

I interviewed seven planners and housing experts in both case study areas, Hood River/The Dalles and Corvallis/Albany for a total of fourteen interviews.

Interview Questions:

1. What are your suggestions to address the barriers to providing affordable housing you identified?
2. What are some key dynamics that are specific to Hood River/The Dalles or Corvallis/Albany that relate to the housing/employment/transportation balance (or imbalance) in your area?
3. How do you gauge the current need for affordable housing in your community?
4. If you could point to successes and failures in affordable housing for this city, what would you point to as a success story?
5. What do you see as opportunities for the future in addressing affordable housing?

Summary of Key Themes from Interviews.

1. Importance of TA Grants to do BLI and HNA. Need Data to inform, take action, be bold.
 - Hood River—inventory of different types of policy changes to facilitate workforce housing, we couldn't do it before the BLI, it was anecdotal before that we have a problem. Now we have a clear pathway with identified action items.
 - What DLCD can do is help with planning and provide funds to study housing issues.
 - A HNA will help pinpoint problems and come up with strategies. The HNA will identify the need and propose some programs and funding sources to get housing in place.
 - Need Data to do anything, to push for any changes to what is happening.
 - Cities need expertise and advice and guidance.
 - Initial commentary started off as anecdotal and we didn't have the evidence. We got the Goal 10 technical assistance grant.
 - The Dalles, TA grant, city of Hood River, BLI and HNA, city has study and analysis, it helps a lot
 - The Dalles technical assistance grant applied for it from DLCD. The city council has to have the data to back it up. To take a risk they need data to back up their decisions.
 - We want to evolve the world is changing—Tom McCall 1970's, 2015 land use was a good idea at the time, we need density measures now. We need grants that enable us to test these things out BLI 3-5 appendices, Here are 3 you have to do and two you can choose, innovate.
2. Change is Hard. Housing preferences are a cultural thing. They are hard to change.
 - Change is hard. People don't mind commuting longer distances if they get more for their money in housing.
 - Denser development is not in collective thought
 - It is the same as basic habits and resistance to change. Property owners want what they want and the end of that option isn't too far off. We need to act now.
3. Crisis and Emergency mode isn't proactive. Need More Efficient Development Now
 - Crisis Management, management and realtors ruin my life, convince people to get ahead of the game, in 10 years we will be in crisis mode, Until we see this is a clear and present danger, we are usually just reactive
 - The problem isn't the options, it is deciding to act and do something. We plan, plan, plan. People want a silver bullet, we have clay bullets and we need to keep shooting.
4. Need for Prioritization Everywhere. If cities are not focusing on housing right now, they should be and it is a looming problem.
 - We need to educate. If it is not a problem now, we can see upcoming trends, and know we will have a problem, we have to know enough of nuances
 - Planning is different. We operate with short term emergencies. Right now we are focused on land division and public improvement requirements. It is business as usual and we are not aware of the land crunch that is coming. When that happens then they'll shift to smaller lots, which is what we should be doing now.
 - There is not a sense of urgency right now, we are working up to it (The Dalles).

5. The lesson about the need for density hasn't been learned.

- Changing the zoning and density would be difficult here. We have high density residential that is not being used. It is not being used for high density. We have a rural demand for big lots and big yards.
- Some of our High Density was built on with single family homes. The smaller lot had single family homes built on them and it decreased the density below what was actually allowed to be build. The higher density is not selling. The community didn't go for it.
- That lesson hasn't been learned yet. Until land prices get so high that not many people will be able to have a lower density arrangement and it becomes too expensive. The norm will adapt. To smaller lots. There will be a change in attitude but it could take a generation. The buyer is the problem. They want some land and a good sized lot.

