### Categories of Tools, Actions, and Policies

The proposed categories contain tools, strategies, or policies that are intended to:

1. Reduce financial and regulatory impediments to develop Needed Housing;
2. Create financial and regulatory incentives for development of Needed Housing;
3. Provide access to local, state, and federal resources; and
4. Allow for local innovation.

<table>
<thead>
<tr>
<th>Category</th>
<th>Action</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Zoning and Code Changes</td>
<td>These are strategies that a jurisdiction can take to proactively encourage needed housing production through zoning and code modifications. These strategies may also include regulations to ensure housing goals are met.</td>
</tr>
<tr>
<td>B</td>
<td>Reduce Regulatory Impediments</td>
<td>These strategies address known impediments to providing needed housing. These include but are not limited to zoning, permitting, and infrastructure impediments.</td>
</tr>
<tr>
<td>C</td>
<td>Financial Incentives</td>
<td>These are a list of financial incentives that jurisdictions can give to developers to encourage them to produce needed housing.</td>
</tr>
<tr>
<td>D</td>
<td>Financial Resources</td>
<td>These are a list of resources or programs at the local, state and federal level that can provide money for housing projects. The majority of these resources are intended to provide money for affordable housing projects.</td>
</tr>
<tr>
<td>E</td>
<td>Tax Exemption and Abatement</td>
<td>These are a list of tax exemption and abatement programs that are intended to encourage developers to produce housing.</td>
</tr>
<tr>
<td>F</td>
<td>Land, Acquisition, Lease, and Partnerships</td>
<td>These are strategies that secure land for needed housing, unlock the value of land for housing, and/or create partnerships that will catalyze housing developments.</td>
</tr>
<tr>
<td>Z</td>
<td>Custom Options</td>
<td>Any other Housing Production Strategy not listed in Categories A through F that the jurisdiction wishes to implement will be outlined in this section and numbered accordingly.</td>
</tr>
</tbody>
</table>

**Equitable Outcomes Note:** Some of the strategies may not create an overall housing production increase however, they do increase or maintain housing for a specific affordability target or population.

**Caution Note:** Jurisdictions should be careful when picking strategies to ensure that housing strategies together in their aggregate do not work to suppress the overall supply of housing of stifled housing production.
Anti-Displacement and Gentrification Toolkit:

In the Spring of 2021 DLCD partnered with Portland State University to create an anti-displacement and gentrification toolkit. Though not mandatory to use, the toolkit was designed 1) help jurisdictions better measure the pressures of anti-displacement and gentrification in their communities, and 2) direct HPS strategies towards mitigating these pressures as more housing is produced. In the process several additional columns were created to better understand the impact of each strategy when it comes to anti-displacement work. These additional columns are defined as follows:

**Housing Equity Impact:** DIRECT, (DIRECT), INDIRECT, AND (INDIRECT)

**DIRECT** strategies for meeting housing equity needs are focused on the supply. They are needed immediately and persistently by groups that are vulnerable in the housing market. These strategies directly produce or protect affordable housing, especially for communities of color and other protected class communities. They have strong impacts for anti-displacement that can be seen in the short-term. A (DIRECT) strategy is one that is specific to affordable housing and/or protected classes and vulnerable populations, but does not actually create housing.

Strategies that allow for more housing overall are **INDIRECT**; strategies that are oriented towards smaller units or diverse housing types are (INDIRECT) - they are more likely to address equity needs, but may also require additional tools to focus on affordability, tenure, or accessibility. Likewise, strategies for housing preservation can be important for anti-displacement planning, if they are focused on maintaining affordability along with quality.

**Neighborhood Typology:**

The toolkit establishes a methodology for cities to categorize census tracts based on where gentrification and displacement pressures have already occurred or may occur in the future. These six Neighborhood Typologies (Affordable and Vulnerable, Early Gentrification, Active Gentrification, Late Gentrification, Becoming Exclusive, and Advance Exclusive) reflect the spatial distribution of housing inequity. Cities should take special consideration of these spatial inequities in the development of their Housing Production Strategies. Some Housing Production Strategies when applied flatly across an entire city result in negative or inequitable outcomes for communities members most at risk of displacement. The This section is intended to highlight which strategies may have unintended negative impacts on particular neighborhood typologies. This is not to imply that all Housing Production Strategies will have negative impacts on housing equity - many strategies work without particular concern across any kind of neighborhood. However, some housing production strategies are better suited for particular neighborhood types, and some strategies need special nuance or policy refinement to add special mitigation protections against further potential displacement impacts.

**Green:** GO use and implement, especially if a tool is useful in this neighborhood type

**Yellow:** PROCEED CAUTIOUSLY and carefully. This means that a strategy needs to be monitored for impacts and possibly paired with more direct mitigating strategies in this neighborhood type.

**Red:** STOP AND PLAN. This strategy is highly likely to create displacement pressures and must be paired with mitigation measures in this neighborhood type.
Inclusionary Zoning

This strategy will work on establishing minimum density standards, updating development codes to prohibit new single-family detached housing in high density zones, and allow single-family detached homes in medium density zones only if they meet minimum density or maximum lot size requirements.

Affordability Target: Publicly-Subsidized (< 30% AMI), Affordable (30-80% AMI)

Tenure Target: Workforce (80-120% AMI)


Market Rate (> 120% AMI)

Neighborhood Typology: Early Gentrification

Mitigating Measures: Planning and continued monitoring of production and location; add incentives and programs to target affordability and increase impact

Category A: Zoning and Code Changes

These are strategies that a city can take to proactively encourage needed housing production through zoning and code modifications. These Strategies may also include regulations to ensure housing goals are met.

<table>
<thead>
<tr>
<th>#</th>
<th>Strategy Description</th>
<th>Affordability Target</th>
<th>Tenure Target</th>
<th>Source (if available)</th>
<th>Housing Equity Impact</th>
<th>Neighborhood Typology</th>
<th>Mitigating Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>A01</td>
<td>Ensure Land Zoned for Higher Density is not Developed at Lower Densities</td>
<td>Publicly-Subsidized (&lt; 30% AMI), Affordable (30-80% AMI) Workforce (80-120% AMI) Market Rate (&gt; 120% AMI)</td>
<td>For Rent</td>
<td>Morrow County HNA, 2017</td>
<td>INDIRECT</td>
<td>All</td>
<td>Planning and continued monitoring of attention to displacement in generating areas; add incentives for direct production of equity needs</td>
</tr>
<tr>
<td>A02</td>
<td>Zoning Changes to Facilitate the Use of Lower-Cost Housing Types</td>
<td>Publicly-Subsidized (&lt; 30% AMI), Affordable (30-80% AMI) Workforce (80-120% AMI) Market Rate (&gt; 120% AMI)</td>
<td>For Rent</td>
<td>Local Housing Solutions</td>
<td>DIRECT</td>
<td>All</td>
<td>Planning and continued monitoring of production vs. needs</td>
</tr>
<tr>
<td>A03</td>
<td>FAR, Density, or Height Bonuses for Affordable Housing</td>
<td>Affordable (30-80% AMI) Workforce (80-120% AMI) Market Rate (&gt; 120% AMI)</td>
<td>For Rent</td>
<td>--</td>
<td>INDIRECT</td>
<td>Early Gentrification Active Gentrification Late Gentrification</td>
<td>These tools work best in strong markets; have a medium impact on displacement</td>
</tr>
<tr>
<td>A04</td>
<td>Housing Rehabilitation Codes</td>
<td>Publicly-Subsidized (&lt; 30% AMI) Affordable (30-80% AMI) Workforce (80-120% AMI) Market Rate (&gt; 120% AMI)</td>
<td>For Rent</td>
<td>City of the Dalles Housing Strategy Report (2017)</td>
<td>INDIRECT</td>
<td>All</td>
<td>ADUs, cottage, and middle housing have a medium impact on preventing displacement, with planning and continued monitoring of production; add incentives and programs to target affordability and increase impact</td>
</tr>
<tr>
<td>A05</td>
<td>Code Provisions for ADUs</td>
<td>Affordable (30-80% AMI) Workforce (80-120% AMI) Market Rate (&gt; 120% AMI)</td>
<td>For Rent</td>
<td>--</td>
<td>INDIRECT</td>
<td>Affordable &amp; Vulnerable Active Gentrification Late Gentrification Exclusive</td>
<td>Planning and continued monitoring of production and location; add incentives and programs to increase impact and avoid clustering</td>
</tr>
<tr>
<td>A06</td>
<td>Broaden the Definition of Housing Type</td>
<td>Affordable (30-80% AMI) Workforce (80-120% AMI) Market Rate (&gt; 120% AMI)</td>
<td>For Rent</td>
<td>--</td>
<td>INDIRECT</td>
<td>Affordable &amp; Vulnerable Active Gentrification Late Gentrification Exclusive</td>
<td>Planning and continued monitoring of production and location; add incentives and programs to increase impact and avoid clustering</td>
</tr>
<tr>
<td>A07</td>
<td>Allow for Single-Room Occupancy in Residential Zones</td>
<td>Affordable (30-80% AMI) Workforce (80-120% AMI) Market Rate (&gt; 120% AMI)</td>
<td>For Rent</td>
<td>--</td>
<td>INDIRECT</td>
<td>Affordable &amp; Vulnerable Active Gentrification Late Gentrification Exclusive</td>
<td>Planning and continued monitoring of production and location; add incentives and programs to increase impact and avoid clustering</td>
</tr>
<tr>
<td>A08</td>
<td>Promote Cottage Cluster Housing</td>
<td>Affordable (30-80% AMI) Workforce (80-120% AMI) Market Rate (&gt; 120% AMI)</td>
<td>For Rent</td>
<td>City of the Dalles Housing Strategy Report, April 2017</td>
<td>INDIRECT</td>
<td>All</td>
<td>ADUs, cottage, and middle housing have a medium impact on preventing displacement, with planning and continued monitoring of production; add incentives and programs to target affordability and increase impact</td>
</tr>
<tr>
<td>A09</td>
<td>Short-Term Rentals Regulations</td>
<td>Affordable (30-80% AMI) Workforce (80-120% AMI) Market Rate (&gt; 120% AMI)</td>
<td>For Rent</td>
<td>Morrow County HNA, 2017</td>
<td>DIRECT</td>
<td>All</td>
<td>High impact on displacement especially in hot neighborhoods</td>
</tr>
<tr>
<td>A10</td>
<td>Industrial Zoning</td>
<td>Affordable (30-80% AMI) Workforce (80-120% AMI) Market Rate (&gt; 120% AMI)</td>
<td>For Rent</td>
<td>--</td>
<td>DIRECT</td>
<td>Active Gentrification Late Gentrification</td>
<td>These tools work best in strong markets; have a medium impact on displacement; they pair with incentives that can be customized to context for maximum overall impact</td>
</tr>
</tbody>
</table>
# Strategy Description Affordability Target Tenure Target Source (if available) Housing Equity Impact Neighborhood Typology Mitigating Measures
A11 Add Restrictive Covenants to Ensure Affordability

