



Clatsop Regional Housing Taskforce

Meeting Two

August 31, 2022



Clatsop Regional Housing Taskforce

August 31, 2022

2-4 PM

Bob Chisholm Community Center
1225 Avenue A.
Seaside, OR 97138

Agenda

- I Welcome & Introductions**
- II NWOHA Status Update, Elissa Gertler, NWOHA Director**
- III Clatsop County Housing Dashboard & Surplus Lands, Amanda Rapinchuk, Clatsop County Management/Policy Analyst**
- IV Tillamook County Housing Commission, Thomas 'T.J.' Fiorelli, Housing Coordinator**
- V Mission, Vision, Plan**
- VI Taskforce Timeline**
- VII Next Steps**



Welcome & Introductions



Review of Meeting One

Exercise Two

So, in your groups:

1. What do you feel you have done well in your community to help promote needed housing?
2. What do you feel you could do better?



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So, in your groups:

1. What do you feel you have done well in your community to help promote needed housing?
 - Seaside revamped STR codes to reestablish more long-term housing;
 - Astoria banned whole-home STR, allowing ADUs and increasing density;



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So, in your groups:

2. What do you feel you could do better?

- Heritage Square example, but have learned some lessons and it may be impacting the development of needed housing elsewhere in the community;
- Increase density, how and where?
- How to promote and use ADUs;
- Workforce Housing ADU public benefits development model as a possible ordinance before Cannon Beach City Council;
- Hostel/Boarding House and other alternative models should be promoted;



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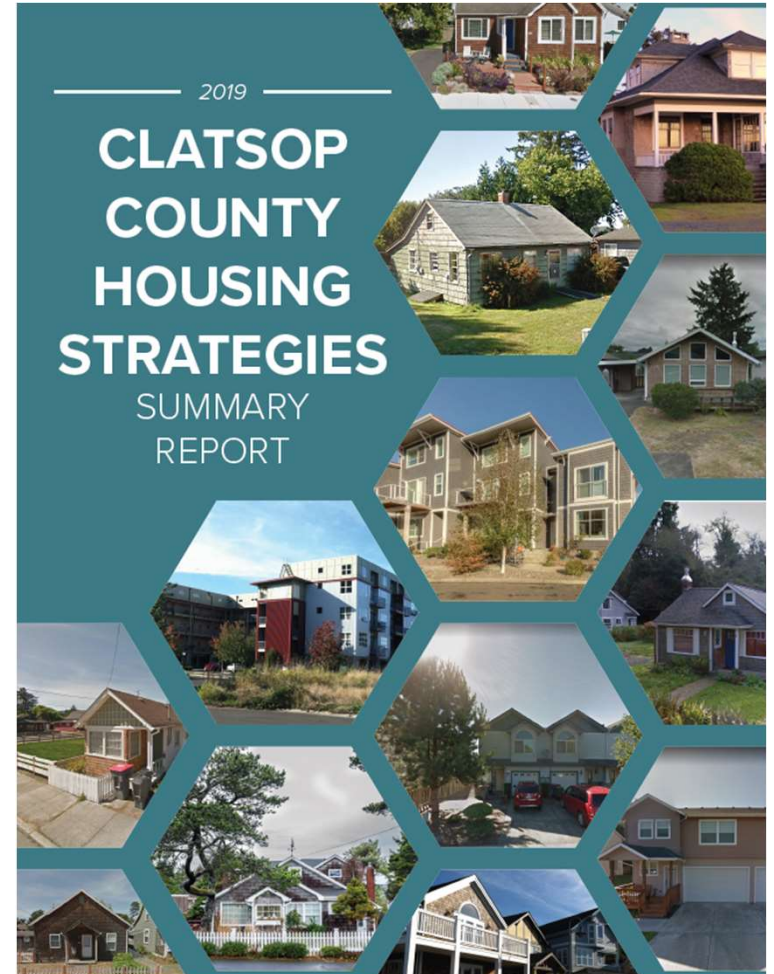
Clatsop County Housing Strategy

July 2019

26 Strategies
42 Action Items



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2019 Clatsop County Housing Strategy Matrix LIVE!

