

**CITY OF FLORENCE
ORDINANCE NO. 10, SERIES 2018**

AN ORDINANCE AMENDING THE FLORENCE REALIZATION 2020 COMPREHENSIVE PLAN, CHAPTER 9: ECONOMIC DEVELOPMENT AND CHAPTER 10: HOUSING OPPORTUNITIES, TO ADDRESS HOUSING AND ECONOMIC DEVELOPMENT, ADDRESS CURRENT TRENDS, AND STRENGTHEN THE LOCAL ECONOMY

RECITALS:

1. The Florence City Council initiated amendments to the comprehensive plan on May 7, 2018.
2. On May 8, 2018 notice of the proposed code amendments was sent to the Department of Land Conservation and Development, 35 days prior to the first evidentiary hearing.
3. On May 30th and June 6th, notice of hearing was published in the Siuslaw News prior to the Planning Commission hearing of June 12, 2018.
4. On July 4th and July 11th, notice of hearing was published in the Siuslaw News prior to the City Council hearing of July 16, 2018.
5. Planning Commission opened their public hearing June 12, 2018 and deliberated to a decision for a recommendation to the City Council.
6. City Council conducted a public hearing on July 16, 2018 and found the amendments consistent with applicable criteria in Florence City Code, Realization 2020 Florence Comprehensive Plan, Oregon Administrative Rules and Oregon Revised Statutes.

Based on these findings,

THE CITY COUNCIL OF THE CITY OF FLORENCE ORDAINS AS FOLLOWS:

1. Florence Realization 2020 Comprehensive Plan, Chapters 9 and 10 are amended as explained in Exhibit A, as shown in Exhibits B and C, and initiated through Council.
2. This ordinance shall become effective thirty days following adoption. (August 15, 2018).
3. The City Recorder is authorized to administratively correct any reference errors contained herein or in other provisions of the Florence City Code to the provisions added, amended, or repealed herein.

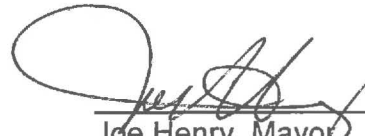
ADOPTION:

First Reading on the 16th day of July 2018.

Second Reading on the 16th day of July 2018.


This Ordinance is passed and adopted on the 16th day of July 2018.

AYES	5 Councilors Greene, Priesler, Lacer, Woodbury and Mayor Henry
NAYS	0
ABSTAIN	0
ABSENT	0



Joe Henry, Mayor

Attest:



Kelli Weese, City Recorder

**ORDINANCE 10, SERIES 2018
FINDINGS OF FACT
EXHIBIT "A"**

I. PROPOSAL DESCRIPTION

Proposal: Proposed amendments to the Florence Realization 2020 Comprehensive Plan ("Comprehensive Plan") to update Chapter 9: Economic Development and Chapter 10: Housing Opportunities to include recommendations from Florence' Buildable Lands Inventory, Housing Needs Analysis, and Economic Opportunities Analysis.

Applicant: City of Florence

II. NARRATIVE:

The City began updating its Buildable Lands Inventory, Housing Needs Analysis, and Economic Opportunities Analysis in 2017. The work, nearing completion, has identified a number of key issues which need to be addressed in order to implement other needed and planned code changes.

The City Council and Planning Commission held two joint work sessions on the proposed comprehensive plan amendments on February 26th and March 26th.

The City Council initiated changes to the comprehensive plan on May 7, 2018.

The Planning Commission held the first evidentiary hearing on June 12, 2018 and recommended approval to City Council.

The City Council held the final evidentiary hearing on July 16, 2018.

III. NOTICES & REFERRALS:

Notice: The proposed Comprehensive Plan Amendments were noticed in accordance with state law. The proposed draft amendments were sent to the Department of Land Conservation and Development (DLCD) May 8, 2018, 35 days in advance of the first evidentiary hearing. Notice of the hearing was published in the Siuslaw News on May 30th and June 6th, 2018 to provide citizen involvement opportunities consistent with state law, the Florence Realization 2020 Comprehensive Plan and the Florence Development Code. Additionally, those who have indicated an interest in receiving Planning Commission notices were mailed notice.