Add restrictive covenants to ensure affordability over time at a certain income level for affordable housing developments. Restrictive covenants are usually placed on a property in exchange for a local or state government providing financial contribution to the project. These covenants work best over the short term (up to 30 years) after that they become unable to accommodate changed circumstances.

Publicly-Subsidized (<30% AMI)
Affordable (30-60% AMI)
Workforce (60-120% AMI)
Market rate (>120% AMI)

For Rent
For Sale
–
DIRECT
All
Strong tool for subsidized housing preservation in all markets

A12 Align Lot Division Density with Zoning Density

Sometimes there are conflicting regulations between the density that is allowed by the zoning code versus the density that is allowed when lot division (for fee-simple lots) is considered. The cause can be unintentional reductions in density, only caused by the fact that the developer would like to create for sale housing on fee-simple lots. Ideally, the denser zoning would be aligned, so there is not a density reduction between condominium versus fee-simple developments.

Publicly-Subsidized (<30% AMI)
Affordable (30-60% AMI)
Workforce (60-120% AMI)
Market rate (>120% AMI)

For Rent
For Sale
–
INDIRECT
All
Planning and continued monitoring of production; add incentives and programs to target affordability and increase impact

A13 FAR & Density Transfer Provisions

Enable and encourage Transfer of Development Rights (TDR) to maximize available Floor Area Ratio (FAR) provided public benefit (e.g. public park preservation & affordable housing) are attained and covenants ensure long-term benefit. This strategy assumes that there are adequate, realistic, and relatively easy receiving areas for TRDs.

Publicly-Subsidized (<30% AMI)
Affordable (30-60% AMI)
Workforce (60-120% AMI)
Market rate (>120% AMI)

For Rent
For Sale
–
DIRECT
Early Gentrification
Late Gentrification
These tools work best in strong markets; have a medium impact on displacement when paired with affordability tools

A14 Re-examine Requirements for Ground Floor Retail/Commercial

Critically re-assess requirements for ground floor retail. Ely’s walkability & a worthy goal but not for every street. Jurisdictions can inadvertently impose massive costs on developers by requiring ground floor retail and commercial space when it’s ultimately unlikely to be fully occupied or generate nearly enough revenue to cover itself. Ground floor uses should be driven by market demand, with residential use more beneficial to meet market housing in some cases (e.g. affordable housing).

Publicly-Subsidized (<30% AMI)
Affordable (30-60% AMI)
Workforce (60-120% AMI)
Market rate (>120% AMI)

For Rent
For Sale
City of Bend
INDIRECT
All
Planning and continued monitoring of production; add incentives and programs to target affordability and increase impact

A15 Encourage Diverse Housing Types in High-Opportunity Neighborhoods

Enable developments that support multiple unit sizes, types, and tenure options to promote diverse housing options in high-opportunity neighborhoods. With a goal of reviving historical patterns of racial, ethnic, cultural and socio-economic exclusion (like an analysis of “Access to Opportunity” to decide which zones or locations (via zoning overlays) to determine where this is appropriate. Goal is to promote access to opportunity (e.g. high performing schools, multiple transportation options, services, etc.) to households with a range of backgrounds and incomes. The jurisdiction could pair this strategy with a robust program of incentives (e.g. deeper financial incentives, greater range of housing types, more regulatory waivers, etc.) to be made available in these areas than in other areas of the city.

Publicly-Subsidized (<30% AMI)
Affordable (30-60% AMI)
Workforce (60-120% AMI)
Market rate (>120% AMI)

For Rent
For Sale
City of Portland
INDIRECT
Late Gentrification
Exclusive
Planning and continued monitoring of production; add incentives and programs to target affordability and increase impact

A16 Manufactured Housing Community Preservation Zone

Change the zoning of existing manufactured housing communities to be presented to a single-use zone that only allows manufactured housing communities. Consider lifting restrictions of stick-built homes in cooperatively-owned and other manufactured homes.

Publicly-Subsidized (<30% AMI)
Affordable (30-60% AMI)
Workforce (60-120% AMI)
Market rate (>120% AMI)

For Rent
For Sale
City of Portland
INDIRECT
All
Planning and monitoring for potential displacement; may need additional incentives and programs in active gentrification for higher impact

A17 Small Dwelling Unit Developments

Allow a land division where small lots or parcels are created below the standard lot/parcel size for dwelling units that are limited in size. Details: a. Dwelling units 600 square feet or smaller: 0.25 of a dwelling unit. b. Dwelling units 601 to 1,200 square feet: 0.50 of a dwelling unit.

Publicly-Subsidized (<30% AMI)
Affordable (30-60% AMI)
Workforce (60-120% AMI)
Market rate (>120% AMI)

For Rent
For Sale
City of Bend
INDIRECT
All
ADUs, cottage, and middle housing have a medium impact on preventing displacement, with planning and continued monitoring of production; add incentives and programs to target affordability and increase impact

A18 Increase Density near Transit Stations and Regional Multi-use Trails

Adapt increased density codes by right new transit station, with higher levels of density near high capacity/high frequency stations, then dropping back into residential area. Automatically update based on transportation corridor classifications; meaning older ROWs get more flexibility in land use by right. This will add some flexibility for new transit stops, including tax stops. Be careful not to word the language so that people immediately assume that the density can only occur after the transit has been put in place.

Publicly-Subsidized (<30% AMI)
Affordable (30-60% AMI)
Workforce (60-120% AMI)
Market rate (>120% AMI)

For Rent
For Sale
–
INDIRECT
All
Affordable & Vulnerable
Late Gentrification
Exclusive
Planning for transit extensions, especially in areas of early gentrification, is important; add incentives and programs to target affordability and increase impact for anti-displacement of transit-riding populations

A19 High Density Requirements for to-be-Annexed Land

Require a certain portion of to-be-annexed land to include a percentage of high density. Be careful that this strategy is not used as a way for low density areas in high-infrastructure locations to shrink responsibly to uptime.

Publicly-Subsidized (<30% AMI)
Affordable (30-60% AMI)
Workforce (60-120% AMI)
Market rate (>120% AMI)

For Rent
For Sale
City of Newberg
INDIRECT
All
Planning and continued monitoring for housing needs; add incentives for direct production of equity needs

A20 Pre-Approved Plan Set for Middle Housing Typologies

Provide a pre-approved set of plans for middle housing typologies (ex. Cottage clusters, townhomes, and SROs). The plans would reduce the need for architectural costs and reduce barriers to entry.

Publicly-Subsidized (<30% AMI)
Affordable (30-60% AMI)
Workforce (60-120% AMI)
Market rate (>120% AMI)

For Rent
For Sale
–
INDIRECT
All
ADUs, cottage, and middle housing have a medium impact on preventing displacement, with planning and continued monitoring of production; add incentives and programs to target affordability and increase impact

A21 Pre-Approved Plan Set for ADUs

Provide a pre-approved set of plans for ADU designs (E-10 street configurations) that, if chosen by a developer/owner, would lead to automatic approval and reduced permitting schedule. Plans would reduce the need for architectural costs and reduce barriers to entry.

Publicly-Subsidized (<30% AMI)
Affordable (30-60% AMI)
Workforce (60-120% AMI)
Market rate (>120% AMI)

For Rent
For Sale
–
INDIRECT
All
ADUs have a medium impact on preventing displacement, with planning and continued monitoring of production; add incentives and programs to target affordability and increase impact

A22 Mixed Housing Types in Planned Unit Developments

Require or incentive a mix of housing types within Residential Planned Unit Developments (PUD).

Publicly-Subsidized (<30% AMI)
Affordable (30-60% AMI)
Workforce (60-120% AMI)
Market rate (>120% AMI)

For Rent
For Sale
City of Forest Grove
INDIRECT
All
Cottage and middle housing have a medium impact on preventing displacement, with planning and continued-monitoring of production; add incentives and programs to target affordability and increase impact
## Category B: Reduce Regulatory Impediments

These strategies address known impediments to providing needed housing. These include but are not limited to process, permitting, and infrastructure impediments.