Clatsop County Housing Strategy	Strategies	Clatsop County	Astoria	Cannon Beach	Gearhart	Seaside	Warrenton	Notes
Land Supply	1 Ensure land zoned for higher density uses is not developed at lower densities.	3	2	3	3	3	2	
	2 Further study the potential need for a UGB amendment in Seaside to help meet South County housing needs.			3		3		
	3 Refine BLI data and results.		2#		1		3	#Astoria is required to update its BLI and enact any associated deficiencies; effort begins in FY23
	4 Further assess and address infrastructure issues.	2.5*			3			*County working with AOC to discuss water issues.
Policy & Development Code	1 Adopt supportive and inclusive Comprehensive Plan policies	2	3	2	1	2	2	
	2 Establish minimum density standards		2	3	3	3	1	
	3 Revise maximum density, height or bulk standards in higher density residential zones		2	3	3	3	1	
	4 Support high density housing in commercial zones		2	3	3	3	1	
	5 Streamline and right-size minimum off-street parking requirements	2	2	2	3	1	3	
	6 Facilitate 'missing middle' housing types in all residential zones	3	2	3	3	3	3	
	7 Encourage cottage cluster housing		1	3	3	3	1	
	8 Promote Accessory Dwelling Units	2	2	2	3	1	1	
	9 Incentivize affordable and workforce housing		3	2	3	3	3	
	10 Limit short-term rental uses in residential zones	2	1	1	1	1	1	
Development Incentives	1 Streamline permitting and review process	1.5*	1	3	3	1	2	*County implemented some changes July 2022.
	2 System development charge or fee waivers, exemption or deferrals		2	2	3	3	3	
	3 Tax exemptions and abatements		3	3	3	3	3	
Funding Tools & Uses	1 Tax increment financing (urban renewal)		1	5	3	3	3	
	2 Construction excise tax		3	1	3	3	3	
	3 Affordable housing bond (regional or local)	3	3	3	3	3	3	
	4 Public private partnerships	2	3	1	3	2	3	
	5 Housing preservation fund	3	3	3	3	3	3	
	6 Land acquisition/use public lands	2	2	2	3	2	3	
	7 Community land trust	3	2	3	3	3	3	
	8 Regional housing coordination	2	2	2	2	2	2	
Regional Collaboration & Capacity Building		2		2	2	2		
KEY								
Adopted		1						
In the process of review		2						
No action taken		3						
No longer applicable or viable		4						
Other		5						



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2019 Clatsop County Housing Strategy Matrix LIVE!

Clatsop County	Strategies	Actions	Clatsop County	Astoria	Cannon Beach	Gearhart	Seaside	Warrenton	Notes
Land Use	1	Ensure land zoned for higher density uses is not developed at lower densities.	3	3	3	3	3		
	A	Establish minimum density standards as described in Policy and Development Code Strategy #2		3	3		3		
	B	Update development codes to prohibit or significantly limit new single-family detached housing in high density zones		2	3		3		
	C	Allow single-family detached homes in medium density zones only if they meet minimum density or maximum lot size requirements		2#	3		3		#Astoria - current pending amendment adds duplex as permitted outright
	D	Allow continued use and repair of single-family homes in these zones and allow conversion of larger single-family homes into multi-unit dwellings		1#	3		3		#Astoria - Cottage cluster development limits building size
	2	Further study the potential need for a UGB amendment in Seaside to help meet South County housing needs.			3		3		
	A	Demonstrated Goal 10 efficiency measures							
	B	Addressing land needs through a regional approach							
	C	Affordable housing UGB amendment							
	3	Refine BLI data and results.				1			
	4	Further assess and address infrastructure issues.	2.5*						*County Working with AOC to discuss water issues.
	1	Adopt supportive and inclusive Comprehensive Plan policies	2	3	2	1	2		
	2	Establish minimum density standards			3	3	3		
	3	Revise maximum density, height or bulk standards in higher density residential zones			3	3	3		
	4	Support high density housing in commercial zones		1	3	3	3		
	A	Allow multi-family housing outright		1	3	3	3		
	B	Consider allowing single-family attached housing		1	1	3	3		
	C	Allow vertical mixed-use development outright		1	1	3	3		
	D	Adopt a minimum density standard		3	3	3	3		
	E	Tailor development and density standards		2	3	3	3		
	5	Streamline and right-size minimum off-street parking requirements	2	2	2	3	1		
	A	Scale requirements by number of bedrooms	2	2	2	3	1		
	B	Provide a credit for on-street parking	2	1	2	3	3		
	C	Allow shared parking	1	1	1	5	3		
	D	Provide targeted reductions or waivers	2	1	2	3	3		
Land Use	6	Facilitate 'missing middle' housing types in all residential zones	3		3	3	3		
	A	Tailor the allowance to the location and housing type		3	3	3	3		
	B	Allow missing middle housing types outright		2.5#	3	3	3		#Astoria - current pending amendment adds duplex as permitted outright
	C	Limit building size to be compatible with detached houses, but allow multiple dwelling units		2.5#	3	3	3		#Astoria - Our cottage cluster development limits building size
	7	Encourage cottage cluster housing		1	3	3	3		
	A	Provide a density bonus, but cap the size of each cottage		1	3	3	3		
	B	Flexible ownership arrangements		1	3	3	3		
	C	Supportive lot standards		1	3	3	3		
	D	Balanced design standards that address compatibility but allow flexibility		1	3	3	3		
	8	Promote Accessory Dwelling Units	2	1	2	3	1		
	A	Allow the ADU to be up to 900 square feet or 75% of the primary dwelling, whichever is less	1.5*	3	2	3	3		*County already allows in some zones; SB 391 permits on rural lands; drafting code amendments.
	B	Do not require an off-street parking space for the ADU in addition to the spaces required for the primary dwelling	2	3	2	3	2		
	C	Do not require that the owner of the primary dwelling reside either in the primary dwelling or the ADU	2	3	2	3	1		
	D	Minimize special design standards that apply to the ADU	2	3	2	3	3		
	E	Consider allowing two ADUs on the same lot if one of the ADUs is internal or an attached addition	1.5*	3	3	3	2		*County may be permissible in some zones, but not Rural Residential zones.
	9	Incentivize affordable and workforce housing		3	2	3	3		
	A	Specify an income level and minimum share of affordable units		3	2	3	3		
	B	Allow flexibility in the type of regulatory concession that is granted		3	2	3	3		
	C	Ensure units remain affordable over time		3	2	3	3		
	D	Allow flexibility in how affordable units are provided		3	2	3	3		
	E	Provide expedited permitting for projects with affordable units		3	2	3	3		
	10	Limit short-term rental uses in residential zones	2	1	1	1	1		
	A	Limit this activity to certain zones or geographies	2	1	1	1	1		
	B	Limit the number permitted	2	3	2	1	2*		*Seaside has density policies that are set by the Planning Commission and evaluated annually.



