



City of Florence
A City in Motion

City of Florence Housing Implementation Plan Stakeholders Meeting

Florence Events Center
715 Quince St.
Florence, OR 97439
541-997-3437
www.ci.florence.or.us

- Meeting materials including information on each agenda item are published at least 24 hours prior to the meeting and can be found on the City of Florence website at www.ci.florence.or.us.
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April 28, 2022

AGENDA

3:00 p.m.

With 48-hour prior notice, an interpreter and/or TDY: 541-997-3437, can be provided for the hearing impaired.
Meeting is wheelchair accessible.

The Florence Housing Implementation Plan Stakeholder Advisory Team meeting will be held in person at Florence Events Center.

In addition, members of the public can listen and view the meeting through the 'GoToWebinar' platform at the following link: <https://attendee.gotowebinar.com/register/6604362150320001036>

- CALL TO ORDER – WELCOME AND INTRODUCTIONS** *City Staff*
- ADVISORY COMMITTEE MEMBER TRAINING**
Staff will provide an overview of the committee policies and procedure, as well as public meetings and ethics laws. *City Staff*
- NOMINATION AND ELECTION OF CHAIR AND VICE CHAIR** *City Staff*
- PROJECT ORIENTATION AND BACKGROUND**
This is an opportunity for members of the Housing Implementation Plan (HIP) Stakeholder Advisory Team (SAT) to receive an overview of the Housing Implementation Plan project. A review of the Public Involvement and Communications Plan as well as the upcoming HIP SAT meeting agenda topics will be provided. *Darci Rudzinski*
- REVIEW OF HOUSING NEEDS ANALYSIS AND RECOMMENDATIONS**
An initial step in developing the Housing Implementation Plan (HIP) is reviewing the recommendations from the 2018 Housing Needs Analysis as summarized in the HIP Background Report. *Brendan Buckley*
- INTRODUCTION OF SHORT-TERM RENTAL RESEARCH** *Darci Rudzinski*
- COMMITTEE MEMBER INPUT AND DISCUSSION**
This is an opportunity for Stakeholder Advisory Team members to provide their initial comments and feedback on the Housing Implementation Plan project. *Brendan Buckley*
- NEXT STEPS AND CALENDAR REVIEW**

Housing Implementation Plan Stakeholder Advisory Team Meeting Schedule: All meetings will be held at the Florence Events Center (715 Quince Street) at 3:00 p.m.

| | |
|------------|------------------|
| Meeting #1 | April 28, 2022 |
| Meeting #2 | June 15, 2022 |
| Meeting #3 | July 28, 2022 |
| Meeting #4 | November 1, 2022 |
| Meeting #5 | January 26, 2023 |

For more information about the Florence Housing Implementation Plan project please visit the City of Florence website at <https://www.ci.florence.or.us/planning/housing-implementation-plan-project>.



MEMORANDUM

HIP Background Report – PMT DRAFT Florence Housing Implementation Plan

DATE April 21, 2022
TO Wendy Farley- Campbell, Planning Director, City of Florence
FROM Brendan Buckley, Johnson Economics
CC Florence HIP Project Management Team

Introduction

The Florence Housing Implementation Plan (HIP) will provide recommended housing programs and funding strategies that will guide future housing development in the City. An initial step in developing the HIP is reviewing housing needs and recommendations from the 2018 Housing Needs Analysis (HNA) and summarizing this information in an HIP Background Report. This memo summarizes the quantitative findings on housing need and capacity of remaining residential lands from the HNA. The HNA also provided a list of 34 recommended action items, some of which have since been implemented and some not. The table included below lists these action items and provides further discussion for evaluating them.

2018 HNA Findings

Population: The population within the Florence urban growth boundary (UGB) was projected to grow from 10,486 to 12,544 people between 2015 and 2035. This is projected growth of 2,068 people, or nearly 20%, over the 20-year period. This translates to an average annual growth rate of 0.9%.

It is beyond the scope of this project to generate detailed updated housing projections, but a review of the most recent forecast from Portland State University (PSU) shows that PSU estimates the 2020 population within the UGB at 11,182, while the 2020 US Census estimated a population of just under 9,400 *within* the city limits.

PSU still forecasts the same growth rate of 0.9% as found in the HNA, for a UGB population of 13,350 by 2040, and over 14,000 by 2045.

Housing: The HNA projected a need for 1,664 net new units between 2016 and 2036. 768 of these units (46%) was projected to be owner occupied, 633 (38%) was projected to be renter occupied, and 263 (16%) was projected to be short-term rental, or vacation units. This projection includes an estimate for pent-up workforce housing needs of 143 units over the 20-year period.

The needed housing was projected to be 53% single-family detached homes, 22% multi-family units, 16% townhomes or duplexes, 9% manufactured or mobile homes (see chart).



An estimated 2.5% of these units (40 units) were projected to be needed for special needs population, including homeless individuals or families. The 2019 Point in Time count carried out by Lane County found a similar 32 homeless individuals in the Florence area (this is the latest count to break down results by nearest city). However, the Regional Housing Needs Analysis methodology project, completed by ECONorthwest in 2020, used a different methodology to estimate a need for 87 units for homeless individuals and families over the next 20 years.

Permitting data tracked by HUD estimates that the City has permitted roughly 318 new units between 2015 and 2021, 76% of which were single-family detached homes or mobile homes. 20% were attached housing units. 13 Accessory Dwelling Units (ADUs) were built

The 318 units represents roughly 19% of the projected 20-year housing need being built over a 6-year period. This is an estimated annual growth of 0.8% per year, which is slightly lower than the projected growth in demand. As noted, housing types other than single family detached homes have seen limited production in recent years.

According to the RMLS, the median sale price in 2021 for a home in Florence was \$370,000, up 42% over five years from \$212,000 (2016). This is average growth of 12% annually over this period. The most recent 2020 census found a vacancy rate of 13% in Florence, or nearly 700 units. This mostly includes non-primary residences like second homes, and vacation rentals. *Vacancy for year-round buyers and renters in the community is estimated to be much lower.*

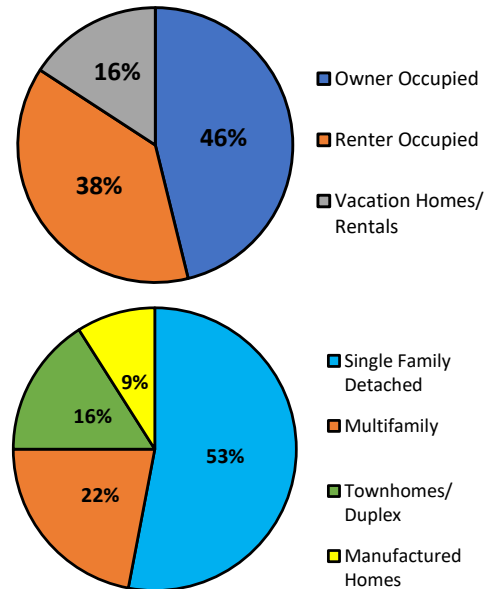
Residential Land Need: The HNA found a 20-year need for 230.5 residential acres by 2036, to accommodate the housing types projected. The Buildable Lands Inventory estimated a supply of 705 residential acres within the UGB, with sufficient land in each zoning category to accommodate the demand for the different housing types. Therefore, the HNA found that there was ample remaining capacity to meet the City’s 20-year housing need.

Recommended Housing Strategies

The following table lists the 34 recommended action items from the HNA, with further notes and discussion on each. These recommendations will be reviewed and prioritized to determine which have already been addressed, which are higher priority, lower priority, or are no longer seen as viable or important. Evaluation measures have been listed to consider the trade-offs of different approaches.

Because the HNA finds that there is ample capacity within the current UGB, expansion of the UGB or other land supply strategies were not emphasized. Instead, these recommendations are mostly focused on meeting goals for the production of different types of housing (e.g. more types of multi-family and ADUs),

20-Year Housing Need: Unit Types





and housing for special needs or hard to serve populations (e.g. senior housing, affordable housing, workforce housing, and housing for the homeless).