<table>
<thead>
<tr>
<th>#</th>
<th>Strategy Description</th>
<th>Affordability Target</th>
<th>Tenure Target</th>
<th>Source (if available)</th>
<th>Housing Equity Impact</th>
<th>Neighborhood Typology</th>
<th>Mitigating Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>B01</td>
<td>Remove or Reduce Minimum Parking Requirements</td>
<td>Publicly-Subsidized (&lt; 30% AMI): Affordable (30-60% AMI); Workforce (60-120% AMI); Market Rate (&gt; 120% AMI)</td>
<td>For Rent</td>
<td>City of Tigard</td>
<td>INDIRECT</td>
<td>All</td>
<td>--</td>
</tr>
<tr>
<td>B02</td>
<td>Remove Development Code Impediments for Conversions</td>
<td>Publicly-Subsidized (&lt; 30% AMI): Affordable (30-60% AMI); Workforce (60-120% AMI); Market Rate (&gt; 120% AMI)</td>
<td>For Sale</td>
<td>City of Tigard</td>
<td>INDIRECT</td>
<td>Early Gentrification</td>
<td>Active Gentrification: Conversions that upgrade and upscale may displace broader neighborhood changes; conversions that create more rental and moderate-cost housing may stabilize</td>
</tr>
<tr>
<td>B03</td>
<td>Expedite Permitting for Needed Housing Types</td>
<td>Publicly-Subsidized (&lt; 30% AMI): Affordable (30-60% AMI); Workforce (60-120% AMI); Market Rate (&gt; 120% AMI)</td>
<td>For Sale</td>
<td>City of Portland (direct funding only)</td>
<td>INDIRECT</td>
<td>All</td>
<td>--</td>
</tr>
<tr>
<td>B04</td>
<td>Expedite Lot Division for Affordable Housing</td>
<td>Publicly-Subsidized (&lt; 30% AMI): Affordable (30-60% AMI); Workforce (60-120% AMI); Market Rate (&gt; 120% AMI)</td>
<td>For Sale</td>
<td>--</td>
<td>(DIRECT)</td>
<td>All</td>
<td>--</td>
</tr>
<tr>
<td>B05</td>
<td>Reduce Regulatory Barriers to Lot Division</td>
<td>Publicly-Subsidized (&lt; 30% AMI): Affordable (30-60% AMI); Workforce (60-120% AMI); Market Rate (&gt; 120% AMI)</td>
<td>For Sale</td>
<td>--</td>
<td>(DIRECT)</td>
<td>All</td>
<td>Increased density in gentrifying neighborhoods may not serve to stabilize; add incentives and programs to target affordability and increase impact</td>
</tr>
<tr>
<td>B06</td>
<td>Streamline Permitting Process</td>
<td>Publicly-Subsidized (&lt; 30% AMI): Affordable (30-60% AMI); Workforce (60-120% AMI); Market Rate (&gt; 120% AMI)</td>
<td>For Sale</td>
<td>--</td>
<td>INDIRECT</td>
<td>All</td>
<td>Planning and continued monitoring of production; add incentives and programs to increase impact and avoid clustering</td>
</tr>
<tr>
<td>B07</td>
<td>Flexible Regulatory Concessions for Affordable Housing</td>
<td>Publicly-Subsidized (&lt; 30% AMI): Affordable (30-60% AMI); Market Rate (&gt; 120% AMI)</td>
<td>For Sale</td>
<td>Morrow County HNA, 2017</td>
<td>(DIRECT)</td>
<td>All</td>
<td>Planning and continued monitoring of production and locations; add incentives and programs to increase impact and avoid clustering</td>
</tr>
</tbody>
</table>
### Strategy Description

**808 Waive Off-Site Infrastructure Requirements for Needed or Affordable Housing**

Waive infrastructure build-out requirements that inhibit affordable or needed housing projects (construction) in neighborhoods where a network of amenities is currently low. Example: Waive requirements for curb, gutter and sidewalk build-out on the lot if it is located in an area either within connecting curb, gutter, and sidewalk currently on site plans for funding infrastructure construction within the next 10 years. This is especially relevant in smaller, more rural locations.

**Affordability Target**
- Publicly-Subsidized (< 30% AMI)
- Affordable (30-60% AMI)
- Workforce (80-120% AMI)
- Market Rate (> 120% AMI)

**Tenure Target**
- For Rent
- For Sale

**Source (if available)**
- Clackamas County Housing Report

**Housing Equity Impact**
- All

**Neighborhood Typology**
- DIRECT

**Mitigating Measures**
- Planning and continued monitoring of production; add incentives and programs to target affordability and increase impact

**809 Capital Improvements Programming (CIP)**

Programming work in a Capital Improvements Programming (CIP) to shut down projects constructed sooner to support development of middle-income and income-up捏 more homes at an Urban Growth Boundary (UGB) for development of mobile middle-income households. Coordinate housing planning with CIP work to prioritize those projects that would support development (e.g. new water line, sewer pumping station). If the UGB is amended or the priorities on which the CIP were based changed substantially, the CIP should be revised.

**Affordability Target**
- Publicly-Subsidized (< 30% AMI)
- Affordable (30-60% AMI)
- Workforce (80-120% AMI)
- Market Rate (> 120% AMI)

**Tenure Target**
- For Rent
- For Sale

**Source (if available)**
- --

**Housing Equity Impact**
- All

**Neighborhood Typology**
- INDIRECT

**Mitigating Measures**
- --

**810 Public Facility Planning**

Completing water, sewer, and transportation PPAs and getting capital improvement projects (CIP) built so that costs to develop on land zoned for needed housing can be further anticipated and supported. In addition, public utilities planning also allows for more useful capacity, especially in areas that are zoned for demanded housing.

**Affordability Target**
- Publicly-Subsidized (< 30% AMI)
- Affordable (30-60% AMI)
- Workforce (80-120% AMI)
- Market Rate (> 120% AMI)

**Tenure Target**
- For Rent
- For Sale

**Source (if available)**
- City of Tigard
- City of Bend

**Housing Equity Impact**
- All

**Neighborhood Typology**
- INDIRECT

**Mitigating Measures**
- A more focused agenda on affordable housing will address NIMBY and stigmas

**811 Housing Agenda**

Change the culture of Planning / Development Services departments to have a pro-housing agenda for both rental and homeownership. Supplementwith housing education and education on the supply and demand impact on housing prices. The State could support jurisdictions in this effort by providing an incentive (e.g. funding seed) for jurisdictions that adopt aggressive pro-housing policies. In the State of California housing funds are prioritized for cities that adopt pro-housing policies. Though it may be counterintuitive, since this lowers housing costs to all homeowners. Alternatively, the State of Oregon could consider a stick rather than carrot approach (e.g. withholding highway funds).

**Affordability Target**
- Publicly-Subsidized (< 30% AMI)
- Affordable (30-60% AMI)
- Workforce (80-120% AMI)
- Market Rate (> 120% AMI)

**Tenure Target**
- For Rent
- For Sale

**Source (if available)**
- --

**Housing Equity Impact**
- All

**Neighborhood Typology**
- INDIRECT

**Mitigating Measures**
- A pro-affordable housing agenda does not create housing directly; but it is an important component of planning to ensure that equity is achieved. Including Fair Housing and addressing protected classes such as noncitiricity and racial origin will further target this strategy to equitable outcomes

**812 Pro-Affordable Housing Agenda**

Change the culture of Planning / Development Services departments to have a pro-Affordable Housing agenda for both rental and homeownership. Supplement with housing education and education on the supply and demand impact on housing prices. The State could support jurisdictions in this effort by providing an incentive (e.g. funding seed) for jurisdictions that adopt aggressive pro-housing policies. This agenda should outline a plan to ensure that affordable housing is not concentrated in single-family zonels or in wealthier communities. As part of this, encourage jurisdictions to look closely at how existing approaches may inadvertently favor one type of tenure over another.

**Affordability Target**
- Publicly-Subsidized (< 30% AMI)
- Affordable (30-60% AMI)
- Workforce (80-120% AMI)
- Market Rate (> 120% AMI)

**Tenure Target**
- For Rent
- For Sale

**Source (if available)**
- --

**Housing Equity Impact**
- All

**Neighborhood Typology**
- DIRECT

**Mitigating Measures**
- --

**813 Align Bike Parking Requirements with Actual Use**

Require bicycle parking requirements more in line with actual use. Example: No more than 1-1.5 bike parking stalls per unit.

**Affordability Target**
- Affordable (30-60% AMI)
- Workforce (80-120% AMI)
- Market Rate (> 120% AMI)

**Tenure Target**
- For Rent
- For Sale

**Source (if available)**
- --

**Housing Equity Impact**
- All

**Neighborhood Typology**
- INDIRECT

**Mitigating Measures**
- --

**814 Adopt Affirmatively Furthering Fair Housing as a Comprehensive Plan**

Amend the comprehensive plan to explicitly make Affirmatively Furthering Fair Housing a Housing Policy. Example below, based on federal guidance on affirmatively furthering fair housing and current state protected classes. Jurisdictions may add additional protected classes, such as ancestry, ethnicity, or occupation. Additionally, a jurisdiction could create an Analysis of Impediments to Fair Housing (AI), even when not required, and conduct fair housing training for Council, Planning Commission, and other relevant policymakers. Jurisdictions would work to make known evidence and best practices in planning, to reverse discrimination and exclusion as well as concentrations of wealth, a required aspect of the comprehensive plan process.

**Affordability Target**
- Affordable (30-60% AMI)
- Workforce (80-120% AMI)
- Market Rate (> 120% AMI)

**Tenure Target**
- For Rent
- For Sale

**Source (if available)**
- --

**Housing Equity Impact**
- All

**Neighborhood Typology**
- INDIRECT

**Mitigating Measures**
- Addressing affordability and equitable access for all people, as well as considering neighborhood clustering and neighborhood change as part of access to opportunity. It is an important undergirding for housing planning and directing resources, but does not create housing

**815 Reduce the Power of NIMBY’s to Stop, Slow, Change, or Reduce Affordable Housing**

Many jurisdictions give communities/neighborhoods too much veto power on both zoning policy, and particular project proposals to keep others who don’t approve from moving in. Dedicate funds to educate citizens on poverty, exclusion, and racial dynamics. Remove policies that allow neighbors, or occupants to evidence based zoning proposals and individual projects. Jurisdictions can remove or reduce requirements for on-site common/active open space. Instead, ensure that adopted Parks plans fully consider the needs of everyone, and that the jurisdiction is actively working toward satisfying those needs.

