

Appendix 1. Public Engagement Materials and Summaries

Sweet Home
Housing Production Strategy
DRAFT - August, 2024



OREGON
Department of
Land Conservation
& Development

Sweet Home Housing Interview Summary

May 24, 2024 | Prepared by Kearns- West

PURPOSE AND OVERVIEW

Kearns & West (KW) interviewed Sweet Home community members to learn about interests and concerns related to housing, identify opportunities to improve the City’s approach to communications and engagement, and help inform Housing Production Strategy (HPS) roundtable discussions.

KW conducted nine 30-minute phone and Zoom interviews between May 1 and May 14, 2024. Participants included local business owners, members of the Sweet Home City Council and Planning Commission, Sweet Home committee members, local developers, and other groups interested in housing issues. Each interview included questions about housing challenges and needs in Sweet Home, engagement ideas and preferences, and information about the upcoming roundtable discussions. A list of interview questions are included at the end of the summary. Interview responses were collected for internal review and are not included in order to protect participant anonymity.

INTERVIEW PARTICIPANTS

The following groups and individuals were engaged.

Name	Affiliation
Angelita Sanchez	Sweet Home City Council
Brock Byers	Family Assistance Center
Charlene Adams	Sweet Home Library Board
Jesus Serrano	Construction Worker/Serrano’s Taqueria
Josh Victor	Northern Investments
Karyn Hartsook	East Linn Property Management
Nancy White	Sweet Home Planning Commission
Tina Breshears	East Linn County Habitat for Humanity
Wally Shreves	Sweet Home Park and Tree Committee

KEY THEMES AND FINDINGS

Interviewees shared the following key insights about housing in Sweet Home and ideas to improve City communications and engagement.

Housing Context

- Sweet Home attracts people for its **small town feel and proximity to nature** and recreation.
- Many people live in Sweet Home due to its **relative affordability** and convenient commute to other places in the Valley.
- In recent years, Sweet Home has become more expensive, and the **housing market is very competitive for buyers and renters.**
- **Increasing retail and other businesses** in Sweet Home would benefit the local economy and help attract jobs and housing.

- **Regulations for the timber industry** have had an impact on the local community and housing production.
- We need to **reframe the concept of “affordable housing.”** Housing is unattainable for people like teachers, firefighters, and others, not just very low-income families.

Housing Needs

- **Smaller single-family homes.** Younger, smaller families are moving to Sweet Home and older adults on fixed incomes are looking to downsize.
- **Rental housing and apartments.** The housing market is so competitive that people often rent sight unseen.
- **Ground floor, one-bedroom apartments.** Sweet Home’s aging population is looking for smaller units, without stairs, to retire in.
- **Accessory dwelling units (ADUs) and manufactured homes.** Smaller units (under 1,000 square feet) could be great affordable housing options for lower income families. Reducing regulations may increase the production of these homes. Some concerns exist around community perception of tiny homes and manufactured homes.
- **Town center development.** Higher density around a commercial area could provide Sweet Home more of a downtown, along with space for apartment housing targeted at various demographic groups.

Housing Challenges

- **Infrastructure costs** and system development charges (SDCs) are a major cost to building housing.
- Some laws and rules often have **unintended impacts to housing costs**, such as tenant protection laws requiring deposits for rentals.
- New development is often priced at the **higher end of the market.**
- **Making code changes, such as** relaxing requirements around lot sizes, parking, and green space are opportunities to reduce development costs.
- **Manufactured homes** are not widely supported and require navigating numerous restrictions.

Engagement and Communications

- Many people in Sweet Home receive and seek out information using the **City’s Facebook page.**
- **Hold informal in-person events,** including town halls and coffee with the Mayor to share ideas, receive feedback, and develop more ongoing communication between the city and community.
- **Share information in a variety of ways,** including social media, local newspapers, flyers, the water bill, and at local sporting events.
- **Conduct targeted outreach with communities** that will be directly impacted by new projects and programs.

NEXT STEPS

Interview findings will be used to inform proposed Housing Production Strategies. Strategies will be shared with interview participants for further input during housing roundtable discussions. Engagement and communications findings will be used to develop guidance and recommendations to help the City continue to improve their public engagement processes.

INTERVIEW QUESTIONS

Housing Questions

Community interests

- What are some of the primary reasons why you live and/or work in Sweet Home? Generally, why do you think people choose to live or work here?
- What type of housing do you live in? Do you rent or own your home?
- Do you think generally that people in Sweet Home are living in their preferred housing situations? If not, what are the preferred housing situations? What are some of the barriers to achieving that?
- What do you think would make it easier for the community to achieve preferred housing situations? Over the next ten years, what type of housing would you like to see more of in Sweet Home and why?
- What concerns or considerations do you have about trying to increase housing production in Sweet Home?

Housing producers

- What services does your work provide and how do they relate to housing production?
- What types of housing are you developing/building in Sweet Home now? What has been your experience in the process? What has worked well? What could be improved?
- Are there other types of housing you would consider developing/building in Sweet Home that you haven't currently worked on? What would make it easier for you to pursue these types of housing?
- In the last five years, what changes (positive, negative, or general) in city/county/state regulations have you observed that affect your work or the industry of housing production? What has been the result of these regulations on your work?
- Are there any recent or new trends in housing production that excite you? What are they and why?
- Would you consider working with state or federal programs to provide more affordable housing in Sweet Home? Why or why not?

Engagement Questions

- What have you found works best for staying informed and engaged about activities, events, or programs in Sweet Home?
- What has been your experience with engagement and communication with the City for other projects or programs? What worked well? What could have been improved?
- Do you have any ideas or suggestions for improving City communications and engagement with the community?
- The City is going to hold several roundtable discussions to inform the Housing Production Strategy. Roundtable discussions will be in-person and will include presentations and interactive discussions.
 - What would make the roundtable process feel meaningful to you?
 - Is there anything we can do to make participation easy and accessible?



Housing Production Strategy

Sweet Home, Oregon | 2024

Housing affordability and insecurity is a concern across our country, and Sweet Home is no different. The challenging housing market and our growing population mean that many people cannot afford market rate rental housing or homeownership. To help address this challenge, the City of Sweet Home is developing a Housing Production Strategy (HPS) designed to increase new housing construction and redevelopment to meet the needs of existing and future city residents. The HPS will identify tools, actions, and policies to address local housing needs in the context of community interests and priorities.

What is a Housing Production Strategy (HPS)?

State law requires that cities with a population of 10,000 or more prepare an HPS. Once complete, the city will submit their HPS to the Department of Land Conservation and Development (DLCD) for approval to ensure that it promotes fair and equitable housing outcomes. The city is then required to evaluate HPS progress and effectiveness every three or four years.

Housing Needs in Sweet Home



Sweet Home is expected to add 1,571 new residents by 2042.



The median home price in Sweet Home increased nearly 20% from 2021 to 2022, to \$348,000.



Over 1 in 4 renters in Sweet Home spend more than 50% of their income on rent.

Data from the 2022 Housing Needs Analysis

For more info or questions



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Community & Economic Development Director

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www.sweethomeor.gov/ced/page/housing

2020 - 2022	2024			
	SPRING	SUMMER	FALL	WINTER
<p>2022 Housing Needs Analysis</p> <p>Project Sweet Home's housing need and inventory buildable lands</p>	<p>Contextualized Housing Needs Assessment</p> <p>Demographic and housing market conditions in Sweet Home</p>	<p>Draft Housing Production Strategies</p> <p>Zoning Code Changes Land Acquisition Partnerships Incentives & Exemptions Reducing Regulations</p>		<p>Final Housing Production Strategy Report</p> <p>Policies and actions to produce needed housing in Sweet Home</p>
	<p>Interviews with community leaders and housing producers</p>	<p>Community roundtable discussions</p>	<p>Sweet Home City Council and Planning Commission Meetings</p>	

Housing Roundtable #1



City of Sweet Home
2024 Housing Production Strategy



We are here

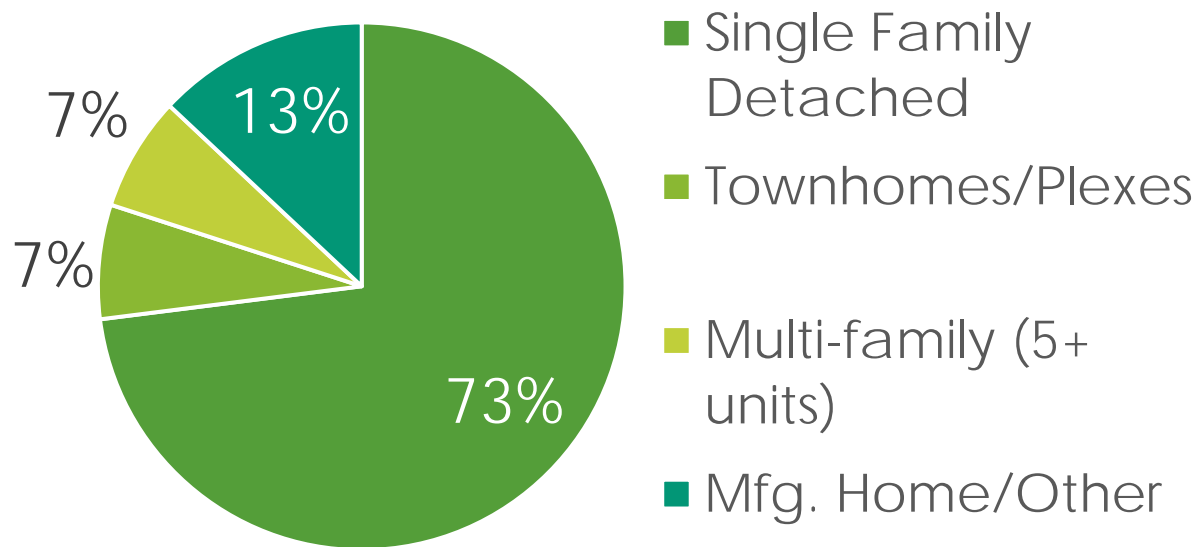


2020 - 2022	2024			
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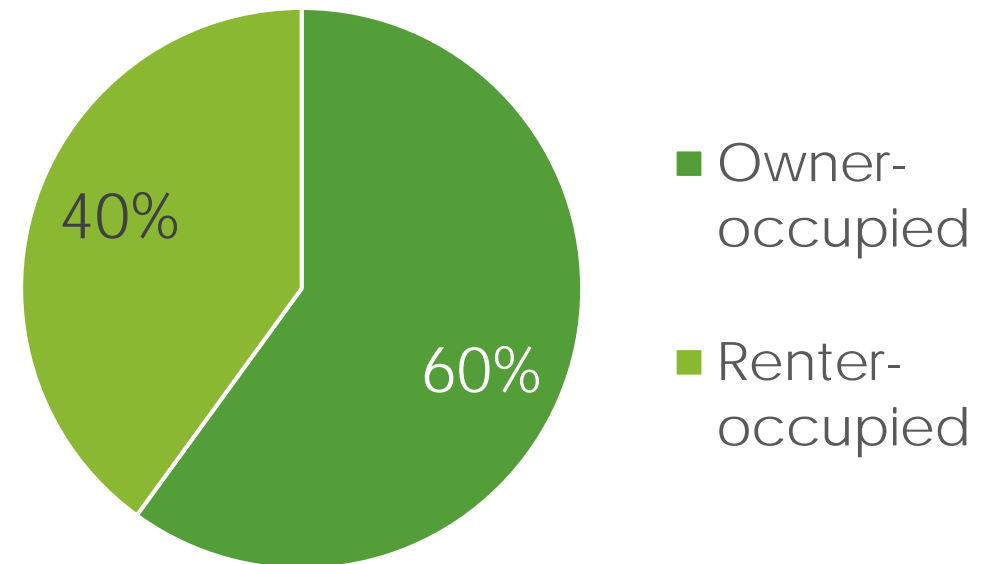
2022 Housing Needs Analysis

Existing housing (in 2020)

Housing Units by Type



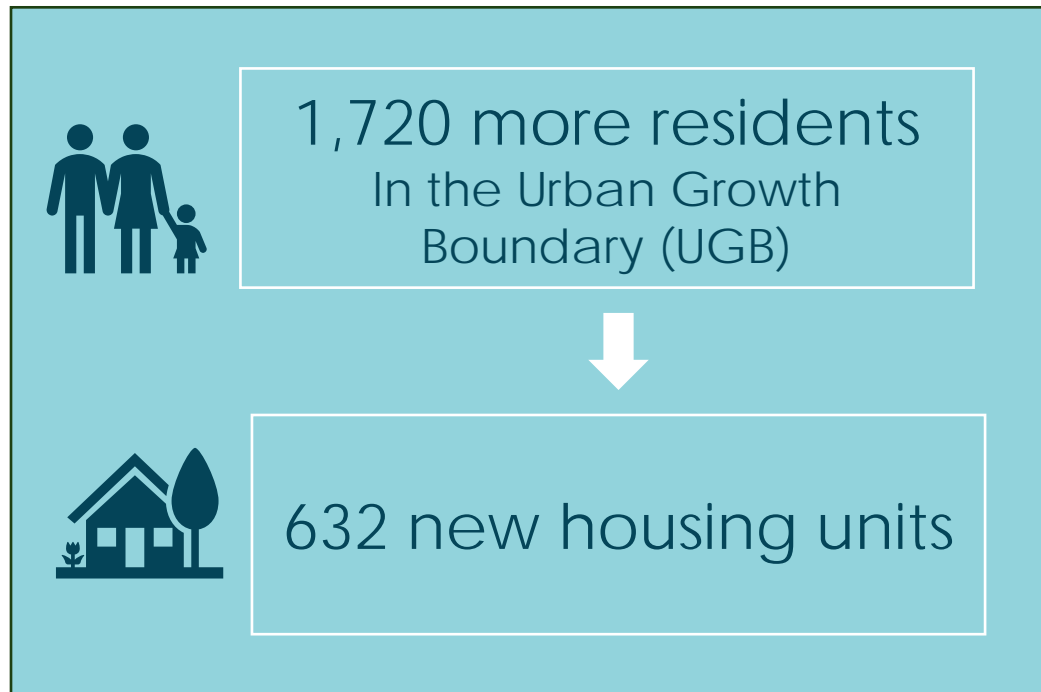
Housing Units by Tenure



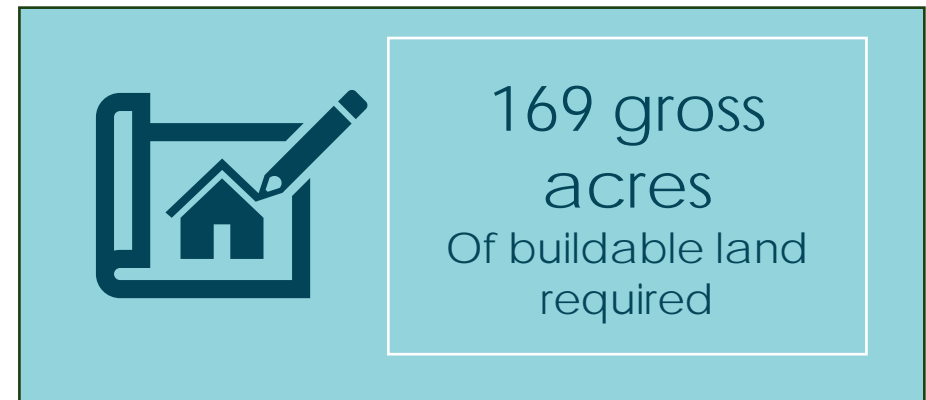
2022 Housing Needs Analysis

Results

Future Housing Needs



Buildable Lands Needs



What are we talking about today?

1. Introductions and Project Description
2. Preliminary Conclusions- Demographics
 - Discussion and feedback
3. Preliminary Conclusions- Housing Characteristics
 - Discussion and feedback
4. Recent Planning Initiatives
 - Discussion and feedback
5. Next Steps

Demographics in Sweet Home



Household Income

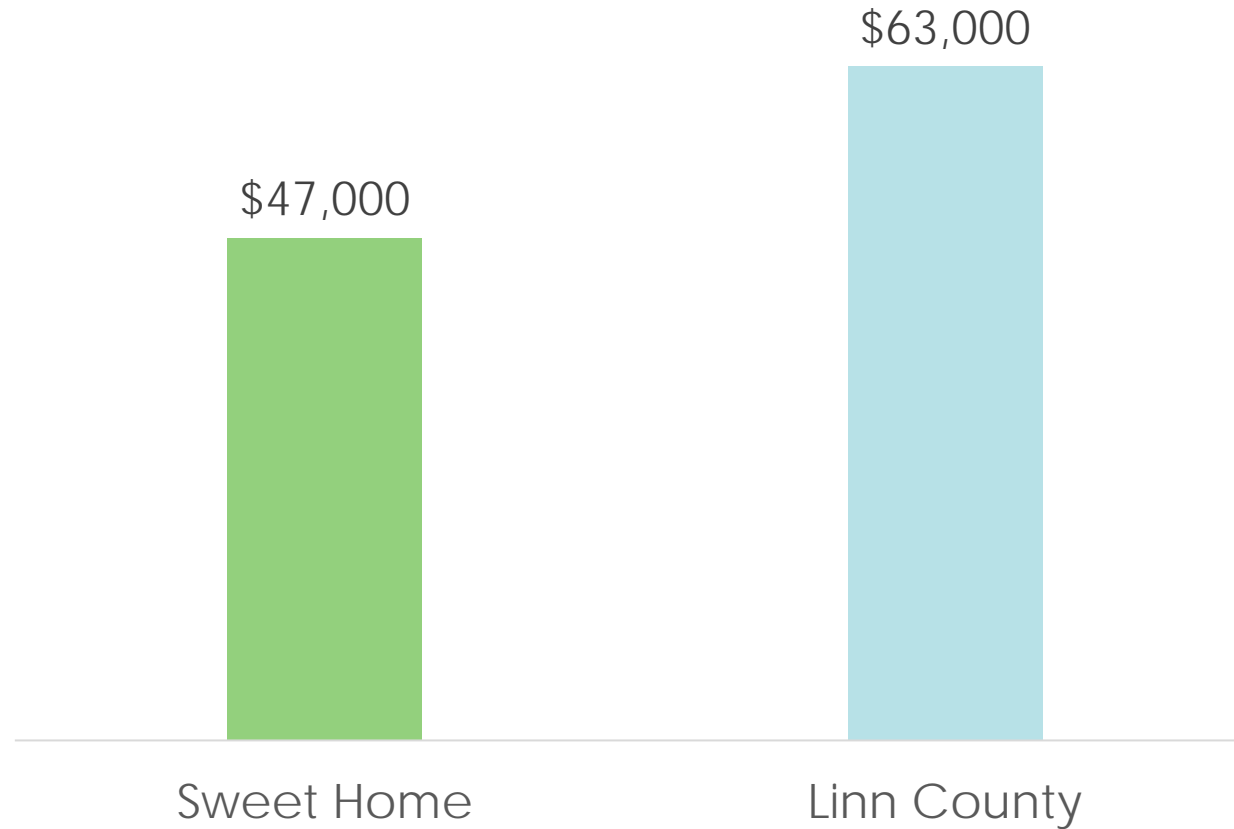
Preliminary Conclusion(s):

Household income across Sweet Home is not equally distributed.

There is income inequality for people that are 65 or over, renters, families with a single female head of household, and non-family households.

There may be some areas in Sweet Home with higher concentrations of lower income households compared to other areas.

Median Household Income in 2021



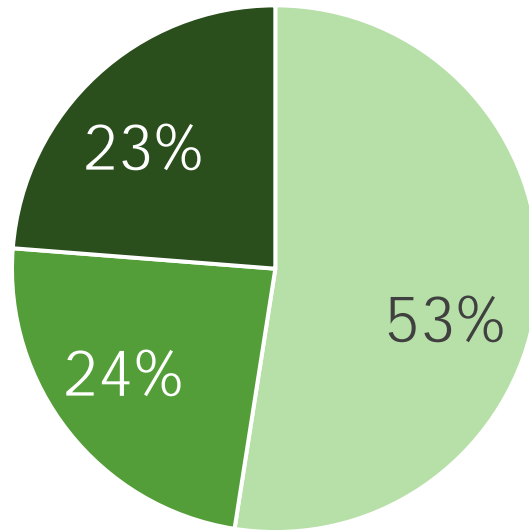
2021 ACS 5-year Estimates

Household Income Categories

Household Income Categories, Based on Linn County MHI (2021)				
Extremely Low Less than 30%	Very Low 30% – 50%	Low 50% – 80%	Middle 80% – 120%	Upper 120% or more
\$19,000 -	\$19,000 - \$32,000	\$32,000 - \$51,000	\$51,000 - \$76,000	\$76,000 +

Income Categories are calculated based on the Department of HUD standard guidelines. Rounded to the nearest thousand dollars.

