

**ASHLAND CITY COUNCIL
STUDY SESSION
MINUTES
April 17, 2023**

Mayor Tonya Graham called the meeting to order at 5:30 p.m.

Mayor Graham, Councilor Hyatt, Bloom, Dahle, Kaplan, DuQuenne and Hansen were present.

1. Public Input - None

2. Ashland Housing Production Strategy Update

Community Development Director Brandon Goldman, Housing Manager Linda Reid and Consultant Beth Goodman from ECONorthwest presented on the topic. Mr. Goldman provided background on developing the housing production strategy. Ms. Goodman provided a presentation (see attached):

- **Ashland: Housing Production Strategy**
- **Discussion**
- **What is a Housing Production Strategy (HPS)?**
- **Project Schedule and Primary Tasks**
- **Summary of Stakeholder Input**

Mayor Graham asked if they had included developers' suggestions to streamline development review. Ms. Goodman confirmed developers' input would be included. Mr. Goldman addressed the perception of the process being slow and unintended consequences of the code. Council had already identified the need to streamline the review process. Some issues were due to state building code requirements.

- **Strategies to Accommodate Housing Need in Ashland**
- **What is a city's role in housing development?**
- **Requirements of Strategies in the HPS**
- **Does the new HB 2001 Affect Ashland's HPS?**
- **Initiatives Approach Actions**

Councilor Kaplan asked about the median income for a family of four versus two. Ms. Goodman confirmed the median income for a two person family was \$58,000. It was \$73,000 for a family of four.

- **Initiatives Approach – Actions A & B**

Mr. Goldman used the ten acre site on Clay Street as an example of a land bank and explained the breakdown of the property. A land trust operated for a decade or more and acquired nineteen housing units in Ashland. It eventually dissolved, and was now under NeighborWorks Umpqua. Councilor Kaplan asked what the property tax treatment was for a

land trust. Mr. Goldman explained that Jackson County changed the assessed market value of the affordable housing to correlate with the market price the house will sell for. The property owner pays the tax on land improvements.

- **Initiatives Approach – Actions G**

Councilor Hyatt noted G. regarding new manufactured home parks and confirmed it addressed zoning.

- **Implementation Schedule**
- **Monitoring Actions – Strategies and Annual Monitoring**

Mr. Goldman addressed **Exhibit 11 Ashland’s Future Households by Income, 2021 to 2041** in the HPS and explained the numbers in the chart could determine realistic targets.

- **Initiatives Approach Actions C–L, Funding Sources M–O**
- **Funding Sources Evaluated**
- **Implementation Schedule**
- **Summary of Actions**
- **Initiatives Approach – Actions G**

Council discussed developing new manufactured home parks with staff. Ms. Reid explained there was a desire and demand for manufactured homes using a cooperative ownership model versus leasing or renting the land. In the past, another agency used a land trust model for the ownership piece. Not everyone wanted to live in apartments.

Ms. Goodman clarified the action required draft code amendments related to changing the zoning. Alternately, if an existing manufactured home park was for sale, they might reserve it for low income by helping the owners work with a non-profit. Newly developed manufactured home parks were unlikely due to the cost of land in Ashland. Ms. Reid confirmed the items in the plan were up for consideration and would not tie the city into acting.

Mr. Goldman suggested the following language for **G., Maintain quality and support development and retention of manufactured home parks**. Council agreed to changing the language.

- **Implementation Schedule – Actions I**

Mr. Goldman explained the transit triangle and Siskiyou Boulevard were areas eligible for the Multiple Unit Property Tax Exemption (MUPTe) for multifamily or affordable housing. MUPTe only applied to new developments unless it existed and had substantial improvements. MUPTe would establish criteria for any projects that qualified and could apply to climate friendly areas.

Councilor DuQuenne left the meeting at 7:14 p.m.

Mayor Graham asked about energy efficiency elements coming into play in 2029. Mr. Goldman explained they did not rank the item in the same manner as those that produced affordable units or preserved existing affordable units. However, CEAP and other conservation committees were working on it.

Councilor Hansen asked about using developers' input to create smoother processes going forward. Mr. Goldman referred to the stakeholder interviews where they saw issues with development code. Ms. Reid added staff consistently solicited feedback often and implemented changes. They kept a log of what was not working.

3. Adjournment of Study Session

The meeting adjourned at 7:26 p.m.