**Affordability Target**
- Publicly-Subsidized (< 30% AMI)
- Affordable (30-60% AMI)
- Workforce (80-120% AMI)
- Market Rate (> 120% AMI)

**Tenure Target**
- For Rent
- For Sale

**Source (if available)**
- --

**Housing Equity Impact**
- All

**Neighborhood Typology**
- DIRECT

**Mitigating Measures**
- Removing policies als a stronger and more direct impact than educating communities

**816 Holistic Planning to Distrubute New Density More Equitably**

Geography is often at odds with social equity; natural beauty is often in wealthy neighborhoods, as are historic buildings. by offering to exchange new development for affordable housing. Develop a targeted plan to distribute density within the jurisdiction, more equitably with respect to wealth, unequal access to natural resources, etc. Additionally, work to distribute transit-equity to ensure that all residential neighborhoods don’t remain or that way because they don’t offer transit for higher density housing.

**Affordability Target**
- Publicly-Subsidized (< 30% AMI)
- Affordable (30-60% AMI)
- Workforce (80-120% AMI)
- Market Rate (> 120% AMI)

**Tenure Target**
- For Rent
- For Sale

**Source (if available)**
- --

**Housing Equity Impact**
- All

**Neighborhood Typology**
- INDIRECT

**Mitigating Measures**
- Planning and continued monitoring of production; add incentives and programs to target affordability and increase impact

**817 Reduce on-site Common/Active Open Space Requirements**

Remove or require requirements for on-site common/active open space. Instead, ensure that adopted Parks plans fully consider the needs of every neighborhood, and that the jurisdiction is actively working toward satisfying those needs.

**Affordability Target**
- Publicly-Subsidized (< 30% AMI)
- Affordable (30-60% AMI)
- Workforce (80-120% AMI)
- Market Rate (> 120% AMI)

**Tenure Target**
- For Rent
- For Sale

**Source (if available)**
- --

**Housing Equity Impact**
- All

**Neighborhood Typology**
- INDIRECT

**Mitigating Measures**
- Affordable & Vulnerable Early Certification

**818 Promote Home Ownership**

Jurisdictions would develop a comprehensive review of the impediments to the development of homeownership opportunities and actionable steps to remove those impediments. Note: An important impediment to condominium development is the risk associated with the current condominium law in Oregon. A revamp of this law is needed to increase homeownership opportunities that are smaller in size. This would require action at the state level.

**Affordability Target**
- Publicly-Subsidized (< 30% AMI)
- Affordable (30-60% AMI)
- Workforce (80-120% AMI)
- Market Rate (> 120% AMI)

**Tenure Target**
- For Rent
- For Sale

**Source (if available)**
- --

**Housing Equity Impact**
- All

**Neighborhood Typology**
- All

**Mitigating Measures**
- To ensure access to homeownership to under-represented groups, pair development of owner-occupied housing types with homeowner education, financial assistance like downpayments and low-cost loans, and affirmative marketing
### Category C: Financial Incentives
These are a list of financial incentives that cities can offer to developers to encourage them to produce needed housing.

<table>
<thead>
<tr>
<th>#</th>
<th>Strategy</th>
<th>Description</th>
<th>Affordability Target</th>
<th>Tenure Target</th>
<th>Source (if available)</th>
<th>Housing Equity Impact</th>
<th>Neighborhood Typology</th>
<th>Mitigating Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>C61</td>
<td>Reduce or Exempt SDCs for Needed Housing</td>
<td>Reduce or Exempt SDCs for Needed Housing</td>
<td>Publicly-Subsidized (&lt; 35% AMI) Affordable (30-60% AMI) Workforce (80-120% AMI) Market Rate (&gt; 120% AMI)</td>
<td>For Rent For Sale</td>
<td>Housing Production Strategy Technical Advisory Committee</td>
<td>INDIRECT</td>
<td>All</td>
<td>--</td>
</tr>
<tr>
<td>C62</td>
<td>Modifying SDC fee schedules</td>
<td>Updating SDC fee schedules</td>
<td>Affordable (30-60% AMI) Workforce (80-120% AMI) Market Rate (&gt; 120% AMI)</td>
<td>For Rent For Sale</td>
<td>City of Tigard</td>
<td>INDIRECT</td>
<td>All</td>
<td>Increase impacts by focusing SDC incentives on needed housing types from the equity housing needs analysis</td>
</tr>
<tr>
<td>C63</td>
<td>Reduce or Exempt SDCs for ADUs</td>
<td>Waive or Finance Park Grant (CDBG)</td>
<td>Affordable (30-60% AMI) Workforce (80-120% AMI) Market Rate (&gt; 120% AMI)</td>
<td>For Rent For Sale</td>
<td>City of Beevoro</td>
<td>INDIRECT</td>
<td>Early Certification</td>
<td>In strong market, this can produce more housing units; ADUs have median anti-displacement impact, can be increased with programs to target affordability and equity</td>
</tr>
<tr>
<td>C64</td>
<td>Incentivize Manufactured and Modular Housing</td>
<td>Incentivize Manufactured and Modular Housing</td>
<td>Publicly-Subsidized (&lt; 35% AMI) Affordable (30-60% AMI) Workforce (80-120% AMI) Market Rate (&gt; 120% AMI)</td>
<td>For Rent For Sale</td>
<td>Metro King County RSH</td>
<td>DIRECT</td>
<td>All</td>
<td>--</td>
</tr>
<tr>
<td>C65</td>
<td>Wave of Fire &amp; Finance Park Impact Fees for Affordable Housing</td>
<td>Wave of Fire &amp; Finance Park Impact Fees for Affordable Housing</td>
<td>Publicly-Subsidized (&lt; 35% AMI) Affordable (30-60% AMI) Workforce (80-120% AMI) Market Rate (&gt; 120% AMI)</td>
<td>For Rent For Sale</td>
<td>Eastside Hills Park &amp; Recreation District</td>
<td>DIRECT</td>
<td>All</td>
<td>Reduced fees have medium impacts on displacement</td>
</tr>
<tr>
<td>C66</td>
<td>Publicly Funded Infrastructure Improvements</td>
<td>Fund-off improvements for workforce or affordable housing: specific street intersection improvements triggered by development</td>
<td>Publicly-Subsidized (&lt; 35% AMI) Affordable (30-60% AMI) Workforce (80-120% AMI) Market Rate (&gt; 120% AMI)</td>
<td>For Rent For Sale</td>
<td>--</td>
<td>DIRECT</td>
<td>All</td>
<td>Reduced fees have medium impacts on displacement</td>
</tr>
<tr>
<td>C67</td>
<td>Recreational Applying Park SDCs</td>
<td>Recreational Applying Park SDCs</td>
<td>Publicly-Subsidized (&lt; 35% AMI) Affordable (30-60% AMI) Workforce (80-120% AMI) Market Rate (&gt; 120% AMI)</td>
<td>For Rent For Sale</td>
<td>--</td>
<td>INDIRECT</td>
<td>Early Certification</td>
<td>Reduced fees have medium impacts on displacement in strong markets; make more impact by targeting to affordable development</td>
</tr>
<tr>
<td>C68</td>
<td>Transportation SDCs Tied to Parking</td>
<td>Transportation SDCs</td>
<td>Publicly-Subsidized (&lt; 35% AMI) Affordable (30-60% AMI) Workforce (80-120% AMI) Market Rate (&gt; 120% AMI)</td>
<td>For Rent For Sale</td>
<td>--</td>
<td>INDIRECT</td>
<td>Early Certification</td>
<td>Reduced fees have medium impacts on displacement in strong markets; make more impact by targeting to affordable development</td>
</tr>
</tbody>
</table>

### Category D: Financial Resources
These are a list of resources or programs at the local, state, and federal level that can provide funding for housing projects, primarily subsidized affordable housing projects.

<table>
<thead>
<tr>
<th>#</th>
<th>Strategy</th>
<th>Description</th>
<th>Affordability Target</th>
<th>Tenure Target</th>
<th>Source (if available)</th>
<th>Housing Equity Impact</th>
<th>Neighborhood Typology</th>
<th>Mitigating Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>D01</td>
<td>Community Development Block Grant (CDBG)</td>
<td>CDBG Grants are federal funds set aside in the form of grants to be used to meet national objectives: direct benefit for low and moderate income households; benefit to predominantly low income areas; elimination of slums and blight. Eligible activities include public works infrastructure, community facilities, new housing development, housing rehabilitation, and public services (counseling, social services &amp; microenterprise training, including short-term emergency rent assistance). Eligibility is based upon the level of low- and moderate-income families that may benefit from services provided by the eligible projects. White Plains counties will apply for CDBG control of whether or not to receive CDBG funds in their area by the Federal level and the State of New York. For Rent Community Development Block Grant (CDBG) City of Togard City of Eugene City of Beaverton City of Hillsboro City of Gresham City of Portland</td>
<td>Publicly-Subsidized (&lt; 35% AMI) Affordable (30-60% AMI) Affordable (30-60% AMI) Affordable (30-60% AMI) Market Rate (&gt; 120% AMI) Market Rate (&gt; 120% AMI)</td>
<td>For Rent For Sale</td>
<td>--</td>
<td>DIRECT</td>
<td>Affordable &amp; Vulnerable</td>
<td>--</td>
</tr>
</tbody>
</table>
Construction Excise Tax (CET)

A Construction Excise Tax (CET) is a tax on construction projects that can be used to fund affordable housing. According to state statutes, the tax may be imposed on improvements to real property that result in a new structure or additional square footage in an existing structure.