6. Political Will and Prioritization

- Housing is a #1 priority in Hood River and has been (Workforce housing 2006)
- Hood River going to keep housing as a priority. The 2006 workforce housing summit started it as a priority and it is staying one.
- HR political will was there, there isn't the same political will in the Dalles
- It has been a priority here for many years (housing)
- The Dalles is not concerned about housing like they are in Hood River. There is a laid back philosophy here that would never think of a city taking an active role in trying to coordinate or influence market supply and demand. I think that will change.
- There has been no help from the city council (The Dalles) as of yet. It will have to be a crisis before that changes.
- It is a more pointed council goal (Corvallis)

7. Economic Development

- Economic development goals are not incongruent with attainable housing strategies. There is a changing language and lessening of stigma against "affordable" housing. This is an attainable housing issue.
- It is an economic development priority with the employment department.
- Economy, for Apple we will move heaven and earth, it is that important for a strong economy what we need is housing to have the same importance
- Short-term rentals are part of the economic market. They are not incongruent but are competing economic priorities with attainable housing.
- This is an economic development discussion—that makes this unique and innovative.
- Technical Assistance for Economic Development Priority. Thinking outside of the box. Add housing to that priority and get that housing data.

8. Growing Up

- Industrial and Google build higher, we need to translate that into the residential side.
- In HR we have to work within the UGB and grow up. With the Gorge Commission and scenic area there isn't a way to expand the UGB and we aren't going to do it anymore there isn't any time or money to devote to that process and ultimately it is out of HR's control.
- In Hood River they don't have housing flat out. They have Vertical Housing but no one is actually doing it. Politically they are totally behind changing codes.
- What does vertical housing mean and how do we accomplish it? What is government's role?
- Vertical housing, having an elevator is a prohibitive cost

9. Dealing with Class, Race, Uncomfortable Conversations

- White and elite have to have uncomfortable conversations. Social inequality is not in our economic best interest.
- Valley Residents Committee talked about neighborhood look and feel, visual integrity of neighborhood. All of that language is institutional, systemic racism, we need communities that deal with all people, and affords everyone the same level of dignity.
- Renter VS Owner—how to deal with that imbalance? Overall market is changing, what to do to protect renters?
- Public Involvement issue: renters, low income people, etc. aren't as involved (if at all); there is a gap in our system for decision-making that doesn't include renters and low income people or people of color. What are the various ways to get at that gap? Education, outreach, new methods for public involvement, changes in political participation, representation, voter education
- Slow shifts, housing shortage everywhere in the state and everywhere in USA, rent burdened renters, more and more impoverished just paying for housing
- Recognize housing and healthcare as a human right, service it provides, good investment, 5-10-20% return on
- Zoning is the art of exclusion, not inclusion

10. Political Issue

- Small town politics, sophistication, education, a few people dominate, people don't testify, things unravel pretty fast
- Voter annexation would increase supply, politics of that extremely sensitive
- Infill and redevelopment, not always well received
- Strong concerns about upzoning, very contentious
- Voter approved annexations- NIMBY at city level impacts scarcity of land

11. Capacity Issues

- No multifamily builders that are capable to build what we need
- We need staff to help the city, planners for the city, it is a general problem with basic numbers of staff to keep the city running that are already so busy (Hood River).
- Not long range staff, no \$ to hire someone (Albany).
- So many fires to put out
- Lack funding, knowledge, sense that this is an issue, bring need in forefront

12. Planning vs The Market

- Planners don't control the world
- Ideal location for certain type of housing, doesn't mean a developer will build it there
- Generally speaking- doesn't mean that is what developers will do
- Our plan for affordability shouldn't be left to ups and downs of the market
- Mistaken assumption that builders will build what is needed
- If we let the market decide, we won't give people choices
- Developers not interested in developing starter houses. They want the biggest return, even though we have shortages.
- Voter approved annexations and high level of citizen involvement may result in higher quality projects, but only high profit gets through, which means affordable housing doesn't get built because developers won't take risk for low return.