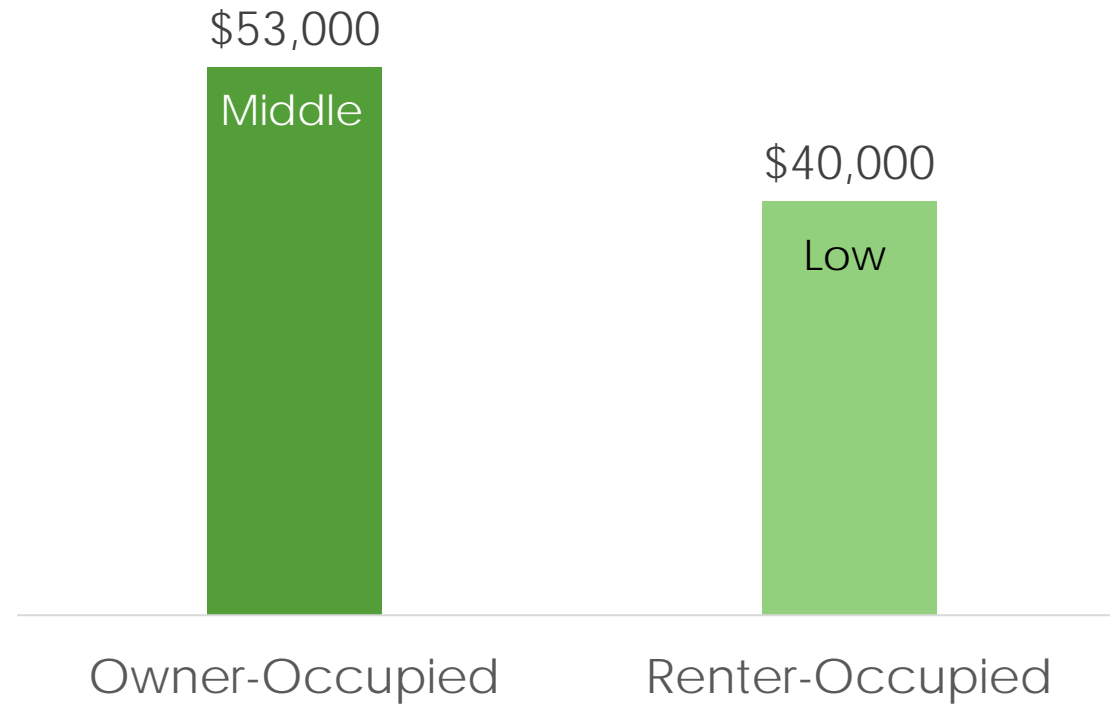
Income Distribution of Sweet Home Households



■ Low - Extremely Low ■ Medium ■ Upper

2021 ACS 5-year Estimates

Median Household Income by Tenure



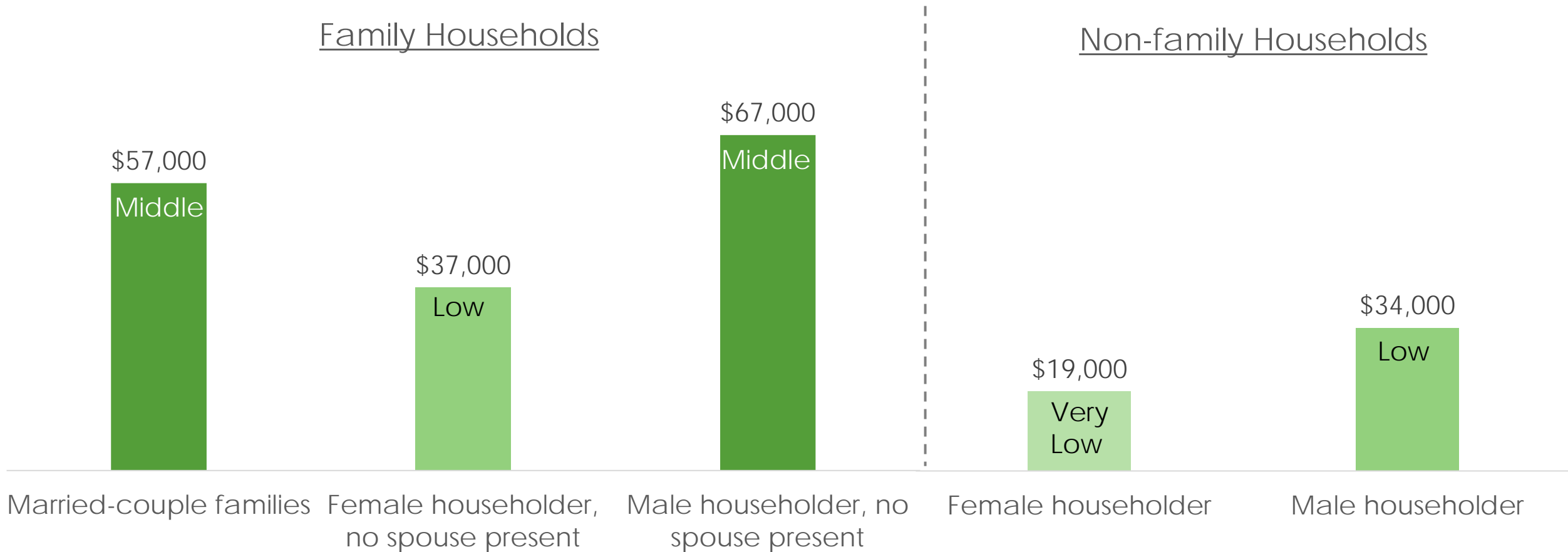
2021 ACS 5-year Estimates

Median Household Income by Age



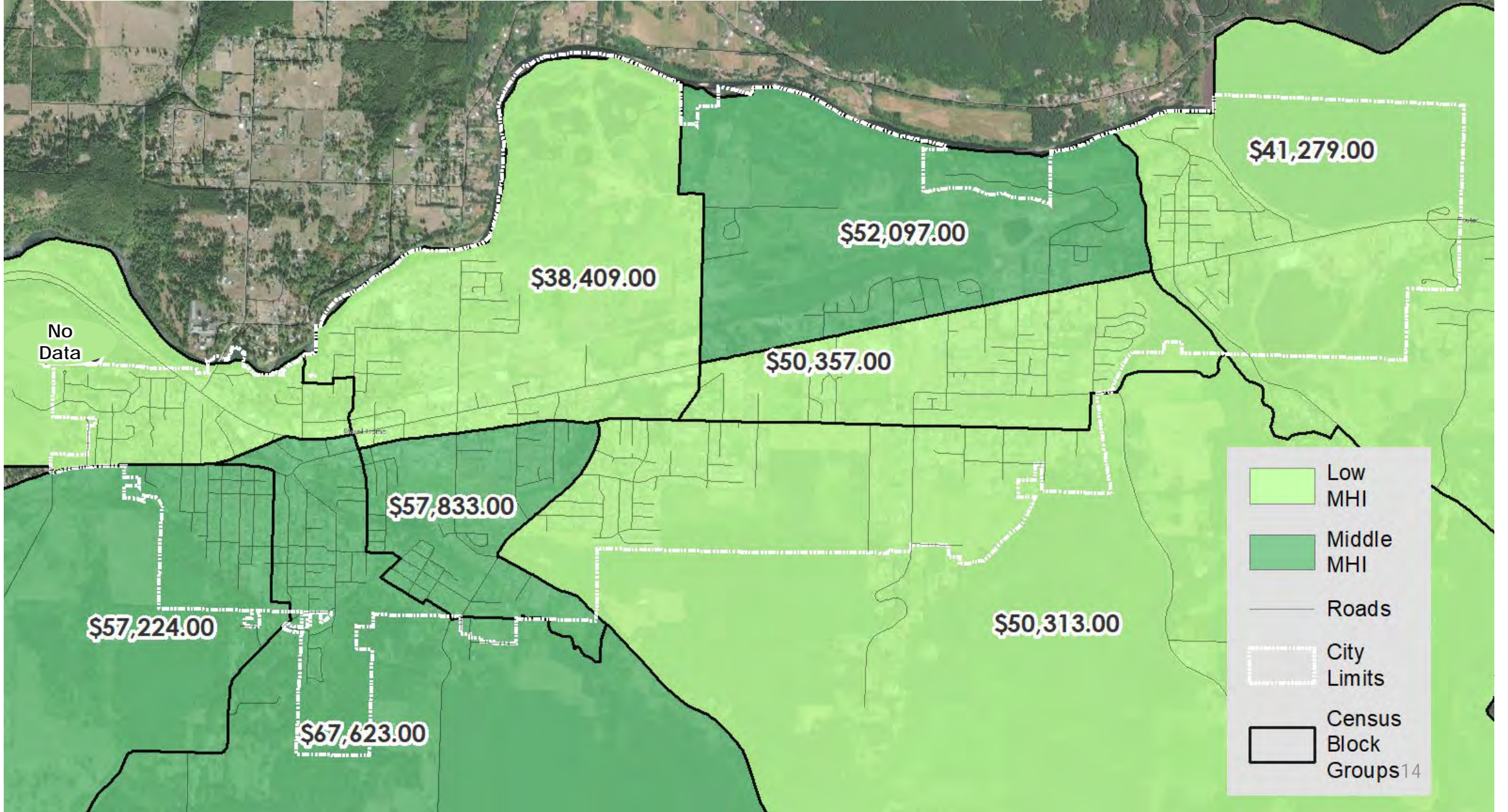
2021 ACS 5-year Estimates

Median Household Income by Household Type



2021 ACS 5-year Estimates

Median Household Income (MHI) by Census Block Group





Race and Ethnicity

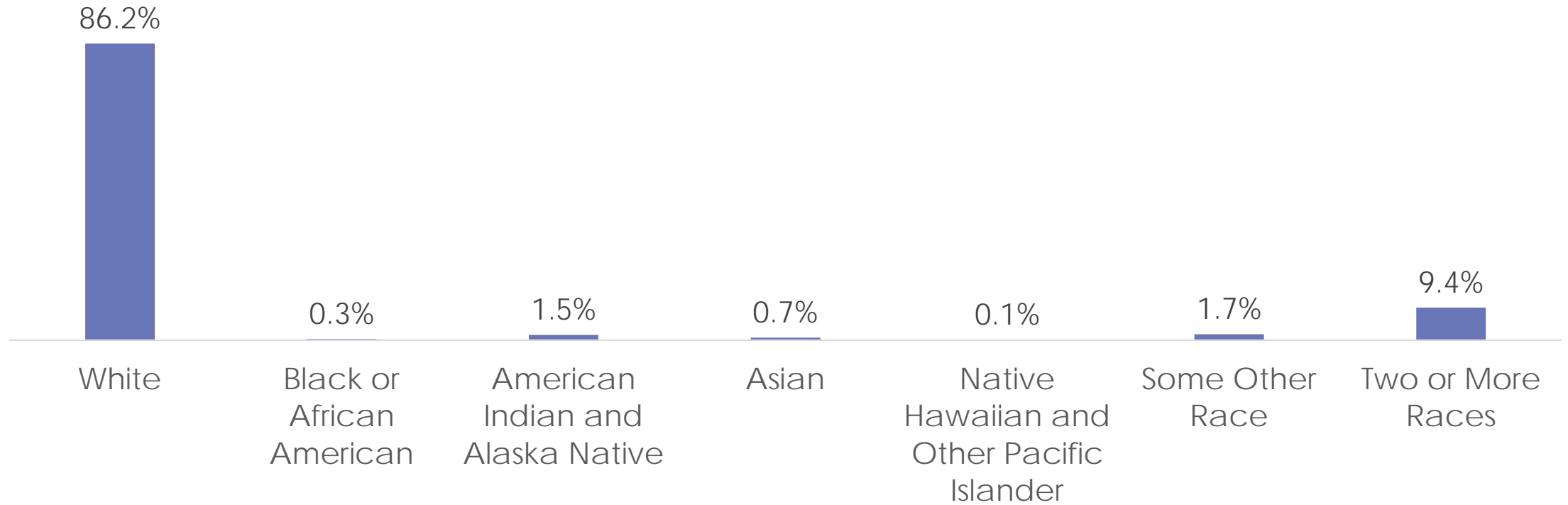
Preliminary Conclusion(s):

The population of Sweet Home is not racially diverse when compared with Linn County or Oregon.

There are relatively few Hispanic or Latino people in Sweet Home compared to the county or state.

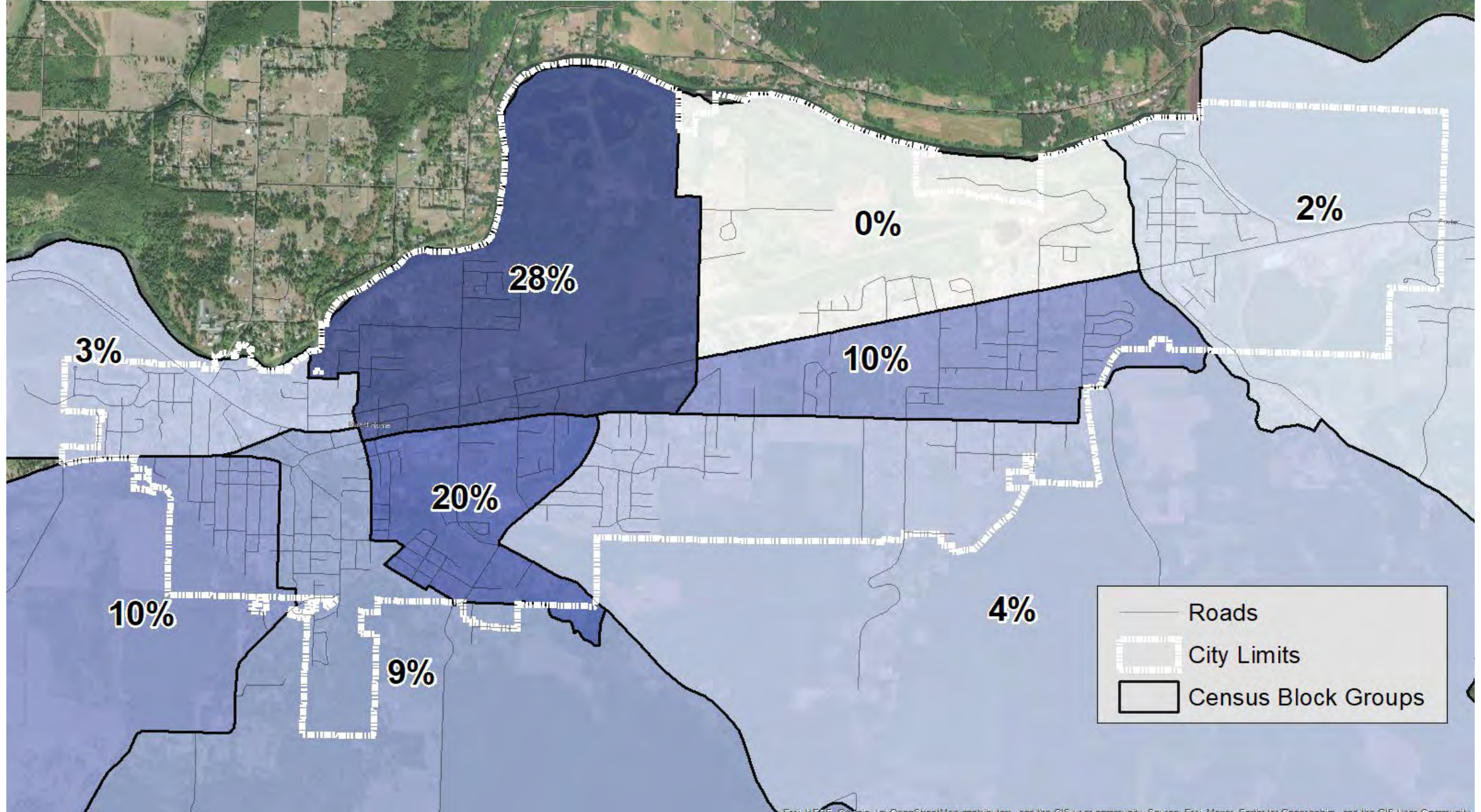
The homes of People of Color and Hispanic or Latino people may be concentrated in some areas of Sweet Home more than others.