<table>
<thead>
<tr>
<th>#</th>
<th>Strategy</th>
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</tr>
</thead>
<tbody>
<tr>
<td>085</td>
<td>Low Income Housing Tax Credit (LIHTC)</td>
<td>Federal tax provision that encourages private investment in affordable rental housing by providing qualified investors with a dollar-for-dollar reduction in federal income tax liability in exchange for investment in qualifying new construction and rehabilitation projects. LIHTCs may also be paired with Tax Exempt Revenue Bonds.</td>
<td>Publicly-Subsidized (&lt; 30% AMI) Affordable (30-60% AMI) Workforce (60-120% AMI) Market Rate (&gt; 120% AMI)</td>
<td>For Rent For Sale</td>
<td>local housing authority</td>
<td>DIRECT</td>
<td>Early Gentrification Late Gentrification</td>
<td>In strong markets, LIHTC can be used to create mixed-income housing that provides cross-subsidies to affordable units. LIHTC can also be combined with additional programs to extend the affordability period for the housing</td>
</tr>
<tr>
<td>086</td>
<td>Housing Trust Funds</td>
<td>Housing Trust Funds are a flexible source of funding that can be used to support a variety of affordable housing activities. Because they are created and administered at the city, county, regional, or state level, housing trust funds are not subject to the restrictions of federal subsidy programs and therefore can be designed specifically to address local priorities and needs. The entity administering the fund determines eligible activities, which can include anything from emergency rent assistance for families facing the threat of eviction or homelessness to gap financing for new construction of affordable housing projects for seniors.</td>
<td>Publicly-Subsidized (&lt; 30% AMI) Affordable (30-60% AMI) Market Rate (&gt; 120% AMI)</td>
<td>For Rent For Sale</td>
<td>local housing authority</td>
<td>DIRECT</td>
<td>All</td>
<td>--</td>
</tr>
<tr>
<td>087</td>
<td>Flexible Use of Housing Impact Fund</td>
<td>Flexible Use of Housing Impact Fund projects. LIHTCs may also be paired with Tax Exempt Revenue Bonds.</td>
<td>Publicly-Subsidized (&lt; 30% AMI) Affordable (30-60% AMI) Workforce (60-120% AMI) Market Rate (&gt; 120% AMI)</td>
<td>For Rent For Sale</td>
<td>local housing authority</td>
<td>INDIRECT</td>
<td>Early Gentrification Active Gentrification</td>
<td>Employer-assisted housing in areas near transit or new workplaces can support stability and equity, and contribute to a pre-housing agenda.</td>
</tr>
<tr>
<td>088</td>
<td>HOME Program</td>
<td>HOME is a federal program established by Congress in 1990 that is designed to increase affordable housing for low- and very low-income families and individuals. All States and participating jurisdictions receive HOME funds from HUD each year, and may spend HOME on rental assistance, assistance to homeowners, new construction, rehabilitation, improvements, demolition, relocation, and limited administrative costs.</td>
<td>Publicly-Subsidized (&lt; 30% AMI) Affordable (30-60% AMI) Market Rate (&gt; 120% AMI)</td>
<td>For Rent For Sale</td>
<td>--</td>
<td>INDIRECT</td>
<td>Active Gentrification Exclusive</td>
<td>Medium impacts to prevent displacement in strong market with lots of demolition and conversion, with impacts in the short term and potential to fund housing. Plan and monitor production vs. needs</td>
</tr>
<tr>
<td>089</td>
<td>Demolition Taxes</td>
<td>Cities, towns, and counties establish demolition taxes and condemn conversion fees as a way to generate revenue and replace affordable housing lost to these activities. The proceeds from both demolition taxes and condemn conversion fees are typically deposited into a Housing Trust Fund to support affordable housing activities. To ensure that a demolition tax on residential development does not deter needed redevelopment, this strategy should only be applied if the housing replacement is 1:1. If the proposed development is more dense than the original structure, there should not be a demolition tax.</td>
<td>Publicly-Subsidized (&lt; 30% AMI) Affordable (30-60% AMI) Workforce (60-120% AMI) Market Rate (&gt; 120% AMI)</td>
<td>For Rent For Sale</td>
<td>local housing authority</td>
<td>INDIRECT</td>
<td>All</td>
<td>--</td>
</tr>
<tr>
<td>090</td>
<td>Construction Excise Tax (CET)</td>
<td>A Construction Excise Tax (CET) is a tax on construction projects that can be used to fund affordable housing. According to state statutes, the tax may be imposed on improvements to real property that result in a new structure or additional square footage in an existing structure.</td>
<td>Publicly-Subsidized (&lt; 30% AMI) Affordable (30-60% AMI) Market Rate (&gt; 120% AMI)</td>
<td>For Rent For Sale</td>
<td>City of Portland City of Eugene City of Sisters</td>
<td>DIRECT</td>
<td>All</td>
<td>Plan and monitor production vs. needs</td>
</tr>
<tr>
<td>091</td>
<td>Tax Increment Financing (TIF) Set-Aside</td>
<td>Create a TIF set-aside for affordable housing development programs within designated Urban Renewal Areas (URAs). Target could be to begin setting aside funds for affordable housing projects as a medium-term action, over the next 5 years or so. For example: Portland City Council designates 40% of the gross amount of TIF for designated housing purposes (rental housing for households under 60% of Area Median Income (AMI) and homeownership for households under 80% of AMI).</td>
<td>Publicly-Subsidized (&lt; 30% AMI) Affordable (30-60% AMI) Workforce (60-120% AMI) Market Rate (&gt; 120% AMI)</td>
<td>For Rent For Sale</td>
<td>City of Portland</td>
<td>DIRECT</td>
<td>All</td>
<td>Affordable &amp; Vulnerable Early Gentrification Active Gentrification</td>
</tr>
<tr>
<td>092</td>
<td>Flexible Use of Housing Impact Fund</td>
<td>Flexible Use of Housing Impact Fund projects. LIHTCs may also be paired with Tax Exempt Revenue Bonds.</td>
<td>Publicly-Subsidized (&lt; 30% AMI) Affordable (30-60% AMI) Market Rate (&gt; 120% AMI)</td>
<td>For Rent For Sale</td>
<td>local housing authority</td>
<td>DIRECT</td>
<td>All</td>
<td>--</td>
</tr>
<tr>
<td>093</td>
<td>Targeted Vouchers</td>
<td>Vouchers that target renters at the 60-80% AMI who are often left out of the housing funded by bond funds and other public sources. In some jurisdictions, the Housing Authority can use affordable housing dollars and issue vouchers that are good for one year and pay any landlord the difference between what the tenant can afford and market rent. This takes the earning burden off the landlord and essentially allows any existing unit to be affordable. Each year the tenant would have to prove to the Housing Authority if they were still income qualified and if not.</td>
<td>Publicly-Subsidized (&lt; 30% AMI) Affordable (30-60% AMI) Market Rate (&gt; 120% AMI)</td>
<td>For Rent For Sale</td>
<td>--</td>
<td>DIRECT</td>
<td>All</td>
<td>--</td>
</tr>
</tbody>
</table>
**# Strategy** | **Description** | **Affordability Target** | **Tenure Target** | **Source (if available)** | **Housing Equity Impact** | **Neighborhood Typology** | **Mitigating Measures**
--- | --- | --- | --- | --- | --- | --- | ---
D13 | Low-Interest Loans / Revolving Loan Fund | Housing Repair and Weatherization Assistance for low and moderate income households may be capitalized by Tax Increment Financing (TIF), Community Development Block Grant (CDBG) funds, or local Housing Trust Funds. | Publicly-Subsidized (~3% AMI) Affordable (30-80% AMI) Workforce (60-120% AMI) Market Rate (>120% AMI) | For Rent For Sale | City of Portland | DIRECT | --
D14 | Eviction Prevention Programs | Eviction Prevention Programs provide financial assistance to help renters facing eviction stay in their homes. These programs are generally designed for families who are being evicted due to nonpayment of rent during or following an unforeseen crisis, such as job loss or serious illness, rather than those who face more consistent affordability challenges. Jurisdictions may be interested in investing in eviction prevention to address concerns about displacement of low-income renters and also to avoid or reduce use of other more costly local services, like homeless shelters. | Publicly-Subsidized (~3% AMI) Affordable (30-80% AMI) Workforce (60-120% AMI) Market Rate (>120% AMI) | For Rent For Sale Local housing Stockade | DIRECT | Affordable & Vulnerable Early Gentrification Active Gentrification Late Gentrification | Eviction prevention programs have high anti-displacement impacts, in the short-term, and across all markets. They are especially useful in strong markets where there are economic incentives to evict.
D15 | Bond & Resident Support Services and Permanent Supportive Housing Services | Limited Tax General Obligation Bond that creates a funding source for supportive housing services, such as access to health care, mental health, and other social services that better support and stabilize residents who face complex challenges and will benefit from affordable housing programs. | Publicly-Subsidized (~3% AMI) Affordable (30-80% AMI) Market Rate (>120% AMI) | For Rent For Sale | Oregon Metro City of Portland | DIRECT | --
D16 | General Obligation Bond for Affordable Housing | Following the passage of Measure 102 Oregon local governments, including cities and counties, can now issue tax-approval general obligation bonds to provide direct funding for construction and other capital costs associated with the development and construction of affordable housing. These bonds can be loaned or granted to both public and privately owned affordable housing projects. “Affordability’ is required to be determined by voters and each jurisdiction, and can be above or below minimum affordability levels established by the federal LIHTC program and other established federal and State affordable housing programs, defining affordability by reference to Area Median Income (AMI) as established by HUD. The bonds could be paired with other financing such as Low Income Housing Tax Credits, or could be used for homeownership opportunities. | Publicly-Subsidized (~3% AMI) Affordable (30-80% AMI) Market Rate (>120% AMI) | For Rent For Sale | Oregon Metro City of Portland | DIRECT | --
D17 | Use HBG funds for Urban/Native Americans | Bidding of Indian Housing Block Grants (HBGs), typically used for housing for Native Americans on reservation land, with other additional affordable housing funding sources allows preference for Native members in urban affordable housing projects. | Publicly-Subsidized (~3% AMI) Affordable (30-80% AMI) Market Rate (>120% AMI) | For Rent For Sale | Oregon and HIP and Collaborative | DIRECT | --
D18 | Weatherization Funds through Community Action Agencies | Use weatherization funds administered by statewide network of Community Action Agencies to preserve aging housing stock occupied by income-qualified residents. | Publicly-Subsidized (~3% AMI) Affordable (30-80% AMI) Market Rate (>120% AMI) | For Rent For Sale | Oregon Weatherization Assistance | DIRECT | Affordable & Vulnerable Early Gentrification Active Gentrification | Weatherization funds can address displacement by improving habitability in low-income neighborhoods, and by reducing energy costs and need for expensive repairs that may displace owners in gentrifying neighborhoods.
D19 | Transit-Oriented Development Grants | Provide financial incentives to developers to create transit-oriented communities. Funding can be used for site acquisition, infrastructure projects and residential/road-use projects. | Publicly-Subsidized (~3% AMI) Affordable (30-80% AMI) Workforce (60-120% AMI) Market Rate (>120% AMI) | For Rent For Sale | Oregon Metro 100 Program | INDIRECT | All | Planning ahead for affordability in TOD is important for not displacing households who are most likely to use transit (low-mod income, renters, POC, and immigrants), making it an effective strategy for equity and to support multi-modal transportation.
D20 | Local Innovation and Fast Track (LIFT) Program for Affordable Rental Housing Development | The Local Innovation and Fast Track (LIFT) Housing Program’s objective is to build new affordable housing for low income households, especially families. Funds are available for Serving Fiscally Underinsured Communities, Rural and Urban Select Projects, Service to Communities of Color, and Rural Communities. Available for affordable homeownership units (below 80% AMI). | Publicly-Subsidized (~3% AMI) Affordable (30-80% AMI) Market Rate (>120% AMI) | For Rent For Sale | Oregon Housing Development | INDIRECT | All | --
D21 | Mental Health Trust Fund Awards | Administered by the Oregon Health Authority for capital construction costs. | Publicly-Subsidized (~3% AMI) Affordable (30-80% AMI) Workforce (60-120% AMI) Market Rate (>120% AMI) | For Rent For Sale | Examples: Meyer Memorial Trust and Oregon Community Foundation (OCF) | DIRECT | All | --
D22 | Foundations Awards | Local, regional, and national foundations provide both capital funding and program funding for a wide variety of innovative housing models and programs. | Publicly-Subsidized (~3% AMI) Affordable (30-80% AMI) Workforce (60-120% AMI) Market Rate (>120% AMI) | For Rent For Sale | Examples: Meyer Memorial Trust and Oregon Community Foundation (OCF) | DIRECT | All | --
D23 | State of Oregon Debt | State of Oregon to offer non-recourse low-interest debt that can be used to fund workforce or affordable housing. This could be provided through an existing relationship like Network for Oregon Affordable Housing (NOAH). This would be a valuable tool for providing housing in rural communities, where conventional debt funding may not be readily available. | Publicly-Subsidized (~3% AMI) Affordable (30-80% AMI) Workforce (60-120% AMI) Market Rate (>120% AMI) | For Rent For Sale | -- | DIRECT | All | --
D24 | State of Oregon Debt Support | State of Oregon to provide some form of collateralization to support private debt placement for a workforce or affordable housing project. For example, the State could provide Letters of Credit and/or Guarantees on behalf of the developer to the private lender. This would be a valuable tool for providing housing in rural communities, where conventional debt funding may be hesitant to invest without substantial backing that the State could provide. | Publicly-Subsidized (~3% AMI) Affordable (30-80% AMI) Workforce (60-120% AMI) Market Rate (>120% AMI) | For Rent For Sale | -- | DIRECT | All | --
<table>
<thead>
<tr>
<th>#</th>
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<th>Tenure Target</th>
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<th>Neighborhood Typology</th>
<th>Mitigating Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>D25</td>
<td>Luxury Tax for Equitable</td>
<td>Oregon State sales tax on luxury items, 2nd homes, etc. dedicated to providing funds for affordable housing funds. Note: This strategy has been suggested by the housing development community, but programs are not yet in place in the State of Oregon.</td>
<td>Publicly-Subsidized (&lt; 30% AMI)</td>
<td>Rental</td>
<td>--</td>
<td>DIRECT</td>
<td>All</td>
<td>--</td>
</tr>
<tr>
<td>D26</td>
<td>Reallocate Health and Public</td>
<td>Because healthy housing makes a huge difference in health care, public safety, and other costs, identify parcels to reallocate budgets from those sectors toward housing construction funds and supporting services. Use advanced modeling projections and adjust as needed over time.</td>
<td>Publicly-Subsidized (&lt; 30% AMI)</td>
<td>For Rent</td>
<td>--</td>
<td>DIRECT</td>
<td>All</td>
<td>--</td>
</tr>
<tr>
<td>D27</td>
<td>Land Tax</td>
<td>Generate tax revenue for affordable housing by reducing the gains accorded from public investments that are capitalized into private value.</td>
<td>Publicly-Subsidized (&lt; 30% AMI)</td>
<td>For Sale</td>
<td>--</td>
<td>DIRECT</td>
<td>All</td>
<td>--</td>
</tr>
</tbody>
</table>

