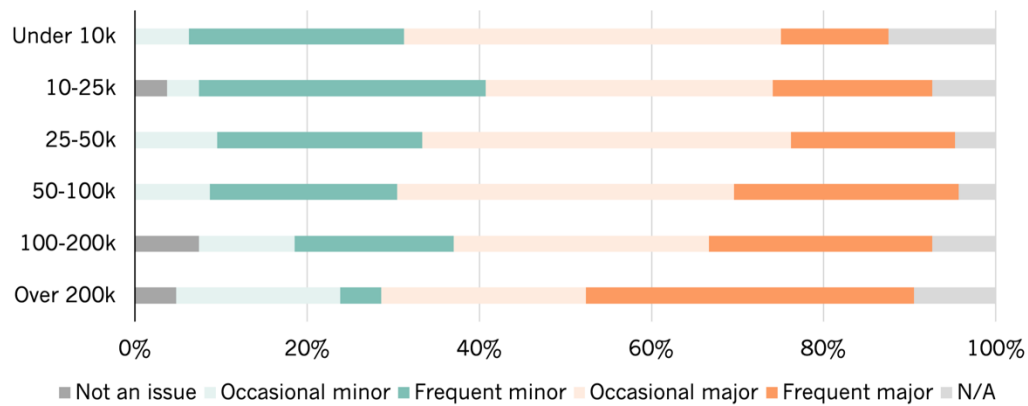
Building Issue: Required Level of Detail for Submittals by Developer's Housing Type



Source: EConorthwest

Exhibit 70. Summary of 'Required level of detail for submittals' by City Size for Housing Producers

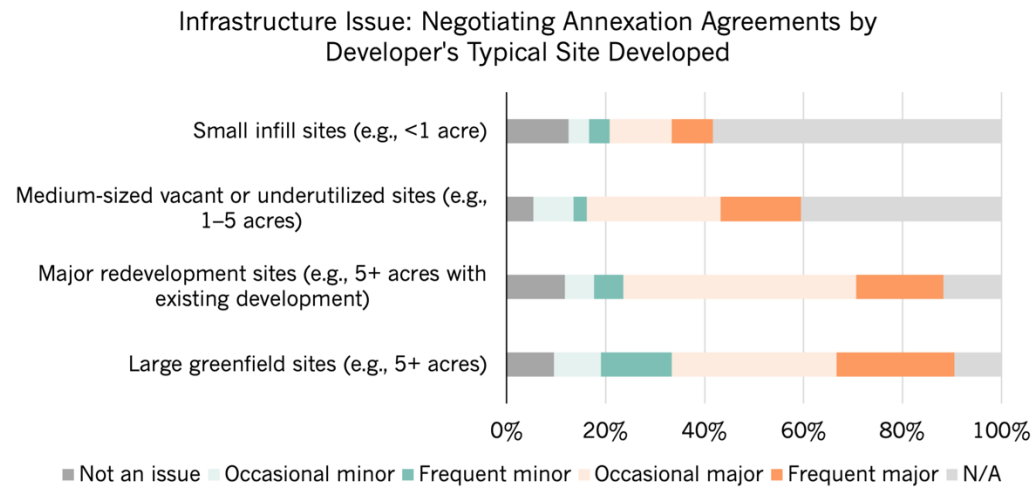
Building Issue: Required Level of Detail for Submittals by Developer's City Size