This list is not an exclusive list. These prior recommendations are included in this background report for reassessment, and will be fleshed out, and supplemented with additional strategies and tools as this project moves forward.

Source: [City of Florence Housing Needs Analysis Summary \(pp. 7 - 10\)](#)

DRAFT

Housing Needs Analysis – Housing Recommendations

| | Notes | Primary Responsibility | Cost | Impact | Funding | Staff Commitment |
|---|---|--|---|---|---|---|
| HOUSING RECOMMENDATIONS | | | | | | |
| Housing Supply/Diversity | | | | | | |
| 1. Unsafe or unhealthy housing conditions should be eliminated. | City currently lacks code to define unsafe or unhealthy housing. | Private market, with public inspection/enforcement | Private: Med/High; Public: cost of inspection program (High) | Could be significant over time, depending on resources | Private reinvestment in maintenance/fines, or public could support as partner | Inspection program (High) |
| 2. The City should encourage innovative design techniques (such as clustering, townhouses or condominiums) in appropriate areas, as a method to preserve open space, to lower the costs of housing and public facilities, and to maintain vegetative cover. | The 2019/2020 code update included provision for these housing types in most zones. Mainstreet District, Old Town District, and Professional Office District may need additional consideration. | Public: code/zoning changes | Low (once code is established) | Variable. Will depend heavily of specifics of development projects. | NA | Code enforcement |
| 3. Support periodic UGB expansions within 1 mile of existing city limits to accommodate housing needs and to ensure that cost economies are realized for the City and property owners. | This item may be best applied to annexations, rather than UGB expansions. The HNA did not find the need for UGB expansion. | Public: annexation process | Private: High process, time, and land development costs; Public: staff time, process costs. | Variable. Will depend on size and specifics of annexation. | Private: planning fees and land development | Planning department, annexation process |
| Infrastructure and Development | | | | | | |
| 4. Provide a design and development assistance program (DDAP) to help property owners evaluate redevelopment potential. | | Public funding, private specialists providing the services | Public: Med/High | Likely low participation, but could be helpful on some key sites | Public: Urban Renewal one likely source | Administering grants for the design and assistance work |
| 5. Reestablish the downtown preservation and rehabilitation program which will incentivize façade improvements. | This program might apply to buildings with upper story residential uses. Current funding is limited. | Public funding, private specialists providing the services | Public: Med/High | Likely low participation, but could be helpful on some key sites | Public: Urban Renewal one likely source | Administering grants for the design and assistance work |
| 6. Develop an accessory dwelling unit (ADU) Program which will clarify ADU policies in Florence and allow for increased housing opportunities in and near Old Town. | | Done (2018). May need to be coordinated with revised short term rental (STR) policies going forward. | | | | |



| | Notes | Primary Responsibility | Cost | Impact | Funding | Staff Commitment |
|--|--|-----------------------------|---|--|---|--|
| HOUSING RECOMMENDATIONS | | | | | | |
| Housing Supply/Diversity | | | | | | |
| 7. Conduct a developer/property owner recruitment and outreach campaign to encourage new and innovative developments in Florence. | This is really just about keeping in contact with the key players in the area, to know when key properties or big projects might develop and see if other tools discussed here might apply. | Public and private | Outreach, cost is mostly in time/effort | Maintaining partnerships with local property owners and developers can have high impact when key projects come along. | NA | Ongoing contacts or outreach between staff/officials and real estate players in the community. |
| 8. Conduct an audit of the development code in Florence to identify and address barriers to workforce housing development. | Done (2019), with additional audit being pursued through this project, to address new state rules. | | | | | |
| 9. Outside established neighborhoods, set parking requirements and building setbacks to the minimum standards that will meet the community's needs in order to reduce land utilized for parking, reduce the cost of housing development, and encourage walking, transit use and a compact development pattern. | Will be considered through this process. Has been difficult to make changes in the past. Gaps in the sidewalk network and other pedestrian amenities remain a challenge for encouraging more walking and biking. | Public: code/zoning changes | Low (once code is established) | Can be significant if lower parking ratios allows for development of more units, and improves financial feasibility of projects. | NA | Code enforcement |
| 10. Prioritize capital improvement projects that support development of affordable homes and neighborhoods. | On-going | Public and private | High | Can be significant to open new areas to feasible development. | Varied, depending on infrastructure | High staff commitment for planning, designing, funding, etc. |
| 11. Participate in public/private development projects, in association with the Florence Urban Renewal Plan. | Significant funds have been put in to transportation infrastructure on Hwy 101/126, as well as water and sewer improvements. The cost of infrastructure | Public, private, non-profit | Public: Med/High; Private: High | Can be important for ensuring good use of key projects/locations | Public: Urban Renewal one likely source | High: monitoring the partnership, ensuring delivery of project as agreed |



| | Notes | Primary Responsibility | Cost | Impact | Funding | Staff Commitment |
|---|---|---|---|---|--|--|
| HOUSING RECOMMENDATIONS | | | | | | |
| Housing Supply/Diversity | | | | | | |
| | is a big barrier to private development. | | | | | |
| 12. Encourage development of a tiny home artist/maker village with shared common areas and sustainable energy elements. | Might be appropriate for Mainstreet District, Old Town District. | Public: code/zoning changes Development: Public, private, non-profit | Low for code changes. Public: Med/High; Private: High | Variable. Will depend heavily on specifics of development projects. | Public: Urban Renewal one likely source | Code enforcement High: monitoring the partnership, ensuring delivery of project as agreed |
| Housing Attainability | | | | | | |
| 13. Explore local and regional funding options to support development of housing for low- and moderate-income households. | Will be considered during this process. Some of the other items on this list fall under this category. | Public and non-profit | Public: Med/High; Non-profit: High | Most direct way to provide housing reserved for specific segments in need | Variety of sources, will be elaborated on through this project. | Varied depending on program. |
| 14. Pursue state and federal grants to design and finance affordable housing. | Will be considered during this process. | Public and non-profit | Variable depending on funding sources | Most direct way to provide housing reserved for specific segments in need | Variety of sources, will be elaborated on through this project. | Staff time and effort to pursue funding. Often this would be the role of experienced non-profit partner. |
| 15. Pursue partnerships with Lane Community College to develop student housing. | Changes to LCC on-site enrollment and virtual learning may reduce the priority of this action. Stabilized enrollment, and housing interest from existing students should be monitored in coming years to assess priority. | Public: City and LCC | High | Direct way to provide housing reserved for students; free up other local housing. | Many of the same sources in Strategies 13 and 14 will also apply here. | Joint staff time and effort to pursue funding. |



| | Notes | Primary Responsibility | Cost | Impact | Funding | Staff Commitment |
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| HOUSING RECOMMENDATIONS | | | | | | |
| Housing Supply/Diversity | | | | | | |
| 16. Set fees and system development charges (SDCs) on new construction of affordable housing as low as possible while ensuring necessary infrastructure to make neighborhoods cost-effective places to live and good investments for homeowners. | City has implemented sliding-scale SDC discounts based on the square footage of new homes, encouraging smaller units and ADU's. Rules will be reviewed through this process. | Public | Variable depending on development project. | Can be significant if it encourages more compact units and helps denser projects achieve financial feasibility. | Reduced SDC's and fees to the city. | Already implemented. |
| 17. Offer expedited review and permitting for residential or mixed-use projects that meet certain criteria (e.g., receive local, state or federal affordable housing funding for development of workforce housing). | City has been working on systems to streamline and modernize processes. Policy requires a 100 day timeline, which can be expedited for a fee. | Public | Low (once processes are established) | Low, but overtime will impact all projects and reduce friction for development. | NA | Review and permitting process. |
| 18. Offer a 10 or 20-year property tax exemption to low-income rental housing projects that meet certain criteria (e.g., receive local, state or federal affordable housing funding and are outside the tsunami inundation zone). | City has established MUPTe exemption for MFR, but other options are also available for affordable housing. | Public, private, non-profit | Med/High (in foregone tax revenue) | High. Can be an important part of a mixed package of funding and incentives needed for affordable housing. | Foregone tax revenues. | Medium: administering program, monitoring the compliance of partner. |
| 19. Involve major employers in efforts to develop and support housing affordable to their workforce. | Multiple groups are discussing this need among major private and public developers with workforce housing need. These talks are in beginning stages. | Private | High | Direct way to provide housing reserved for local workforce; free up other local housing. | Mostly private, although some of the public incentives and programs discussed here can be applied. | Medium for public/private partnership: monitoring the project, and any public incentives |
| 20. Provide density bonuses and/or reduced parking requirements for affordable housing developments. | Currently none implemented. This project will evaluate options and make recommendations. | Private | Low | Can be effective in increasing the feasibility for the developer | Private development costs | Code enforcement, tracking performance by the developer. |