Race of the Sweet Home Population

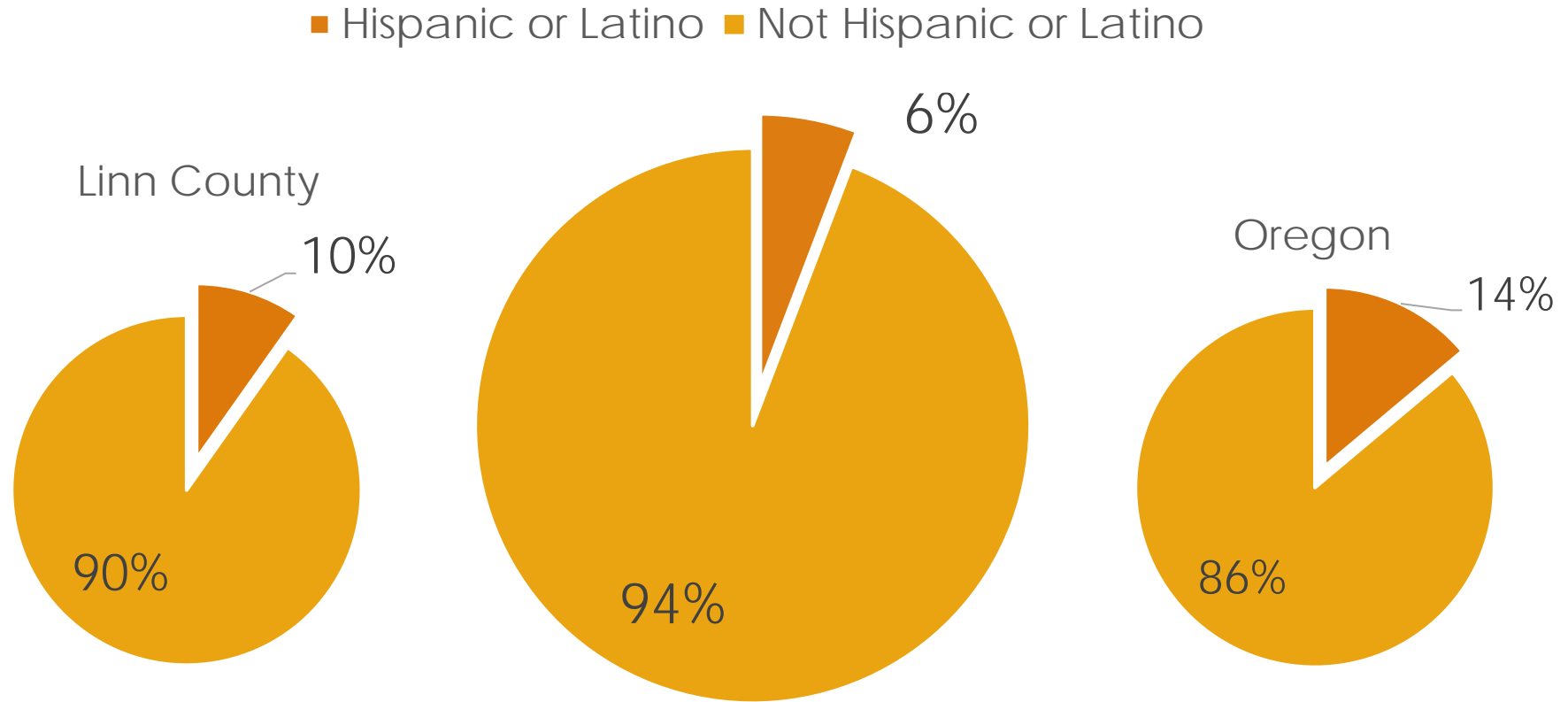


2020 Decennial Census

Percentage of Population that are Non-white or People of Color

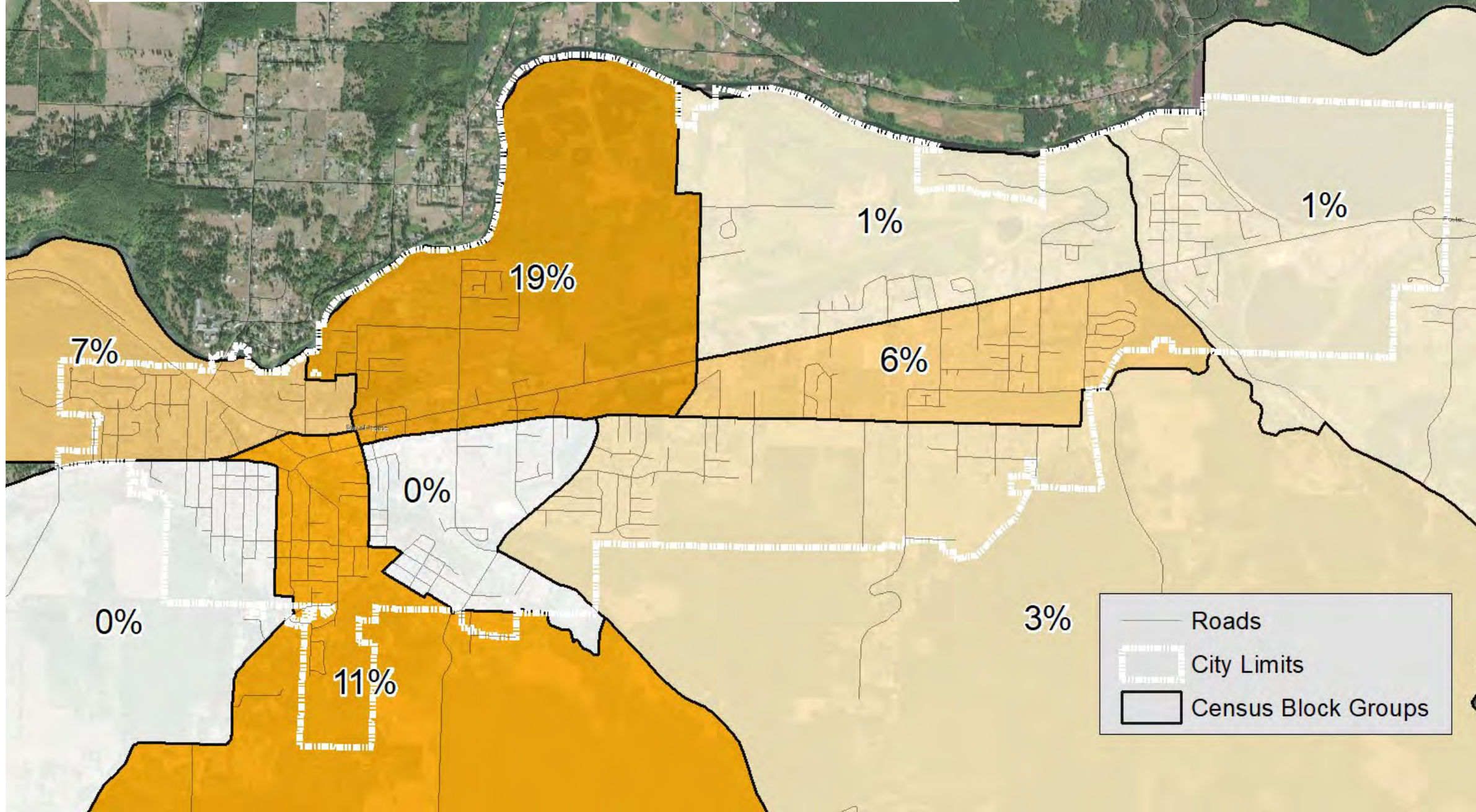


Ethnicity of the Population



2020 Decennial Census

Percentage of Residents that are Hispanic or Latino



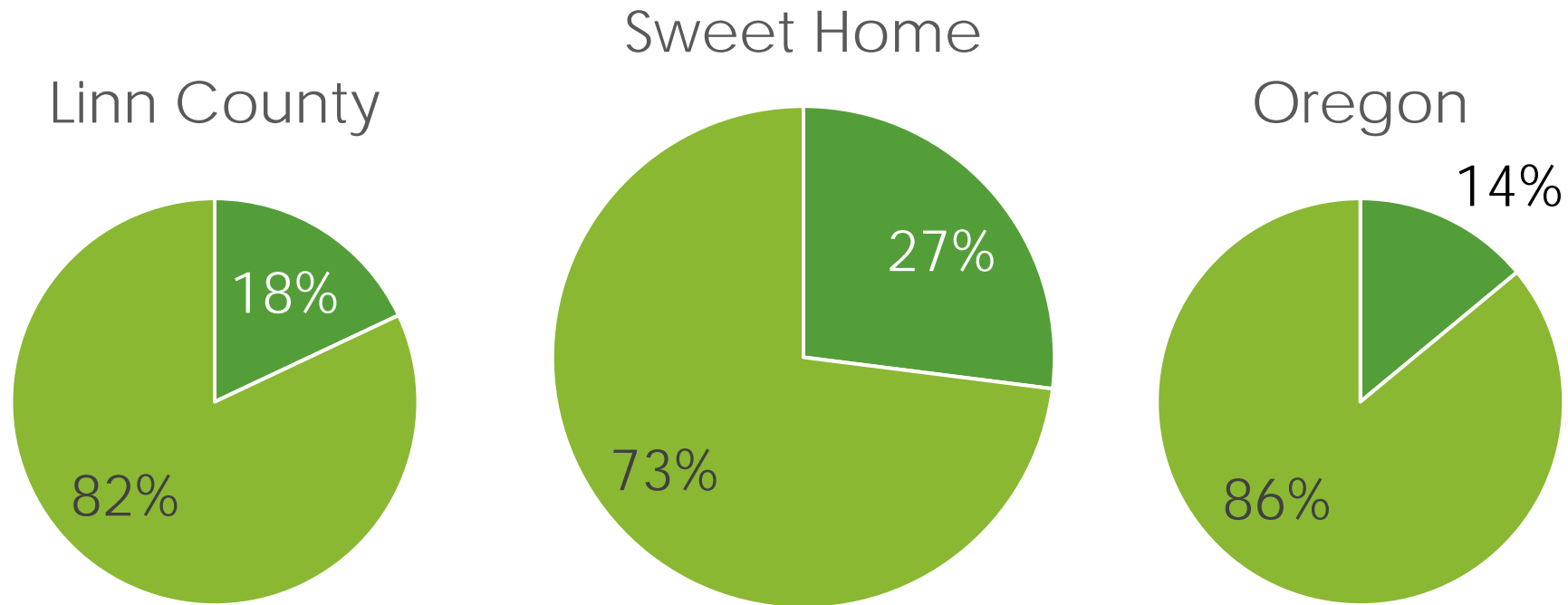


People with Disabilities

Preliminary Conclusion(s):

There is a greater percentage of people with disabilities in Sweet Home than in Linn County or Oregon, regardless of age cohort. Varied types of accessible housing options will continue to be a need through 2042 and beyond.

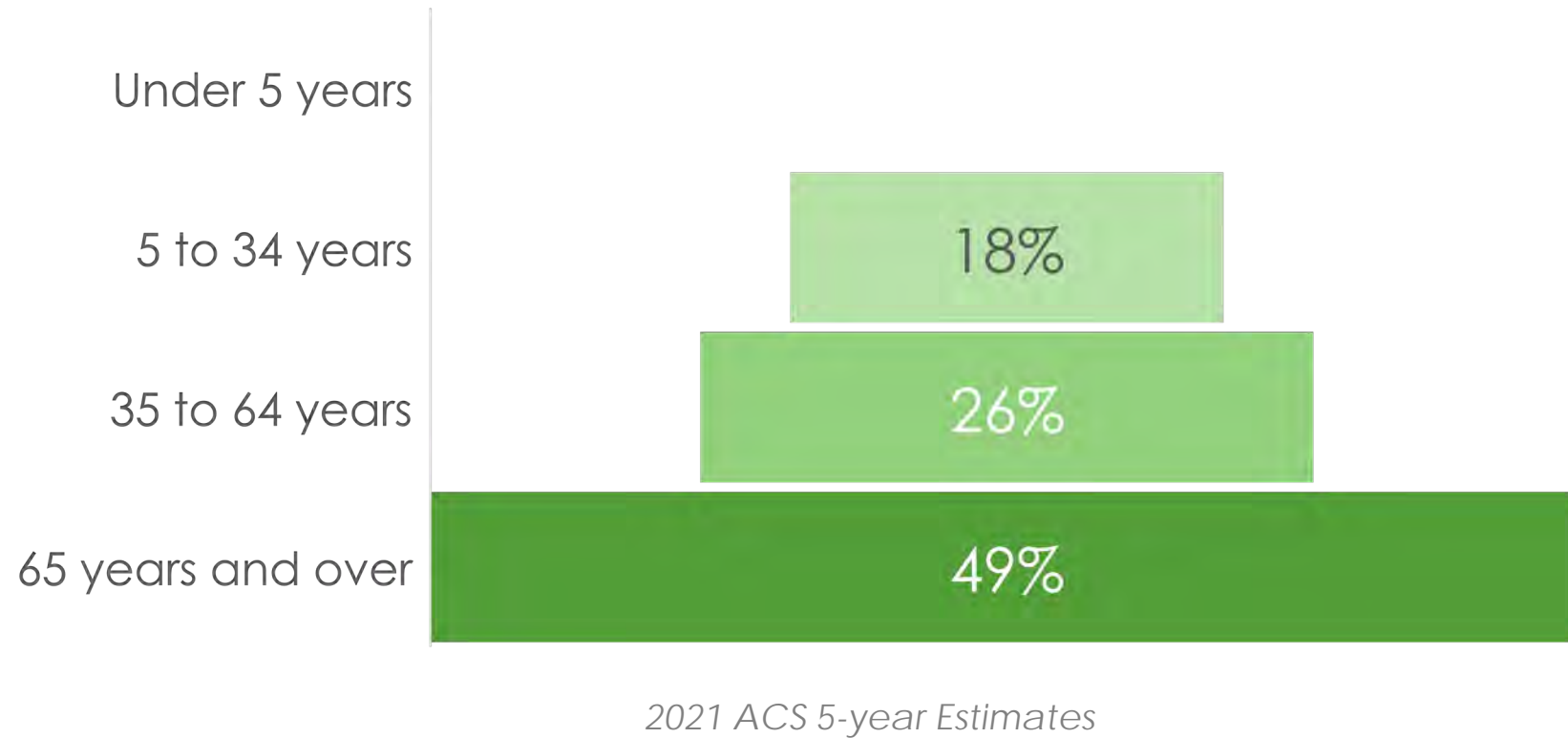
Population with Disabilities



■ With Disabilities ■ Without Disabilities

2021 ACS 5-year Estimates

Percentage of Age Groups with Disabilities





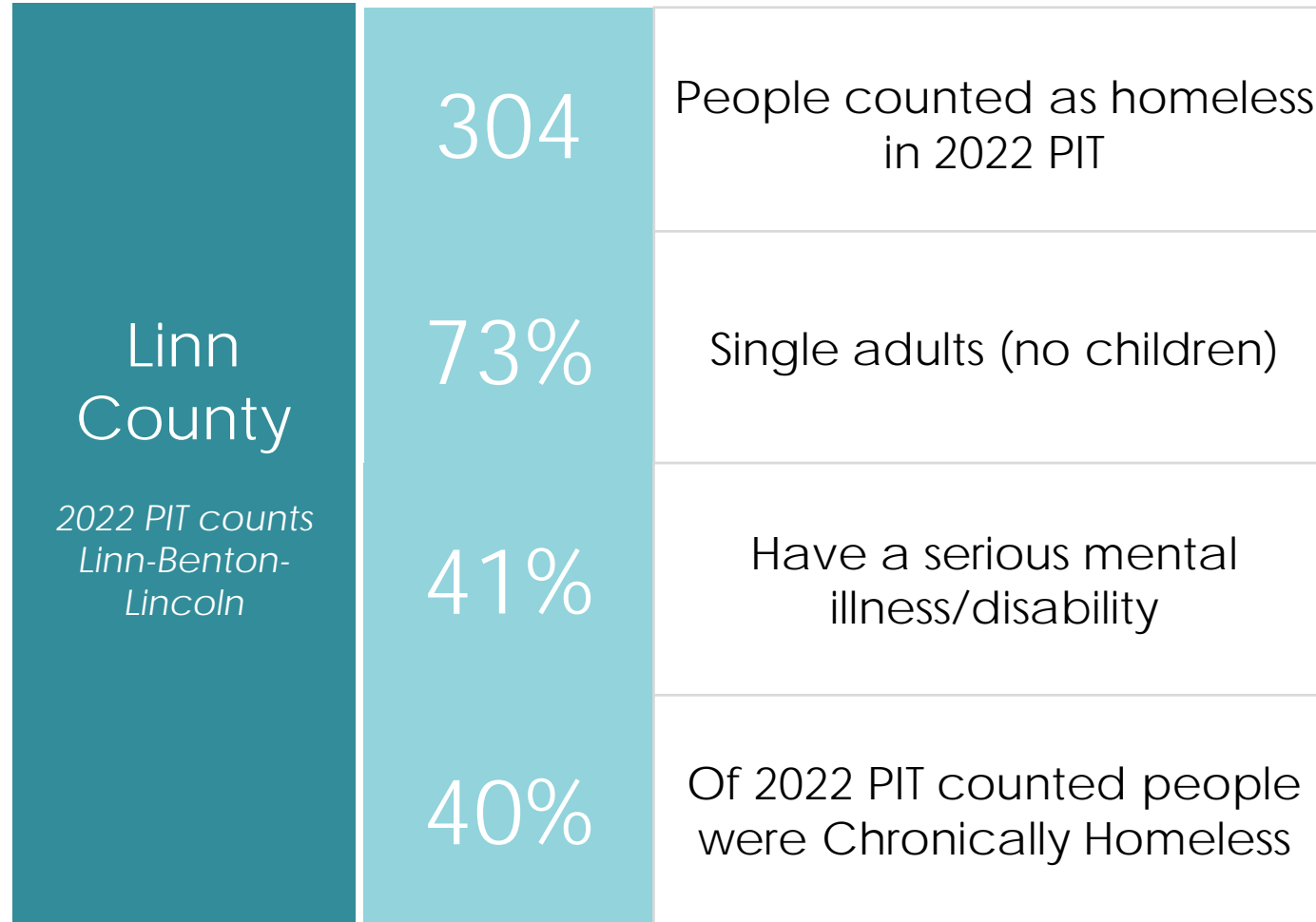
Homelessness

Preliminary Conclusion(s):

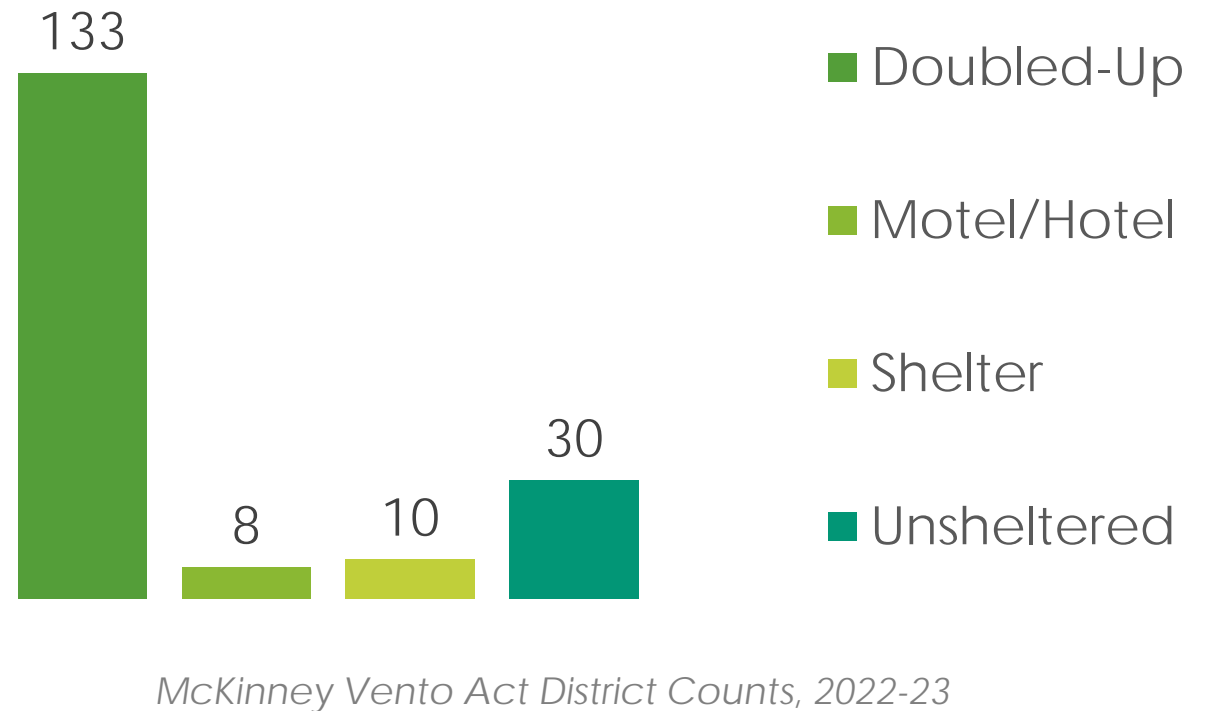
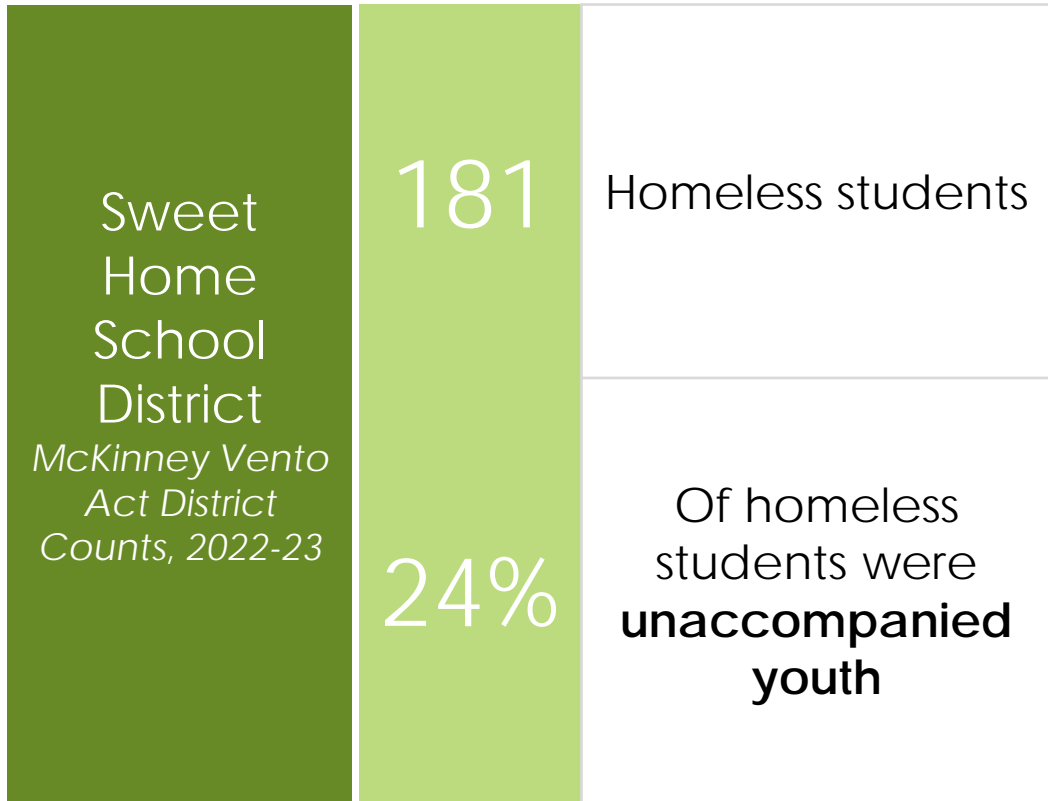
The loss of stable, secure housing is a serious concern for the Sweet Home population, whether people are currently housed or not.