Source: EConorthwest

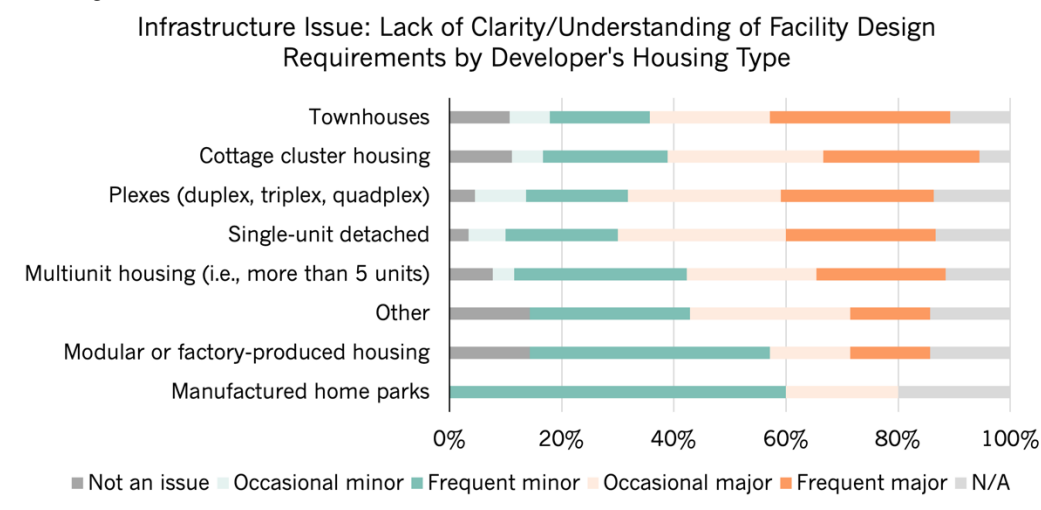


Exhibit 71. Summary of 'Negotiating annexation agreements' by Site Developed for Housing Producers



Source: EConorthwest

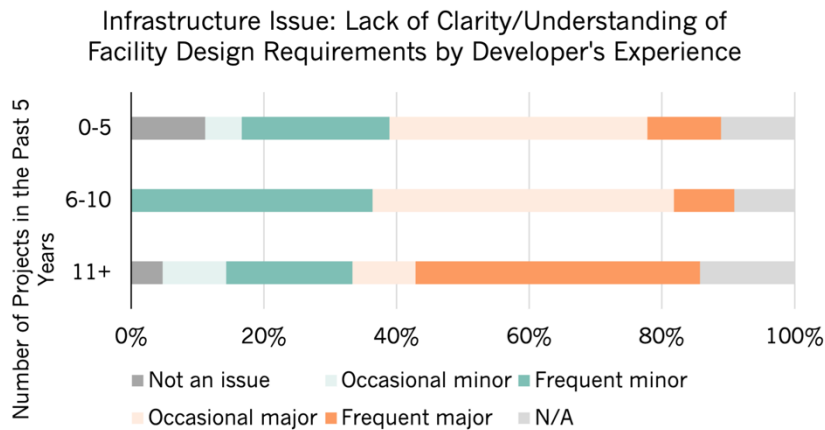
Exhibit 72. Summary of 'Lack of clarity/understanding of facility design requirements' by Housing Type for Housing Producers



Source: EConorthwest

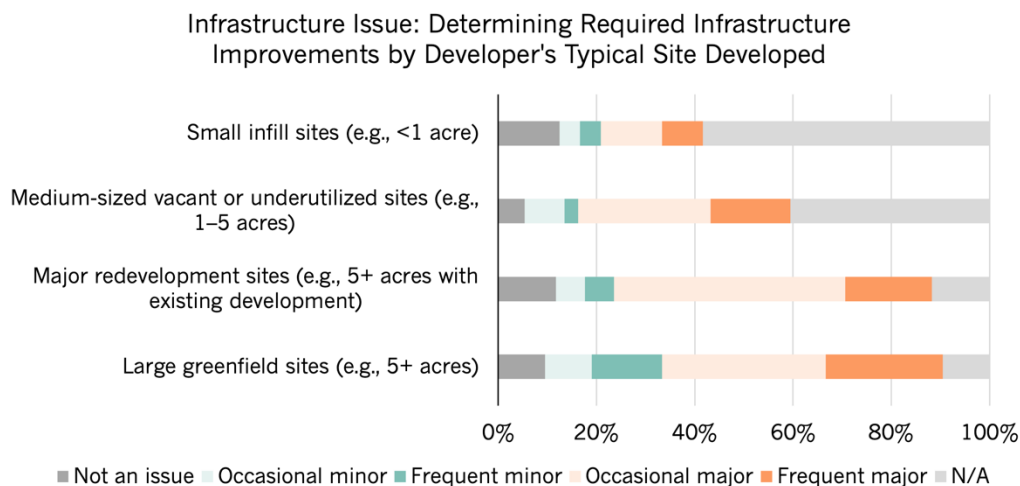


Exhibit 73. Summary of 'Lack of clarity/understanding of facility design requirements' by Experience for Housing Producers