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Exercise Three

What is your vision for housing in Clatsop County ten years from now, in 2032?



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What is your vision for housing in Clatsop County ten years from now, in 2032?

- Tax structure has to change, one cottage cluster, row houses, go vertical, tiny homes, density in Warrenton;
- Zoning, don't have housing to support commercial entities; build apartments;



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Scope of Work, initial thoughts:

1. Capacity Building
2. Asset Mapping



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Scope of Work, initial thoughts:

1. Capacity Building

- Oregon Solutions
- Northwest Oregon Housing Authority (NOHA): they are on the agenda of the August 1st, City of Seaside Affordable Housing Taskforce meeting; the County has offered to support them in the past, in search of technical expertise in housing development, may not have capacity at this point, under new direction;
- Housing Development Center
- Northwest Housing Alternatives
- Community Action Team of Columbia, Clatsop and Tillamook Counties
- Hacienda Community Development Corporation
- Bienestar Community Development Corporation
- Columbia Economic Development District
- Development Community
- Housing Advocacy Community



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Scope of Work, initial thoughts:

2. Asset Mapping

- County offering Surplus Lands, as starting point to project development discussions with Cities;
- Asset Mapping could provide a dashboard of where each community stands on policies, programs and projects, starting with the Clatsop Housing Strategies and Action Items; provide a basis for long-range planning for needed housing;



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Where & How are we going to Grow?

1. Infill
2. Annexation
3. UGB



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Where & How are we going to Grow?

1. Private
2. Public
3. Partnerships
4. Including NGOs



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Where & How are we going to Grow?

1. Surplus Lands
2. Clatsop County Dashboard
3. Clatsop Housing Strategies & Action Items Dashboard
4. Potential Growth Areas



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Clatsop County Housing Dashboard & Surplus Lands, Amanda Rapinchuk, Clatsop County Management/Policy Analyst



NWOHA Status Update,

Elissa Gertler, NWOHA Director



Tillamook County Housing Commission,

Thomas 'T.J.' Fiorelli, Housing Coordinator

Tillamook County/Tillamook, OR

- Collaboratively advocates for attainable and equitable solutions to the county's housing needs.
- New program started in 2019.
- Proposed solutions:
 - Tax abatement for multifamily
 - STR nightly housing fee
 - Promotion of ADUs



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Information from Tillamook County website



Mission, Vision, Plan

Pitkin County/Aspen, CO

Aspen Pitkin County Housing Authority – Aspen, CO

- Total unit inventory: 3,045
 - 1,663 ownership units
 - 1,382 rentals units
- Demand based project planning that uses collaborative public involvement to identify community needs and develop project properties.



Clatsop Regional Housing Taskforce

Information from APCHA website

Pitkin County/Aspen, CO

Aspen Pitkin County Housing Authority – Aspen, CO

Mission, Vision, & Values

Mission

APCHA supports affordable workforce housing for a sustainable community and a prosperous economy.

We accomplish our mission through equitable policies, accountable management, and innovative development to meet the changing needs of APCHA residents and the community. We effectively communicate and partner with the community to accomplish this mission.

Vision

APCHA aspires to cultivate the country's most vibrant mountain community – diverse, connected, healthy, and thriving.