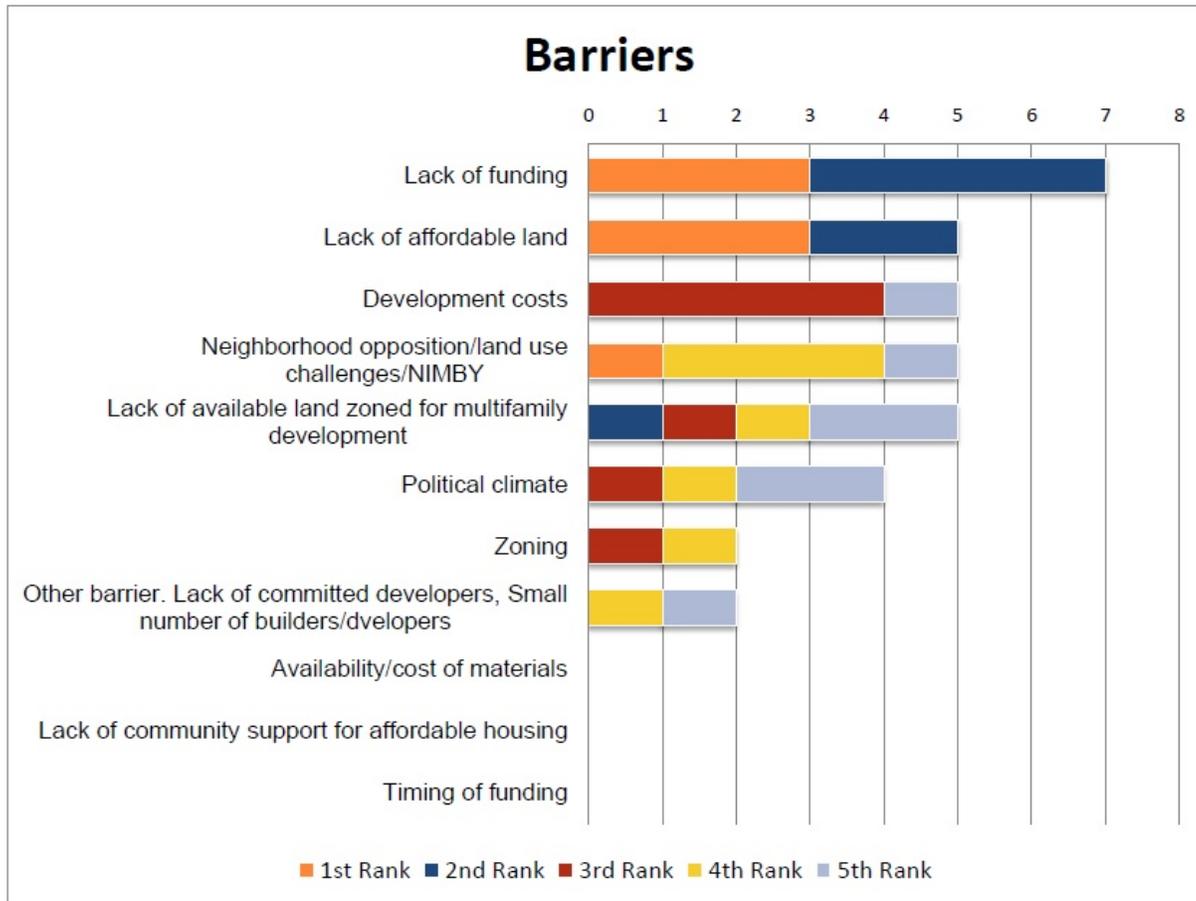
13. Sense of Optimism for Action: There is more attention and focus on housing than ever before

- Right now more interest in policy level, more interest than any time in the past
- Goal- not letting housing goal go without progress
- Optimistic- will do something
- Policy level- political will

Affordable Housing Barrier and Tool Survey Respondents and Results

This survey was completed by a total of nine city and county level planners, housing advocates, and knowledgeable researchers of this topic. Four respondents are from the Corvallis/Albany region; three respondents are from the Hood River/The Dalles region; and Bend and Beaverton contributed one response each.