| | Notes | Primary Responsibility | Cost | Impact | Funding | Staff Commitment |
|---|---|------------------------|---|---|---|---|
| HOUSING RECOMMENDATIONS | | | | | | |
| Housing Supply/Diversity | | | | | | |
| 21. Establish an Affordable Housing Advisory Committee to establish and oversee an affordable housing program that identifies specific actions to increase the supply of housing that is affordable to low to middle income individuals and families. | Home for Good and other affordable housing agencies could lead or help form this type of partnership. | Public | Low | A good step to coordinate and focus City efforts. | NA | Organization, scheduling, and staffing of this committee |
| 22. Utilize affordable housing funds to provide incentives to developers of income-restricted dwelling units. | This item is repetitive of other items on this list. | | | | | |
| 23. Establish an affordable housing funding mechanism, such as a housing levy or construction excise tax on new building permits (based on valuation). | Will be considered during this process. Related to Strategy 13. | Public | Low | Depends on the mechanism. A levy might have high funding and large impact, while CET can grow funding very slowly. | Variable. Source of funding (public/private) will vary depending on the tool. | Variable. |
| 24. Locate affordable housing throughout the City and especially in areas with good access to transit, employment, education and shopping. | | Public | Low, if primarily talking about zoning or overlays to help locate in certain areas. | Can focus affordable housing in the right areas, but shouldn't restrict it from other areas. | NA | Would likely require changes to the development code and or zoning map. |
| 25. Consider pre-approving ADU and other housing designs to accelerate their development process and lower housing costs. | Eugene runs a similar program and has allowed Cottage Grove to use their same plans for a reduced cost. Other cities can provide additional examples. | Public | High initial costs to produce the designs | Medium/High. Could save some builders significant time and effort. The unique nature of each property is a challenge. | Public | High commitment while pre-approved designs are created, lower afterwards. |



| | Notes | Primary Responsibility | Cost | Impact | Funding | Staff Commitment |
|---|---|------------------------|---|---|--------------------|---|
| HOUSING RECOMMENDATIONS | | | | | | |
| Housing Supply/Diversity | | | | | | |
| 26. Periodically examine and revise the municipal code to reduce barriers to new affordable housing development. | | Public | Low | Variable. | Public | Periodic planning processes to review code. |
| 27. Utilize various mechanisms to ensure the continued affordability of affordable housing the City has built, required or incentivized. | | Public | Public: cost of monitoring and enforcement program (Low/Med) | Necessary for any efforts utilizing public incentives | Public, on-going | Occasional monitoring (Low); enforcement for non-compliance (Med/High) |
| Special Needs Housing | | | | | | |
| 28. Encourage housing options for special needs populations, including independent living for seniors, assisted living, memory care, drug and alcohol rehab and mental health facilities. | This is more a policy or goal than a specific strategy or tool. Many tools on this list that are appropriate for other priority populations, will be appropriate for seniors. | | | | | |
| 29. Integrate housing for people with special needs into neighborhoods throughout the City, avoid concentrations. | | Public | Low, if primarily talking about zoning or overlays to help locate in certain areas. | Can focus housing in the right areas, but shouldn't restrict it from other areas. | NA | Would likely require changes to the development code and or zoning map. |
| 30. Encourage the development of senior-friendly housing opportunities, particularly in areas near services and amenities. | | Public | Low, if primarily talking about zoning or overlays to help locate in certain areas. | Can focus housing in the right areas, but shouldn't restrict it from other areas. | NA | Would likely require changes to the development code and or zoning map. |
| 31. Promote the provision of support services, including transportation options, to allow seniors and those with special needs to remain in their | These programs likely for partner agencies, but city can choose to contribute funding or in-kind. | Non-profit, Public | Medium, depending on program and level of city involvement. | Important for these populations. | Public, non-profit | Low |



| | Notes | Primary Responsibility | Cost | Impact | Funding | Staff Commitment |
|--|---|------------------------|---|---|--------------------|--|
| HOUSING RECOMMENDATIONS | | | | | | |
| Housing Supply/Diversity | | | | | | |
| own homes or non-institutional settings. | | | | | | |
| 32. Support public and private housing and services for people who are homeless. | These programs likely for partner agencies, but city can choose to contribute funding or in-kind. | Non-profit, Public | High, services are usually intensive and often 24-hours/ day. | Important for these populations. Very few can afford to transition to housing without public, non-profit support for their initial shelter or transitional housing options. | Public, non-profit | Low-High depending on the program and level of city involvement. |
| 33. Review municipal code to ensure compliance with the Affirmatively Furthering Fair Housing rule.1 | | Public | Low | Low, but required | Public | Code review process. |
| Short-term Rentals | | | | | | |
| 34. Establish a cap on the number of short-term vacation rental properties available in residential zones. | Accompanying research on the Short Term Rentals topic is forthcoming. | | | | | |
| 35. Prepare clear and objective city policy that defines and limits short-term rentals. | Accompanying research on the Short Term Rentals topic is forthcoming. | | | | | |



FLORENCE HOUSING IMPLEMENTATION PLAN



Stakeholder Advisory Team Draft Agenda Topics

Meeting #1 – April 28, 2022

Topics:

- Project orientation and background; overview of project plan and schedule.
- SAT roles and responsibilities.
- Housing Needs Analysis findings, including general housing/affordability info; Florence statistics; and housing finance info.
- Preliminary analysis of opportunities/constraints, tools and strategies to meet housing need.
- Overview of short-term rental research.
- SAT to provide initial input and recommendations.

Meeting #2 – June 15, 2022

Topics:

- Review takeaways from stakeholder interviews.
- Continue discussion on short term rental strategies.
- Present findings and recommendations from code review and research.
- SAT to provide initial input and recommendations.

Meeting #3 – July 28, 2022

Topics:

- Review proposed modifications to the Zoning Code and Subdivision Code.
- SAT to provide input and recommendations.
- Review Virtual Open House materials (housing strategies & code amendments); SAT to provide input.

Meeting #4 – November 1, 2022

Topics:

- Review community input, including comments from the virtual open house.
- Draft HIP; review recommendations for implementation of high-priority and recommended housing measures and funding strategies.
- SAT to review and provide input on adoption and implementation of the recommended strategies, including potential benefits or negative outcomes for the community, as related to identified housing needs.
- Review public outreach materials for in-person Open House (*tentatively scheduled for November 8*)

Meeting #5 – January 26, 2023

Topics:

- Final (public hearing) draft updates to the Zoning Code and Subdivision Code.
- Final draft Housing Implementation Plan. Review the full revised plan and identify any remaining needed changes.
- Review input from community engagement activities, if applicable.

Housing Implementation Plan (HIP) Project



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What is the Housing Implementation Plan Project?

The City of Florence is going through a process to create a **Housing Implementation Plan (HIP)**. This project will **research, recommend** and **prepare** code updates that will ensure internal consistency, local sustainability and conformance with the State of Oregon's housing requirements.

Project Background:

Throughout 2017 and 2018, the City embarked on the **Housing & Economic Opportunities Project (HEOP)**. This project resulted in the City of Florence City Council adopting the Economic Opportunities Analysis (EOA) and the Housing Needs Analysis (HNA). This project concluded that the City of Florence needs to add 1,600 units of housing over the next 20 years to keep up with an average growth rate of 0.9%. As part of this process, the City and its consultants identified and evaluated a number of housing recommendations to meet future Housing needs. Since this plan's adoption, the City has completed numerous of the recommendations.