Homelessness affects a wide variety of people in Sweet Home and appears in many forms. Affordable and diverse housing options are necessary to address these needs.

Homelessness in Linn County



Sweet Home School District Homeless Students



Sweet Home Community Services Officer

- There are approximately **75** unhoused people in Sweet Home in the spring of 2024 (including sheltered and unsheltered)
- The number of unsheltered people appears to have **decreased** since 2020, and methods for gathering data are **improving**.
- **Addiction** and **substance abuse** are a significant and deadly threat to the unhoused population- a problem that appears to have worsened from 2020 to 2024.
- Homelessness of **children** does not appear to have improved in recent years. A lack of housing units and unhealthy family environments may be the biggest causes.

Discussion- Demographic characteristics

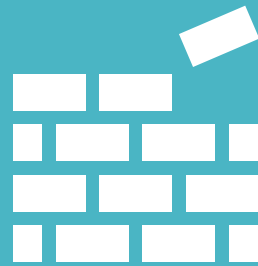
Preliminary Conclusion(s):

1. Household income across Sweet Home is not equally distributed. The loss of stable, secure housing is a serious concern for the Sweet Home population, whether people are currently housed or not.
2. There is income inequality for people that are 65 or over, renters, families with a single female head of household, and non-family households.
3. The homes of People of Color, Hispanic or Latino people, and people with a lower income may be concentrated in some areas of Sweet Home more than others.
4. There is a large percentage of people with disabilities in Sweet Home, regardless of age cohort and with varied types of accessible housing needs.
5. Homelessness affects a wide variety of people in Sweet Home and appears in many forms. Affordable housing is needed to address current and potential homelessness.

Break time



Housing Characteristics in Sweet Home



Types of housing – low density

Single-family detached



Singular units on their own lot.
Vary in building and lot size and may be built on or off-site.
This can include residential care homes.



Manufactured

Types of housing – middle density

Attached Single-family / Rowhouse



Attached or detached units with a narrow configuration, each on a separate lot. Each has its own entry from a public right of way.



End-unit Townhouse
Beaverton, OR

Types of housing



Plexes

Multiple units inside one structure on a single lot. Includes duplexes (two units), triplexes (three units), and fourplexes (four units).



Duplex
Sweet Home, OR

Types of housing – middle density

Cottage Clusters



Small, single-level, attached or detached units clustered around pockets of shared open space.



Two-unit attached cottage clusters
Senior living | *Mount Angel, OR*

Types of housing – middle density

ADU



An ADU (Accessory Dwelling Unit) is a small unit located on the same lot as a single-family house. It may be attached or detached from the main house.



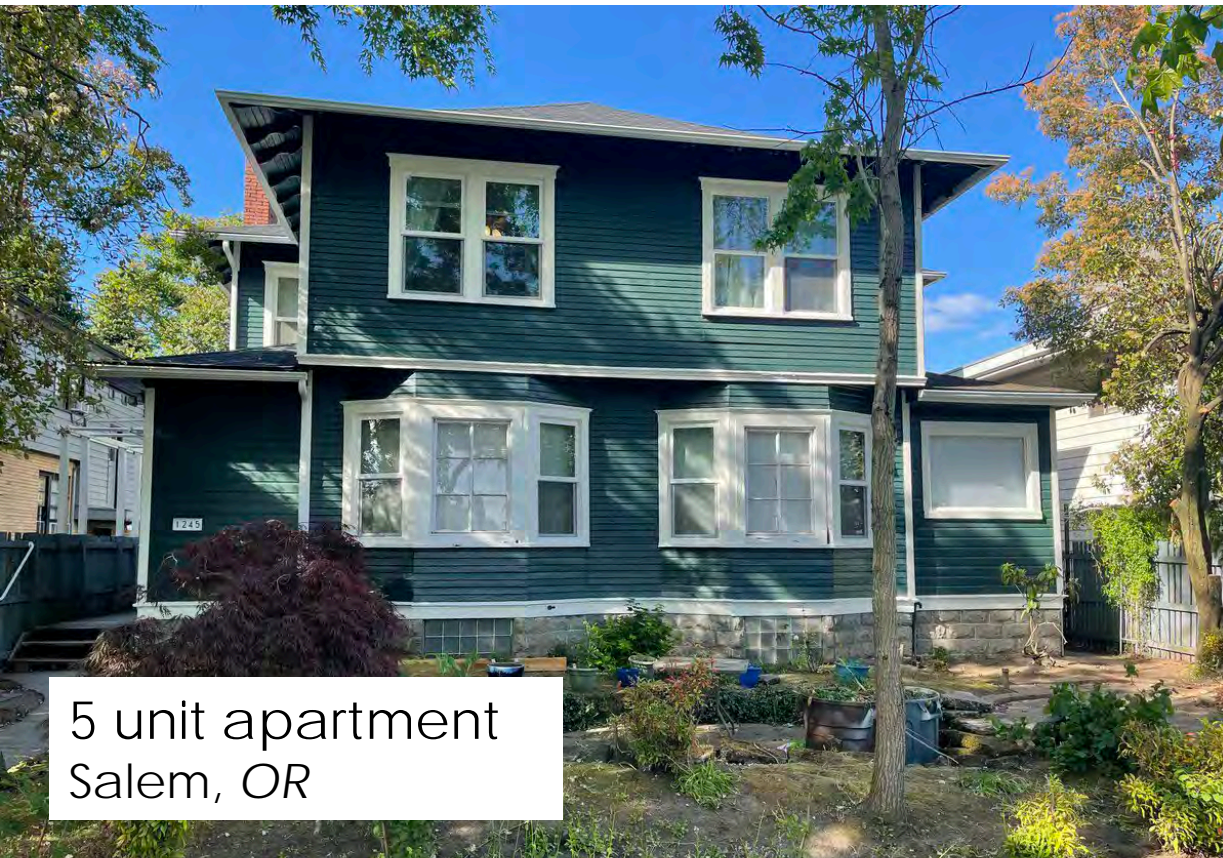
Backyard Detached (Accessible)

Types of housing – high density



Multi-family

A structure containing three or more dwelling units located on a single lot. These include residential care facilities.



5 unit apartment
Salem, OR



Ten buildings, 4-5 units each
Forest Grove, OR

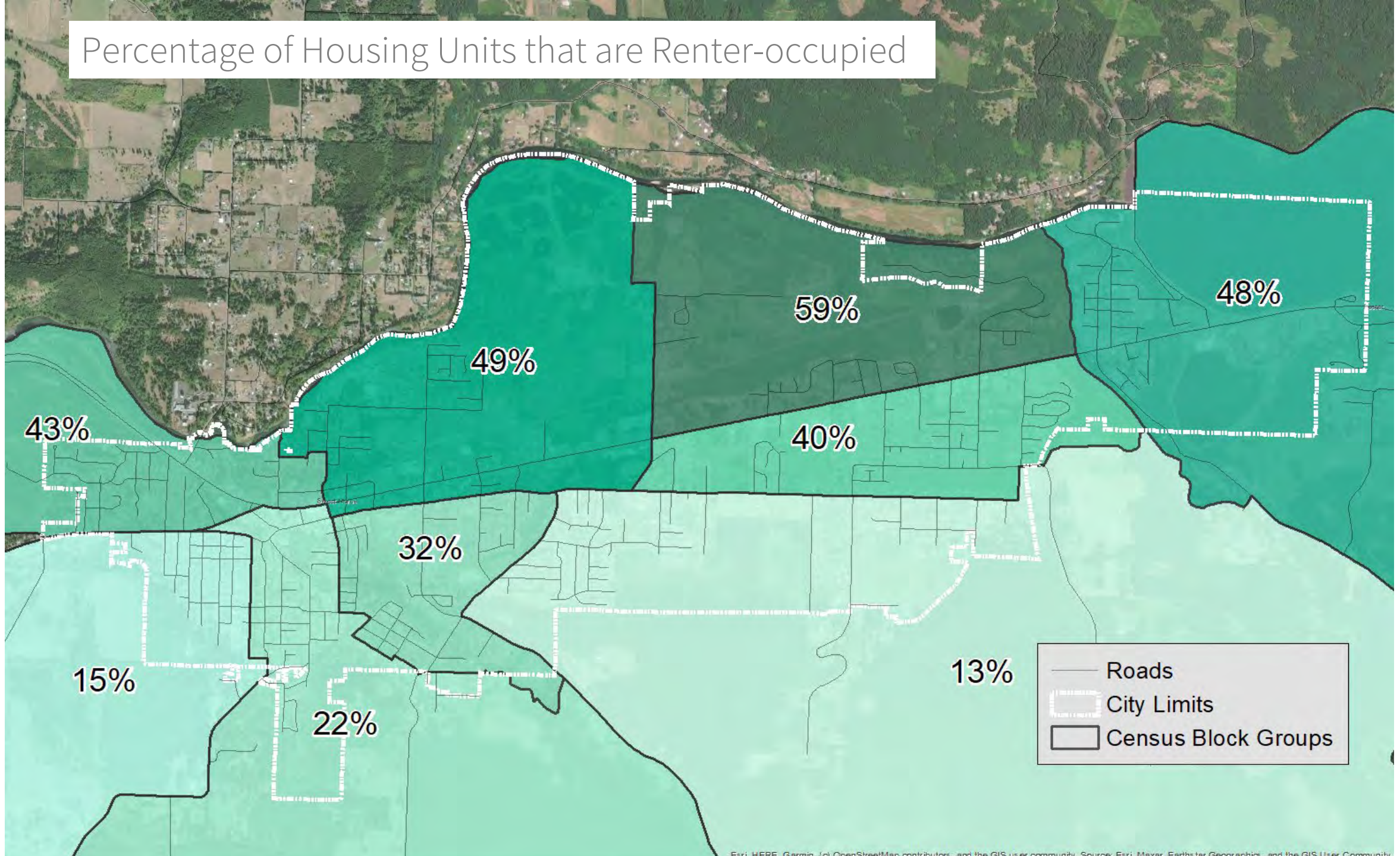
The background of the slide is a grayscale photograph of a modern building with large windows and trees. A bright green rectangular box is overlaid on the left side of the image, containing the word 'Tenure' in white text.

Tenure

Preliminary Conclusion(s):

Rental housing may be clustered in some areas of Sweet Home more than others, rather than an even distribution throughout the city.

Percentage of Housing Units that are Renter-occupied



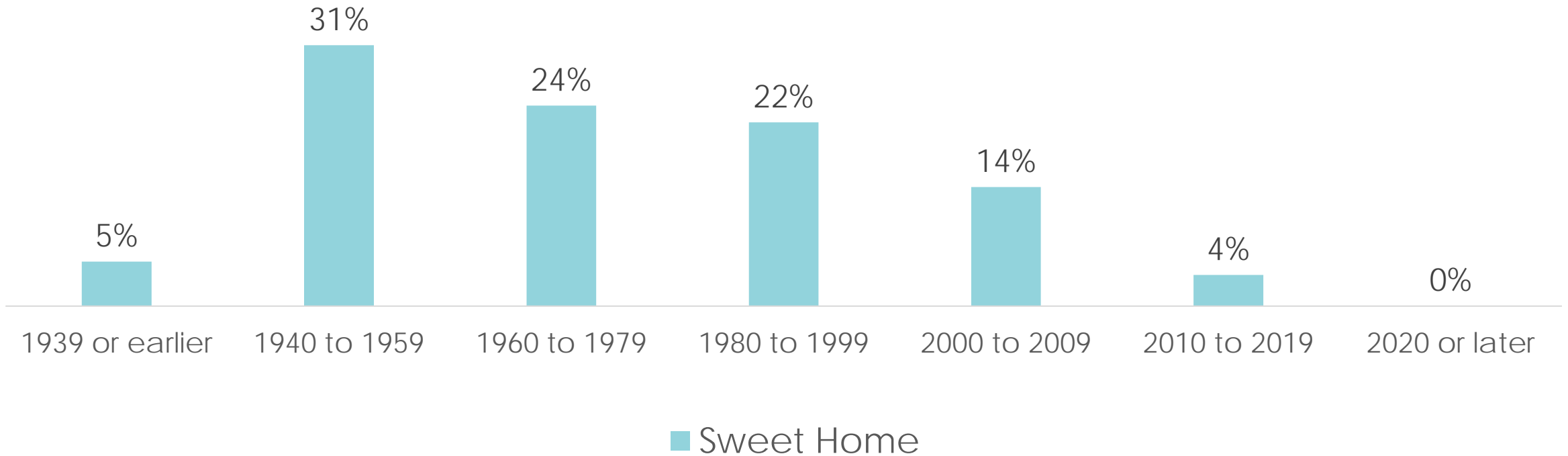
A background image showing a residential street scene. In the foreground, there's a concrete sidewalk with shadows from trees. In the middle ground, a white car is parked with its trunk open, and several people are gathered around it. In the background, there's a building with large windows and more trees. The overall scene is bright and sunny.

Age of the Housing

Preliminary Conclusion(s):

Older housing that falls into disrepair is a challenge to satisfying the housing needs in Sweet Home because it can result in building condemnation or displacement of residents.

Age of Housing Units



2022 ACS 5-year Estimates

Discussion- Existing Housing

Preliminary Conclusion(s):

1. Rental housing may be clustered in some areas of Sweet Home more than others, rather than an even distribution throughout the city.
2. Older housing that falls into disrepair is a challenge to satisfying the housing needs in Sweet Home because it can result in building condemnation or displacement of residents.



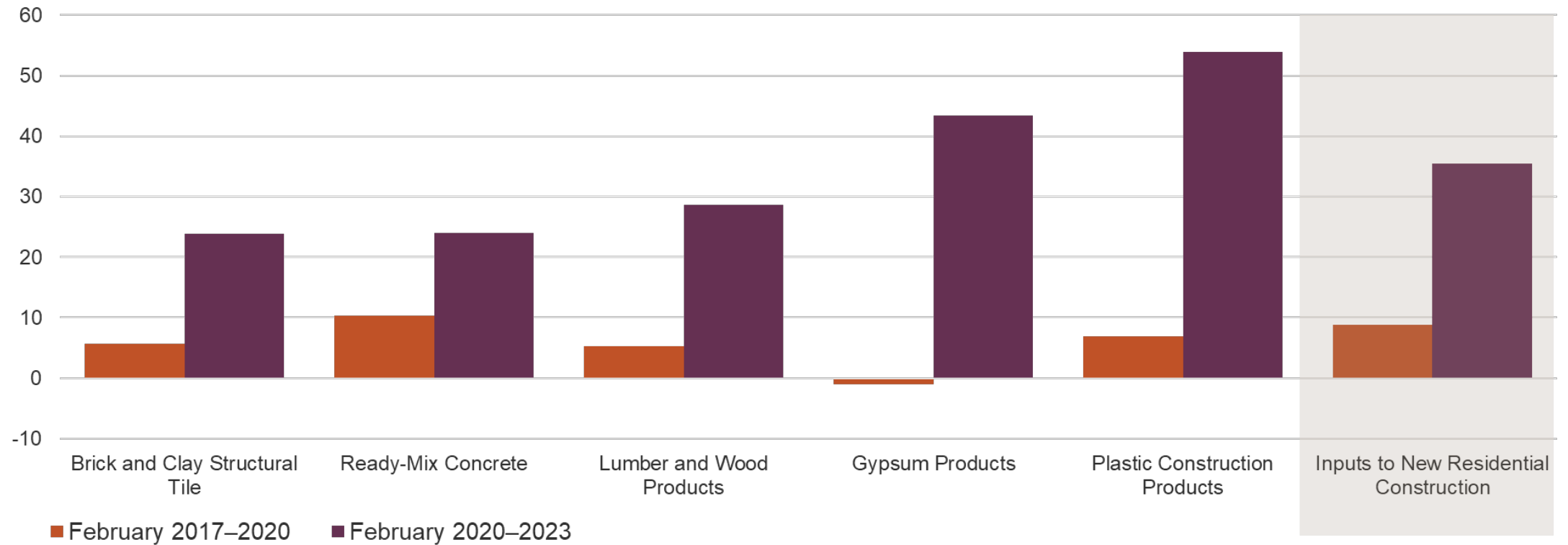
The Market

Preliminary Conclusion(s):

National housing market trends have made new construction, rents, and homeownership increasingly expensive.

Rising Costs of Building Materials

Change in Prices (Percent)



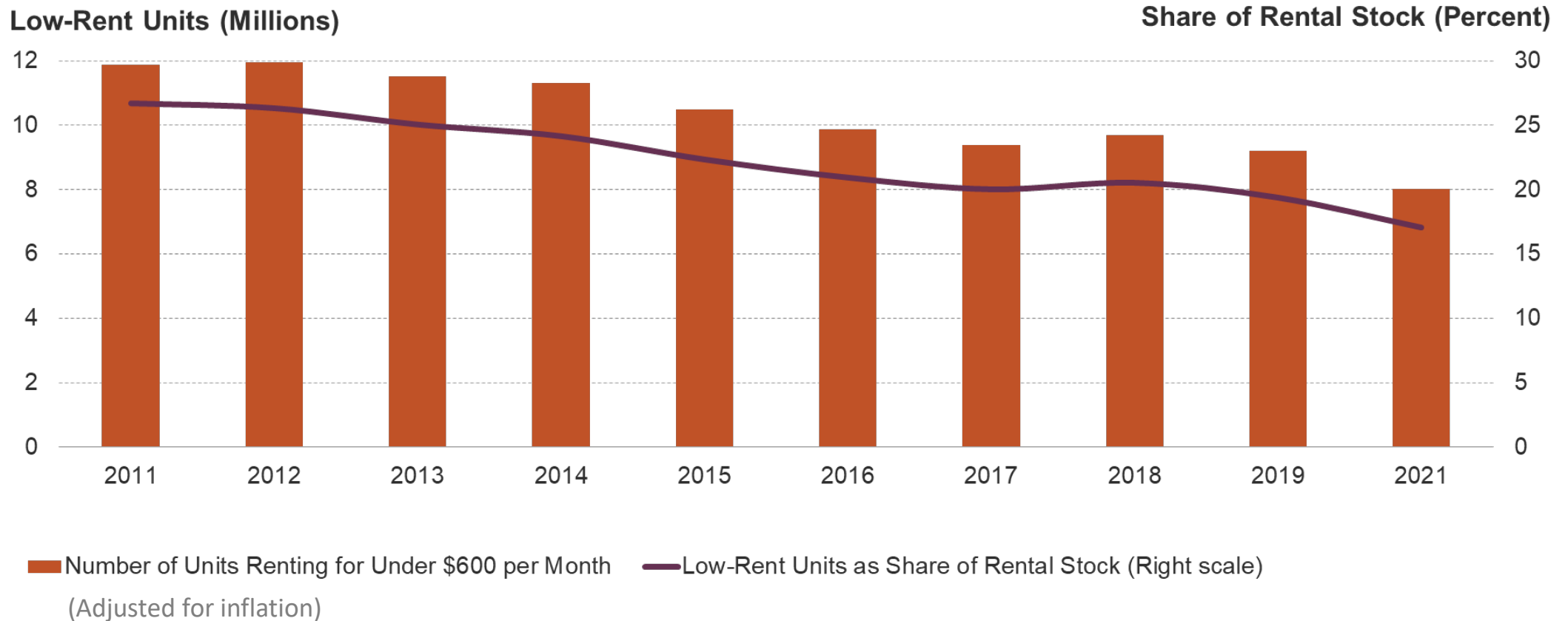
State of the Nations Housing 2023, Joint Center of Housing Studies, Harvard University

Interest Rates and Homeownership Affordability

	March 2022	March 2023	Percent Change
Interest Rate (Percent)	4.2	6.5	+57
Median Home Price (Dollars)	379,300	375,400	-1
Downpayment & Closing Costs	24,700	24,400	-1
Monthly Mortgage Payment	1,780	2,300	+29
Total Monthly Owner Costs	2,500	3,000	+20
Required Annual Income	97,400	117,100	+20

State of the Nations Housing 2023, Joint Center of Housing Studies, Harvard University

Shrinking Stock of Low-Rent Units



State of the Nations Housing 2023, Joint Center of Housing Studies, Harvard University



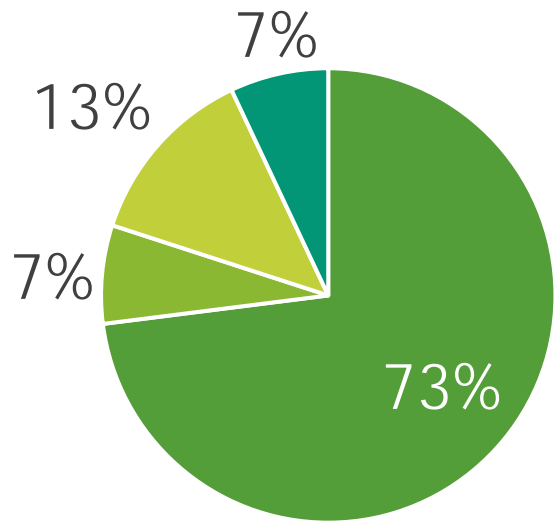
Recent Housing Development

Preliminary Conclusion(s):

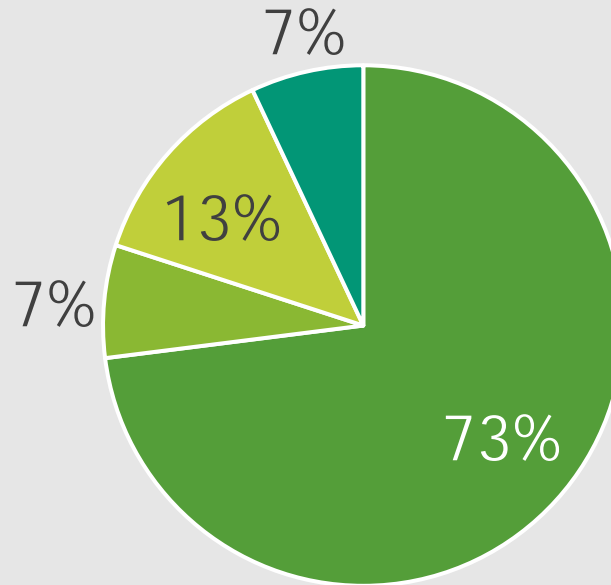
Recent local development trends show a greater market demand for housing types other than single-family homes than previously thought.