Respectfully Submitted by:

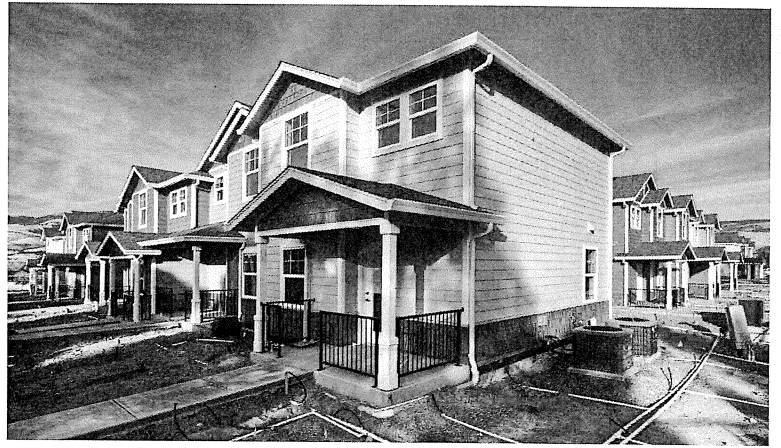
DocuSigned by:
Melissa Huhtala
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City Recorder Melissa Huhtala

Attest:

Tonya Graham

Mayor Tonya Graham



Ashland: Housing Production Strategy

City Council

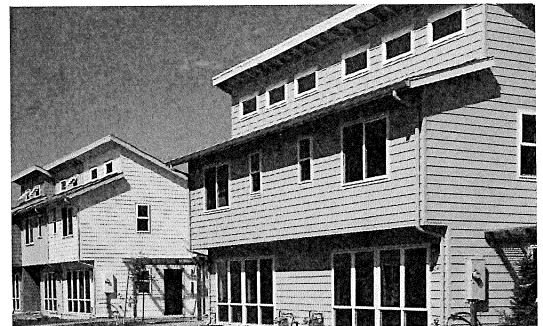
April 17th, 2023

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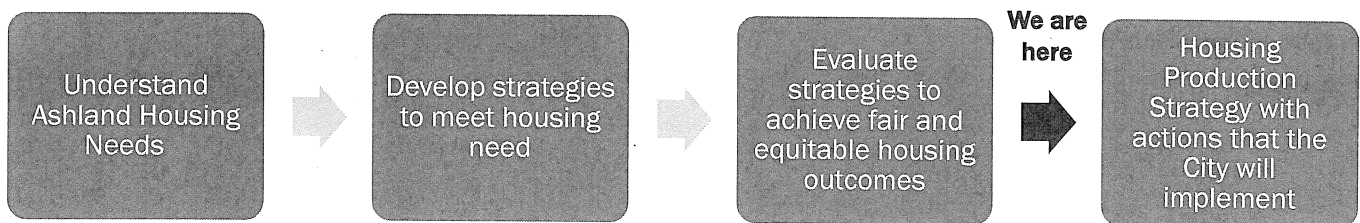
Tonight's Discussion...

- Discussion
 - Overview of input on the HPS
 - Focus on HPS actions, partners, funding sources, and adoption
 - Do you have any questions about the information in the document?
 - Are there any suggested changes to the HPS report?