In 2019, the City undertook the subsequent code update that was focused on **modifying the City's residential codes**. At the time, the City's residential development codes were over 35 years old and reflected the development patterns of that time period. The 2019 code updates addressed the desire for the "missing middle" housing types such as townhomes, duets, duplexes, cottages and multi-family developments.

The HIP project will **continue the work from 2018 and 2019** to support the City's mission of Florence's sustainable and economically viable future and being **Oregon's Premier Coastal Community**.

What is a Housing Implementation Plan?

The Housing Implementation Plan will identify affordable housing strategies, programs, and funding opportunities that will guide future housing development programs in the City of Florence.

Project Objectives:

- Understand the issues and policies needed related to short term rental housing
- Understand the issues, define a process and set policies to support transitional housing for people experiencing housing insecurity and crisis.
- Update City codes to remove discretionary or subjective criteria that regulate development of needed housing.
- Identify issues with City natural resource and hazards protection policies related to providing a clear and objective path for housing development.
- Identify which strategies, programs, and funding opportunities the City of Florence would like to pursue to support housing development and prepare a logistical approaches to implement them.



Community Involvement:

The City of Florence is committed to engaging with its community members and has developed a **Public Involvement & Communications Plan** to guide stakeholder and public involvement throughout this project. This can be accessed at the City of Florence's Project page: <https://www.ci.florence.or.us/planning/housing-implementation-plan-project>

Additionally, the City is establishing a **Stakeholder Advisory Team (SAT)** which will include representatives from City departments, the local business community, education representatives, representatives from housing and social services support agencies, local health advocates, and local residential housing developers.

The **SAT** will review work products and provide recommendations on key project issues and decisions, provide guidance on scenarios and policy options and guide stakeholder and community engagement strategies. The group will also serve as liaisons between the project and the stakeholder's representative constituents.

The City of Florence and consulting team will be hosting **two open houses**. These open houses will provide opportunities to gather input from members of the community. The consultants and the City will do outreach to promote these opportunities about one month prior to their scheduled dates.

Project Funding:

The project is funded by the **Department of Land Conservation and Development (DLCD)** through a grant provided to hire the consulting team. The consulting firms will provide guidance and draft the final HIP and resulting code amendments.

Stakeholder Advisory Team (SAT) Meeting Schedule

(Meeting Dates Subject to Change, Please Check the City's Website for More Information)

| | |
|------------|------------------|
| Meeting #1 | April 28, 2022 |
| Meeting #2 | June 15, 2022 |
| Meeting #3 | July 28, 2022 |
| Meeting #4 | November 1, 2022 |
| Meeting #5 | January 26, 2023 |

Public Open Houses

(Meeting Dates Subject to Change, Please Check the City's Website for More Information)

| | |
|---------------|------------------|
| Open House #1 | October 19, 2022 |
| Open House #2 | November 8, 2022 |

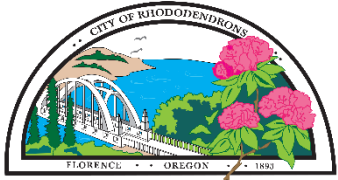


OREGON

Department of
Land Conservation
& Development

If you are interested in staying up to date on the project, please subscribe to receive emails regarding HIP project updates and meeting notifications on the City's project webpage:

<https://www.ci.florence.or.us/planning/housing-implementation-plan-project>



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City of Florence

Housing Needs Analysis and Economic Opportunities Analysis: Volume 1: Summary Report



ACKNOWLEDGEMENTS

This work is made possible through the sincere input by City staff and the Florence Housing and Economic Opportunities Project (HEOP) ad-hoc advisory committee, as well as nearly 700 community members that participated in the planning process. We specifically recognize and appreciate the time and attention dedicated to this work by the following people.

HEOP Advisory Committee

Alan Bourne

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Carla Lowe

Gary Stine

Jan Maxwell

Katherine McBroom-Redwine

Sandy Todd

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Steve Earnshaw

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John Murphey

Brian Jagoe

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Steve Faust, AICP, Senior Planner

Fregonese Associates

Nadine Appenbrink, Senior Planner

Julia Reismann, Senior Planner

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Section I. SUMMARY



Located on the Oregon Coast, Florence is a modern and forward-looking city whose people know a striving business economy is at the heart of making a great living community. Florence lies at the mouth of the Siuslaw River on the Pacific Ocean. Located in Lane County, Florence is approximately 50 miles west of Eugene, the Lane County seat.

This document summarizes updates for two important elements (chapters) of the *Florence Realization 2020 Comprehensive Plan* relating to housing and the local economy. The Florence Economic Opportunities Analysis (EOA) and Housing Needs Analysis (HNA) includes updates to the following:

- Local urban growth boundary (UGB) requirements (land needs) for providing an adequate land needed to accommodate 20-year employment and population growth forecasts.
- A determination of 20-year UGB land needs (for employment and residential development) based upon a growth forecast for jobs, population and housing that's consistent with regional employment growth forecasts and coordinated city/county population growth forecasts.
- An analysis of buildable vacant, part-vacant and re-developable land inventory (BLI) for all land within the UGB that's planned to accommodate employment and housing growth.
- Ways to strengthen the local economy and address housing needs through the adoption of new economic goals, objectives, policies and recommendations.

Detailed technical analysis and findings for this EOA and HNA update are provided in the Florence EOA and HNA Volume 2: Technical Report, which is available on the City's website.

MEGA TRENDS AFFECTING FLORENCE

The City of Florence currently has a population of 8,680 within its City limits, and functions as a regional service center for approximately 17,000 people that live within 20 miles of the City.

Despite modest population growth for many of Oregon’s communities, Florence has not fully recovered from the Great Recession, which officially ended in 2009. And while Lane County’s unemployment rate closely resembles the state average, Florence’s economic circumstances reflect those of other coastal communities, with higher unemployment, more seasonal part-time workers, older inhabitants and lower income levels than its state and county counterparts.

Since year 2000, population in the City of Florence increased by 19.5%, up from 7,263 residents in 2000 to 8,680 in 2016 (0.4% annual avg. growth rate). One reason why Florence population has been growing more slowly than the state and county is attributed to its high concentration of retirees. This is evidenced by the median age of Florence residents (60.4) compared with Lane County (39.3).

The high share of retirees on fixed incomes combined with a service-oriented economy has had a bearing on Florence’s relatively low incomes. Median household income in Florence (\$33,950) is currently well below Lane County (\$44,103) and Oregon (\$51,243).

According to Zillow.com, average home values in Florence (\$234,800) are about 7% below the pre-recession peak levels (\$253,200). Over the past two years, there has been a measurable increase in existing home sales activity in the Florence, with an average of 360 sales per year.

While housing in Florence is comparatively lower than homes in Eugene, Springfield and Creswell, the low household income levels are creating a housing affordability challenge. The combination of relatively low-wage service jobs, lack of apartment inventory and recent surge in home prices is also driving up rental rates and exacerbating a workforce housing shortage.

New building construction in Florence and Dunes City continues to be dominated by single family housing. Over the past few years the City has issued 30-33 building permits per year, which is down significantly from pre-recession peak activity of 200+ new building permits in 2005-2006.

National migration patterns will likely continue to generate faster population growth for Oregon in comparison to the rest of the nation. According to the U.S. Census Bureau, population in the Western U.S. is projected to grow at an average annual rate of 1.6%, compared to 1.0% nationally over the next 20 years. With comparably lower cost of living and favorable quality of life factors, Florence will likely experience in-migration of retiring baby boomers relocating from urban areas (mostly within Oregon, California and Washington).

HOUSING OPPORTUNITIES

Population within the Florence UGB is projected to grow from 10,486 to 12,554 over the next 20 years (0.9% avg. annual growth rate).