IV. APPLICABLE REVIEW CRITERIA

Florence City Code, Title 10:

Chapter 1: Zoning Administration, Section 1-3-C

Realization 2020 Florence Comprehensive Plan:

Chapter 1: Citizen Involvement, Policies 4 through 6

Chapter 2: Land Use, Policies 1, 2, and 5
Residential, Policies 2 and 8

Oregon Revised Statutes:

ORS 197.610(1) through 197.610(6): Post-Acknowledgement Procedures

Oregon Administrative Rules (Oregon Planning Goals):

OAR 660-015-0000(1), (2), (9), (10)

V. FINDINGS

The following findings support Resolution PC 18 16 CPA 01 and address approval criteria within the Florence Realization 2020 Comprehensive Plan, Florence City Code and State Statutes and Administrative Rules.

Applicable criteria and policies are shown in **bold text**, followed by findings of consistency in plain text.

FLORENCE CITY CODE

TITLE 10: CHAPTER 1: ZONING ADMINISTRATION

10-1-3: AMENDMENTS AND CHANGES:

A. **Purpose: As the Comprehensive Plan for the City is periodically reviewed and revised, there will be a need for changes of the zoning district boundaries and the various regulations of this Title. Such changes or amendments shall be made in accordance with the procedures in this Section.**

C. **Legislative Changes:**

1. **Initiation: A legislative change in zoning district boundaries, in the text of this Title, (Title 10), Title 11, or in the Comprehensive Plan may be initiated by resolution of the Planning Commission or by a request of the Council to the Planning Commission that proposes changes be considered by the Commission and its recommendation returned to the Council, or by an application for an amendment by a citizen.**

Application for this legislative change was made by initiation of the City Council at their May 7, 2018 meeting. The proposed changes were considered by the Planning Commission on June 12, 2018 and their recommendation forwarded to the Council as Resolution PC 18 16 CPA 01.

2. **Notice and Public Hearing: Such notice and hearing as prescribed by state law and the Comprehensive Plan then in effect. (Amd. by Ord. 30, Series 1990).**

Notification of the Planning Commission legislative public hearing for this application was published in the Siuslaw News two times on May 30 and June 6, 2018. Notification of the City Council legislative public hearing for this application was published in the Siuslaw News two times on July 4 and 11, 2018. DLCDC notice was submitted on May 8, 2018, 35 days prior to the first evidentiary hearing. The notification procedures meet the requirements of Florence City Code, the policies of the Florence Realization 2020 Comprehensive Plan, and state law.

FLORENCE REALIZATION 2020 COMPREHENSIVE PLAN

CHAPTER 1: CITIZEN INVOLVEMENT

Goal

To develop a citizen involvement program that insures the opportunity for citizens to be involved in all phases of the planning process.

Policies:

4. **Official City meeting shall be well publicized and held at regular times. Agendas will provide the opportunity for citizen comment.**

This policy is met. The proposed code amendments are consistent with this policy because the notice of the public hearing was noticed in the newspaper prior to a public hearing before the City Council, as required by state law. Notice was published in the Siuslaw News on May 30, June 6, and July 4 and 11, 2018. Staff also updates the City's website to state when City meetings are held. Materials for City Council meetings are posted on the website prior to the meeting. The agendas are also posted in the temporary City Hall location at the Public Works Facility.

5. **Records of all meetings where official action is taken shall be kept at City Hall and made available on request to the public.**

The proposal for these actions is consistent with this policy because minutes of all meetings are kept at the temporary City Hall location, posted on the City's website, and made available on request to the public.

6. **Planning documents and background data shall be available to interested citizens.**

The proposal for these actions is consistent with this policy because the Ordinance, Findings of Fact, staff report and proposed code amendments were available prior to the public hearings. The documents were available to view at the Planning Department or online on the City's website.

CHAPTER 2: LAND USES

Goal

To establish a land use planning process and policy framework as a basis for all decisions and actions related to use of land and to assure an adequate factual base for those decisions and actions.