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Information from APCHA website

Pitkin County/Aspen, CO

Aspen Pitkin County Housing Authority – Aspen, CO

Values

- Our work is guided and informed by our commitment to:
- **Public Trust:** Do what is ethical and in the public's interest. Protect the housing program's integrity and accountability. Demonstrate equal opportunity, fairness, and consistency in all actions.
- **Quality Service:** Provide respectful, friendly, timely, consistent, and proactive customer service. Provide fair and compassionate service. Increase program simplicity and clarity to improve the customer experience.
- **Transparency:** Communicate frequently and accurately to increase public awareness and understanding of the program, its rules, and decisions.
- **Accountability:** Promote inventory and occupancy integrity. Adopt organizational best practices. Create a culture of continuous improvement and accountability. Demonstrate excellent financial stewardship and governance.
- **Efficiency and Effectiveness:** Implement state-of-the-art systems, processes, and policies that will increase customer and staff efficiency. Demonstrate value and verifiable results to public and decision makers through reliable data and reporting.
- **Equity:** Provide equal opportunity of access to housing for qualified workers at various income levels. Provide consistent and even-handed enforcement of the housing regulations.
- **Innovation:** Foster creative solutions to solve problems and increase cooperation in the community. Be open to new and more effective ways of doing business. Have a long-term vision and strategy for success.



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Information from APCHA website

Pitkin County/Aspen, CO

Aspen Pitkin County Housing Authority – Aspen, CO

Goals

I. Pursue organizational excellence

An organization maintains and enhances its institutional structure and credibility through financial and professional integrity, strong governance, and excellent decision-making. Strong organizational capacity will allow APCHA to fulfill its mission and vision, create value by providing a broad range of products and services, and innovate to maintain our relevance.

STRATEGIES:

1. Improve the governance and operational infrastructure*
2. Ensure success and full implementation of HomeTrek

II. Ensure financial and housing stock wellbeing within the current financial realities of the city and county

The financial strength of APCHA relies on excellent management and a robust, well-cared for housing inventory.

STRATEGIES:

1. Develop, approve, and implement capital reserve policies for deed-restricted property owners*
2. Expand (including identifying additional/independent) APCHA funding sources
3. Develop innovative ways to deliver housing



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Information from APCHA website

Pitkin County/Aspen, CO

Aspen Pitkin County Housing Authority – Aspen, CO

Goals

III. Assure the integrity of the social compact with the community and our resident

Since its inception, APCHA has been a key component of the upper Roaring Fork Valley community, entering into a social compact not only with its residents, but with the community at large. That social compact requires open, transparent communication between APCHA, our residents, and the community. The integrity of that social compact is critical to assure the achievement of APCHA's mission and vision.

STRATEGIES:

1. Increase clarity of eligibility, residency requirements, and rights of tenants/owners*
2. Review and align deed restrictions to fully convey expectations, responsibilities, and obligations of deed-restricted home ownership
3. Improve understanding of and compliance with a renewed social compact with APCHA residents and the community*
4. Improve the appeals process

IV. Earn and maintain the public trust

Housing stability is a critical component of a thriving community, and APCHA serves a critical role in this regard. As a service program that relies on the public's support, APCHA must be able to earn and maintain that public's trust to achieve its mission and vision.

STRATEGIES:

1. Identify opportunities to improve program participation*
2. Improve the effectiveness of public outreach



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Information from APCHA website

Pitkin County/Aspen, CO

Aspen Pitkin County Housing Authority – Aspen, CO

Goals

V. Apply housing expertise to help build community

Over its long history, APCHA has become nationally and internationally recognized for its expertise in assuring affordable workforce housing. As the workforce ages and retires, and as the way we work continues to change, APCHA can apply its expertise and policies to assuring the community addresses those changing needs.

STRATEGIES:

1. Optimize occupancy in APCHA properties
2. Examine opportunities to broaden housing eligibility for special circumstances
3. Formalize a plan for participation in regional housing issues



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Information from APCHA website

Gunnison County/Crested Butte, CO

Town Council's Housing Goals



Five Year Goals to complete by 2023

- Increase percentage of residents living in Town by achieving a 75% housing fulltime occupancy
 - Current Fulltime Occupancy is at 65%
 - 120 more units to reach this goal
- 30% of units in Town are deed restricted
 - 23% of Housing Stock is Deed Restricted
 - 75 more deed restricted units to reach this goal
- 15 rental units for Town employees
 - Currently lease 10 units to Town Employees
 - 5 more units needed to reach this goal



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Information from City of Crested Butte

Gunnison County/Crested Butte, CO

Mission/Vision Statements

MISSION STATEMENT

"The Gunnison Valley Regional Housing Authority's MISSION is to advocate, promote, plan and provide the long-term supply of desirable and affordable housing in Gunnison County in order to maintain a well-rounded community."