As population is attracted to Florence, the need for all types of housing will increase. This HNA supports long-range planning focused on expanding Florence’s housing inventory to accommodate baseline population growth plus some “pent up” workforce housing and special needs housing demand.

Under the recommended scenario, Florence should plan for 1,624 net new dwelling units over the next 20 years. This net new housing need is expected to consist of: 764 owner-occupied dwellings, 597 renter-occupied dwellings and 263 short-term rental units.



Housing options for special needs, including homeless individuals, families and youth experiencing homelessness should be accommodated by the City. Homeless service centers, such as Siuslaw Outreach Services, currently provide 10-year round beds (Hope House DV Shelter) and 9 seasonal beds for the local population in Florence. It is recommended that Florence adopt a target of accommodating an additional 20-30 year-round beds and 10-20 seasonal beds for special needs population.

This effort will require the City to work with various non-profits, County and State government entities and faith-based organizations to identify appropriate sites/locations for various forms of housing, such as:

- Emergency Shelters
- Transitional Micro-Housing
- Permanent Housing
- Community Service Centers for Youth and Singles

The planned net new housing mix over the next 20 years would consist of: 858 single-family detached homes, 145 manufactured housing units, 265 townhomes/duplexes, 357 multifamily housing units, and 40+/- special needs housing units. The amount of required land area to accommodate this level of housing development is expected to be approximately 231 acres (gross buildable land area).

ECONOMIC OPPORTUNITIES

Retirees, tourism and services are the primary “economic engines” driving the Florence economy, and spur job growth primarily in health care, hospitality and retail sectors.

Top employers in Florence include health care (Peace Harbor Hospital, Willamette Valley Cancer Institute), the Three River Casino, assisted living facilities (Regency Florence and Spruce Point), local elementary and high schools and major retail establishments (including Fred Meyer and Safeway).

Favorable quality of life and cost of living advantages will continue to attract retirees to Florence. This in-turn generates demand for senior and assisted living and along with healthcare services.

Increased tourism and visitor spending is a bright spot for communities along the Oregon coast. Visitor spending in Western Lane County (includes Florence and Dunes City) reached a record \$110.1 million in 2015, and continued to increase throughout 2017.

In recognition of Florence’s regional advantages for attracting tourism and retirees, proximity to natural features (Pacific Ocean, Siuslaw River, Oregon Dunes National Recreational Area and the Siuslaw National Forest and Elliott State Forest), and strong local desire to retain and attract family wage jobs, this EOA recommends policy strategies aimed at increasing growth in the following sectors:

- Outdoor Gear/Recreation
- Craft Food/Beverage
- Software/Information Technology
- Forest Products and Modular Home Construction
- Health Care Services
- Entrepreneurs
- Artisan Makers
- Hospitality
- Continuing Care Facilities

This EOA recommends that the City of Florence adopt goals and policies focused on attaining the most positive job growth forecast, which plans for 1,286 net new jobs over the next 20 years.

Industrial uses (including outdoor gear/recreation, craft food/beverage production, artisan makers, forest products and modular home construction) would require nearly 20 acres of vacant land area. This would require a mix of 1-5 acre sites and possibly one 10 acre site.



Small to medium traded-sector “light industrial” businesses would benefit from land zoned for industrial along with permitted ancillary commercial/retail areas. Artisan “maker” businesses could be accommodated in a shared adaptive reuse building or in industrial flex buildings (e.g., 12,000 square foot single level tilt-up buildings).

Services would primarily consist of 1-2 level commercial buildings with a mix of professional and health service occupations (including software/information technology and health care services), plus locations for lodging and food service establishments (craft food/beverage and hospitality).

It is anticipated that up to 574 new lodging rooms would be needed over time. This assumes 3 to 4 new hotels and a few bed and breakfasts are added to the City over the next 20 years.

Retail and food service establishments could be accommodated through a mix of infill and redevelopment along with one additional grocery-store anchored shopping center on a 5-6 acre site.

In addition to many home-based businesses, Florence should plan for a few 1-2 level office buildings as part of a professional center with a mix of health care and business services. Business services,

such as insurance, real estate, finance, accounting and consulting may also be accommodated as part of a new retail shopping center.

A public or non-profit incubator building should be planned with the goal of accommodating 6-10 startup businesses at any given time. This facility would likely require 5,000 to 7,000 SF of floor area and could be part of an adaptive reuse or infill development project.

Government uses reflected in this analysis pertains primarily to public safety occupations such as police and fire, which may require additional space needs over time. The need for other public or community facilities, such as schools and parks facilities have not been evaluated at this time.

Based on the job growth forecasts expected under the recommended growth scenario, the Florence UGB will require nearly 55 acres of vacant buildable land area plus redevelopment of existing underutilized buildings/sites (infill) for approximately 53,000 SF of floor area.

FLORENCE UGB BUILDABLE LAND INVENTORY

Using the buildable land inventory (BLI) methodology consistent with OAR 660024 and OAR 660-038, the Florence BLI was prepared using Geographic Information Systems (GIS) data that is consistent with the City of Florence and Lane County's current land use zoning assumptions.

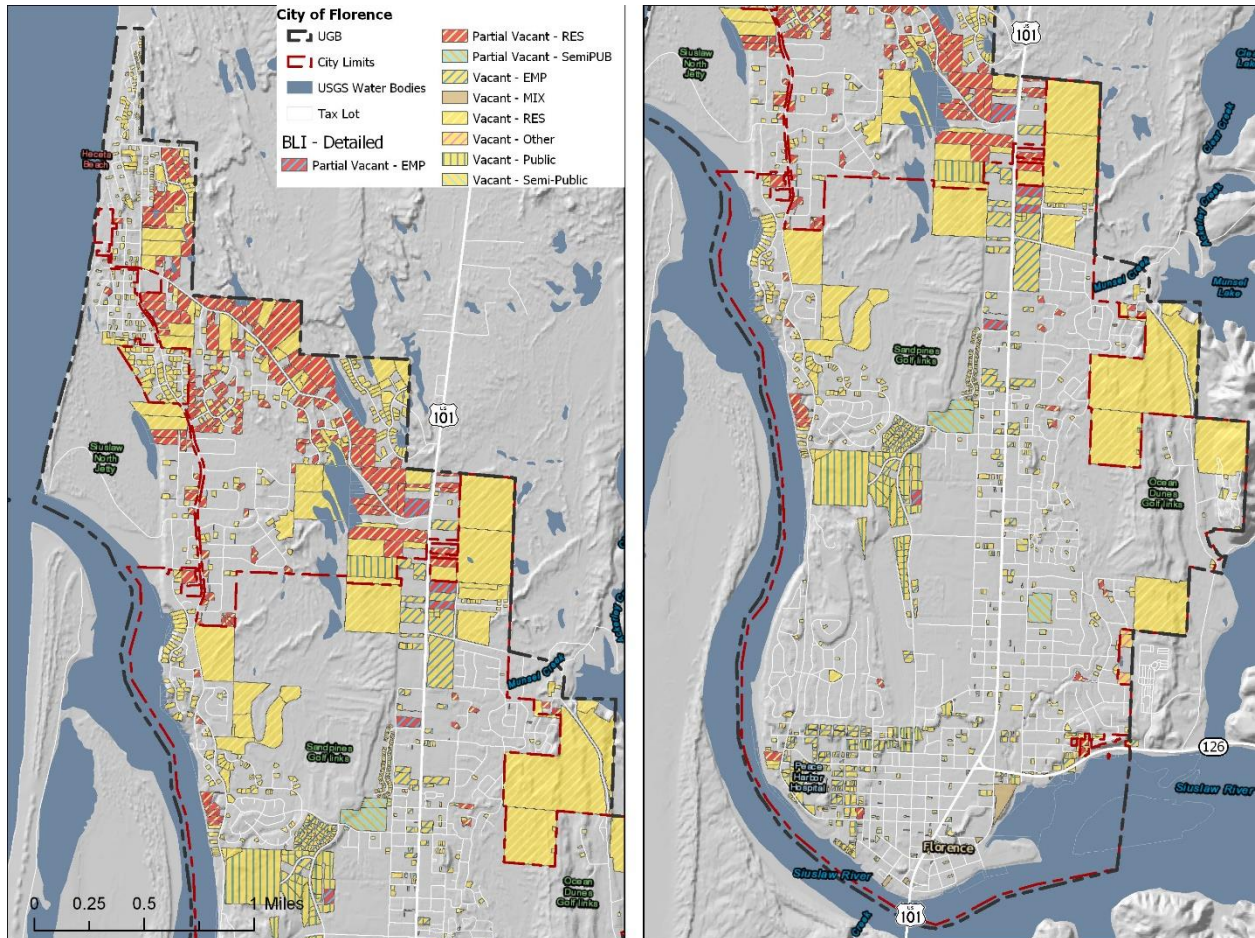
The BLI findings indicate that the existing amount of vacant and redevelopable land within the Florence UGB is generally sufficient to accommodate planned 20-year housing needs and employment growth forecasts, even under the highest growth scenarios.