Policies

Policy 1. Designation and location of land uses shall be made based on an analysis of documented need for land uses of various types, physical suitability of the lands for the uses proposed, adequacy of existing or planned public facilities and the existing or planned transportation network to serve the proposed land use, and potential impacts on environmental, economic, social and energy factors.

The update of hazards addressed within the Comprehensive Plan to include tsunamis allows for the update of zoning code to also address special development standards for these hazards unique to coastal communities. The locations of land uses should be considered where larger numbers of people, those unfamiliar with the area, or those who may not be able to care for themselves in such an emergency may be put within harm's way.

Policy 2. Land use plans and actions of special districts, County, State and Federal agencies shall be consistent with the Florence Realization 2020 Comprehensive Plan, as amended.

This Comprehensive Plan amendment will require concurrence and co-adoption by Lane County and acknowledgement by DLCD. The City has submitted documentation for approval by the Department of Land Conservation and Development. The City will, after adoption, work towards achieving co-adoption with Lane County, likely within the next year.

Policy 5. The City shall periodically review its Comprehensive Plan, consistent with State regulation, to determine whether it continues to reflect the public needs and desires, whether there has been a substantial change in circumstances including, but not limited to, the conditions, findings, or assumptions upon which the Plan was based, or whether it is no longer consistent with one or more statewide planning goals. Where it is found that the Plan no longer meets one or more of the above objectives, the City shall pursue a timely amendment of the Comprehensive Plan under the State's Periodic Review guidelines.

Many of the proposed changes to Chapters 9 and 10 are due to the need to change assumptions about needed housing and economic opportunities upon which the plan was based. Based on the current housing shortage and review of the City's Housing Needs Analysis, Economic Opportunities Analysis, and Buildable Lands Inventory, additional comprehensive plan policies and recommendations are needed.

Residential

Goal

To create residential living environments that satisfy a wide variety of local and regional population needs and desires and add long-term community value.

Policies

Policy 2. The City shall initiate an evaluation of its residential ordinances following adoption and acknowledgment of this Plan with respect to increasing residential densities through the use of smaller lot sizes, encouraging cluster developments, and providing developers with density bonus options based on public benefit criteria.

The City is pursuing these options in order to respond to recommendations and policy outcomes from the Cities plan updates. Once these comprehensive plan amendments are complete, the City will pursue decreasing minimum lot sizes, encouraging cluster developments, and providing density bonuses for appropriate proposals that benefit the public.

Policy 8. An adequate supply and mix of housing types (single family, duplex, multiple family) shall be maintained throughout the 20-year planning period for all projected ages and income levels.

The housing supply within Florence has proven to overwhelmingly consist of single-family homes. Since the 2004 Buildable Lands Inventory analysis one triplex, approximately 10 duplexes (20 units), 14 townhomes and 64 apartment units have been constructed. Also approximately 47 condominium units were constructed but are primarily used for short term rentals or secondary housing. Very few of these housing units have been constructed since the previous 2007 Housing Needs Analysis was completed. The proposed comprehensive plan updates will allow for code to be implemented which will encourage infill within previously developed areas and the few remaining large plots of undisturbed, undivided lands left.

OREGON REVISED STATUTES AND ADMINISTRATIVE RULES

OREGON REVISED STATUTES

197.610 Submission of proposed comprehensive plan or land use regulation changes to Department of Land Conservation and Development; rules.

(1) Before a local government adopts a change, including additions and deletions, to an acknowledged comprehensive plan or a land use regulation, the local government shall submit the proposed change to the Director of the Department of Land Conservation and Development. The Land Conservation and Development Commission shall specify, by rule, the deadline for submitting proposed changes, but in all cases the proposed change must be submitted at least 20 days before the local government holds the first evidentiary hearing on adoption of the proposed change. The commission may not require a local government to submit the proposed change more than 35 days before the first evidentiary hearing.

(2) If a local government determines that emergency circumstances beyond the control of the local government require expedited review, the local government shall submit the proposed changes as soon as practicable, but may submit the proposed changes after the applicable deadline.