VISION STATEMENT

"Our vision is to support the quality of life and economic vitality of the unique communities in the Gunnison Valley by increasing housing choices and opportunities for local residents."



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Information from City of Crested Butte

Park City, UT

- City goal to ensure that at least 15% of the workforce is able to live in Park City.
- 650 total housing units, 19 projects of various sizes and unit types.
- Requires developers to provide housing units in an amount equivalent to 20% of total. Can be fulfilled through construction, conveyance, or payment in lieu.



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Information from Park City website

Park City, UT



- > Mission and Vision
- > Success Stories
- > News and Events
- > Staff and Board
- > Community Supporters
- > Bob Wells Scholarship

Mountainlands at 25



Local leaders reflect on the impact of Mountainland's 25 years of service.



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Housing For **People** Not For Profit

Mountainlands Community Housing Trust (MCHT) is a 501(c)(3) non-profit corporation. Founded in 1993, MCHT is based on the belief that a safe affordable home is often a family's first step toward economic self-sufficiency. MCHT addresses the dual problems of housing affordability and availability on three fronts: acquisition and new construction of affordable housing, direct assistance in securing housing and needed basic services, and education and advocacy to promote housing policy.

[Click here for a copy of the 2019 Return of Organization Exempt From Income Tax \(990\).](#)



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Information from Park City website

Blaine County/Sun Valley/Ketchum, ID

- Advocates and plans for an affordable and attractive housing supply to maintain an economically sustainable community.
- 80 for purchase houses and 5 rental complexes.
- Maintains housing supply through rental agreements, deed restrictions, and ownership & leasing.



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Information from Blaine County Housing Authority website

Blaine County/Sun Valley/Ketchum, ID

The BCHA/5B Housing Strategic Plan

Use of the Plan

Based on the support to move the 5B Housing model forward in the next six months, the following strategic plan was developed using a hybrid approach which aims to address immediate actions of BCHA while also setting forth actions to build the new 5B Housing entity. As such, the BCHA/5B Housing Strategic Plan aims to set out immediate (3-6 months) priorities as well as three-year goals. This Strategic Plan aligns with many of the goals and strategies listed in the City of Ketchum Housing Action Plan as well as the proposed budget being put before the County. Once the B5 Housing entity is established, this Plan can be updated or folded into a new Regional Housing Action Plan.

Vision

All partners work together to provide excellent, comprehensive, confidential, safe housing services and homes to meet the diverse needs in the region.

Mission

A central source for innovative solutions, advocacy, and knowledge for community housing in Blaine County.



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Information from Blaine County Housing Authority website

San Miguel County/Telluride, CO

SMRHA Helping To Keep Affordable Housing Affordable

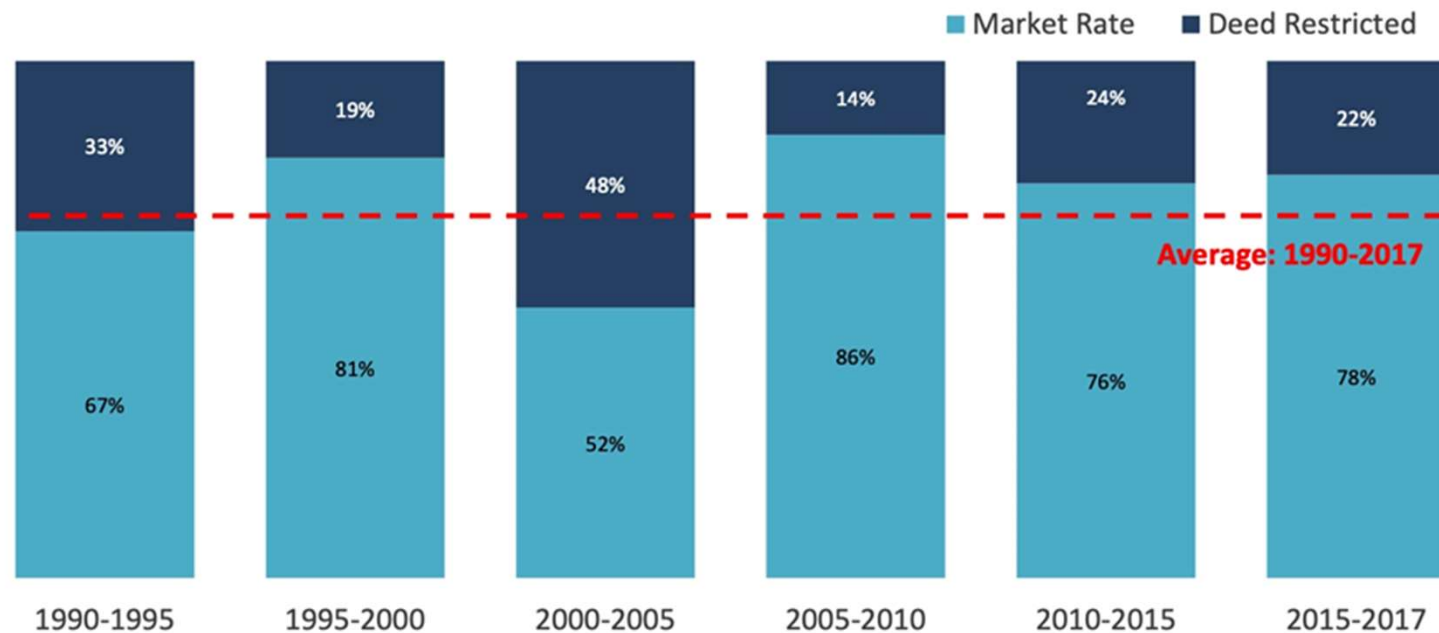
The general goal of SMRHA is to assist in the preservation of affordable housing for residents and their families who make a living primarily from their employment within the Telluride R-1 School District through the administration, development and implementation of housing policies and programs, providing on-going education, information, and leadership regarding the current housing supply availability and needs, and offering education to the community.