Recent Housing Development

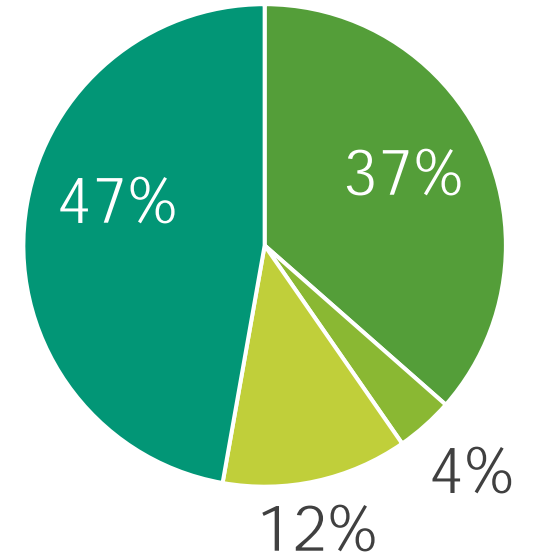
Housing in 2020



Projected Housing Need
2022 - 2042 (20 years)



Building Permits 2020 -
2023



■ Single Family ■ Plexes ■ Manufactured Homes ■ Multifamily

Discussion- The Market & Recent Development

Preliminary Conclusion(s):

1. National housing market trends have made new construction, rents, and homeownership increasingly expensive.
2. Recent local development trends show a greater market demand for housing types other than single-family homes than previously thought.



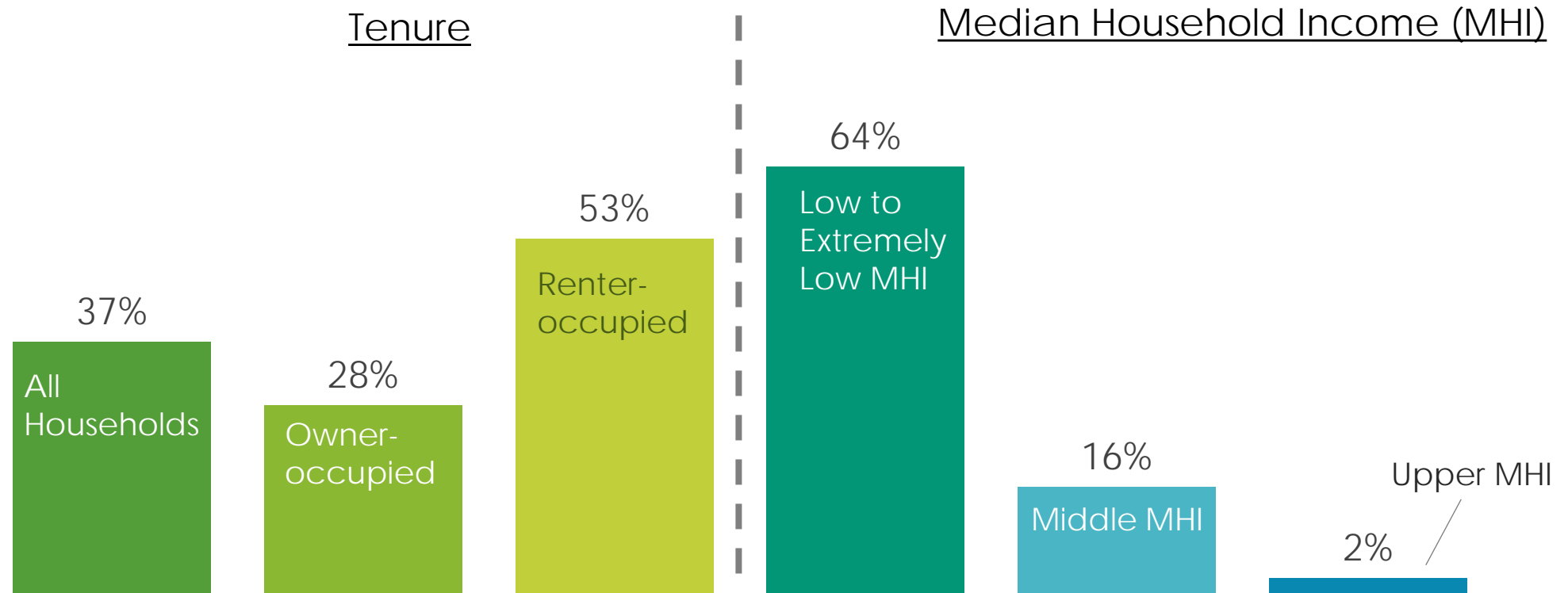
Affordability

Preliminary Conclusion(s):

At least a third of Sweet Home households are spending an unsustainable amount of their income on housing costs.

Most Renters and/or low-extremely low income households are spending too much of their income on housing to be able to purchase a new home in Sweet Home.

Percentage of Households that are Cost-burdened



2021 ACS 5-year Estimates

Discussion- Affordability

Preliminary Conclusion(s):

1. At least a third of Sweet Home households are spending an unsustainable amount of their income on housing costs.
2. Most Renters and/or low-extremely low income households are spending too much of their income on housing to be able to purchase a new home in Sweet Home.

A faded background image showing a community event. In the foreground, a person is using a long-handled tool to clean a car. In the background, several people are gathered near a building with large windows. There are trees and a street lamp visible.

Recent Planning Work

Preliminary Conclusion(s):

The 2022 update to the Sweet Home Development Code included several regulatory changes to promote the production of middle housing.

Sweet Home is one of few cities in the county that has a low- barrier shelter space and targeted services to address the impacts of homelessness.

Recent Planning Work



Discussion- Recent planning work

Preliminary Conclusion(s):

1. The 2022 update to the Sweet Home Development Code included several regulatory changes to promote the production of middle housing.
2. Sweet Home is one of few cities in the county that has a low- barrier shelter space_and targeted services to address the impacts of homelessness.