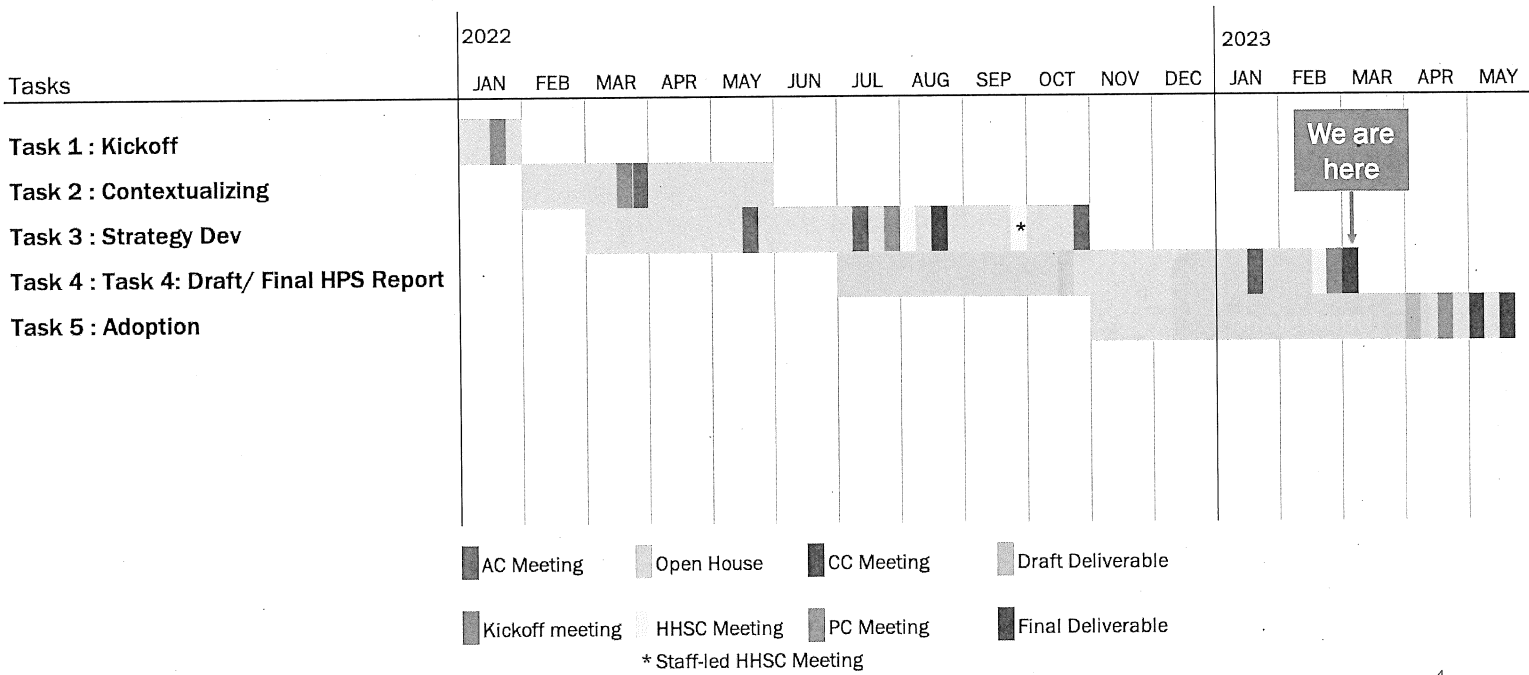


What is a Housing Production Strategy (HPS)?

An 8-year action plan that identifies near and long-term strategies that the City can take to support the development of needed housing, especially low- and middle-income housing.



Project Schedule and Primary Tasks



Summary of Stakeholder Input

- **HHSAC** – Recommended adoption of the HPS (Feb 23rd, 2023).
 - Highest priority actions included:
 - Identify additional funds to support the **Affordable Housing Trust Fund**
 - Support preservation and development of **manufactured home parks**
 - Participate in a **land trust**
 - Participate in or establish a **land bank**.
- **Advisory Committee** – Recommended adoption of the HPS (Feb 2023)
 - Highest priority actions included:
 - Support preservation and development of **manufactured home parks**
 - Work with partners to support development of additional **permanent supportive housing**.
 - Preserve and improve existing **low-cost, unregulated, rental housing**.
- **City Council (Aug 2022)** –
 - Was supportive of:
 - **Land banking**
 - **Land trust** - they were very interested in long-term affordability
 - Preservation of **manufactured home parks**
 - Evaluating using **Urban Renewal**
 - Potentially using a **CET**
- **Interviews with developers (Aug 2022):**
 - Priorities included:
 - **Urban Renewal** has been effective in neighboring jurisdictions and could be a useful tool in Ashland.
 - **Land banking** could allow developers to construct more workforce housing.
 - **Review the code** for unintended barriers to density.
 - Evaluate opportunities to **streamline development review**.



Strategies to Accommodate Housing Need in Ashland

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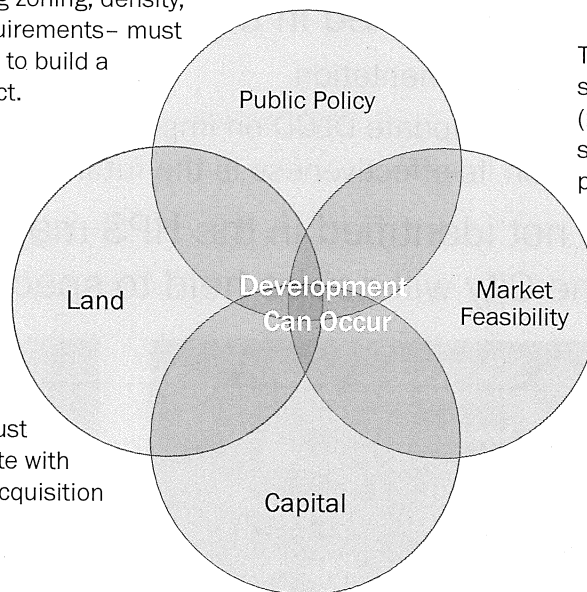
What is a city's role housing development?

Cities can directly influence public policy, land, and infrastructure.

Cities may have limited influence on market feasibility

Policy—including zoning, density, and design requirements— must allow developer to build a profitable project.

There must be sufficient demand (rents, sales prices) to support a profitable project



Developer must control the site with reasonable acquisition costs

Developer must be able to access resources for investment (e.g., equity investment, bank loans)

Requirements of Strategies in the HPS

- For strategies identified in the final HPS, the City of Ashland will:
 - Commit to implementation
 - Be required to update DLCDC on implementation progress, and be required to comment on its effectiveness in the future
- Strategies not identified in the HPS may still be implemented by the City, but the City will not be held to specific action by the State.