Clatsop Regional Housing Taskforce *Information from San Miguel Regional Housing Authority website*

San Miguel County/Telluride, CO

Figure 20
Number of Units as percent of Total, San Miguel County, 1990-2017



Source: U.S. Census Bureau; SMRHA; Economic & Planning Systems

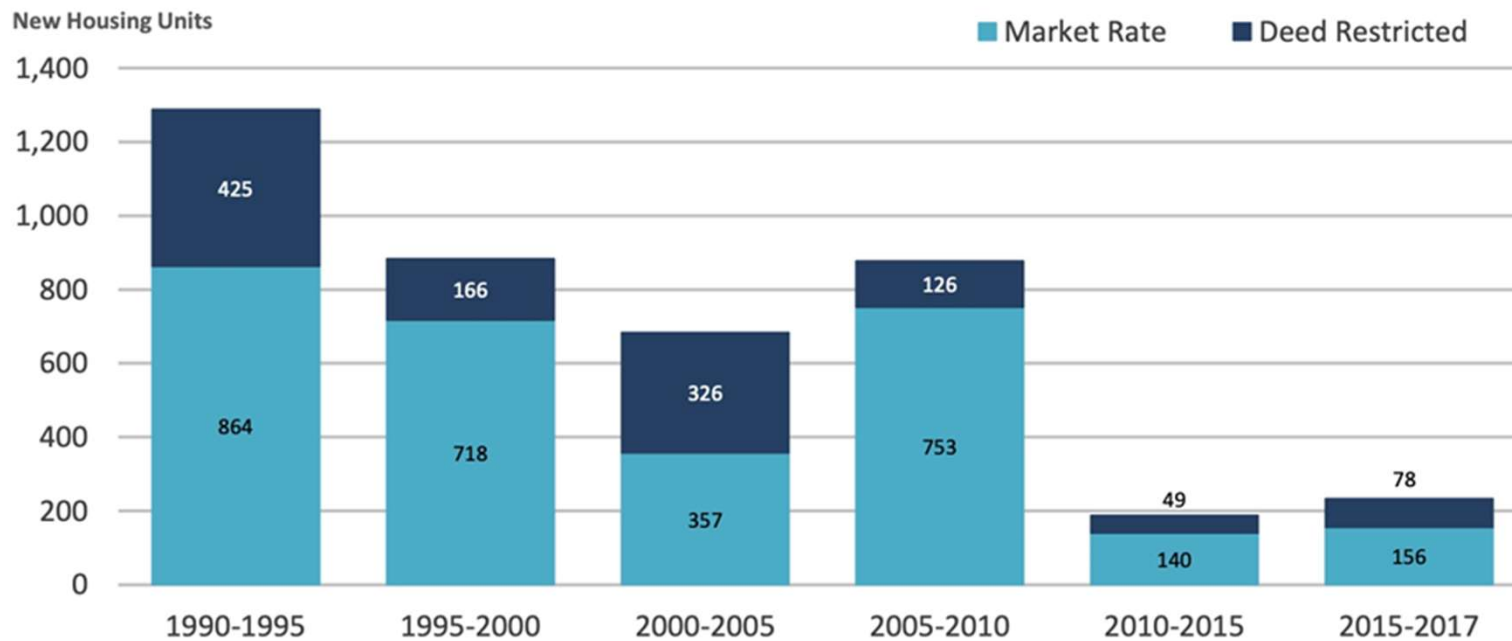


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Information from San Miguel Regional Housing Authority website

San Miguel County/Telluride, CO

Figure 21
Development Activity, San Miguel County, 1990-2017



Source: U.S. Census Bureau; SMRHA; Economic & Planning Systems



Clatsop Regional Housing Taskforce *Information from San Miguel Regional Housing Authority website*

Housing production

18.1% San Miguel County

11.0% Gunnison County

22.8% Pitkin County

3.9% Clatsop County



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Our Mission Our Vision



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How do we measure success?