### Category E: Tax Exemption and Abatement

These are a list of tax exemption and abatement programs that are intended to encourage developers to produce housing.

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>E01</td>
<td>Homestead Low-Income Rental</td>
<td>This tool can provide a simplified way for affordable housing owned and operated by a nonprofit (as well as land held by a nonprofit for future affordable housing development) to reduce or eliminate the need for property tax. It should be done to make it easier for projects to qualify, recognizing the number of taxing authorities needed to grant an approval.</td>
<td>Publicly-Subsidized (&lt; 30% AMI)</td>
<td>Sale</td>
<td>Oregon Revised Statute</td>
<td>DIRECT</td>
<td>Affordable &amp; Vulnerable</td>
<td>--</td>
</tr>
<tr>
<td>E02</td>
<td>Property Tax Exemption for</td>
<td>Create a Property Tax Exemption for affordable housing that is tied to level of affordability instead of the ownership structure. For example, grant a property tax exemption for affordable housing that serves households making less than 85% of AMI.</td>
<td>Publicly-Subsidized (&lt; 30% AMI)</td>
<td>For Sale</td>
<td>State</td>
<td>DIRECT</td>
<td>Early Gentrification</td>
<td>Active Gentrification</td>
</tr>
<tr>
<td></td>
<td>Affordable Housing Target to</td>
<td>Partial property tax exemption program on improvements for new mixed use development. To qualify, a project must have 100% affordable units, receive project-based tax abatement if initial lease up is below 8 years, and maintain 100% affordable units for 10 years.</td>
<td>Partial property tax exemption program on improvements for new mixed use development. To qualify, a project must have 100% affordable units, receive project-based tax abatement if initial lease up is below 8 years, and maintain 100% affordable units for 10 years.</td>
<td>For Rent</td>
<td>Oregon Revised Statute</td>
<td>DIRECT</td>
<td>Active Gentrification</td>
<td>Late Gentrification</td>
</tr>
<tr>
<td></td>
<td>Level of Affordable Housing</td>
<td></td>
<td>Publicly-Subsidized (&lt; 30% AMI)</td>
<td>For Rent</td>
<td>Oregon Revised Statute</td>
<td>DIRECT</td>
<td>Active Gentrification</td>
<td>Late Gentrification</td>
</tr>
<tr>
<td>E03</td>
<td>Vertical Housing Development</td>
<td>Partial property tax exemption program on improvements for new mixed use development. To qualify, a project must have 100% affordable units, receive project-based tax abatement if initial lease up is below 8 years, and maintain 100% affordable units for 10 years.</td>
<td>Partial property tax exemption program on improvements for new mixed use development. To qualify, a project must have 100% affordable units, receive project-based tax abatement if initial lease up is below 8 years, and maintain 100% affordable units for 10 years.</td>
<td>For Rent</td>
<td>Oregon Revised Statute</td>
<td>DIRECT</td>
<td>Active Gentrification</td>
<td>Late Gentrification</td>
</tr>
<tr>
<td></td>
<td>Zone Tax Abatement</td>
<td></td>
<td>Publicly-Subsidized (&lt; 30% AMI)</td>
<td>For Rent</td>
<td>Oregon Revised Statute</td>
<td>DIRECT</td>
<td>Active Gentrification</td>
<td>Late Gentrification</td>
</tr>
<tr>
<td>E04</td>
<td>Multiple Unit Property Tax</td>
<td>The strategy can be used to incentivize production of multifamily housing with particular features or at particular price points by offsetting qualifying developments a partial property tax exemption over the course of several years.</td>
<td>Publicly-Subsidized (&lt; 30% AMI)</td>
<td>For Sale</td>
<td>Oregon Revised Statute</td>
<td>DIRECT</td>
<td>Active Gentrification</td>
<td>Late Gentrification</td>
</tr>
<tr>
<td></td>
<td>Exemption (MUPTE)</td>
<td></td>
<td>Publicly-Subsidized (&lt; 30% AMI)</td>
<td>For Sale</td>
<td>Oregon Revised Statute</td>
<td>DIRECT</td>
<td>Active Gentrification</td>
<td>Late Gentrification</td>
</tr>
<tr>
<td>E05</td>
<td>Multiple Unit Limited Tax</td>
<td>Under the Multiple-Unit Limited Tax Exemption (MULTE) Program, multiple-unit projects receive a ten-year property tax exemption on structural improvements to the property as long as program requirements are met.</td>
<td>Publicly-Subsidized (&lt; 30% AMI)</td>
<td>For Sale</td>
<td>Oregon Revised Statute</td>
<td>DIRECT</td>
<td>Active Gentrification</td>
<td>Late Gentrification</td>
</tr>
<tr>
<td></td>
<td>Tax Exemption (MULTE)</td>
<td></td>
<td>Publicly-Subsidized (&lt; 30% AMI)</td>
<td>For Sale</td>
<td>Oregon Revised Statute</td>
<td>DIRECT</td>
<td>Active Gentrification</td>
<td>Late Gentrification</td>
</tr>
<tr>
<td>E06</td>
<td>Homebuyer Opportunity Limited</td>
<td>Under the HOLTE Program, single-unit homes receive a ten-year property tax exemption on structural improvements to the home as long as the property and owner remain eligible per program requirements.</td>
<td>Publicly-Subsidized (&lt; 30% AMI)</td>
<td>For Sale</td>
<td>Oregon Revised Statute</td>
<td>DIRECT</td>
<td>Affordable &amp; Vulnerable</td>
<td>--</td>
</tr>
<tr>
<td></td>
<td>Tax Exemption Program (HOLTE)</td>
<td></td>
<td>Publicly-Subsidized (&lt; 30% AMI)</td>
<td>For Sale</td>
<td>Oregon Revised Statute</td>
<td>DIRECT</td>
<td>Affordable &amp; Vulnerable</td>
<td>--</td>
</tr>
<tr>
<td>E07</td>
<td>Homestead Tax</td>
<td>Consider allowing Homestead Tax on second homes to support development of affordable housing.</td>
<td>Publicly-Subsidized (&lt; 30% AMI)</td>
<td>For Sale</td>
<td>Oregon Revised Statute</td>
<td>DIRECT</td>
<td>Affordable &amp; Vulnerable</td>
<td>--</td>
</tr>
</tbody>
</table>