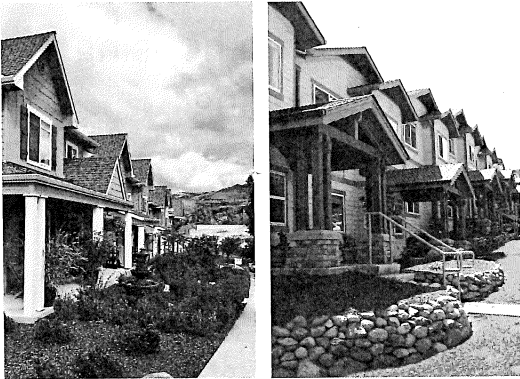


Does the new HB 2001 Affect Ashland's HPS?

- The new House Bill 2003 will change how Oregon cities do housing capacity analysis and includes new requirements for housing production strategies.
- Cities currently doing HPS will **not** be impacted by HB 2001.

- Most HB 2001 requirements will start taking effect in 2025.
- After 2025 DLCD will begin to evaluate performance for implementing the new affordable housing development targets for cities newly conducting an HCA
 - Cities found not to be meeting the new requirements may be audited by DLCD
 - Enforcement will start with support, collaboration, and technical assistance

Initiatives Approach



- **Encourage development of low- and moderate-income affordable rental housing.** This initiative seeks to increase the housing options for unregulated rental households earning between 60% and 120% of MFI (\$43,900 to \$87,700).
- **Increase opportunities for affordable homeownership.** This initiative seeks to increase the housing options for homeownership for households earning less 120% of MFI (less than \$87,700).
- **Encourage development of income-restricted affordable housing units.** There are limited options available in Ashland that are affordable to households with income of less than 60% of MFI (\$43,900). This initiative supports development of housing affordable in this income group.
- **Preserve existing of low- and moderate-income affordable housing.** This initiative seeks to increase the housing options for households earning less than 120% of MFI (less than \$87,700).

City and Partner Roles

Actions	City	Other Government Agencies	Affordable and Market Rate Developers	Local Nonprofits	Other
A. Evaluate participating in or establishing a land bank.	Contribute land or funding		Develop housing		
B. Evaluate opportunities to participate in a land trust.	Contribute land or funding		Develop housing	Manage Land Trust	
C. Host educational events with the Housing and Human Services Commission	Partner to identify needs, develop materials, do outreach and plan/host events			Partner to identify needs, develop materials, do outreach and plan events	Coordinate with HHSC
D. Develop an equitable housing plan	Develop plan, adoption, implementation,	Provide input	Provide input	Provide input	Coordinate with HHSC
E. Disallow SFD in High Density R-3 Zone	Revise development code				
F. Evaluate Increasing allowances for residential dwellings in commercial and employment zones	Revise development code				
G. Maintain quality and support development of a new manufactured home park	Revise development code; outreach to property owners and nonprofits	OHCS: partnership on preservation efforts		Partnership on preservation efforts	Owners of manufactured home parks: provide input
H. Increase development capacity of MFR dwellings	Revise development code		Provide input		
I. Implement the Multiple Unit Property Tax Exemption (MUPTe) to support multifamily or affordable housing	Outreach, develop eligibility criteria, adoption, implementation, promotion	Taxing Districts: consider exemption approval	Provide input		
J. Preserve and improve existing low-cost, unregulated, rental housing	Develop program; funding; outreach & promotion	Ashland Housing Authority: provide input & materials; outreach		Partnership; provide input & materials; outreach	Property owners
K. Work with partners to support development of additional permanent supportive housing	Provide funding and development assistance opportunities	Jackson County: partnership to develop regional approach.		Service providers: identify and utilize funding and development assistance opportunities.	
L. Evaluate opportunities to improve energy efficiency and reduce GHG emissions during housing development	Evaluate opportunities; determine implementation steps and identify partners	Ashland Building Division: provide input	Provide input		Ashland Climate Policy Commission: provide input
Funding Sources					
M. Establish a Construction Excise Tax	Develop and implement plans		Provide input		Major employers, and the business community: provide input
N. Evaluate using Urban Renewal or other financing tools	Establish and partner w/Urban Renewal Agency	URA: Select projects; implement the Plan			Property owners
O. Identify additional funds to support the Affordable Housing Trust Fund	Evaluate new sources of funding, develop, and implement plan				Residents: provide input