After accounting for environmental constraints such as wetlands, waterways, flood prone areas, and steep slopes, the BLI in the City of Florence consists of over 710 gross buildable acres of land area. There is an additional 488 acres of unconstrained vacant, part-vacant and redevelopable acres of land area outside the city limits but inside the current Florence UGB.

Within the city limits, there are 385 acres of private-owned land and 176 acres of public/non-profit-owned land. In addition, there is approximately 150 acres of redevelopable land area (where the assessed land value exceeds building improvement value).

While this amount of land area is sufficient to accommodate 20-years of planned housing and employment growth, there may be a need to make minor adjustments (less than 10 acres and within ¼ mile of the existing UGB) of the UGB from time to time to enhance the development feasibility of new Planned Unit Developments (PUDs).

Florence Vacant Land Inventory



COMMUNITY INPUT SHAPES NEW POLICY DIRECTIONS

As part of the BLI, HNA and EOA update, the City of Florence conducted significant community and business outreach in 2017. To learn more about community ideas for housing and economic development, the City administered a questionnaire. 661 people completed the questionnaire, including nearly 40 surveys that were completed in Spanish. This input was used along with feedback from the Housing and Employment Opportunities Project (HEOP) Committee to generate a set of current economic and housing goals, objectives, policies and recommendations.

HOUSING GOALS, OBJECTIVES, POLICIES AND RECOMMENDATIONS

Housing Goals

1. The Zoning Ordinance shall provide for varying housing types to accommodate development of affordable, decent, safe and sanitary housing opportunities for people at all economic segments of the community.
2. The City shall plan for adding 1,664 net new housing units and shall maintain a sufficient supply of buildable land within the Urban Growth Boundary to meet community needs over the next 20 years.
3. City codes and standards shall be enforced for the purpose of maintaining and upgrading the housing supply.
4. The City shall encourage the rehabilitation of substandard housing as a method to meet the high costs of housing and to conserve the housing stock.
5. The City shall recognize workforce housing, mobile homes, manufactured housing and multifamily dwellings as an important part of the overall housing stock, if well situated.

Housing Objectives

1. Support a variety of residential types and new concepts that will encourage housing opportunities to meet the housing needs for households of varying incomes, ages, size, taste and lifestyle.
2. Maintain a high standard of housing construction through enforcement of the Building Code.
3. Maintain a livable environment by placing open space requirements in residential PUDs.
4. Periodically review development code regulations and the zoning map to ensure they encourage a variety of housing types, such as accessory dwelling units, tiny houses, big houses, senior housing, manufactured homes, etc.
5. Periodically update the City's Housing Needs Analysis (HNA) to ensure that there is a sufficient supply of land to accommodate 20-years of planned housing needs for the community.
6. Apply plan designations, zoning districts and regulations to implement the mix of housing indicated in the adopted Housing Needs Analysis.



Housing Policies

1. The City shall enforce a fair housing ordinance that forbids discrimination in the rental, sale or financing of housing based on race, sex, color, religion, national origin, age, or marital status.
2. Housing programs to meet the needs of the City's workforce, elderly and special needs families shall be pursued.
3. Annex where necessary and zone an adequate supply of residential land to accommodate the city's housing needs.
4. Develop and nurture local and regional affiliations and alliances to provide affordable housing.
5. Coordinate with county, state and housing developers to identify, obtain and leverage funding sources for the development of workforce housing, affordable housing and special needs housing.
6. Work with local non-profit organizations, other jurisdictions and health and social service organizations to develop a coordinated, regional approach to homelessness.

Housing Recommendations

Housing Supply/Diversity

1. Unsafe or unhealthy housing conditions should be eliminated.
2. The City should encourage innovative design techniques (such as clustering, townhouses or condominiums) in appropriate areas, as a method to preserve open space, to lower the costs of housing and public facilities, and to maintain vegetative cover.
3. Support periodic UGB expansions within 1 mile of existing city limits to accommodate housing needs and to ensure that cost economies are realized for the city and property owners.

Infrastructure and Development

4. Provide a design and development assistance program (DDAP) to help property owners evaluate redevelopment potential.
5. Reestablish the downtown preservation and rehabilitation program which will incentivize façade improvements.
6. Develop an accessory dwelling unit (ADU) Program which will clarify ADU policies in Florence and allow for increased housing opportunities in and near Old Town.
7. Conduct a developer/property owner recruitment and outreach campaign to encourage new and innovative developments in Florence.
8. Conduct an audit of the development code in Florence to identify and address barriers to workforce housing development.
9. Outside established neighborhoods, set parking requirements and building setbacks to the minimum standards that will meet the community's needs in order to reduce land utilized for parking, reduce the cost of housing development, and encourage walking, transit use and a compact development pattern.

10. Prioritize capital improvement projects that support development of affordable homes and neighborhoods.
11. Participate in public/private development projects, in association with the Florence Urban Renewal Plan.
12. Encourage development of a tiny home artist/maker village with shared common areas and sustainable energy elements.

Housing Attainability

13. Explore local and regional funding options to support development of housing for low- and moderate-income households.
14. Pursue state and federal grants to design and finance affordable housing.
15. Pursue partnerships with Lane Community College to develop student housing.
16. Set fees and system development charges (SDCs) on new construction of affordable housing as low as possible while ensuring necessary infrastructure to make neighborhoods cost-effective places to live and good investments for homeowners.
17. Offer expedited review and permitting for residential or mixed-use projects that meet certain criteria (e.g., receive local, state or federal affordable housing funding for development of workforce housing).
18. Offer a 10 or 20-year property tax exemption to low-income rental housing projects that meet certain criteria (e.g., receive local, state or federal affordable housing funding and are outside the tsunami inundation zone).
19. Involve major employers in efforts to develop and support housing affordable to their workforce.
20. Provide density bonuses and/or reduced parking requirements for affordable housing developments
21. Establish an Affordable Housing Advisory Committee to establish and oversee an affordable housing program that identifies specific actions to increase the supply of housing that is affordable to low to middle income individuals and families.
22. Utilize affordable housing funds to provide incentives to developers of income-restricted dwelling units.
23. Establish an affordable housing funding mechanism, such as a housing levy or construction excise tax on new building permits (based on valuation).
24. Locate affordable housing throughout the city and especially in areas with good access to transit, employment, education and shopping.
25. Consider pre-approving ADU and other housing designs to accelerate their development process and lower housing costs.
26. Periodically examine and revise the municipal code to reduce barriers to new affordable housing development

27. Utilize various mechanisms to ensure the continued affordability of affordable housing the City has built, required or incentivized.

Special Needs Housing

28. Encourage housing options for special needs populations, including independent living for seniors, assisted living, memory care, drug and alcohol rehab and mental health facilities.
29. Integrate housing for people with special needs into neighborhoods throughout the city, avoid concentrations.
30. Encourage the development of senior-friendly housing opportunities, particularly in areas near services and amenities.
31. Promote the provision of support services, including transportation options, to allow seniors and those with special needs to remain in their own homes or non-institutional settings.
32. Support public and private housing and services for people who are homeless.
33. Review municipal code to ensure compliance with the Affirmatively Furthering Fair Housing rule.¹

Short-term Rentals

34. Establish a cap on the number of short-term vacation rental properties available in residential zones.
35. Prepare clear and objective city policy that defines and limits short-term rentals.