Results from Barriers Ranked in Survey



Results from Tools Inventoried in Survey

Tools are sorted by each criterion (Status, Feasibility, Impact, Time), and assigned a rank 1-42. The F+I Score is the Feasibility and Impact score combined. The F+I Score was used to rank the items to reveal the top 15 items. Feasibility and Impact were used to sort the items so that tools that aren't in use currently or are long-term would not be unfairly sorted to the bottom. The rankings are only as good as the expertise and knowledge respondents have, thus items unfamiliar to respondents will be toward the bottom and should not necessarily be ruled out or discredited. Each item is listed with a breakdown of responses under each criterion and comments are listed below the item. Items are sorted by type (Local, Collaborative, Data, Revenue) and listed according to their rank (F+I Score). The legend corresponds with the categories and criterion titles listed in the example items. Short, Medium, and Long term are Low, Medium, High, respectively.

The tool survey was adapted from the Metro Equitable Housing Initiative, which has additional details about each tool on their website: <http://www.oregonmetro.gov/tools-partners/guides-and-tools/guide-equitable-housing>

Tool Name L: Local C: Collaborative D:Data R:Revenue	F+I Score	Feas-ibility	Impact	Short to Long Term	In Use Status
L. Nonprofit-owned housing tax exemption	2	1	1	17	2
L. Public Land for Affordable Housing	5	2	3	8	5
L. Upzones and rezones	5	3	2	6	10
C. Community Land Trust	14	4	10	18	13
L. Restrictive covenants for permanent affordability	15	6	9	7	7
L. Transit Oriented Development (TOD) grants	17	12	5	15	31
L. Density Bonus	18	7	11	1	1
L. Fee waivers or reductions	19	13	6	4	16
L. Multifamily tax exemption	21	14	7	14	20
L. Reduced parking requirements	21	5	16	2	4
L. Public acquisition of existing rental buildings	23	15	8	28	24
C. Revolving loan fund for rehabilitation	25	8	17	11	3
C. Limited Equity Ownership	28	10	18	21	15
R. Real Estate Transfer Tax	30	18	12	30	11
D. Opportunity Mapping	31	17	14	9	14
L. Shared investment strategies along future transit corridors	38	19	19	29	29
D. H+T Cost Calculator	41	26	15	26	22
C. Revolving loan fund for equitable TOD	42	20	22	24	18
L. Streamlined approval	42	9	33	10	8
C. Employer Assisted Housing	44	21	23	32	28
C. Predevelopment funding / Gap financing	44	40	4	3	9
L. Affordability restrictions linked to retrofit/rehab funds	45	11	34	5	17
R. Construction excise tax	45	25	20	39	34
L. Community Benefits Agreements	46	22	24	19	30
C. Regional Land Bank	47	34	13	31	25
R. Permit Fee for Affordable Housing	49	24	25	35	6
D. Vulnerability and Displacement Maps	50	23	27	27	38
C. Forgivable Loan Program	52	16	36	22	19
R. Mandatory inclusionary zoning	55	27	28	16	26
L. Land bank for brownfield redevelopment	56	35	21	41	39
R. Tax Increment Financing	59	29	30	20	12
R. Rent control or stabilization	60	31	29	34	27
L. Family-friendly zoning	62	30	32	12	36
L. Transfer of Development Rights (TDR)	63	28	35	33	37
C. Real Estate Investment Trust	68	42	26	40	41
R. General Obligation Bond	70	39	31	38	23
C. Revolving loan fund for ADUs	72	33	39	25	40
R. Dining tax	72	32	40	23	21
R. Property Tax Levy	74	37	37	36	32
R. Linkage or Impact fees	76	38	38	37	33
C. Credit Enhancement	77	36	41	13	35
C. Community Savings Program	83	41	42	42	42