Funding Sources Evaluated

Recommendation for Inclusion in the HPS as an Action?	Revenue Source	Rationale for Inclusion/Exclusion?
Yes	New Urban Renewal Area, if established	Could provide a stable, dedicated revenue source in an area with limited existing infrastructure.
Yes	Use of CET funding, if established	Provides a funding source to support developer incentives, affordable homeownership and affordable housing programs.
No but staff will continue to pursue	Grants and State Funding	Not included as an action but considered as a source of funding for other housing strategies.
No but the City will accept these	Private donations and gifts	Pursue as the City has staff capacity, without dedicated staff this is not likely to be a substantial source of funding
Consider as a source of funding for the AHTF	General Obligation Bond	Requires voter approval and may be difficult to pass
No	New local option levy	Requires voter approval, unlikely to pass
No	Increased lodging tax	Only 30% increased revenue could go to housing; 70% dedicated to tourism promotion
No	Marijuana tax	A portion of the proceeds from the City's portion of the State Marijuana Tax is already a long-term revenue source to fund the AHTF.
No	Increase Systems Development Charges	Does not provide a source of funding for development or preservation of housing.
No	Increased utility fee	Does not provide a source of funding for development or preservation of housing.
No	Increased building and planning permit fees	Does not provide a source of funding for development or preservation of housing.
No	New business license fee	May hinder local business development
No	New food and beverage tax	The city passed this, but revenue was not allocated for housing.
No	New sales tax	May not be politically feasible
No	New payroll/business income tax	May not be politically feasible
No	New ticket tax	May not be politically feasible
No	New real estate transfer tax	Not legal in Oregon
No	New vacant/second home tax	Untested and possibly not legal in Oregon

Initiatives Approach

■ Primary Focus of the initiative □ Secondary Focus of the initiative

Action Name	Initiative Name			
	Encourage development of low- and moderate-income affordable rental housing	Increase opportunities for affordable homeownership	Encourage development of income-restricted affordable housing units	Preserve existing supply of low- and moderate-income affordable housing
Actions				
A. Evaluate participating in or establishing a land bank.	■	■	■	
B. Evaluate opportunities to participate in a land trust.	■	■		
C. Host educational events with the Housing and Human Services Commission	□	■	■	■
D. Develop an equitable housing plan	□	■	■	■
E. Disallow SFD in High Density R-3 Zone	■		□	□
F. Evaluate increasing allowances for residential dwellings in commercial and employment zones	■			
G. Maintain quality and support development of a new manufactured home park	□	■		■
H. Increase development capacity of MFR dwellings	■		■	
I. Implement the Multiple Unit Property Tax Exemption (MUPTe) to support multifamily or affordable housing	■			□
J. Preserve and improve existing low-cost, unregulated, rental housing				■
K. Work with partners to support development of additional permanent supportive housing			■	
L. Evaluate opportunities to improve energy efficiency and reduce GHG emissions during housing development	■	■	□	
Funding Sources				
M. Establish a Construction Excise Tax	■	■	■	■
N. Evaluate using Urban Renewal	□	□	■	■
O. Identify additional funds to support the Affordable Housing Trust Fund	■	■	■	■

Summary of Actions

Action Name	Level of Affordability Addressed			Impact for Development	Admin Complexity	Feasibility	Flexibility
	<50% MFI	50%-80% MFI	80%-120% MFI				
Actions							
A. Evaluate participating in or establishing a land bank.	X	X		Small to Moderate	High	Moderate	More
B. Evaluate opportunities to participate in a land trust.	X	X		Small to Moderate	High	Moderate to Less Depends on having a nonprofit partner	More
C. Host educational events with the Housing and Human Services Advisory Committee	X	X	X	Small	Low	More	More
D. Develop an equitable housing plan	X	X	X	Small	Low	More	Moderate
E. Disallow SFD in High Density R-3 Zone	X	X	X	Small to Moderate	Low	Moderate	Moderate
F. Evaluate increasing allowances for residential dwellings in commercial and employment zones	X	X	X	Small to Moderate	Low	Moderate	Moderate
G. Maintain quality and support development of a new manufactured home park	X	X		Small to Moderate	Low	Moderate to Less Depends on funding	Less
H. Increase development capacity of MFR dwellings	X	X	X	Small	Low	More	Moderate
I. Implement the Multiple Unit Property Tax Exemption (MUPTX) to support multifamily or affordable housing		X		Moderate	Medium	Moderate	Moderate
J. Preserve and improve existing low-cost, unregulated, rental housing	X	X		Small to Moderate	Medium	Moderate to Less Depends on funding	More
K. Work with partners to support development of additional permanent supportive housing	X			Small to Moderate	Medium	Moderate to Less Depends on funding	Less
L. Evaluate opportunities to improve energy efficiency and reduce GHG emissions during housing development	X	X	X	Small	Medium	Moderate	Less
Funding Sources							
M. Establish a Construction Excise Tax	X	X		Moderate to large	Medium	Less to Moderate	More
N. Evaluate using Urban Renewal or other financing tools	X	X	X	Moderate	High	Less to Moderate	More
O. Identify additional funds to support the Affordable Housing Trust Fund	X	X		Moderate to large	High	Less	More