¹ See <https://www.hudexchange.info/programs/affh/>

ECONOMIC DEVELOPMENT GOALS, OBJECTIVES, POLICIES AND RECOMMENDATIONS

Goals

1. The City shall encourage actions and activities that promote the availability of new employment in the community, especially family wage jobs.
2. The City shall support efforts to obtain technical and employability skills needed by existing and prospective employers.
3. The City shall work to improve networks within the county, the region, and the state in support of economic and business development.
4. The City shall plan for at least 1,286 net new jobs and shall maintain an adequate supply of buildable employment land within the Florence UGB to accommodate 20 years of planned job growth within the community.
5. Create a community where business and talent will stay and thrive.

Objectives

1. Foster a culture of creativity and entrepreneurship and encourage private businesses to grow
2. Support the business ecosystem by providing clear development codes, processes, and information
3. Develop strategic approach to business retention, by conducting periodic business outreach and discussing the pros and cons of Florence with existing business community.
4. Provide resources to local businesses to help them grow and expand including available data, city-owned spaces available for rent, and outreach activities to promote local businesses.
5. Continue to support the RAIN program to help new start-up businesses grow and expand.
6. Maintain and invest in infrastructure and opportunity sites including improvements to Hwy. 101 and city-wide fiber availability.
7. Support high-speed internet telecommunications networks and facilities.
8. Plan for a 20-year supply of suitable commercial and industrial land on sites with a variety of characteristics (e.g., size, locations, and visibility).
9. Encourage the development of industrial lands with value-added manufacturing and food/beverage processing businesses.

Policies

1. Work with the Chamber of Commerce and other partners to develop a marketing plan and branding materials that describe Florence's advantages/amenities for businesses.

2. Work with property owners and their representatives to ensure that key development and redevelopment sites are known, ready to develop, and marketed.
3. Maintain a system to monitor the supply of vacant commercial and industrial lands and buildings.
4. Allow workforce housing development within all industrial, commercial and mixed-use zones.
5. Foster Florence's recreation and tourism based economy, particularly during off-peak times.
6. Sponsor tourism-related events, marketing and advertising.
7. The City shall develop incentive programs to assist businesses with expansion, relocation and/or upgrading of existing storefronts and landscaping.
8. The City shall continue to support the mission of the Port of Siuslaw to create quality jobs and businesses through the development of Port facilities.

Recommendations

Business Expansion

1. The City should periodically update the City's website for use, among other purposes, to promote business and economic development opportunities in the Florence area.
2. The City should continue to improve the airport to enhance utility for general and commercial uses.
3. The City should encourage and support the Port of Siuslaw in nurturing water-related tourism and recreation, fishing of all kinds including aquaculture, and water-dependent commercial and industrial activities, and to diversify into light industry and manufacturing, high technology related businesses and other non-water-dependent activities.

Infrastructure and Development

4. The City should continue to implement the Florence Downtown Implementation Plan in order to preserve and enhance the Downtown area.
5. Support development of additional aviation research and technology buildings.
6. Conduct feasibility study for developing an ATV research and development complex
7. Conduct feasibility study for redevelopment of the Lotus building site and other sites for a public/private development "maker community" with artist residences and shared space for glass/metal fabrication, artist gallery/showrooms and events.
8. The City should continue to work to improve vehicular access connecting Florence to other communities, particularly on Highway 126.
9. Evaluate incentives to lower development costs for business expansion, such as deferral of systems development charges (e.g., use of an Enterprise Zone).
10. Administer programs that support local businesses, such as the RAIN Program, Façade Improvement Loan Program, Energy Efficiency Loan Program and Business Expansion Loan Program.

11. Explore creation of a natural emergency preparedness training center.
12. Coordinate capital improvement planning to ensure infrastructure availability on employment land and pursue funding for needed infrastructure to support economic development activities.
13. Develop fiber optic network telecommunications and natural gas infrastructure necessary to support business retention and attraction.
14. Identify changes to Florence’s zoning code or entitlement process to simplify the development process. Ensure that the City’s building permitting and land use entitlement processes support business growth.
15. Conduct feasibility study for developing a “bricks and mortar” business incubator facility and sustaining its operations.
16. Consider changes to the development code to allow a wider range of commercial uses (such as hotels and retail/wholesale outlets) within industrial zones.
17. Consider changes to the development code to allow workforce housing and multifamily housing as a conditional use within industrial zones.

Tourism and Marketing

18. The City should continue to support anchor tourism destinations such as our local golf resorts, Old Town, water-related recreational opportunities, and expanded shopping opportunities.
19. The City should continue to develop and improve recreational facilities and sites for tourist to draw more visitors to the town. Such activities may include Siuslaw Estuary Water Trail kayak launches, viewing platforms for bird watchers, trail signage, Frisbee golf, in city open space areas (such as 3 Mile Prairie), and a family recreational development in the Old Town area.
20. The City should develop and implement an effective marketing strategy for the Pacific View Business Park.

Workforce Development & Training

21. Work with the Lane County Community College and Florence High School and other community partners to support local workforce training opportunities particularly in the construction trades, health, human safety, culinary arts, renewable energy and other and software development professions.
22. Sponsor development of a “virtual network” database of local residents/retirees/volunteers to match skills with local trades.

If you would like to know more about the City of Florence’s work efforts now underway for housing and economic development please contact the Planning Department at 541-997-8237.

Housing & Economic Opportunities Project (HEOP)



City of Florence
A City in Motion

PROJECT BACKGROUND:

In 2018, the City of Florence adopted the Economic Opportunities Analysis (EOA) and Housing Needs Analysis (HNA). As part of that process, the City and its consultant identified the need for housing based on the economic opportunities available and projected in Florence. Additionally the project evaluated a number of housing recommendations to meet the City future housing needs.

1,664 New Dwellings

Housing Needed Over the Next 20 Years

THE NET NEW HOUSING NEED IS EXPECTED TO CONSIST OF:

- 764 Owner-Occupied Dwellings
- 597 Renter-Occupied Dwellings
- 263 Short-Term Rental Units

231 Acres

Required Land Area to accommodate the level of Housing Development required for Florence's projected growth

The Buildable Lands Inventory (BLI) findings, which was done in conjunction with the HNA, indicate that the **existing amount of vacant and developable land (338 acres) within the Florence Urban Growth Boundary is generally sufficient** to accommodate the planned 20-year housing needs and employment growth forecasts, **even under the highest growth scenarios.**

The EOA recommends goals and policies that focuses on obtaining the most positive job growth which plans for **1,286 net new jobs** over the next twenty years.

WHAT IS THE ECONOMIC OPPORTUNITIES ANALYSIS & HOUSING NEEDS ANALYSIS?

The Florence Economic Opportunities Analysis (EOA) and Housing Needs Analysis (HNA) are intended to serve as a basis for the City to explore and document new information regarding the City's buildable land inventory (BLI), population and employment trends, and development policies and objectives aimed at strengthening the local economy and providing adequate land to handle the next 20 years of growth. The final project was adopted by the Florence City Council in November 2018.