Next Steps

2020 - 2022

2024

Next Steps

SPRING

SUMMER

FALL

WINTER

2022 Housing Needs Analysis



Project Sweet Home's housing need and inventory buildable lands

Contextualized Housing Needs Assessment



Demographic and housing market conditions in Sweet Home

Interviews with community leaders and housing producers



Draft Housing Production Strategies

Zoning Code Changes

Land Acquisition

Incentives & Exemptions

Reducing Regulations

Community roundtable discussions



Sweet Home City Council and Planning Commission Meetings



Final Housing Production Strategy Report



Policies and actions to produce needed housing in Sweet Home



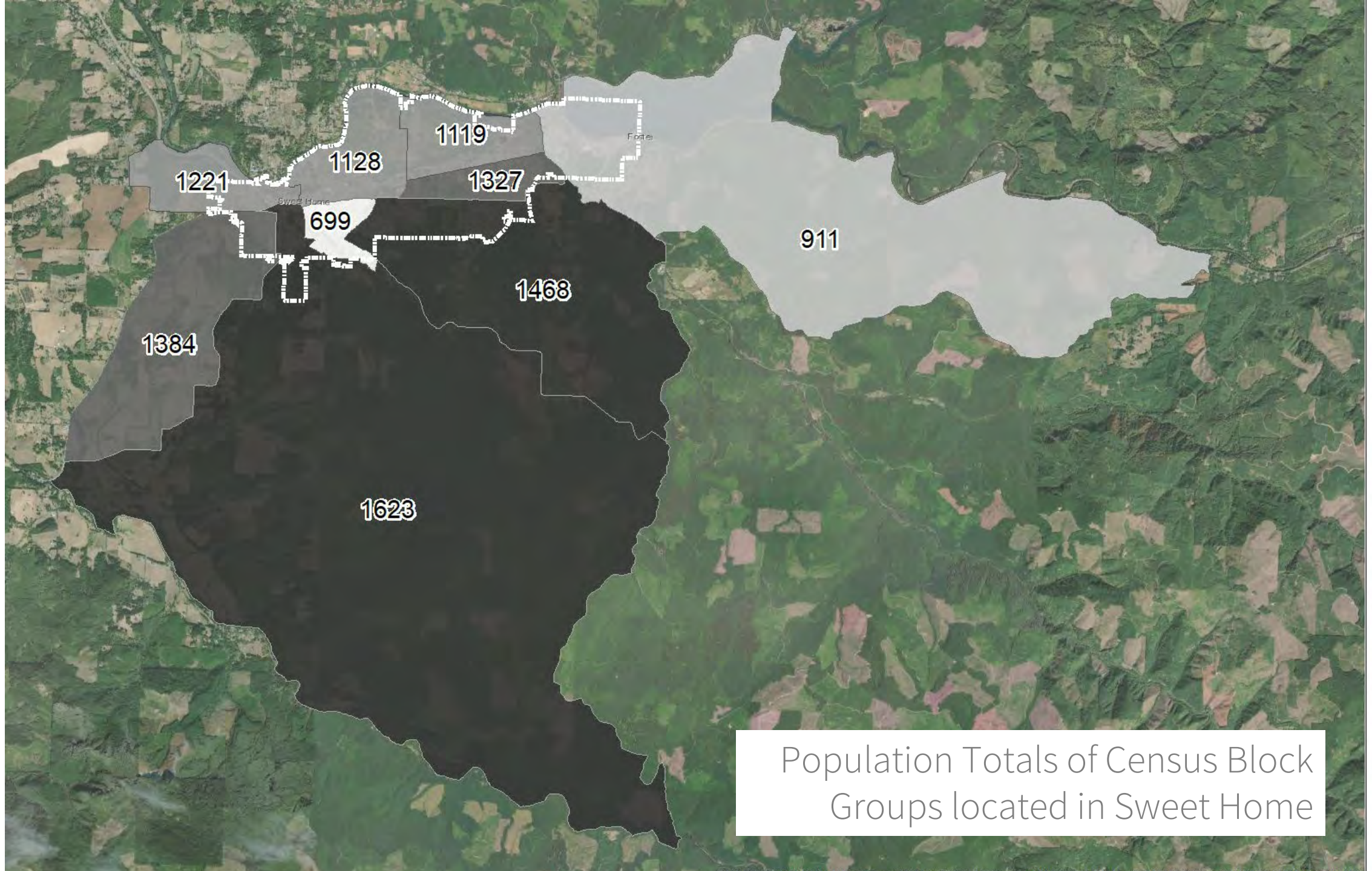
Thank you

City of Sweet Home
2024 Housing Production Strategy

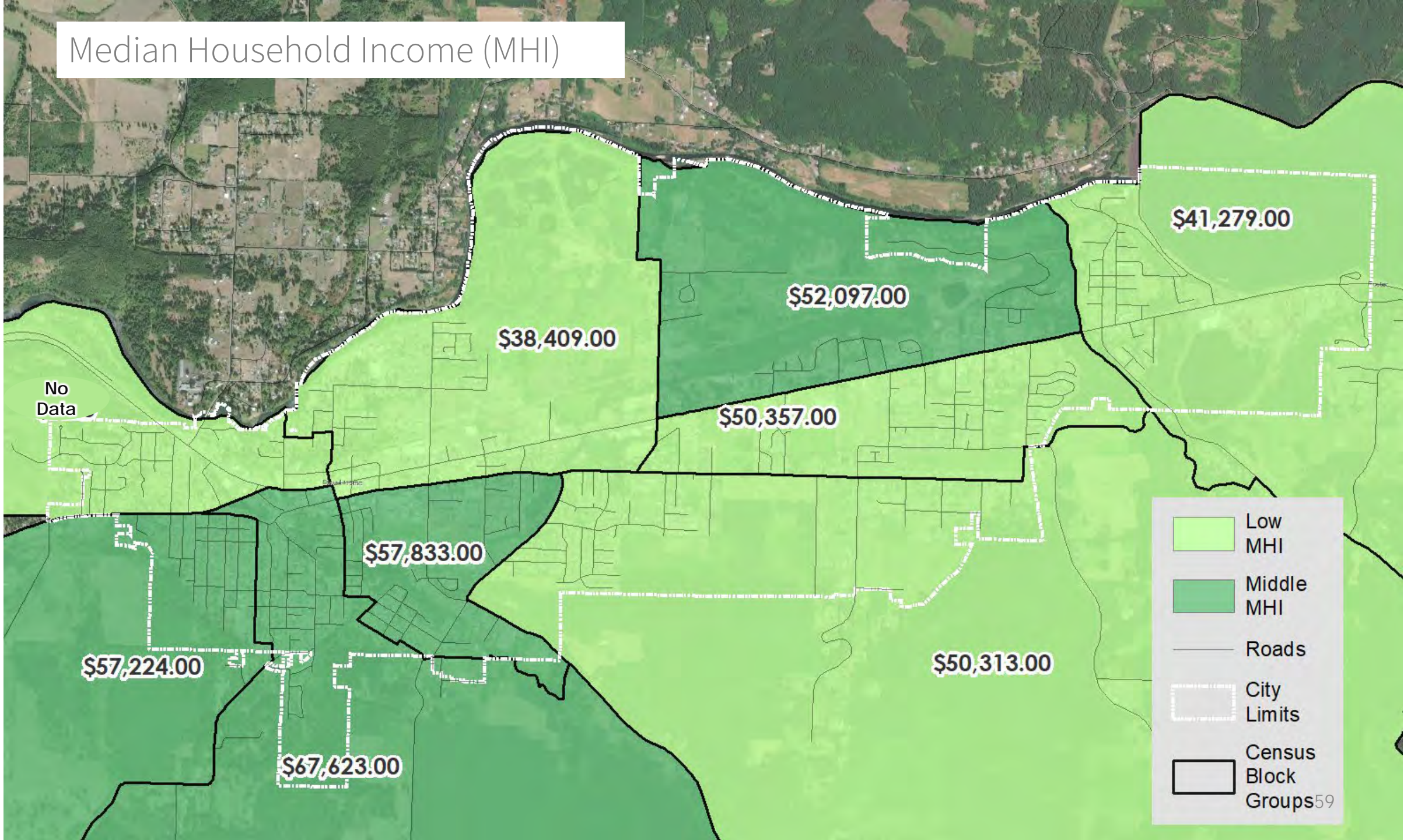




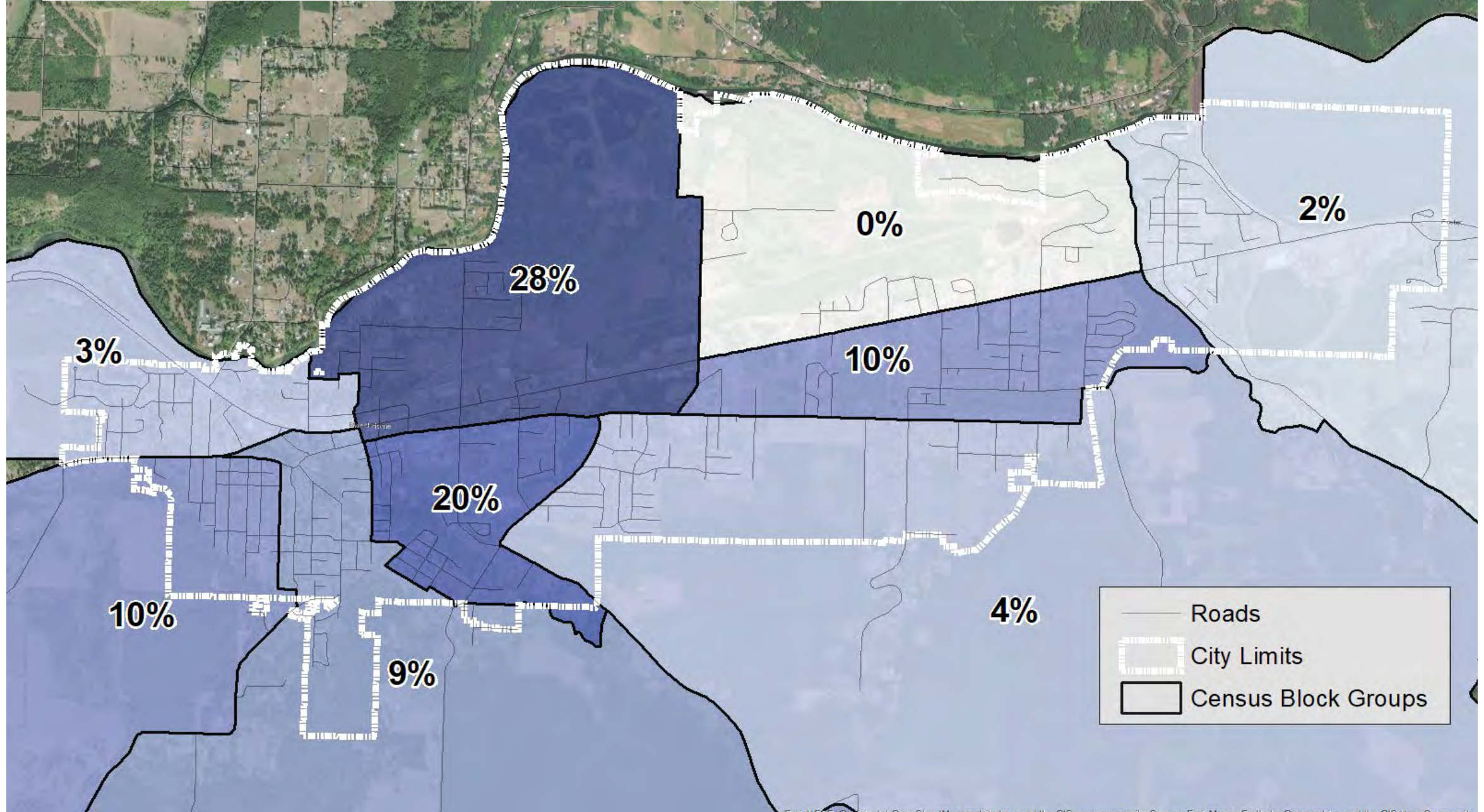
City Limits
Census Block Groups



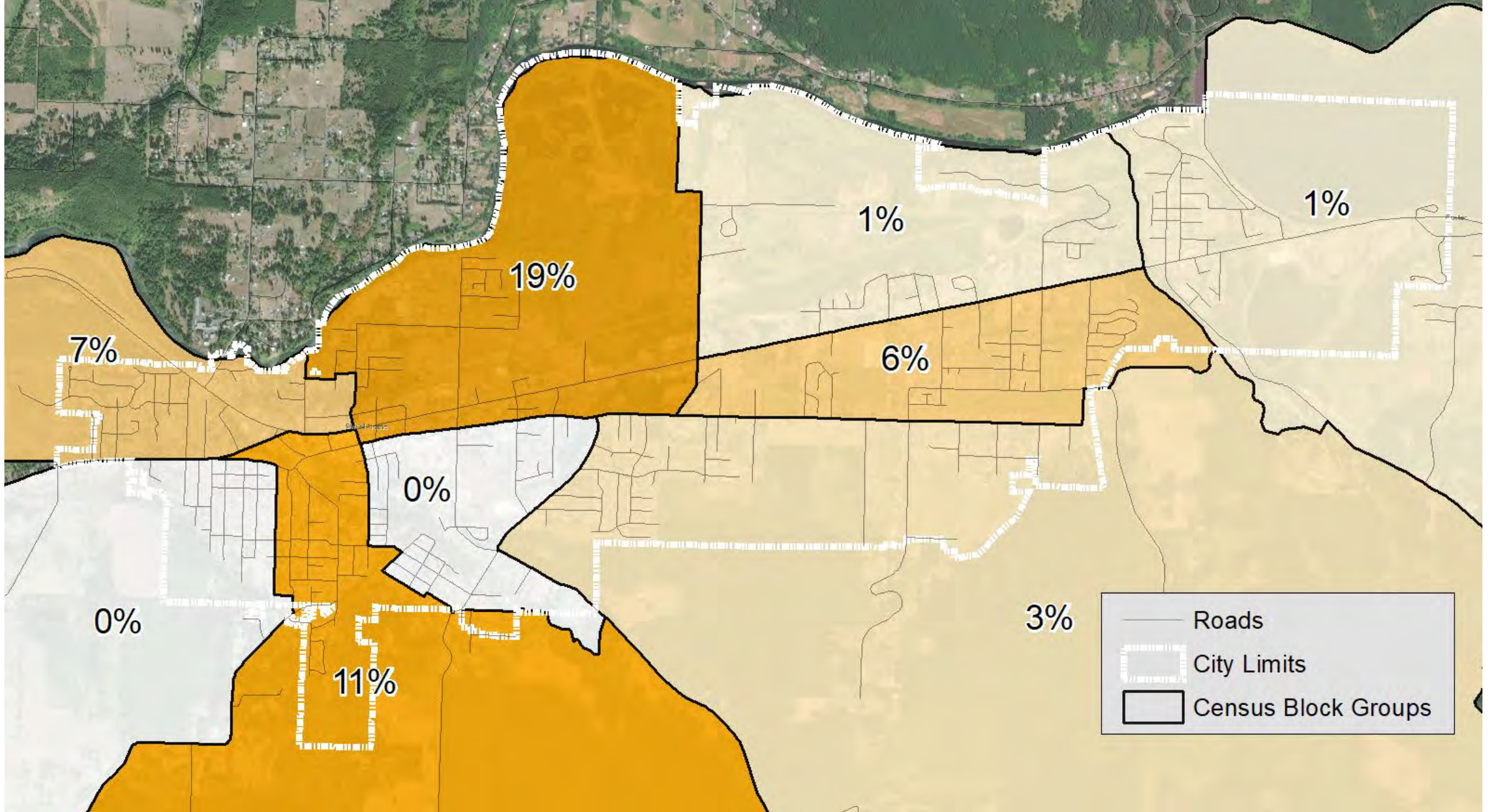
Median Household Income (MHI)



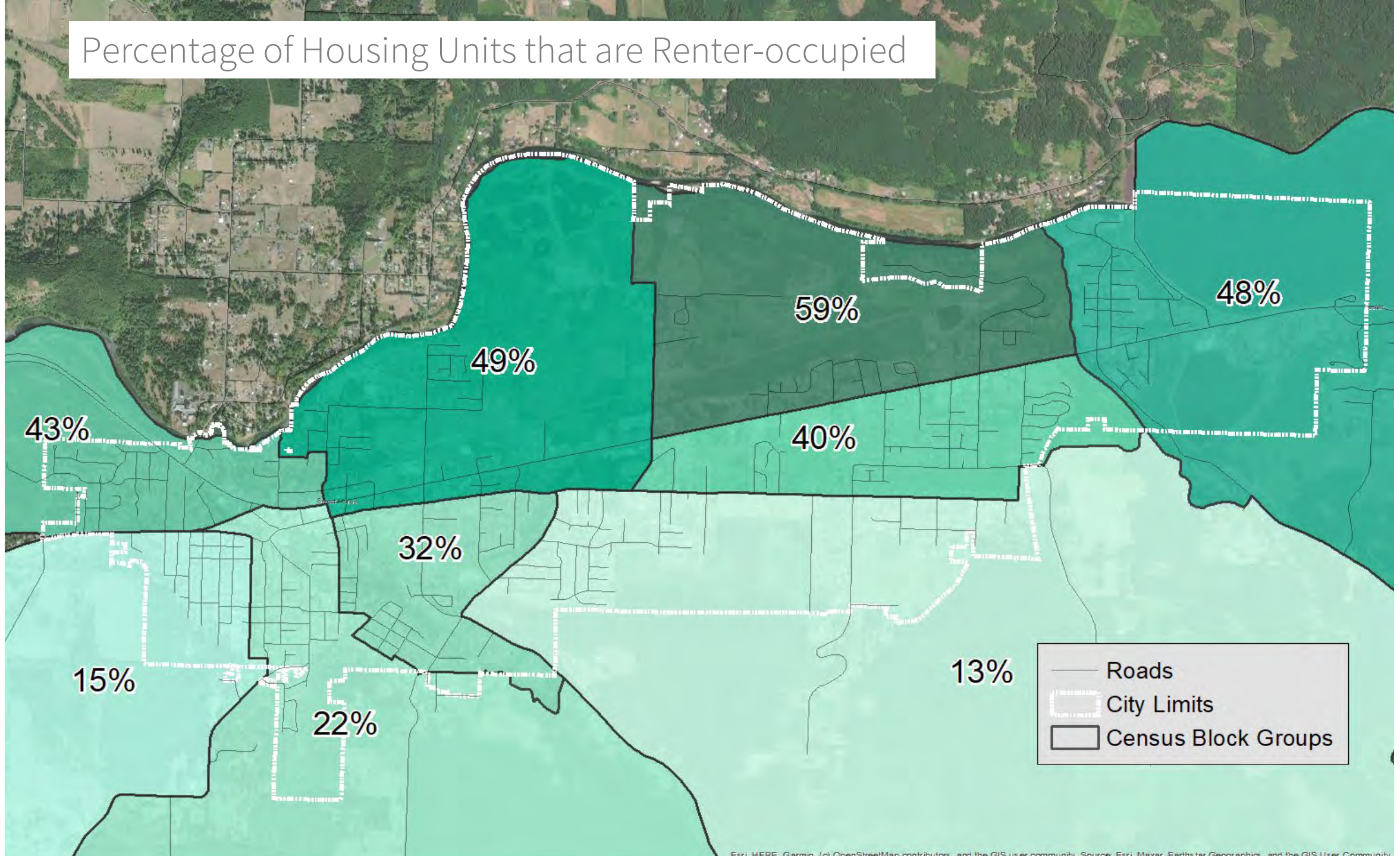
Percentage of Population that are Non-white or People of Color



Percentage of Residents that are Hispanic or Latino



Percentage of Housing Units that are Renter-occupied





Housing Roundtable #2

City of Sweet Home
2024 Housing Production Strategy

June 20, 2024

Meeting Purpose

- Develop a shared understanding of:
 - The Housing Production Strategy (HPS) Process
 - Recent City Work on Housing
 - Sweet Home Housing Needs and Context
- Brainstorm and provide feedback on potential strategies to increase housing in Sweet Home.



Agenda

- Welcome and Introductions
- Housing Production Strategy: Overview and Context
- Ideas to Increase Housing Production for Everyone in Sweet Home
- Housing Strategy Priorities
- Next steps and Wrap Up

Welcome and Introductions

Please share:


- Your name
- Organization, business, or affiliation
- Your favorite summer activity in Sweet Home




What We Heard – Housing Interviews

Housing Context






 Sweet Home has become more expensive, and the **housing market is very competitive for buyers and renters.**

 We need to **reframe the concept of “affordable housing.”** Housing is unattainable for people like teachers, firefighters, and others, not just very low-income families.

 **A variety of housing types are needed in Sweet Home** including smaller, single-family homes, apartments, rental housing, ground-floor units, accessory dwelling units (ADUs), and manufactured homes.

What We Heard – Housing Interviews

Housing Challenges

-  New development is often priced at the **higher end of the market**.
-  **Manufactured homes** are not widely supported and require navigating numerous restrictions.
-  **Infrastructure costs** and system development charges are a major barrier to building housing.
-  **Code requirements** – size of lots, green space requirements, parking, etc. – can add to development costs.
-  Some laws and rules often have **unintended cost impacts**, such as tenant protection laws that require deposits for rentals.

Housing Production Strategy: Overview and Context



Housing Production Strategy

The Housing Production Strategy (HPS) is designed to increase new housing construction and redevelopment to meet the needs of existing and future city residents. The HPS will identify **tools, actions, and policies to address local housing needs** in the context of community interests and priorities.



We are here



2024

2020 - 2022

SPRING

SUMMER

FALL

WINTER

2022 Housing Needs Analysis



Project Sweet Home's housing need and inventory buildable lands

Contextualized Housing Needs Assessment



Demographic and housing market conditions in Sweet Home

Interviews with community leaders and housing producers



Draft Housing Production Strategies



Community roundtable discussions



Sweet Home City Council and Planning Commission Meetings



Final Housing Production Strategy Report



Policies and actions to produce needed housing in Sweet Home

Recent Planning Work

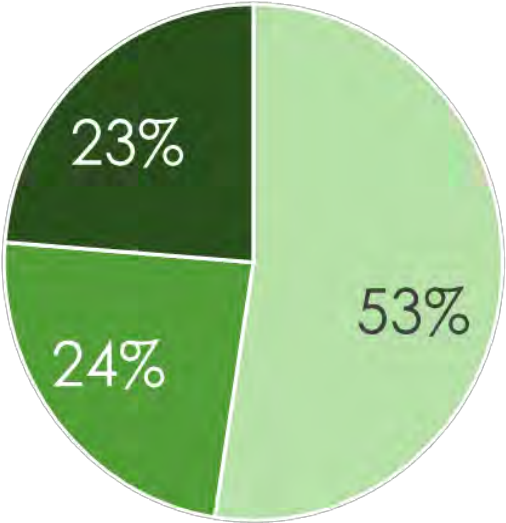


Housing Roundtable #1 – What we discussed

- Reviewed 2022 Housing Needs Analysis
- Discussed Sweet Home demographics, housing characteristics, and planning initiatives



Income Distribution of Sweet Home Households



■ Low - Extremely Low ■ Medium ■ Upper

2021 ACS 5-year Estimates



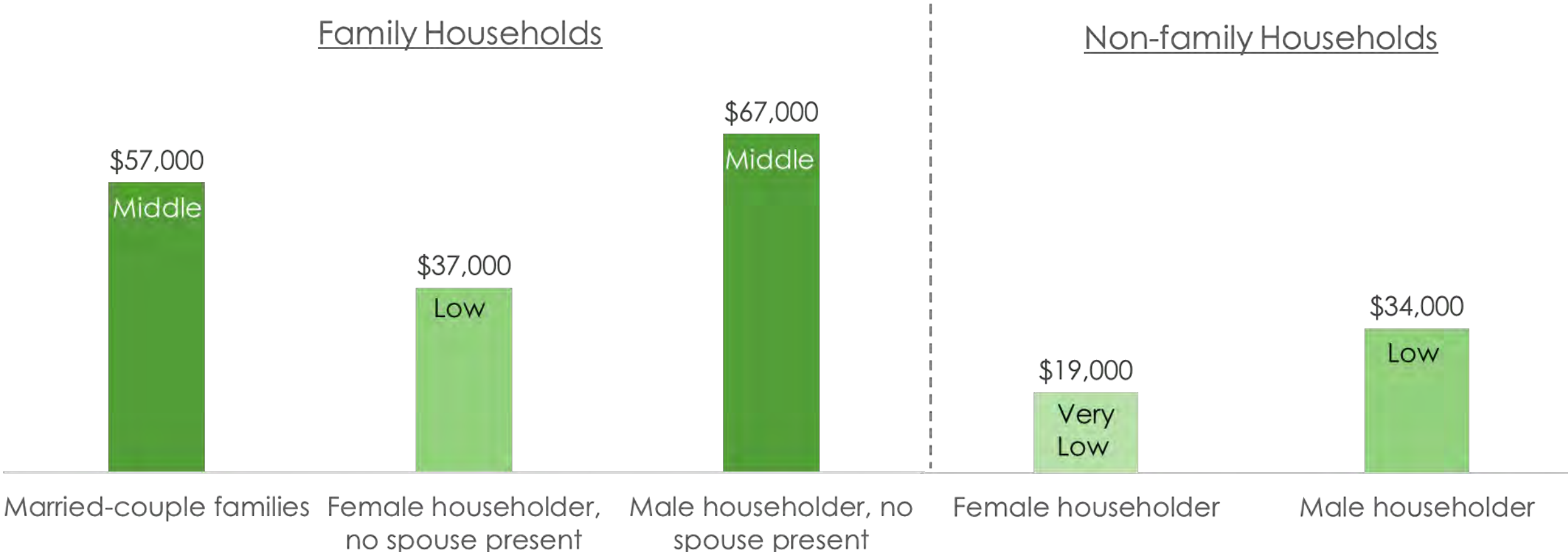
Median Household Income by Age



2021 ACS 5-year Estimates



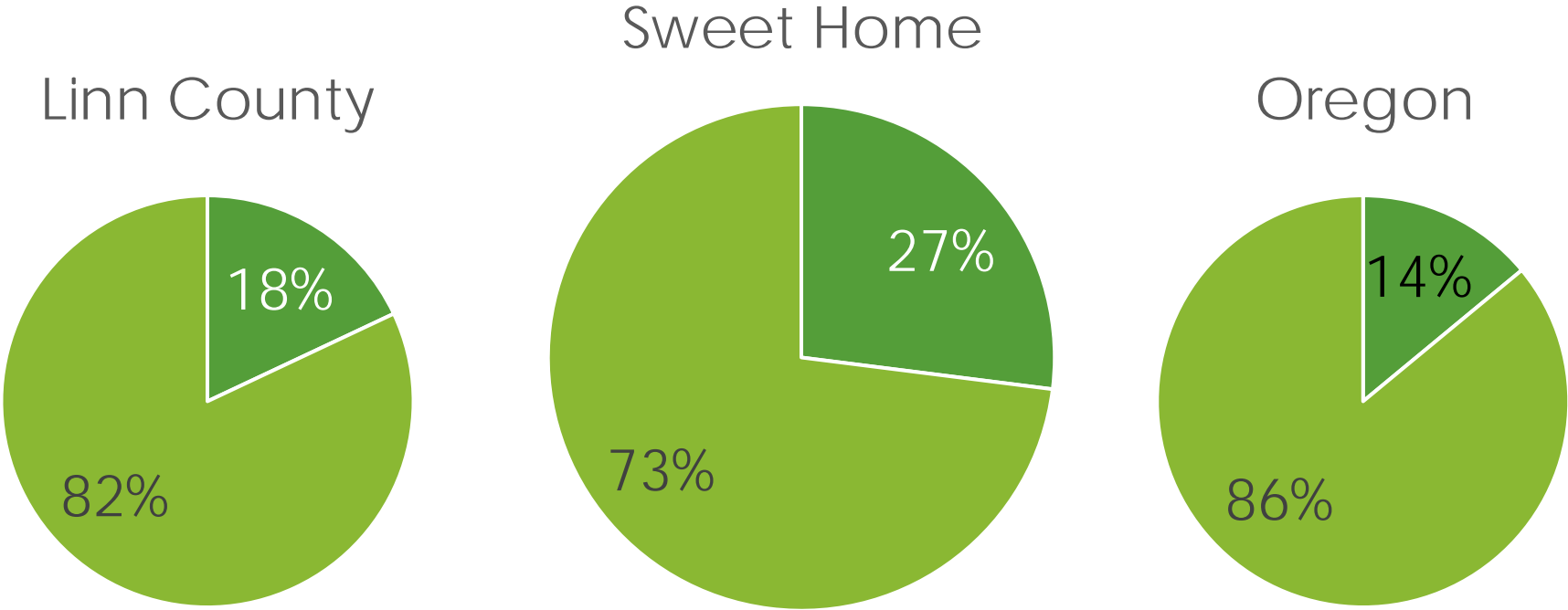
Median Household Income by Household Type



2021 ACS 5-year Estimates



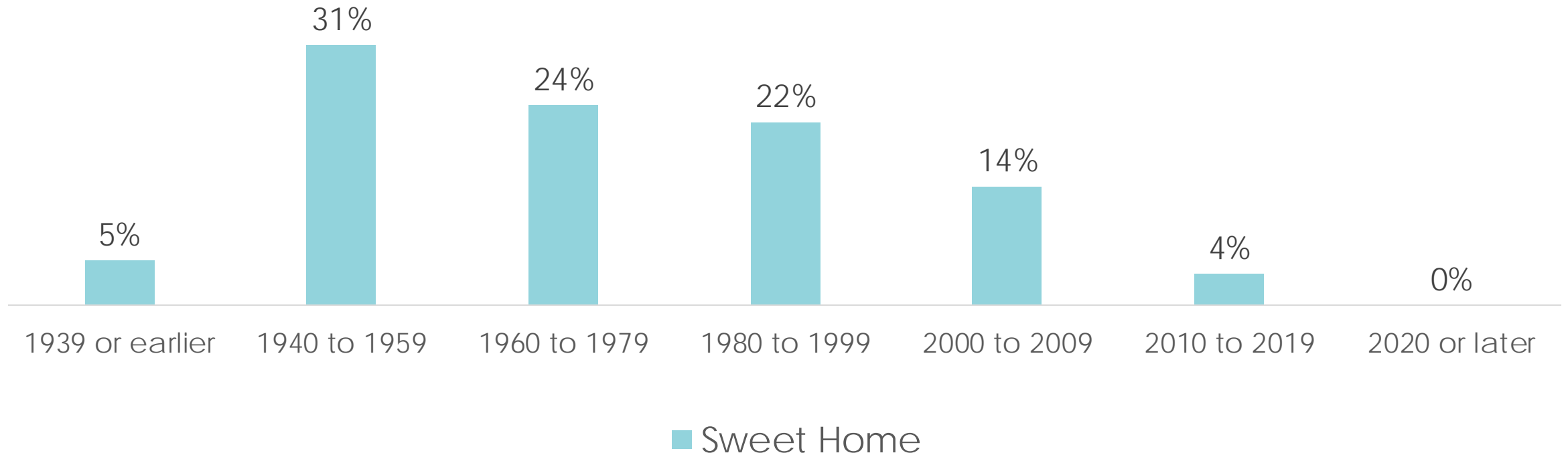
Population with Disabilities



■ With Disabilities ■ Without Disabilities

2021 ACS 5-year Estimates

Age of Housing Units



2022 ACS 5-year Estimates



Housing Roundtable #1 – What we heard

What we heard:



Participants were **not surprised** and generally **agreed** with the preliminary conclusions



Housing is **not affordable** like it used to be in Sweet Home and lower cost housing options need to be encouraged



Housing **options** are needed for seniors, first time homebuyers, people with different income levels, and people with disabilities



Sweet Home is not as racially or ethnically **diverse** as the county or state, but this is expected to **increase** and is welcome

Clarifying Questions and Discussion

- Any clarifications or questions about the Housing Production Strategy process so far?
- Do these initial housing needs findings fit with your perspective and experience in Sweet Home?