Implementation Schedule

Actions	July 1 2023 through December 2023	2024	2025	2026	2027	2028	2029	2030	2031
A. Evaluate participating in or establishing a land bank.			Evaluate opportunities	Get policy direction from City Council	Implement				
B. Evaluate opportunities to participate in a land trust.		Evaluate opportunities	Get policy direction from City Council	Implement as opportunity arises					
C. Host educational events with the Housing and Human Services Commission		On-Going							
D. Develop an equitable housing plan	Develop Plan	Adopt	Implement						
E. Disallow SFD in High Density R-3 Zone				Develop Ordinance	Adopt	Implement			
F. Evaluate increasing allowances for residential dwellings in commercial and employment zones			Adopt	Implement					
G. Maintain quality and support development of a new manufactured home park	Begin Refining	Adopt	Implement						
H. Increase development capacity of MFR dwellings				Develop Ordinance	Adopt	Implement			
I. Implement the Multiple Unit Property Tax Exemption (MUPTEx) to support multifamily or affordable housing					Begin implementation on Steps	Adopt	Implement		
J. Preserve and improve existing low-cost, unregulated, rental housing			Evaluate programs	Get policy direction from City Council	Implement				
K. Work with partners to support development of additional permanent supportive housing		On-Going							
L. Evaluate opportunities to improve energy efficiency and reduce GHG emissions during housing development							Get policy direction from City Council	Implement	
M. Establish a Construction Excise Tax		Evaluate approach	Adopt	Implement					
N. Evaluate using Urban Renewal or other financing tools				Evaluate approach	Develop Plans	Adopt	Implement		
O. Identify additional funds to support the Affordable Housing Trust Fund		Evaluate new sources	City council to give policy direction	On-Going					

Monitoring Actions

Strategies

Annual monitoring

Overall Monitoring

- # of affordable units developed by income range
- # of affordable projects developed

A. Evaluate participating in or establishing a land bank.

- #of acres acquired for land banking
- # of dwelling units developed on land from land banking
- Amount of funding contributed to land bank

B. Evaluate opportunities to participate in a land trust.

- # of partnerships with land trusts
- # of acres contributed to land trusts
- Amount of funding contributed to land trust
- # of dwelling units developed in land trusts

C. Host educational events with the Housing and Human Services Advisory Committee

- # of events hosted
- # of attendees at events
- Demographics of attendees
- Topics of events, such as affordable housing or Fair Housing

D. Develop an equitable housing plan

- Equitable housing plan developed and adopted.

E. Disallow SFD in High Density R-3 Zone

- Ordinance developed and approved.
- Comparison of newly developed housing in R-3 with historical densities

F. Maintain quality and support development of a new manufactured home park

- Ordinance developed and approved.
- # of partnerships established to support preservation efforts.
- Amount of funding contributed to support preservation.
- Changes in manufactured park ownership

G. Increase development capacity of MFR dwellings

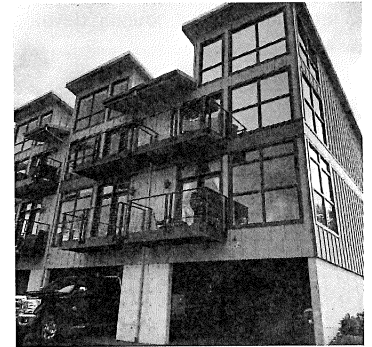
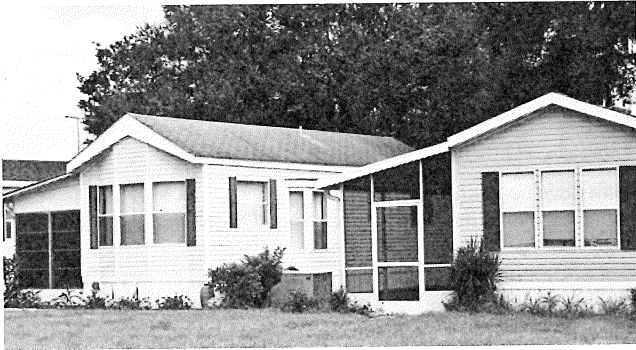
- Ordinance developed and approved.
- Comparison of newly developed multifamily housing with historical densities

Monitoring Actions (cont.)

Strategies	Annual monitoring
H. Implement the Multiple Unit Property Tax Exemption (MUPTEx) to support multifamily or affordable housing	<ul style="list-style-type: none"> ▪ Exemption developed and implemented ▪ # of inquiries about tax exemption ▪ # of projects (and units) granted tax exemption
I. Preserve and improve existing low-cost, unregulated, rental housing	<ul style="list-style-type: none"> ▪ Amount of funding used for rehabilitation or preservation ▪ # of units where funding was given for rehabilitation or preservation ▪ New partnerships established or expanded for preservation
J. Work with partners to support development of additional permanent supportive housing	<ul style="list-style-type: none"> ▪ New partnerships established or expanded ▪ # of permanently supportive housing projects (and units) developed
K. Evaluate opportunities to improve energy efficiency and reduce GHG emissions during housing development	<ul style="list-style-type: none"> ▪ # of new ordinances or policies that encourage energy efficiency ▪ # of new housing units developed under those policies.
L. Establish a Construction Excise Tax	<ul style="list-style-type: none"> ▪ Ordinance adopted ▪ Plan developed for the use of CET funds. ▪ Use of CET funds ▪ # and types of units developed supported by CET; affordability levels
M. Evaluate using Urban Renewal	<ul style="list-style-type: none"> ▪ Urban Renewal Plan developed and adopted ▪ Amount of funding investments made with urban renewal dollars to support affordable housing ▪ # of all units and of affordable units built using urban renewal dollars
N. Identify additional funds to support the Affordable Housing Trust Fund	<ul style="list-style-type: none"> ▪ Additional funding sources identified. ▪ Amount of additional funding directed to the Affordable Housing Trust Fund. ▪ Use of AHTF funds ▪ # and types of units developed supported by AHTF; affordability levels