Source: EConorthwest

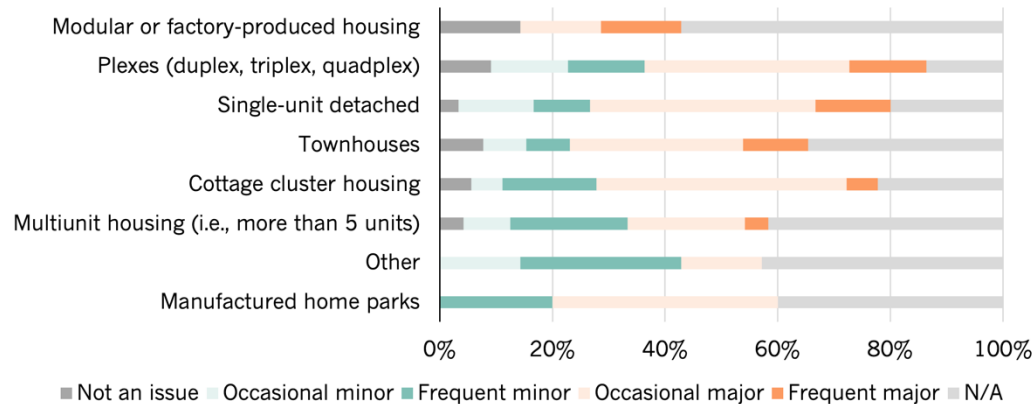
Exhibit 74. Summary of 'Determining required infrastructure improvements' by Site Developed for Housing Producers



Source: EConorthwest

Exhibit 75. Summary of 'Sequencing of reviews for Middle Housing Land Divisions' by Housing Type for Housing Producers

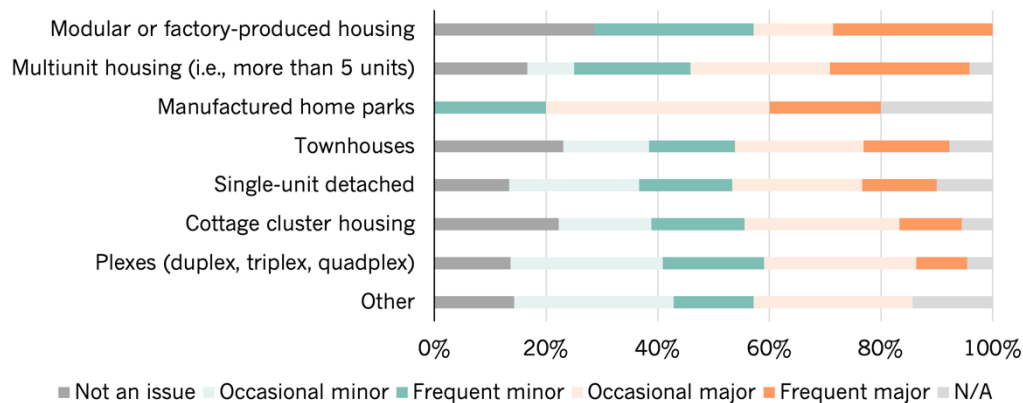
Cross-Cutting Issue: Sequencing of Reviews for Middle Housing Land Divisions by Developer's Housing Type



Source: EConorthwest

Exhibit 76. Summary of 'Other service providers' standards and reviews' by Housing Type for Housing Producers

Cross-Cutting Issue: Other Service Providers' Standards and Reviews by Developer's Housing Type

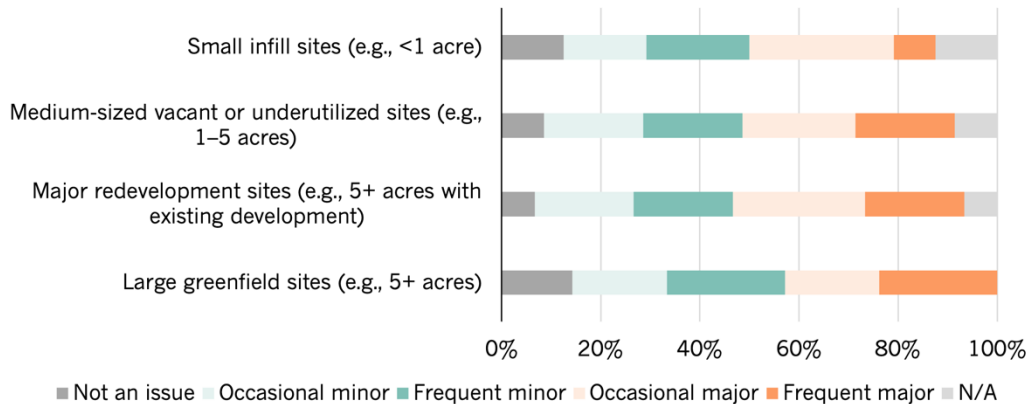


Source: EConorthwest



Exhibit 77. Summary of 'Other service providers' standards and reviews' by Site Developed for Housing Producers