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Mission Statement vs. Vision Statement

A mission statement clarifies what the company wants to achieve, who they want to support, and why they want to support them. On the other hand, a vision statement describes where the company wants a community, or the world, to be as a result of the company's services. Thus, a mission statement is a roadmap for the company's vision statement.



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What is a mission statement?

A mission statement is an action-oriented statement declaring the purpose an organization serves to its audience. It often includes a general description of the organization, its function, and its objectives.



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What is a mission statement?

Provide a regional platform for resolving workforce housing needs by partnering across jurisdictions to build effective policies and programs, which lead to projects that build an inventory of wonderful places to call home and sustain community.



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What is a vision statement?

Where do we want our community or communities to be in 2032,
due to the work of this taskforce?



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A long time ago in a galaxy far,
far away....

The Story Arc

Describe the climax. This is the most exciting moment of the story, when the problem is at its worst.

Describe how the problem gets worse.

Describe how the problem starts to get solved.

Describe what the character wants and what problem is getting in the way.

Describe how the problem is finally solved and how the character has changed.



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The Story Arc

Are we at the lowest point...yet? If not, what might that look like and what does it entail?

What are the problems that must be overcome?
What are the dangers ahead?

Who steps in?
What turns the tide?
How do we know we are getting there?

Who are the heroes?
Who are the villains?

What does the closing scene look like?
....remember this is episode IV...



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The Story Arc

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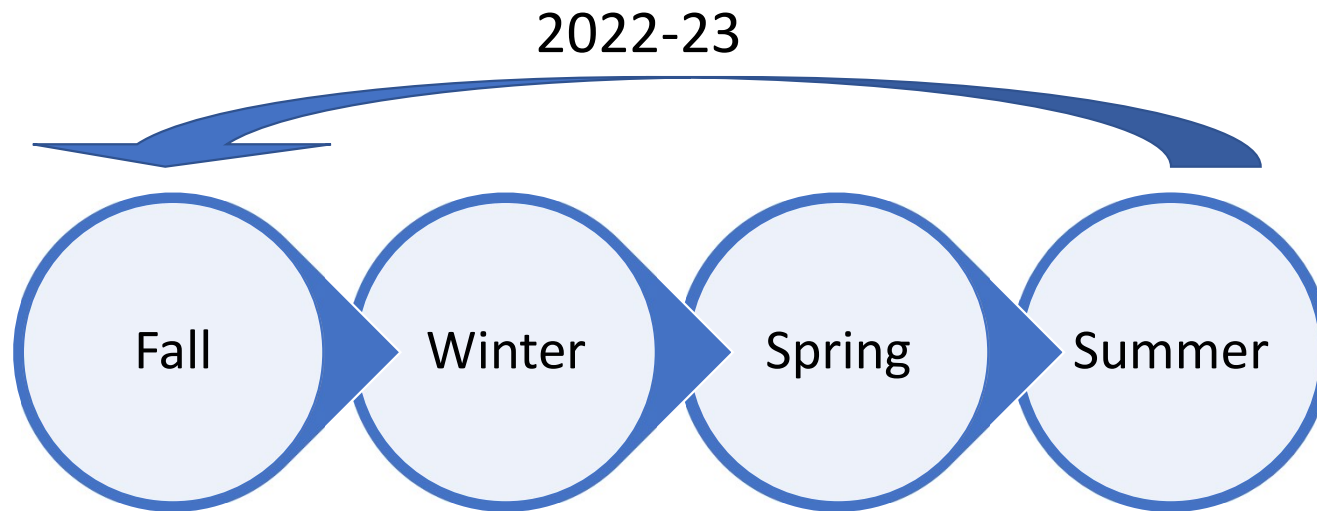