THE PLANNED NET NEW HOUSING MIX OVER THE NEXT 20 YEARS SHOULD CONSIST OF:

- 858 single-family detached homes
- 145 manufactured housing units
- 265 townhomes / duplexes
- 354 multi-family housing units
- 40 +/- special needs housing

8,947

2018 Florence Population

12,554

*Estimated Florence Population in 20 years;
Average 0.9% Growth Rate*

For more information about the Florence Economic Opportunities Analysis or the Housing Needs Analysis, or to read the full report, please visit the City of Florence project webpage: www.ci.florence.or.us/node/7781

Questions? Contact the City of Florence Economic Development office: EconomicDevelopment@ci.florence.or.us



City of Florence
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City of Florence

Housing Implementation Plan Project

2022-2023

Public Involvement & Communications Plan

Date: February 1, 2022
To: State of Oregon Department of Land Conservation and Development
From: Wendy Farley-Campbell, Community Development Director, City of Florence
Project: Housing Implementation Plan Project
Subject: Public Involvement and Communications Plan (*Subtask 1.4*)

INTRODUCTION:

The Public Information and Communication Plan (PICP) will guide stakeholder and public involvement during the City of Florence Housing Implementation Plan creation. The PICP describes fundamental objectives and activities that the City of Florence and the consultant team will implement to ensure the interested parties have adequate opportunities to provide meaningful input to the process.

PUBLIC INVOLVEMENT GOALS:

Key goals for the public involvement are to:

- Effectively communicate complete, accurate, understandable and timely information to the public.
- Provide meaningful public opportunities for all individuals, communities, and organizations that have an interest in the project
- Effectively demonstrate how individual input has influenced the process
- Ensure that the public involvement process is consistent with applicable state and federal laws and requirements and is sensitive to local policies, goals and objectives.
- Engage Civil Rights Act of 1964 Title VI / Environmental Justice groups, including disabled, low-income, limited English proficiency, minority, or other underserved populations.



KEY MESSAGES TO COMMUNICATE:

Key messages to communicate about the project are as followed:

Overall Message:

This project will create the City of Florence’s Housing Implementation Plan. This project will research, recommend, and prepare code updates that ensure internal consistency, local sustainability, and conformance with State housing requirements. This project will also develop a plan that will identify affordable housing strategy programs and funding, that, once implemented, will guide future housing developments in the City.

Project Need:

- The City of Florence adopted the Florence Economic Opportunities Analysis (EOA) and Housing Needs Analysis (HNA) in 2018. As part of that process, the City and its consultants identified and evaluated a number of housing recommendations to meet future housing needs
- In 2019, the City of Florence updated their residential development codes. At the time, Florence’s housing codes were over 35 years old and reflected development patterns and housing styles of that period
- The 2019 code updates addressed the desire for the City of Florence to add provisions to construct affordable “missing middle” housing types such as townhomes, duets, duplexes, cottages and multi-family developments with three or more units
- Continuing the work from 2018 and 2019 will support the City’s mission of Florence having an economically viable and sustainable future and being Oregon’s Premier Coastal Community

Project Objectives:

Objectives of the project are to:

- Address potential conflicts between clear and objective housing requirements and Goals 5 (Natural Resources) and 17 (Coastal Shoreline) implementing policies; align Professional Office/Institutional Zoning District criteria with clear and objective housing requirements
- Perform housekeeping updates to codify State housing policies updated by the State in the last legislative session (definition of family, transitional housing, etc.)
- Establish non-land use related policies supporting safe and efficient transitional housing in accordance with Oregon Revised Statutes (ORS)



- Provide the City with research, information and strategies to inform a future new short-term rental housing policy
- Review programs suitable for Florence such as a Construction Excise Tax, Linkage Fees, Housing Rehab Loans within the Urban Renewal District, Housing Trust Fund, and SDC Modifications for affordable housing
- Identify implementation steps for each recommended program and establish prioritization and partners for each recommended program
- Remove inconsistencies in the Zoning Code (Title 10), Subdivision Code (Title 11) related to housing land use permitting and address internal conflicts created by administering required code provisions
- Ensure that the City codes are consistent with State housing definitions and requirements
- Provide the City with implementable programs to increase the availability of affordable housing in the City of Florence

IDENTIFYING STAKEHOLDERS: WHO'S INVOLVED?

Public engagement efforts for the project will seek participation of all potentially affected and/or interested individuals, communities, and organizations. These individuals and organizations include:

- City Council (ex-officio member)
- City Planning Commissioners (ex-officio member)
- City of Florence Staff (ex-officio member)
- Local residents representing each of the following: youth, Title VI (race, color, or national origin), and ADA
- Lane Community College
- Florence Urban Renewal Agency
- Department of Land Conservation and Development
- Senior and Disabled Services
- Confederated Tribes of the Coos, Lower Umpqua, and Siuslaw Indians
- Siuslaw Valley Fire and Rescue
- Western Lane Ambulance District
- City of Florence Community & Economic Development Committee
- Siuslaw School District
- Siuslaw Outreach Services
- Habitat for Humanity
- Florence Ministerial Association
- First Step
- Florence Cold Weather Shelter
- Local Healthcare Providers
- Local Residential Housing Developers

The City and consultant team will engage these interested stakeholders throughout the project timeline. Engagement methods will include online open houses, public meetings, and a Stakeholder Advisory Committee that will meet regularly throughout the project.



Decision Making Framework:

The **Florence City Council** will be the project's final decision maker and will adopt the Housing Implementation Plan and associated code changes.

The **Project Management Team (PMT)** will make day-to-day decisions and recommendations for the project based upon technical input, policy guidance, and input from the Stakeholder Advisory Committee.

The PMT will be composed of the consultant team and project managers from the City of Florence and Department of Land Conservation and Development. The PMT will provide overall guidance for the project and meet during the performance of the individual tasks to coordinate the logistics of the project and give feedback to the consultants. Angelo Planning Group are the lead consultants and manage the consultant team which includes Johnson Economics.

The **Stakeholder Advisory Team (SAT)** will be made up of representatives from City departments, the local business community, education representatives, representatives from housing and social services support agencies, local health advocates, and local residential housing developers.

Public Involvement Tools:

Fundamental components of public involvement for the HIP will be the project website, Stakeholder Advisory Team meetings, open houses / workshops, virtual public meetings, newsletters, fact sheets, and Planning Commission and City Council meetings. These items are briefly described below:

Project Website: The City of Florence will develop a project website that includes the project information, schedule, memos, maps and graphics, upcoming meeting information, project materials completed to date, relevant documents to the HIP, and future opportunities to provide input.

Stakeholder Database: The consultant will develop a database that will be used to contact stakeholders to share details associated with the project. The database will be updated throughout the process as new stakeholders and interested parties become involved.

Project Outreach Materials: At each key project milestone, the consultant will produce project informational materials, such as factsheets and newsletters. The City will distribute these materials through venues such as presentations to small groups, posting on social media accounts, and handouts available at City Hall and local businesses.

Comment Collection, Analysis and Responses: The City will log and analyze public comments and coordinate responses to these comments that are received outside of Stakeholder Advisory Committee meetings and public open houses. The log will include comments from sources such as email, phone call, web form submissions, and comments made during presentations and briefings with stakeholders.



News Releases: The City will work to keep the project in the local news by producing news media releases. The news releases will be sent prior to Open Houses and at key milestones in the project.

Open Houses: The consultant will manage one virtual open house and facilitate an in-person open house. The open houses will provide opportunities to provide opportunities to gather input from members of the community. The consultants and City will notify the public about open houses. Outreach and notification should occur approximately one month prior to each open house to guarantee inclusion in various media and outreach sources.

The City of Florence will support the notification efforts through methods such as:

- Posting to the City’s social media accounts
- Posting flyers at locations where community members gather such as the Post Office, City Hall, Public Works, and the Library.
- Outreach to the school district
- Partnership with local groups, such as Rotary, Kiwanis, Other volunteer groups, City Committees, etc.

Council Briefings: The City Staff will provide briefings to Florence City Council at key milestones.

Stakeholder Advisory Committee: The Stakeholder Advisory Team will hold meetings to discuss base conditions, help define project goals and objectives, develop alternatives, review the evaluations, and confirm the selection of a preferred and alternative Housing Implementation Plan. Five meetings of this group are anticipated.

Presentations to Community Groups and Organizations: The City will meet with interested groups such as neighborhood and business groups, service providers, multicultural interests, schools and student groups and others, to discuss the project and collect input.

Conclusion:

With this range of tools to encourage participation, the City of Florence and the consultants for the project hope to have a successful public engagement process for the Florence Housing Implementation Plan and code amendments.