Property taxes are based on property values and are paid regardless of the taxpayer's ability to pay. In the case of homeowner's income, homeowners receive an income-based homestead tax credit. A land tax on vacant lands is intended to incentivize development.
## Category F: Land, Acquisition, Lease, and Partnerships

These are strategies that secure land for needed housing, unlock the value of land for housing, and/or create partnerships that will catalyze housing developments.

<table>
<thead>
<tr>
<th>#</th>
<th>Strategy Description</th>
<th>Affordability Target</th>
<th>Tenure Target</th>
<th>Source (if available)</th>
<th>Housing Equity Impact</th>
<th>Neighborhood Typology</th>
<th>Mitigating Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>E08</td>
<td>Property Tax Relief for Income-Qualified Homeowners</td>
<td>Publicly-Subsidized (&lt; 30% AMI) Affordable (30-60%) AMI Workforce (60-120%) Market Rate (&gt; 120%) AMI</td>
<td>For Rent For Sale</td>
<td>Oregon Housing and Community Services (OHCS) in 2019 to create a naturally occurring affordable housing loan fund. Modeled after the Greater Minnesota Housing Fund.</td>
<td>Active Certification Late Certification Exclusive</td>
<td>Early Gentrification Affordable &amp; Vulnerable Early Certification Active Certification</td>
<td>Public purchasing of vacant/under-utilized sites of land in order to save for future affordable housing development. House Bill 2023, section 15 supports land banking; SECTION 15. (1) As used in this section, “public property” means all real property of the state, counties, cities, incorporated towns or villages, school districts, irrigation districts, drainage districts, parks, water districts, service districts, metropolitan service districts, housing authorities, public universities listed in CRS 352.002 or all other public or municipal corporations in this state.</td>
</tr>
<tr>
<td>E09</td>
<td>Investing into Federal Opportunity Zones (OZ)</td>
<td>Publicly-Subsidized (&lt; 30% AMI) Affordable (30-60%) AMI Workforce (60-120%) Market Rate (&gt; 120%) AMI</td>
<td>For Rent For Sale</td>
<td>Public land may be the only cost effective strategy for building new affordable units. Land trusts are a very strong anti-displacement measure in all neighborhood types, with immediate and long-term impacts.</td>
<td>Active Certification Late Certification Exclusive</td>
<td>Affordable &amp; Vulnerable Early Certification Active Certification</td>
<td>Land acquired by nonprofits or community-based organizations that maintain permanent ownership of land. Prospective homeowners are able to enter long-term (e.g. 99 year), renewable leases at an affordable rate. Upon selling, homeowners only earn a portion of the increased property value, while the trust keeps the remainder, thereby preserving affordability for future low-to moderate-income families.</td>
</tr>
<tr>
<td>E10</td>
<td>Delayed Tax Exemptions</td>
<td>Publicly-Subsidized (&lt; 30% AMI) Affordable (30-60%) AMI Workforce (60-120%) Market Rate (&gt; 120%) AMI</td>
<td>For Rent For Sale</td>
<td>Planning ahead for areas of public investment with land banking can support affordable housing development without needing to purchase lists. In already developed, exclusive areas, using public land may be the only cost-effective strategy for building new affordable units.</td>
<td>Active Certification Late Certification Exclusive</td>
<td>Important foundation with focus on housing for transit dependent people (low income, renters, POC and immigrants)</td>
<td>Responsible for mitigating these effects on those with limited incomes by capping the amount of property tax that homeowners have to pay on a share of their income. Some jurisdictions also provide relief to lower income renters by leasing some portion of their rent as affordable to property owners and then providing an income tax credit to offset the increase in taxes. In addition to bearing the benefit on income, eligibility for caps can also be restricted to specific populations such as seniors, disabled persons, and/or lower incomes.</td>
</tr>
</tbody>
</table>

### E08 Property Tax Relief for Income-Qualified Homeowners

- **Affordability Target:** Publicly-Subsidized (< 30% AMI) Affordable (30-60%) AMI Workforce (60-120%) Market Rate (> 120%) AMI
- **Tenure Target:** For Rent For Sale
- **Source:** Oregon Housing and Community Services (OHCS) in 2019 to create a naturally occurring affordable housing loan fund. Modeled after the Greater Minnesota Housing Fund.
- **Housing Equity Impact:** Oregon Housing and Community Services (OHCS) has regularly received lottery bonds or general funds from the Oregon Legislature to preserve manufactured home parks through either Resident-Owned Cooperatives or Non-profit ownership.
- **Mitigating Measures:** Supporting owners to stay in place as housing markets heat up is an important preservation strategy. It does not minimize the affordability of the unit as it stake.

### E09 Investing into Federal Opportunity Zones (OZ)

- **Affordability Target:** Publicly-Subsidized (< 30% AMI) Affordable (30-60%) AMI Workforce (60-120%) Market Rate (> 120%) AMI
- **Tenure Target:** For Rent For Sale
- **Source:** Oregon Housing and Community Services (OHCS) in 2019 to create a naturally occurring affordable housing loan fund. Modeled after the Greater Minnesota Housing Fund.
- **Housing Equity Impact:** Land trusts are a very strong anti-displacement measure in all neighborhood types, with immediate and long-term impacts.
- **Mitigating Measures:** Setting clear public goals including monitoring of provision of public benefits and including financial penalties for not meeting goals is an important for strengthening community benefit agreements in public-private partnerships.