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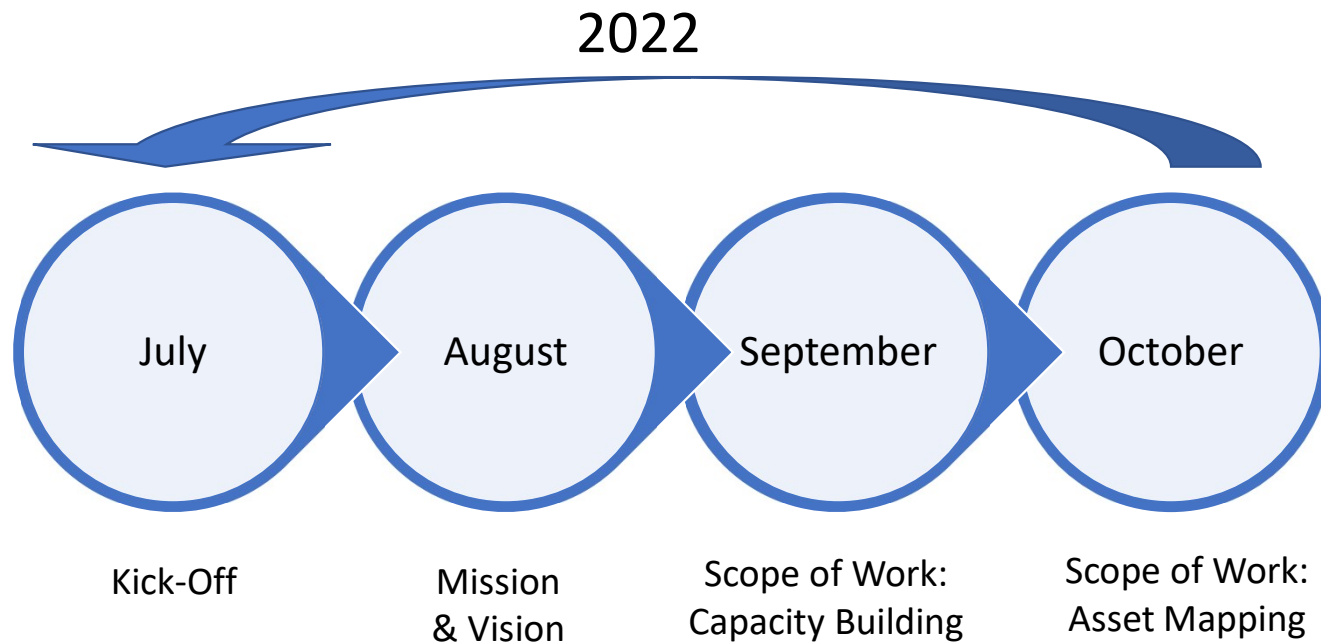
Taskforce Timeline

Timeline



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Timeline



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Next Steps

Terms of use

Affordable Housing

- Housing is considered “affordable” by HUD when a household spends no more than 30% of its annual income on housing costs.
- Mortgage lenders typically require that households spend no more than a set percentage of income on mortgage payments, taxes, and insurance.
- HUD guidelines are directed to serve households at or below the 60% Area Median Income level.

Workforce Housing

- Homeownership and rental housing that is reasonably affordable to middle income employees including retail salespeople, office and service workers, and public employees such as police officers, firefighters, and teachers who are integral to a community but too often cannot afford to live in the communities they serve.
- Urban Land Institute defines workforce housing as being affordable to households earning between 60 and 120 percent of the area median income.



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Terms of use

Affordable Housing

(1) As used in this section, “affordable housing” means residential property:

(a) In which:

(A) Each unit on the property is made available to own or rent to families with incomes of 80 percent or less of the area median income as determined by the Oregon Housing Stability Council based on information from the United States Department of Housing and Urban Development; or

(B) The average of all units on the property is made available to families with incomes of 60 percent or less of the area median income; and

(b) Whose affordability is enforceable, including as described in ORS 456.270 to 456.295, for a duration of no less than 30 years.



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Terms of use

Affordable Housing

(2) A local government shall allow affordable housing, and may not require a zone change or conditional use permit for affordable housing on property if:

(a) The housing is owned by:

(A) A public body, as defined in ORS 174.109; or

(B) A nonprofit corporation that is organized as a religious corporation; or

(b) The property is zoned:

(A) For commercial uses;

(B) To allow religious assembly; or

(C) As public lands.



Clatsop Regional Housing Taskforce

Terms of use

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Terms of use

Affordable Housing

(3) Subsection (2) of this section:

- (a) Does not apply to the development of housing not within an urban growth boundary.
- (b) Does not trigger any requirement that a local government consider or update an analysis as required by a statewide planning goal relating to economic development.
- (c) Applies on property zoned to allow for industrial uses only if the property is:
 - (A) Publicly owned;
 - (B) Adjacent to lands zoned for residential uses or schools; and
 - (C) Not specifically designated for heavy industrial uses.
- (d) Does not apply on lands where the local government determines that:
 - (A) The development on the property cannot be adequately served by water, sewer, storm water drainage or streets, or will not be adequately served at the time that development on the lot is complete;
 - (B) The property contains a slope of 25 percent or greater;
 - (C) The property is within a 100-year floodplain; or
 - (D) The development of the property is constrained by land use regulations based on statewide land use planning goals relating to:
 - (i) Natural disasters and hazards; or
 - (ii) Natural resources, including air, water, land or natural areas, but not including open spaces or historic resources.



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Meeting Three: Scope of Work Capacity Building



**Meeting Three: Wednesday
September 28th
2-4 PM**