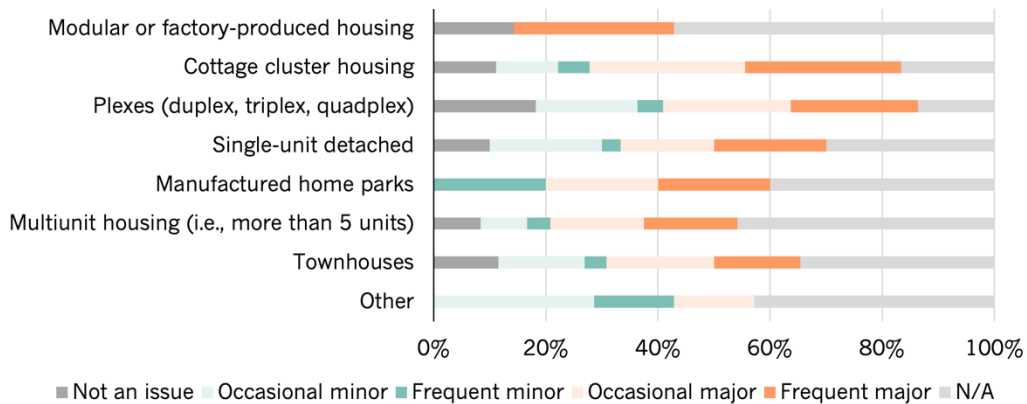
Cross-Cutting Issue: Other Service Providers' Standards and Reviews
by Developer's Typical Site Developed



Source: EConorthwest

Exhibit 78. Summary of 'Separate utility easements requirements in a middle housing land division' by Housing Type for Housing Producers

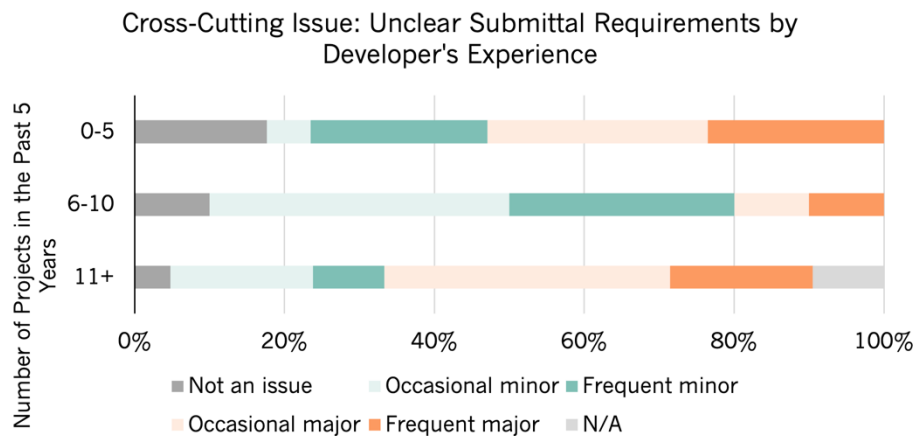
Cross-Cutting Issue: Separate Utility Easements Requirements in a Middle Housing Land Division by Developer's Housing Type