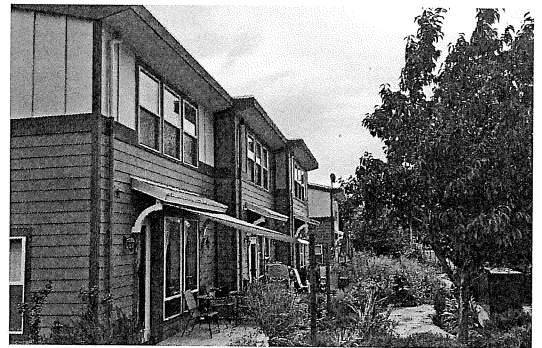
Recommendations

- Develop pre-approved plan sets for Middle Housing Typologies and Accessory Dwelling Units.
- Consider staff capacity for implementation of the HPS.



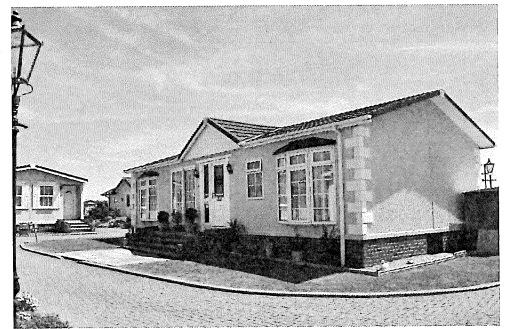
Questions for City Council

- Do you have any questions about the information in the document?
- Are there any suggested changes to the HPS report?



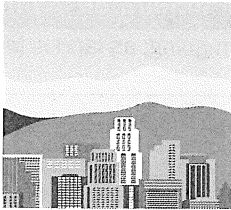
Next Steps

- City Council Adoption Hearing – May 2

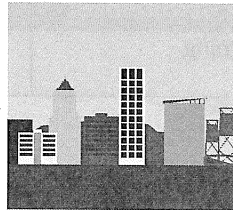


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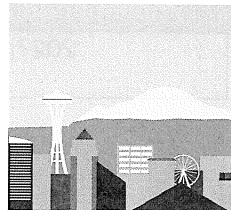
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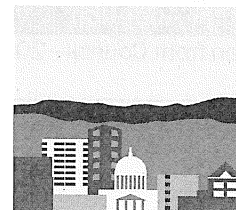
Los Angeles



Portland



Seattle



Boise

Action A. Evaluate participating in or establishing a land bank.

Purpose: Land banks support low- and moderate-income affordable housing development by reducing or eliminating land cost from development, increasing a nonprofits' capacity to build affordable housing.

Action Timeline

Timeline for Adoption	Implementation to Commence	Timeframe of Impact
Get policy direction from Council - 2026	2027; on-going	On-going; as land is identified

Action B. Participate in a land trust

Purpose: Land trusts hold land in perpetuity and sell or lease the housing on the land at below-market rate prices. Land trusts most frequently provide opportunities for homeownership that remain affordable over the long-term.

Action Timeline

Timeline for Adoption	Implementation to Commence	Timeframe of Impact
Get policy direction from Council - 2025	2026; on-going	On-going; as opportunity arises

Action C. Host educational events with the HHSAC or other organizations.

Purpose: Provides education around housing issues, which can help prevent and address housing discrimination, ensure rights are protected, and connect residents with housing resources.

Action Timeline

Timeline for Adoption	Implementation to Commence	Timeframe of Impact
Begin in 2024	On-going	On-going

Action D. Develop an equitable housing plan

Purpose: Addresses identified impediments to fair housing such as: limited community awareness about fair housing protections and resources, instances of discrimination in housing transactions, and a lack of affordable housing.