### E10 Delayed Tax Exemptions

- **Affordability Target:** Publicly-Subsidized (< 30% AMI) Affordable (30-60%) AMI Workforce (60-120%) Market Rate (> 120%) AMI
- **Tenure Target:** For Rent For Sale
- **Source:** Oregon Housing and Community Services (OHCS) in 2019 to create a naturally occurring affordable housing loan fund. Modeled after the Greater Minnesota Housing Fund.
- **Housing Equity Impact:** Land trusts are a very strong anti-displacement measure in all neighborhood types, with immediate and long-term impacts.
- **Mitigating Measures:** Planning ahead for areas of public investment with land banking can support affordable housing development without needing to purchase lists. In already developed, exclusive areas, using public land may be the only cost-effective strategy for building new affordable units.
<table>
<thead>
<tr>
<th>#</th>
<th>Strategy</th>
<th>Description</th>
<th>Affordability Target</th>
<th>Tenure Target</th>
<th>Source (if available)</th>
<th>Housing Equity Impact</th>
<th>Neighborhood Typology</th>
<th>Mitigating Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>F00</td>
<td>Developers</td>
<td>Minimize eligibility and occupancy requirements so they can better provide smaller-scale housing at an affordable rate.</td>
<td>Publicly-Subsidized (&lt; 30% AMI) Affordable (30-80% AMI) Workforce (80-120% AMI) Market Rate (&gt; 120% AMI)</td>
<td>For Sale For Rent</td>
<td>--</td>
<td>DIRECT</td>
<td>Affordable &amp; Vulnerable Early Gentrification Active Gentrification</td>
<td>Most likely to be cost effective in some neighborhood market types.</td>
</tr>
<tr>
<td>F01</td>
<td>Conversion of Underperforming or Distressed Commercial Assets</td>
<td>Acquisition of underperforming or distressed commercial assets (commercial, retail, industrial, or hotel) or partnerships with owners of the assets for conversion into needed housing.</td>
<td>Publicly-Subsidized (&lt; 30% AMI) Affordable (30-80% AMI) Workforce (80-120% AMI) Market Rate (&gt; 120% AMI)</td>
<td>For Rent For Sale</td>
<td>Housing Authority of Douglas County (DIRECT)</td>
<td>All</td>
<td>--</td>
<td></td>
</tr>
<tr>
<td>F02</td>
<td>Enhanced Use Lease of Federal Land</td>
<td>The US Department of Veterans Affairs (VA) may lease land for up to 85 years to developers of projects to provide the VA with compensation. Such enhanced use leases have been used to provide land for permanent affordable housing for people experiencing homelessness including veterans in Oregon, Minnesota and Washington States.</td>
<td>Publicly-Subsidized (&lt; 30% AMI) Affordable (30-80% AMI) Workforce (80-120% AMI) Market Rate (&gt; 120% AMI)</td>
<td>For Rent For Sale</td>
<td>--</td>
<td>DIRECT</td>
<td>Affordable &amp; Vulnerable Early Gentrification Active Gentrification</td>
<td></td>
</tr>
<tr>
<td>F03</td>
<td>Pinnable Housing on City/County-Owned Land</td>
<td>Surplus property suitable for housing is offered up for affordable development.</td>
<td>Publicly-Subsidized (&lt; 30% AMI) Affordable (30-80% AMI) Workforce (80-120% AMI) Market Rate (&gt; 120% AMI)</td>
<td>For Rent For Sale</td>
<td>City of Eugene (DIRECT)</td>
<td>All</td>
<td>--</td>
<td></td>
</tr>
<tr>
<td>F04</td>
<td>Combine Community Land Trust with Limited Equity Cooperative Model</td>
<td>Combine a Community Land Trust (CLT) with a Limited Equity Cooperative for a lower barrier entry to homeownership of a share of a permanent ownership home community.</td>
<td>Publicly-Subsidized (&lt; 30% AMI) Affordable (30-80% AMI) Workforce (80-120% AMI) Market Rate (&gt; 120% AMI)</td>
<td>For Rent For Sale</td>
<td>SquareOne Villages (DIRECT)</td>
<td>All</td>
<td>--</td>
<td></td>
</tr>
<tr>
<td>F05</td>
<td>Surplus Land for Affordable Housing</td>
<td>Sell land at the State or City's cost (below-market) to developers of affordable housing. Long-term lease at a very minimal cost to developer for land the City is not yet ready to surplus. County surplus of foreclosed land to affordable housing developers and/or housing authority.</td>
<td>Publicly-Subsidized (&lt; 30% AMI) Affordable (30-80% AMI) Workforce (80-120% AMI) Market Rate (&gt; 120% AMI)</td>
<td>For Rent For Sale</td>
<td>City of Bend (DIRECT)</td>
<td>All</td>
<td>--</td>
<td></td>
</tr>
<tr>
<td>F06</td>
<td>McKinney-Vento Federal Surplus</td>
<td>Cities may partner with the Federal Government to surplus Federal land for homeless housing or services under McKinney-Vento.</td>
<td>Publicly-Subsidized (&lt; 30% AMI) Affordable (30-80% AMI) Workforce (80-120% AMI) Market Rate (&gt; 120% AMI)</td>
<td>For Rent For Sale</td>
<td>--</td>
<td>DIRECT</td>
<td>Affordable &amp; Vulnerable Early Gentrification Active Gentrification</td>
<td></td>
</tr>
<tr>
<td>F07</td>
<td>Right of First Refusal for Land Purchase</td>
<td>Affordable housing providers could be offered a Right of First Refusal for city, county, or state owned land when the land would be used for affordable housing. Examples include a manufactured home program where residents can buy out the manufactured home park when the owner is ready to sell.</td>
<td>Publicly-Subsidized (&lt; 30% AMI) Affordable (30-80% AMI) Workforce (80-120% AMI) Market Rate (&gt; 120% AMI)</td>
<td>For Rent For Sale</td>
<td>--</td>
<td>DIRECT</td>
<td>Affordable &amp; Vulnerable Early Gentrification Active Gentrification</td>
<td></td>
</tr>
<tr>
<td>F08</td>
<td>Ordinances that Address Zombie Housing</td>
<td>More assertive tax foreclosure to enable zombie housing to be rehabilitated into occupied housing.</td>
<td>Publicly-Subsidized (&lt; 30% AMI) Affordable (30-80% AMI) Workforce (80-120% AMI) Market Rate (&gt; 120% AMI)</td>
<td>For Rent For Sale</td>
<td>--</td>
<td>INDIRECT</td>
<td>Affordable &amp; Vulnerable Early Gentrification Active Gentrification</td>
<td></td>
</tr>
<tr>
<td>F09</td>
<td>Regulatory Agreement</td>
<td>Regulatory Agreement, between the jurisdiction and developer, in place with the land sale that keeps the units affordable for 20 years in exchange for SOC waivers. This is straightforward without going through a difficult or costly process.</td>
<td>Publicly-Subsidized (&lt; 30% AMI) Affordable (30-80% AMI) Workforce (80-120% AMI) Market Rate (&gt; 120% AMI)</td>
<td>For Rent For Sale</td>
<td>--</td>
<td>DIRECT</td>
<td>Affordable &amp; Vulnerable Early Gentrification Active Gentrification</td>
<td></td>
</tr>
<tr>
<td>F10</td>
<td>Designated Affordable Housing Sites</td>
<td>A jurisdiction would establish designated sites with a completely different set of regulations than apply to the balance of the public and private building sites. The sites would be overseen by an Affordable Housing Commission, that is empowered to prioritize, fast track, and approve affordable housing projects (with designated and required affordability objectives) and bypass the majority of the City’s fees and regulations. The Commission would have its own set of requirements (structural approval, zoning allowance, etc.), but they would be streamlined, and tailored to facilitate a quicker and much less expensive process.</td>
<td>Publicly-Subsidized (&lt; 30% AMI) Affordable (30-80% AMI) Workforce (80-120% AMI) Market Rate (&gt; 120% AMI)</td>
<td>For Rent For Sale</td>
<td>--</td>
<td>DIRECT</td>
<td>Affordable &amp; Vulnerable Early Gentrification Active Gentrification</td>
<td></td>
</tr>
<tr>
<td>F11</td>
<td>Allot Surplus Land Owned by Faith-Based Organizations for Affordable Housing</td>
<td>Over the past few decades, faith institutions across the country have been declining. This has prompted conversations within different faith communities and has resulted in a new interest in affordable housing in these communities. This strategy would: 1) Identify faith and community-based organizations that are interested in offering their available land for development of affordable housing, 2) Provide design and finance consultation for three organizations to prepare them for future affordable housing development projects, and 3) Determine barriers to development and how those can be addressed and/or streamlined.</td>
<td>Publicly-Subsidized (&lt; 30% AMI) Affordable (30-80% AMI) Workforce (80-120% AMI) Market Rate (&gt; 120% AMI)</td>
<td>For Rent For Sale</td>
<td>--</td>
<td>DIRECT</td>
<td>Affordable &amp; Vulnerable Early Gentrification Active Gentrification</td>
<td></td>
</tr>
<tr>
<td>F12</td>
<td>Affordable Housing Preservation Inventory</td>
<td>Prepare an inventory of subsidized and naturally occurring affordable housing to support proactive policies intended to preserve the affordable housing stock. This strategy is intended to help offset some of the need for costly new construction.</td>
<td>Publicly-Subsidized (&lt; 30% AMI) Affordable (30-80% AMI) Workforce (80-120% AMI) Market Rate (&gt; 120% AMI)</td>
<td>For Rent For Sale</td>
<td>--</td>
<td>DIRECT</td>
<td>Affordable &amp; Vulnerable Early Gentrification Active Gentrification</td>
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<td>#</td>
<td>Strategy</td>
<td>Description</td>
<td>Affordability Target</td>
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<tr>
<td>F20</td>
<td>Fair Housing Education Referral, and Other Services</td>
<td>Provide residents, property owners, property managers, realtors, lenders and others involved with real estate transactions with access to Fair Housing information and referrals. Ensure that city staff know how to identify potential Fair Housing violations and make referrals to the Fair Housing Council of Oregon and state and local enforcement agencies. Partner with and fund Fair Housing Council of Oregon to provide periodic Fair Housing Audit Testing, customized outreach and education and other specialized services.</td>
<td>Publicly-Subsidized (&lt; 30% AMI) Affordable (30-80% AMI) Workforce (80-120% AMI) Market Rate (&gt; 120% AMI)</td>
<td>For Rent For Sale</td>
<td>-- (DIRECT)</td>
<td>All</td>
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</tbody>
</table>

Note: Though this strategy has been suggested by the housing development community, it is not clear if this program is currently available to jurisdictions in the State of Oregon

| F21 | Public or Mission-Driven REITs and Turn-Key Delivery | Most public subsidies and tax incentive programs are complex due to the need for regulation and corruption prevention, imposing many impediments to developing affordable housing. Jurisdictions would participate in a public REIT that buys turn-key projects for set costs. This would motivate mission-minded developers to drive down cost knowing that risk is minimized by having a buyer at the end. If the developer doesn’t deliver the required specs, quality, and competitive construction cost, then they have to sell or rent on the open market or find other incentives in current, standard fashion. The jurisdiction could invest state pension funds in these REITs. | Publicly-Subsidized (< 30% AMI) Affordable (30-80% AMI) Workforce (80-120% AMI) Market Rate (> 120% AMI) | For Rent For Sale | -- (DIRECT) | All | -- |

Category Z: Custom Options

Any other Housing Production Strategy not listed in Categories A through F that the jurisdiction wishes to implement will be outlined in this section and numbered accordingly.

<table>
<thead>
<tr>
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<tbody>
<tr>
<td>Z20</td>
<td>TBD</td>
<td>Any other Housing Production Strategy not listed above in Categories A through F that the jurisdiction wishes to implement should be filled in here and numbered accordingly.</td>
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