Source: EConorthwest

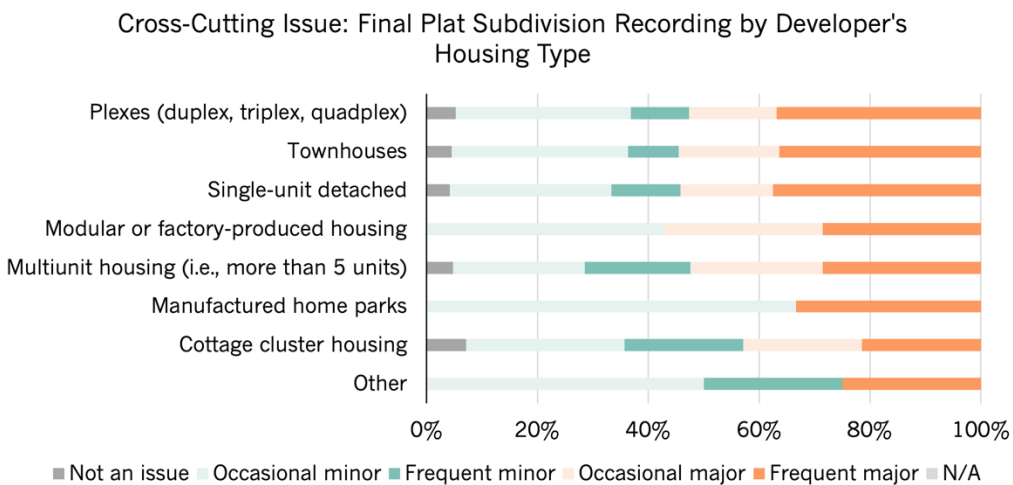


Exhibit 79. Summary of 'Unclear submittal requirements' by Experience for Housing Producers



Source: EConorthwest

Exhibit 80. Summary of 'Final Plat Subdivision recording' by Housing Type for Housing Producers

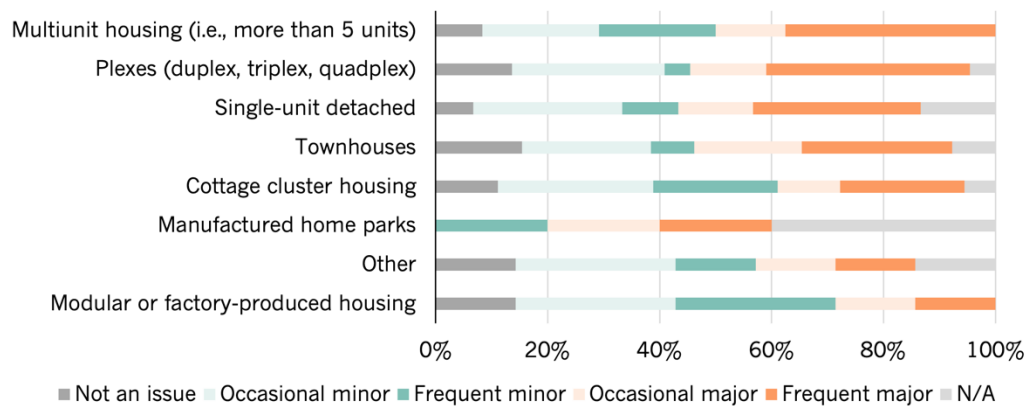


Source: EConorthwest



Exhibit 81. Summary of 'Private utility company reviews' by Housing Type for Housing Producers

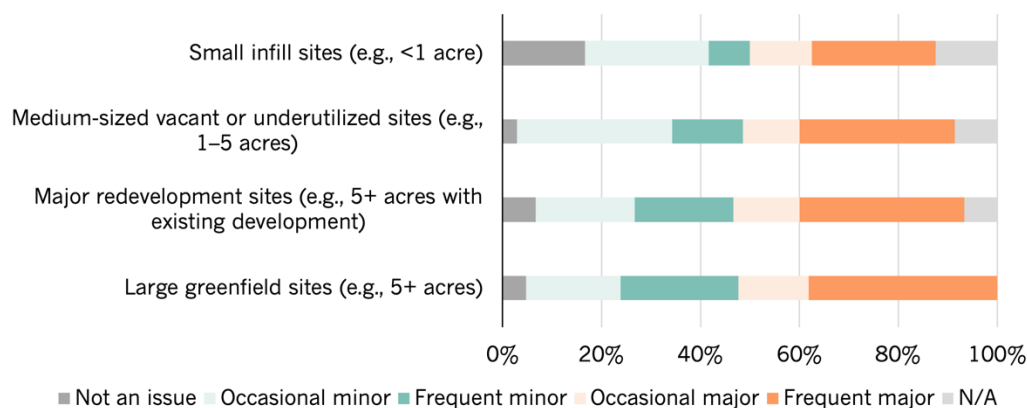
Cross-Cutting Issue: Private Utility Companies Reviews by Developer's Housing Type



Source: EConorthwest

Exhibit 82. Summary of 'Private utility company reviews' by Site Developed for Housing Producers

Cross-Cutting Issue: Private Utility Companies Reviews by Developer's Typical Site Developed



Source: EConorthwest

Development reviewers and housing producers both identified occasional challenges related to clear and objective standards and variance or adjustment processes. Challenges viewed as minor process issues by development reviewers are often experienced as major barriers by housing producers.