Action Timeline

Timeline for Adoption	Implementation to Commence	Timeframe of Impact
2024	2025	On-going

Action E. Disallow SFD in High Density R-3 Zone

(excepting areas in the historic district)

Purpose: Increases efficient use of land in the R-3 by focusing on opportunities for higher density development by removing single-family detached housing as an allowed use for new development

Action Timeline

Timeline for Adoption	Implementation to Commence	Timeframe of Impact
2027	2028	On-going

Action F. Evaluate increasing allowances for residential dwellings in commercial and employment zones

Purpose: Lowering or eliminating barriers to residential development in commercial or mixed-use zones can help encourage the development of more dense multifamily housing in these zones. May increase allowances for residential dwellings in commercial and employment zones.

Action Timeline

Timeline for Adoption	Implementation to Commence	Timeframe of Impact
2025	2026	On-going

Action G. Maintain quality and support preservation of existing manufactured home parks and support

Purpose: Preserve and support development of new manufacturing housing parks because they play a significant role in providing naturally occurring affordable housing. The City could adopt a zone that allows manufactured home parks as a permitted use and prohibits other types of single-family detached or multifamily housing.

Action Timeline

Timeline for Adoption	Implementation to Commence	Timeframe of Impact
2024	2025	On-going

Action H. Increase development capacity of MFR dwellings through changes to the Land Use Ordinance development

Purpose: Removing barriers to development of multifamily housing in the land use ordinance, such as:

- Increasing the maximum allowed densities in R-2, R-3, and parts of the Normal Neighborhood and Croman Mill District designations.
- Increasing allowed height in the R-2 and R-3 multi-family residential zones, outside of designated historic districts, from 2 1/2 to 3 stories and from 35 to at least 40 feet, and up to 50 feet.
- Increasing lot coverage allowances slightly in the R-2 and R-3 zones to support the other code amendments
- Evaluating the code to identify and remove unintentional barriers to density, such as the certain elements of the solar ordinance, parking or driveway requirements.

Action Timeline

Timeline for Adoption	Implementation to Commence	Timeframe of Impact
2027	2028	On-going

Action I. Implement the Multiple Unit Property Tax Exemption (MUPTE) to support multifamily or affordable housing

Purpose: Provides a way to leverage private, market-rate development to expand affordable housing. Offers multi-unit developers that meet City-set affordability criteria a partial property tax exemption

Action Timeline

Timeline for Adoption	Implementation to Commence	Timeframe of Impact
2028	2029	The property tax exemption can be used after adoption for as long as the City offers the tax exemption.

Action J. Preserve and improve existing low-cost, unregulated, rental housing

Purpose: Supports needed repairs for low-cost unregulated housing without displacing tenants. The City could evaluate programs, technical assistance opportunities, regulatory changes, and other options to support property improvements. The City could provide grant funding in support of rehabilitation, weatherization or accessibility upgrades.

Action Timeline

Timeline for Adoption	Implementation to Commence	Timeframe of Impact
Get policy direction from Council - 2026	2027	On-going

Action K. Work with partners to support development of additional permanent supportive housing

Purpose: Supports development of income-restricted housing that includes services with a goal of ending chronic homelessness. The City would work with service providers to identify and utilize funding and development assistance opportunities.

Action Timeline

Timeline for Adoption	Implementation to Commence	Timeframe of Impact
2024	On-going	On-going

Action L. Evaluate opportunities to improve energy efficiency and reduce GHG emissions during housing development

Purpose: Helps the City meet its Climate and Energy Action Plan (CEAP) goals and can lower-long term energy costs. The City can evaluate opportunities to incorporate elements of the CEAP into housing developments. The City could also facilitate access to energy efficiency incentives available from the federal and state government, particularly for development of affordable housing.

Action Timeline

Timeline for Adoption	Implementation to Commence	Timeframe of Impact
Get policy direction from Council - 2029	2030	On-going

Action M. Establish a Construction Excise Tax

Purpose: Construction Excise Tax (CET) is one of few options to generate additional locally-controlled funding for affordable housing. The City could use CET revenue funds to support the development or re-development of affordable housing.

Action Timeline

Timeline for Adoption	Implementation to Commence	Timeframe of Impact
2025	2026	If a CET is implemented, it may take several years for funds to accumulate to an amount that could be used to support development of housing.

Action N. Evaluate using Urban Renewal

Purpose: Provides a flexible funding tool that can support many of the key strategies identified in the Housing Production Strategy.

Action Timeline

Timeline for Adoption	Implementation to Commence	Timeframe of Impact
Evaluate approach - 2026 Develop plans - 2027 Adopt - 2028	2029	After implementation, it would likely be several years before there is sufficient revenue in the Urban Renewal District to have enough funds to make significant investment in housing.

Action O. Identify additional funds to support the Affordable Housing Trust Fund

Purpose: Identifying additional funding sources for Ashland's Affordable Housing Trust Fund would provide direct financial resources to the development of affordable housing for low-income households.

Action Timeline

Timeline for Adoption	Implementation to Commence	Timeframe of Impact
Get policy direction from Council - 2025	2026	It may take several years before there is sufficient revenue to have enough funds to make significant investment in housing.