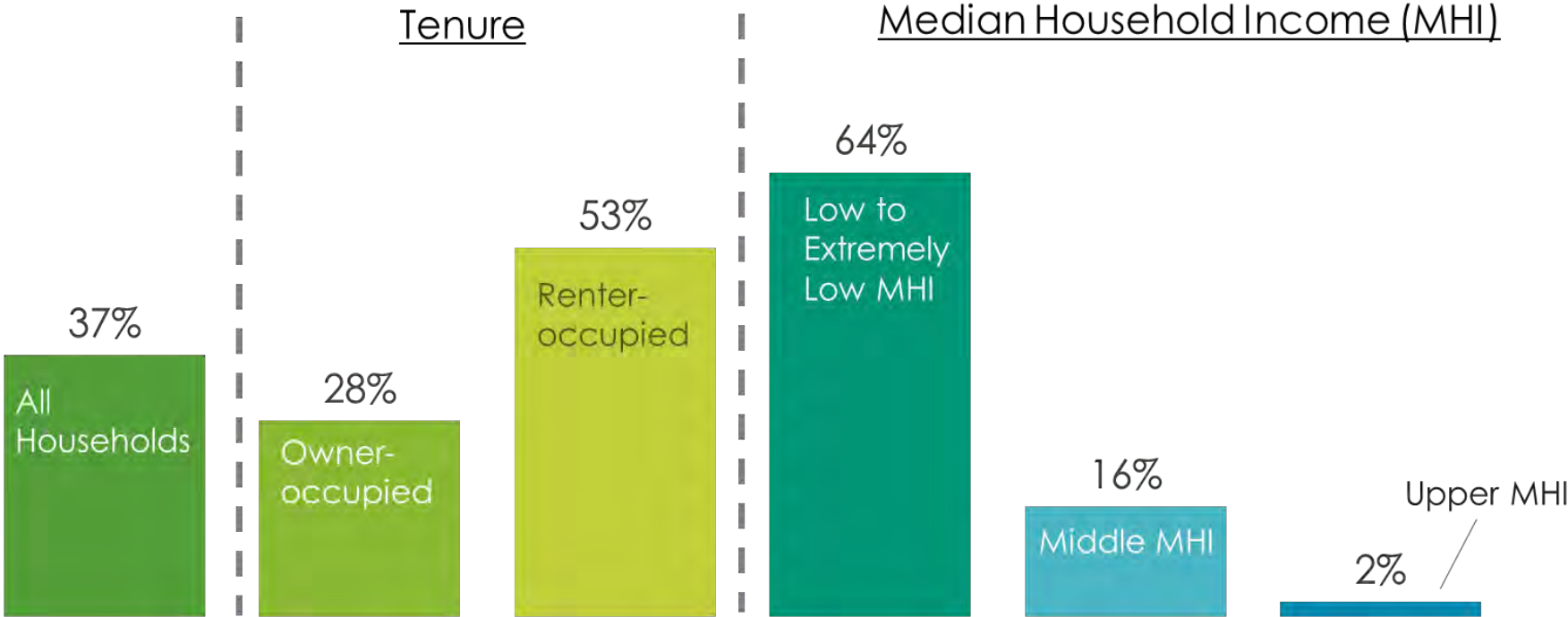
Ideas to Increase Housing Production for Everyone in Sweet Home



Bucket A - Affirm Fair Housing Policy Commitment

Percentage of Sweet Home Households that are Cost-burdened

2021 ACS 5-year Estimates



Note: does not include households that do not pay cash rent (31) and with zero or negative income (26)

Discussion Questions

- Clarifying Questions?

Discussion:

- Do you think this strategy bucket will support housing production in Sweet Home? Why or why not?
- What are some potential challenges to this strategy bucket? What are important considerations that could address those challenges?
- What are other examples of strategies that would fit under this strategy bucket?

Bucket B - Middle Housing Prototypes and Local Production



City of Del Mar, CA Sample Plan



Forterra Modular Prototype



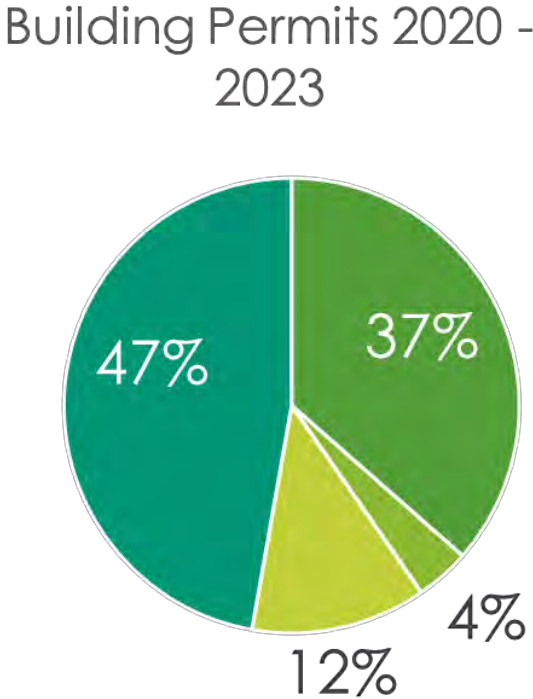
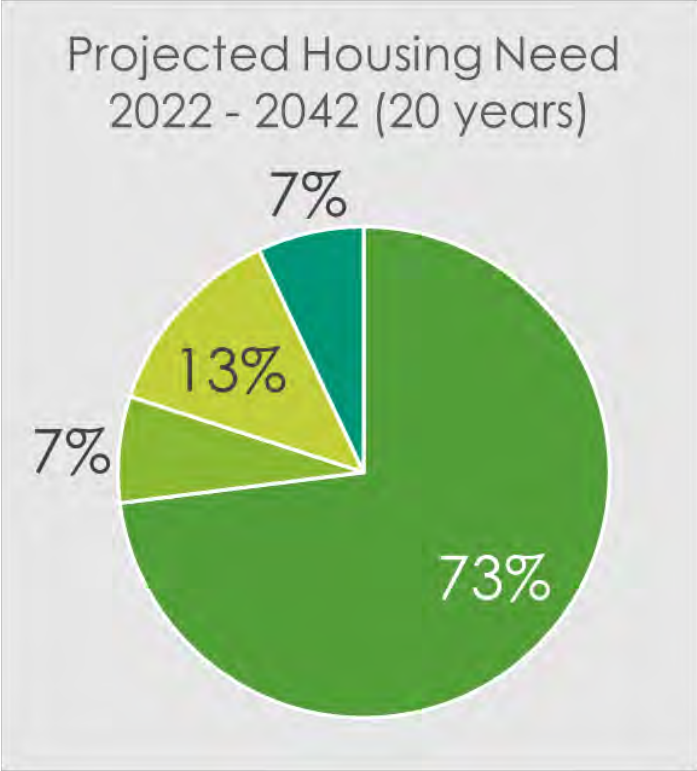
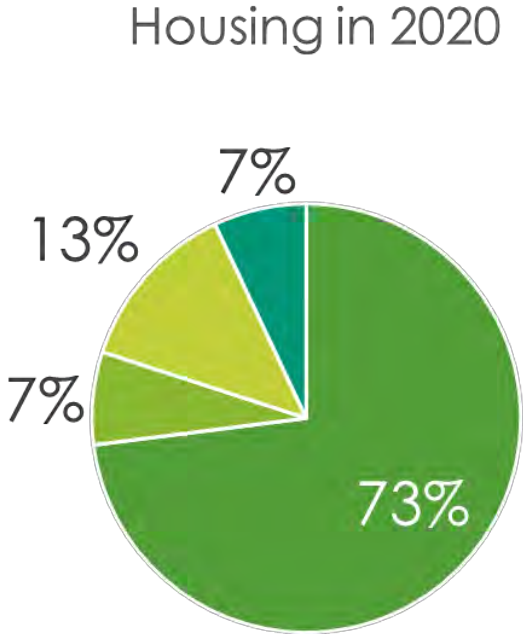
Discussion Questions

- Clarifying Questions?

Discussion:

- Do you think this strategy bucket will support housing production in Sweet Home? Why or why not?
- What are some potential challenges to this strategy bucket? What are important considerations that could address those challenges?
- What are other examples of strategies that would fit under this strategy bucket?

Bucket C - Medium- and High-Density Residential Plan and Code Updates



Single Family
 Plexes
 Manufactured Homes
 Multifamily



Discussion Questions

- Clarifying Questions?

Discussion:

- Do you think this strategy bucket will support housing production in Sweet Home? Why or why not?
- What are some potential challenges to this strategy bucket? What are important considerations that could address those challenges?
- What are other examples of strategies that would fit under this strategy bucket?

Bucket D - Modify SDC Fee Schedules, Exemptions

System Development Charges



Water



Wastewater



Transportation

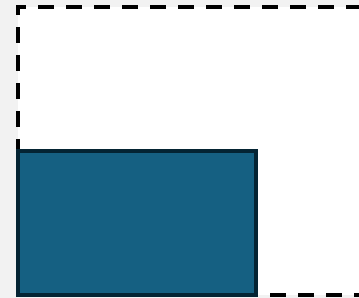


Stormwater



Parks

Charge / Dwelling Unit
VS.
Charge / *Size* of Dwelling Unit



Tiny home



Single-family home

Discussion Questions

- Clarifying Questions?

Discussion:

- Do you think this strategy bucket will support housing production in Sweet Home? Why or why not?
- What are some potential challenges to this strategy bucket? What are important considerations that could address those challenges?
- What are other examples of strategies that would fit under this strategy bucket?

Housing Strategy Priorities



Dot Exercise

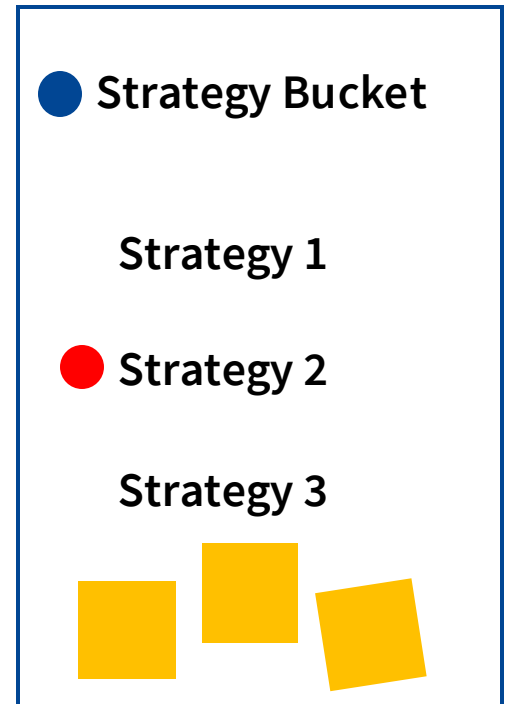
Which strategies do you think could be most effective in addressing housing needs in Sweet Home?

Instructions: Place your dots on the posters to indicate the bucket and strategies that you think are most important for the city to pursue.

 **Blue dot:** Place at the top of a board on a strategy bucket.

 **Red dots:** Place one red dot on one strategy idea under each strategy bucket.

 **Sticky notes:** Share any additional ideas or feedback on the strategy buckets we discussed today.



Dot Exercise Discussion

- General thoughts?
- Anything surprising?
- Any considerations or concerns?



Next Steps and Wrap Up



Stay Engaged!

- Finalizing the Housing Production Strategy (HPS)
- Attend City Council and Planning Commission meetings
- Reach out to Blair Larsen (blarsen@sweethomeor.gov) with any questions or comments.
- Roundtable summary will be shared and posted to the city webpage.



Thank you!





SWEET HOME HOUSING PRODUCTION STRATEGY

Strategy Bucket A: Affirm Fair Housing Policy Commitment

Increase housing options for historically vulnerable populations, including low- and middle-income families and individuals, seniors, people with disabilities, and people of color.

SNAPSHOT

Housing Needs Addressed:

- Increases affordable housing opportunities
- Retains affordable housing
- Reserves land for affordable housing

EXAMPLE 1: Comprehensive Plan policy to “affirmatively further fair housing” (City Council Resolution #1 (2014)).

EXAMPLE 2: Coordinate with Linn-Benton County Housing Authority to publicize state and federal affordable housing programs.

EXAMPLE 3: Contractual agreements to ensure long-term affordability of subsidized housing.

EXAMPLE 4: Land banking to use publicly owned property for affordable housing.

EXAMPLE 5: Coordinate with faith-based property owners regarding the development of affordable housing.



SWEET HOME HOUSING PRODUCTION STRATEGY

Strategy Bucket B: Middle Housing Prototypes and Local Production

Increase the local production and availability of middle housing and accessible housing including tiny homes, accessory dwelling units (ADUs), cottage clusters, row homes, duplexes, triplexes, and fourplexes.

EXAMPLE 1: Coordinate with local housing producers to create prototype designs for middle housing (ADUs, tiny homes, cottage clusters, row homes, duplexes, triplexes, and fourplexes).

EXAMPLE 2: Build on Sweet Home's forest products history - identify and partner with local firms to build affordable modular homes (tiny homes, ADUs, cottages, row homes, duplexes, triplexes, and fourplexes).

EXAMPLE 3: Implement the Americans with Disabilities Act (ADA) and promote Universal Design Principles in recognition of the large number of people with disabilities and elderly people in Sweet Home.

EXAMPLE 4: Survey housing developers about their experiences with the development review process in Sweet Home and take steps to streamline and simplify the process where appropriate.

SNAPSHOT

Housing Needs Addressed:

- ☑ Increases the accessibility of new and redeveloped housing
- ☑ Increases production efficiency
- ☑ Provides middle-income housing opportunities



SWEET HOME HOUSING PRODUCTION STRATEGY

Strategy Bucket C: Medium- and High-Density Residential Plan and Code Updates

Provide a more balanced supply of land that is zoned to meet the evolving housing needs of existing and future Sweet Home residents.

SNAPSHOT

Housing Needs Addressed:

- Increases opportunities for middle- and lower-income housing production
- Allows for wider variety of housing types consistent with Sweet Home's demographic and market conditions.

EXAMPLE 1: Incorporate 2042 Housing Production Targets into Chapter 4 Residential Lands and Housing of the Comprehensive Plan (also update to reflect the results of recent housing needs analyses).

EXAMPLE 2: Legislatively rezone Medium-Density Residential (R2) and High-Density Residential (R3) land consistent with Comprehensive Plan designations (rather than case-by-case rezoning).

EXAMPLE 3: Increase the supply of Medium-Density Residential (R2) land to facilitate the development of more middle housing opportunities – link to targets in the Comprehensive Plan.

EXAMPLE 4: Amend the Medium-Density Residential (R2) zone to allow triplexes and fourplexes at the same density as row homes to increase affordable, lower-density rental opportunities.

EXAMPLE 5: Allow single room occupancy units (SROs) in High-Density Residential (R3) and Commercial zones.

EXAMPLE 6: Allow all dwelling units in the High-Density Residential (R3) zone to be multi-family if approved through the Planned Unit Development (PUD) process.



SWEET HOME HOUSING PRODUCTION STRATEGY

Strategy Bucket D: Modify System Development Charge (SDC) Fee Schedules and Exemptions

Establish a closer relationship between the size of developments and public facility impact fees, while encouraging small-scale investment.

EXAMPLE 1: Update the SDC fee schedule based on dwelling unit size (rather than on a per unit basis).

EXAMPLE 2: Exempt small accessory dwelling units (ADUs) and conversions of single-family dwelling units to duplexes from SDCs (marginal impact on service demand and encourages both types of housing).

SNAPSHOT

Housing Needs Addressed:

- Increases middle- and lower-income housing types
- Encourages individual homeowners to produce smaller-scale, lower-cost housing types

Sweet Home Housing Roundtable #2 Meeting Summary

Prepared by Kearns-West, contributions by Winterbrook Planning

Thursday, June 20, 2024 | Sweet Home City Hall

ATTENDEES

Participants: Wally Shreeves, Nancy White, Charlene Adams, Tina Breshears, Karyn Hartsook, Karla Hogan, Josh Victor, Jasper Victor

City of Sweet Home: Blair Larsen and Diane Golden

Technical Consultant: Greg Winterowd and Larissa Gladding (Winterbrook Planning)

Facilitation Team: Josh Mahar and Ellen Palmquist (Kearns & West)

INTRODUCTIONS AND AGENDA REVIEW

Josh Mahar, Kearns & West, welcomed participants and reviewed the agenda which included: 1) Meeting Purpose, Agenda, and Introductions, 2) Housing Production Strategy: Overview and Context, 3) Ideas to Increase Housing Production in Sweet Home, 4) Housing Strategy Priorities, and 5) Next Steps and Wrap Up. Josh reviewed key takeaways from the Sweet Home housing interviews and shared that the findings had helped inform the initial work on understanding Sweet Home housing needs and developing potential housing strategies.



HOUSING PRODUCTION STRATEGY: OVERVIEW AND CONTEXT

Greg Winterowd, Winterbrook Planning, reviewed the purpose of the Housing Production Strategy (HPS) and upcoming milestones. Greg noted that the purpose of the roundtable is to identify strategies to produce more housing that meets the needs of existing and future Sweet Home residents. After considering comments from this group, a refined list of strategies will be shared with the City Council and the Planning Commission in fall 2024.

Blair Larsen reviewed the City's recent efforts to increase housing production including decreasing minimum lot sizes, permitting duplexes in all residential zones, and reducing parking requirements. Blair noted that Sweet Home's code allows for a variety of housing types and the City continues to work on sharing information about these code changes to promote new and more affordable housing development.

Greg and Larissa shared highlights from the 2022 Housing Needs Analysis and the 2024 Contextualized Housing Needs Assessment (CHNA), including Sweet Home demographics and housing characteristics. They emphasized that Sweet Home is a relatively poor community, and that lower-income households include the elderly, renters, and female householders. They shared that Sweet Home has a relatively high percentage of people with disabilities and that the housing stock in Sweet Home tends to be older-showing needs for retrofitted existing housing and accessible new housing. Greg also reviewed feedback heard during the first roundtable discussion on May 29, which generally supported the conclusions reached in the slide show presented at this meeting.

Josh Mahar asked participants if they had any clarifying questions. Participants shared the following questions and comments.

Question: Is the demographic information for the City of Sweet Home include just areas within the city limits?

Larissa Gladding responded that the technical team used American Community Survey (ACS) data for the Sweet Home city limits.

Comment: Property values in Sweet Home have tripled over the last five years. It is difficult to market a house to populations with lower incomes.

Comment: Housing development decreased after the 1990s. This may have been the result of businesses leaving or other factors.

Comment: Many out-of-state homebuyers moved to Sweet Home between 2003 and 2005. They purchased homes in cash because the market in Sweet Home was less competitive than other places. Individuals moving into the community drive up the prices of homes. We need to consider who the housing strategies serve and what our goal is. If it is to serve the residents and not outside interests, that's important.

Comment: Many homes have sold for over one million dollars since 2015. This wasn't the case in the past, and I'm not sure who can afford that price point.

Comment: I could sell a rental in Sweet Home and purchase three in another state. Individuals are selling their rentals in Sweet Home and investors feel constrained by the landlord-tenant laws in Oregon. People want to live here and are willing to pay more because it is a beautiful place.

Comment: The landlord-tenant laws in Oregon are causing landlords to sell homes. Home buyers set the market prices.

IDEAS TO INCREASE HOUSING PRODUCTION IN SWEET HOME

Greg Winterowd and Larissa Gladding provided context for the discussion of four "buckets" or categories of potential strategies designed to increase the production of housing that is affordable and accessible to existing and future Sweet Homes residents, and to improve housing outcomes (i.e., the production of affordable housing) in Sweet Home. Each strategy bucket has a list of potential implementing strategies. Josh Mahar asked the following questions and facilitated the discussion.

- Do you think this strategy bucket will support housing production in Sweet Home? Why or why not?
- What are some potential challenges to this strategy bucket? What are important considerations that could address those challenges?
- What are other examples of strategies that would fit under this strategy bucket?

Key themes from each strategy bucket discussion are described below.

Strategy Bucket A: Affirm Fair Housing Policy Commitment

- **Encourage affordable housing:** There are a variety of ways to increase the development of affordable housing including rent-based programs, Section 8 vouchers, and subsidies for developers. Sweet Home could also partner with the Linn-Benton housing authority and identify available land to increase affordable housing opportunities.

- **Changing the narrative:** Although many existing Sweet Home residents are struggling to afford their housing and others are unable to find available units, there are concerns among some of the Sweet Home residents regarding subsidized housing.
- **Rental and ownership opportunities:** Tailoring strategies to target rental or ownership opportunities may make them more successful.
- **Incentives to donate land:** Faith-based institutions and other organizations need incentives to donate land. Several churches in Sweet Home generate income from existing rental properties. Not all faith-based institutions have available land and the process to donate land may be complicated in cases of Conference ownership.
- **Community land trusts and land leases:** Community land trusts and land leases keep housing affordable long-term and allow owners to build equity. When an owner is ready to sell, the home must be sold to another qualifying owner.
- **Land banking:** The City does not currently own developable land, but unlike other cities there is a large supply of buildable land in the city limits. The City should identify opportunities to set aside land for future development within the Urban Growth Boundary (UGB) and partner with affordable housing developers.

Strategy Bucket B: Middle Housing Prototypes and Local Production

- **Cottage clusters:** Middle housing types like cottage clusters can provide rental or ownership opportunities. Manufactured homes could also be organized as cottage clusters. Factory produced options may be more attractive to developers.
- **Modular homes:** Modular homes provide an opportunity for low-income populations to transition from renting to owning property and build up equity.
- **Row homes:** The City is interested in seeing the development of more row homes. This type of housing may appeal to seniors because they can have accessible features.
- **Producing new housing types:** Offering a variety of housing types and increasing the supply of housing can help reduce cost burden. Prototype designs and plans for new housing types like cottage clusters, accessory dwelling units (ADUs), and row homes may help incentivize developers.

Strategy Bucket C: Medium – and High-Density Residential Plan and Code Updates

- **Subsidies:** Subsidies are needed to lower housing prices. Market rate developers need projects to pencil and will not produce affordable housing without subsidies.
- **Rental market:** The rental market changes depending on the type of housing available. For example, one-bedroom units tend to have a higher turnover than two- or three-bedroom units. The rental market also offers an opportunity to developers that are having difficulty selling units. For example, row homes could be rented if they do not sell. There will always be renters for medium- and high-density residential housing.
- **Public support:** The City needs support from City Council and the public to facilitate future development. Updating the current zoning map to reflect the Comprehensive Plan may come with pushback.

Strategy Bucket D: Modify System Development Charge (SDC) Fee Schedules and Exemptions

- **Infrastructure funding:** Many developers struggle with high SDC costs; this is particularly challenging for smaller developers but may not be as important for large developers, such as big apartment developers. The City is faced with the difficult decision of distributing costs to rate

payers or developers. Reducing SDCs or creating a flexible payment schedule may help smaller developers with costs and result in the production of more housing.

- **System needs:** Infrastructure needs change depending on occupancy. For example, single-family homes may generate similar infrastructure impacts when compared to an ADU depending on the number of people that live in the home. Identifying the appropriate fee for different types of development can be challenging.

HOUSING STRATEGY PRIORITIES

Ellen Palmquist, Kearns & West, asked participants to place dots on the strategy buckets and example strategies they felt could increase housing production and improve housing outcomes. The results of the dot activity are described below. Blue dots were used to indicate priority strategy buckets and red dots were used to indicate priority strategy examples.

Strategy Bucket A- Affirm Fair Housing Policy Commitment

Strategy Bucket A did not receive any blue dots. Roundtable participants:

- Placed two red dots for “Coordinate with Linn-Benton County Housing Authority to publicize state and federal affordable housing programs”.
- Placed one red dot for “Comprehensive Plan policy to Affirmatively Further Fair Housing”.
- Added “Encouraging community land trusts and land leasing to keep housing affordable long-term” to the list of example strategies.

Strategy Bucket B- Middle Housing Prototypes and Local Production

Strategy Bucket B received six blue dots and was one of the two highest priority strategy buckets.

Roundtable participants:

- Placed two red dots for “Coordinate with local housing producers to create prototype designs for middle housing”;
- Placed one red dot for Identify and partner with local firms to build affordable modular homes”;
- and
- Added “Prioritizing ownership opportunities with modular homes and cottages” to the list of example strategies.

Strategy Bucket C- Medium – and High-Density Residential Plan and Code Updates

Strategy Bucket C received six blue dots and was one of the two highest priority strategy buckets.

Roundtable participants:

- Placed three red dots for “Rezoning land consistent with Comprehensive Plan designations”;
- Placed three red dots for “Amend the medium-density residential zone to allow triplexes and fourplexes at the same density as row homes”;
- Placed two red dots for “Increase the supply of medium-density residential land to facilitate middle housing opportunities”;
- Placed one dot for “Incorporate 2042 housing production targets into the Comprehensive Plan”;
- and
- Placed one red dot for “Allow single room occupancy units in high-density residential and commercial zones.”

Strategy Bucket D- Modify System Development Charge (SDC) Fee Schedules and Exemptions

Strategy Bucket D received two blue dots and was the third highest priority strategy bucket.

Roundtable Participants:

- Placed one red dot for “Exempt small ADUs and conversions of single-family dwelling units to duplexes from SDCs”.
- Added an example strategy to “Pay SDCs over time or at closing and placed two red dots for this added strategy;

Strategy Bucket A

SWEET HOME HOUSING PRODUCTION STRATEGY

Strategy Bucket A: Affirm Fair Housing Policy Commitment

Increase housing options for historically vulnerable populations, including low- and middle-income families and individuals, seniors, people with disabilities, and people of color.

EXAMPLE 1: Comprehensive Plan policy to “affirmatively further fair housing” (City Council Resolution #1 (2014)).

EXAMPLE 2: Coordinate with Linn-Benton County Housing Authority to publicize state and federal affordable housing programs.

EXAMPLE 3: Contractual agreements to ensure long-term affordability of subsidized housing.

EXAMPLE 4: Land banking to use publicly owned property for affordable housing.

EXAMPLE 5: Coordinate with faith-based property owners regarding the development of affordable housing.

Community Land Trust (CLT) + land leasing to keep housing affordable long-term

Strategy Bucket B

SWEET HOME HOUSING PRODUCTION STRATEGY

Strategy Bucket B: Middle Housing Prototypes and Local Production

Increase the local production and availability of middle housing and accessible housing including tiny homes, accessory dwelling units (ADUs), cottage clusters, row homes, duplexes, triplexes, and fourplexes.

EXAMPLE 1: Coordinate with local housing producers to create prototype designs for middle housing (ADUs, tiny homes, cottage clusters, row homes, duplexes, triplexes, and fourplexes).

EXAMPLE 2: Build on Sweet Home’s forest products history - identify and partner with local firms to build affordable modular homes (tiny homes, ADUs, cottages, row homes, duplexes, triplexes, and fourplexes).

EXAMPLE 3: Implement the Americans with Disabilities Act (ADA) and promote Universal Design Principles in recognition of the large number of people with disabilities and elderly people in Sweet Home.

EXAMPLE 4: Survey housing developers about their experiences with the development review process in Sweet Home and take steps to streamline and simplify the process where appropriate.

Prioritize ownership opportunities w/ modular homes and cottages

Strategy Bucket C

SWEET HOME HOUSING PRODUCTION STRATEGY

Strategy Bucket C: Medium- and High-Density Residential Plan and Code Updates

Provide a more balanced supply of land that is zoned to meet the evolving housing needs of existing and future Sweet Home residents.

EXAMPLE 1: Incorporate 2042 Housing Production Targets into Chapter 4 Residential Lands and Housing of the Comprehensive Plan (also update to reflect the results of recent housing needs analyses).

EXAMPLE 2: Legislatively rezone Medium-Density Residential (R2) and High-Density Residential (R3) land consistent with Comprehensive Plan designations (rather than case-by-case rezoning).

EXAMPLE 3: Increase the supply of Medium-Density Residential (R2) land to facilitate the development of more middle housing opportunities - link to targets in the Comprehensive Plan.

EXAMPLE 4: Amend the Medium-Density Residential (R2) zone to allow triplexes and fourplexes at the same density as row homes to increase affordable, lower-density rental opportunities.

EXAMPLE 5: Allow single room occupancy units (SROs) in High-Density Residential (R3) and Commercial zones.

EXAMPLE 6: Allow all dwelling units in the High-Density Residential (R3) zone to be multi-family if approved through the Planned Unit Development process.

Strategy Bucket D

SWEET HOME HOUSING PRODUCTION STRATEGY

Strategy Bucket D: Modify System Development Charge (SDC) Fee Schedules and Exemptions

Establish a closer relationship between the size of developments and public facility impact fees, while encouraging small-scale investment.

EXAMPLE 1: Update the SDC fee schedule based on dwelling unit size (rather than on a per unit basis).

EXAMPLE 2: Exempt small accessory dwelling units (ADUs) and conversions of single-family dwelling units to duplexes from SDCs (marginal impact on service demand and encourages both types of housing).

option to pay SDCs (over) interest over time (pay 7% up front) -> sliding scale?

NEXT STEPS AND WRAP UP

Josh Mahar thanked participants for attending the roundtable discussion and closed the meeting. Larissa Gladding and Blair Larsen shared that the project team will incorporate feedback from the roundtables into the draft HPS. Members of the public will have the opportunity to provide additional input when the Draft HPS is shared with the City Council and Planning Commission for review in the fall.



Joint Work Session

**City of Sweet Home
2024 Housing Production Strategy**

October 8, 2024

Agenda

- Housing Production Strategy Overview
- Recommended Strategies
- Questions and Discussion

We are here



2020 - 2022

2024
SPRING SUMMER FALL WINTER

2022 Housing Needs Analysis
Project Sweet Home's housing need and inventory buildable lands

Contextualized Housing Needs Assessment
Demographic and housing market conditions in Sweet Home

Draft Housing Production Strategies
Zoning Code Changes
Land Acquisition
Partnerships
Incentives & Exemptions
Reducing Regulations

Final Housing Production Strategy Report
Policies and actions to produce needed housing in Sweet Home

Interviews with community leaders and housing producers

Community roundtable discussions

Sweet Home City Council and Planning Commission Meetings

Recommended Strategies



Summary

Ref	Title	Number of measures
A	Publicize and Clarify Existing 2022 Lower-Income and Middle Housing Code Provisions	3
B	Increase Participation in Housing Rehabilitation Program Partnership	2
C	Affirm Fair Housing Commitment	7
D	Middle Housing Prototypes and Local Production	3
E	Medium and High Density Residential Plan and Code Updates	7
F	Modify SDC Fee Schedules, Exemptions	3
		25



Strategy A - Publicize and Clarify Existing 2022 Lower-Income and Middle Housing Code Provisions

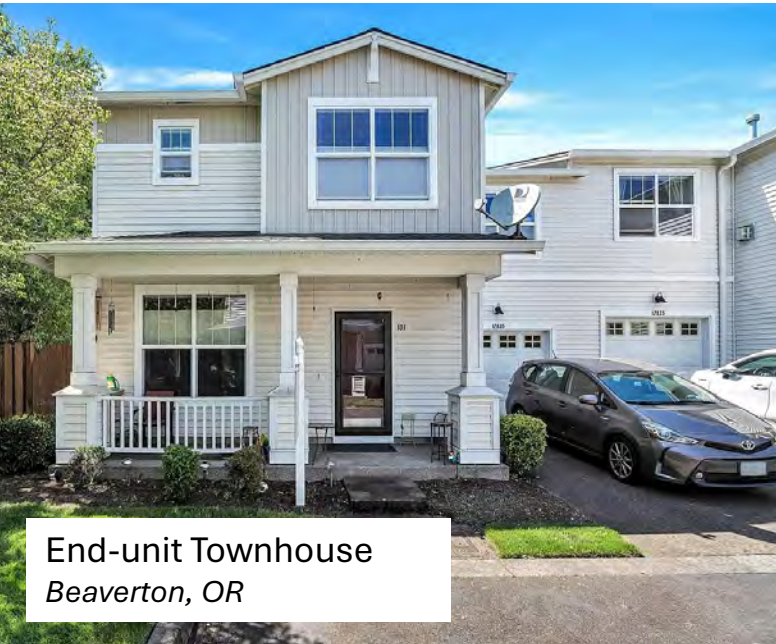
2024 - 2030

INTENDED OUTCOME

- Improved awareness for individual homeowners, local and regional housing producers
- Improve clarity of existing code and streamline development review
- Contribute to meeting housing production targets

Ref	Description
A.1	Publicize 2022 code updates
A.2	Clarify existing code provisions
A.3	Survey housing developers

“Middle Housing”



End-unit Townhouse
Beaverton, OR



Duplex
Sweet Home, OR



Backyard Accessory Dwelling Unit

Strategy B - Increase Participation in Housing Rehabilitation Partnership Program

2025 - 2042

INTENDED OUTCOME

- Conserve older housing stock falling into disrepair
- Prevent dangerous building condemnation and resident displacement

Ref	Description
B.1	Continue coordination with Linn County and advocate for increased funds, process improvements
B.2	Use CDBG funds support housing rehabilitation for lower-income households

Strategy D - Middle Housing Prototypes and Local Production

2025 - 2030

INTENDED OUTCOME

- Streamlined development review process
- Middle housing types provided directly to community
- Production of local jobs
- Increased user accessibility



Measure	Description
D.1	Create pre-approved prototype designs for middle housing
D.2	Encourage investment in and creation of local firms building affordable modular homes
D.3	Promote Universal Design Principles in prototypes and designs

"Mass Timber"



MASS TIMBER MATERIALS

▲ LMN Architects



▲ Forterra Modular Prototype

“Universal Design”

- 1 Wider Hallways
- 2 Raised Wall Outlets
- 3 Lowered Light Switches
- 4 Wider Door Openings
- 5 Circulation Space
- 6 Easy Operable Windows
- 7 Backing for Future Grab Bars
- 8 Zero-Threshold Shower
option available
- 9 Easy to Access Utilities



◀ *Cresleigh Homes*

Strategy E - Medium and High Density Plan and Code Updates

2025 - 2035



INTENDED OUTCOME

- Evaluation measures for Comprehensive Plan and zoning map changes
- Contribution to meeting needed housing targets
- More senior housing opportunities, free up existing housing

Ref	Description
E.1	Incorporate Housing Production Targets into Comprehensive Plan
E.2	Rezone MDR and HDR residential land consistent with Comprehensive Plan designations
E.3	Ensure adequate supply of MDR and HDR residential land
E.4	Amend Medium Density (R-2) zone to allow tri-plexes and four-plexes at same density as rowhomes
E.5	Allow single room occupancy (SROs) in High Density (R-3) and Commercial zones
E.6	Allow senior housing projects in R-3, Mixed-Use, and Commercial zones
E.7	Allow all dwelling units in the R-3 zone to be multi-family if approved through PUD process



Strategy C - Affirm Fair Housing Commitment

2025 - 2030

INTENDED OUTCOME

- Reserve land for affordable housing, reduce production costs
- Lower-income housing retained for intended use
- Public facilities increased in lower-income neighborhoods
- Increased affordable housing opportunities

Ref	Description
C.1	Comprehensive Plan policy
C.2	Coordinate with county and state housing departments to publicize and promote programs
C.3	Prioritize CIP programming in areas with concentrations of lower income and disadvantaged populations
C.4	Implement restrictive covenants for long-term affordability of subsidized housing
C.5	Land banking
C.6	Coordinate with faith-based property owners
C.7	Partner with Community Lands Trust (CLT) to implement C.4, C.5, C.6



Strategy F - Modify SDC Fee Schedules, Exemptions

2025 - 2027

INTENDED OUTCOME

- Encourage production of smaller, more affordable dwelling units
- Reduce upfront production cost for smaller, low-impact housing infill and redevelopment

Ref	Description
F.1	Update SDC fee schedule based on dwelling unit size
F.2	Exempt small ADUs and conversions of single-family dwelling units to duplexes
F.3	Phasing of SDC payments

“System Development Charge”



Water



Wastewater



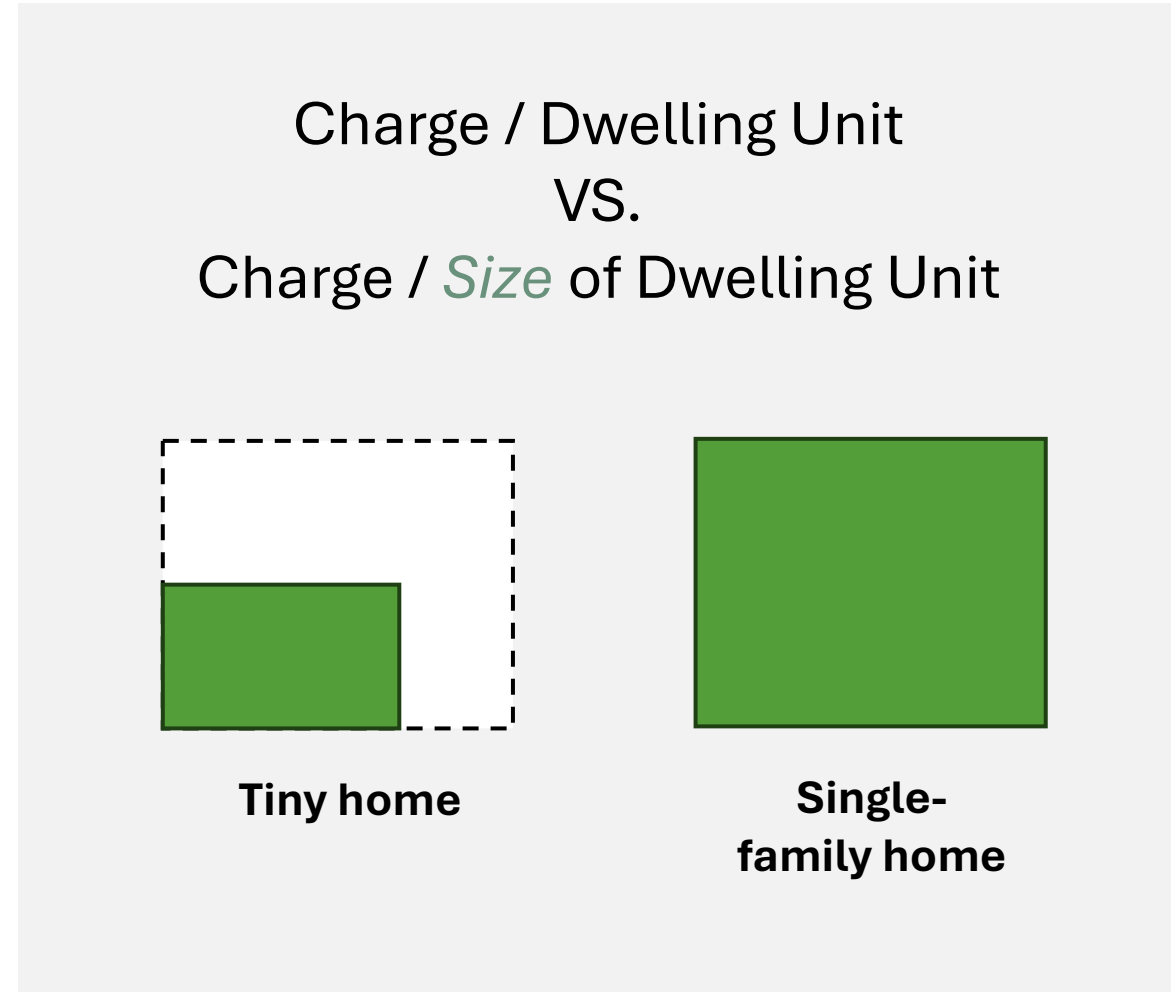
Transportation



Stormwater



Parks



Conclusion



Next Steps

Questions and comments encouraged ahead of joint adoption hearing



Joint hearing for adoption: **Tuesday, November 12**

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