(3) Submission of the proposed change must include all of the following materials:

(a) The text of the proposed change to the comprehensive plan or land use regulation implementing the plan;

(b) If a comprehensive plan map or zoning map is created or altered by the proposed change, a copy of the map that is created or altered;

(c) A brief narrative summary of the proposed change and any supplemental information that the local government believes may be useful to inform the director or members of the public of the effect of the proposed change;

(d) The date set for the first evidentiary hearing;

(e) The form of notice or a draft of the notice to be provided under ORS 197.763, if applicable; and

(f) Any staff report on the proposed change or information describing when the staff report will be available, and how a copy of the staff report can be obtained.

(4) The director shall cause notice of the proposed change to the acknowledged comprehensive plan or the land use regulation to be provided to:

(a) Persons that have requested notice of changes to the acknowledged comprehensive plan of the particular local government, using electronic mail, electronic bulletin board, electronic mailing list server or similar electronic method; and

(b) Persons that are generally interested in changes to acknowledged comprehensive plans, by posting notices periodically on a public website using the Internet or a similar electronic method.

(5) When a local government determines that the land use statutes, statewide land use planning goals and administrative rules of the commission that implement either the statutes or the goals do not apply to a proposed change to the acknowledged comprehensive plan and the land use regulations, submission of the proposed change under this section is not required.

(6) If, after submitting the materials described in subsection (3) of this section, the proposed change is altered to such an extent that the materials submitted no longer reasonably describe the proposed change, the local government must notify the Department of Land Conservation and Development of the alterations to the proposed change and provide a summary of the alterations along with any alterations to the proposed text or map to the director at least 10 days before the final evidentiary hearing on the proposal. The director shall cause notice of the alterations to be given in the manner described in subsection (4) of this section. Circumstances requiring resubmission of a proposed change may include, but are not limited to, a change in the principal uses allowed under the proposed change or a significant change in the location at which the principal uses would be allowed, limited or prohibited.

The City has followed the required procedures for this post-acknowledgement Comprehensive Plan amendment. The required information has been distributed and noticed through the proper procedures.

OREGON ADMINISTRATIVE RULES (Oregon's Statewide Planning Goals)

GOAL 1: CITIZEN INVOLVEMENT

OAR 660-015-0000(1)

To develop a citizen involvement program that insures the opportunity for citizens to be involved in all phases of the planning process.

- 1. Citizen Involvement -- To provide for widespread citizen involvement.**
- 2. Communication -- To assure effective two-way communication with citizens.**
- 3. Citizen Influence -- To provide the opportunity for citizens to be involved in all phases of the planning process.**

Chapter One of the City's Comprehensive Plan addresses citizen involvement within the City of Florence. The City schedules regular meetings of the Planning Commission, which also serves as the Citizen Advisory Committee, where the opportunity for comment is provided to citizens. These meetings are noticed, either to those directly affected by land use applications, or to the general public through the City's website and postings within the Siuslaw News newspaper.

GOAL 2: LAND USE PLANNING

OAR 660-015-0000(2)

PART I – PLANNING

To establish a land use planning process and policy framework as a basis for all decision and actions related to use of land and to assure an adequate factual base for such decisions and actions.

City, county, state and federal agency and special district plans and actions related to land use shall be consistent with the comprehensive plans of cities and counties and regional plans adopted under ORS Chapter 268.

All land use plans shall include identification of issues and problems, inventories and other factual information for each applicable statewide planning goal, evaluation of alternative courses of action and ultimate policy choices, taking into consideration social, economic, energy and environmental needs. The required information shall be contained in the plan document or in supporting documents. The plans, supporting documents and implementation ordinances shall be filed in a public office or other place easily accessible to the public. The plans shall be the basis for specific implementation measures. These measures shall be consistent with and adequate to carry out the plans. Each plan and related implementation measure shall be coordinated with the plans of affected governmental units.

All land-use plans and implementation ordinances shall be adopted by the governing body after public hearing and shall be reviewed and, as needed, revised on a periodic cycle to take into account changing public policies and circumstances, in accord with a schedule set forth in the plan. Opportunities shall be provided for review and comment by citizens and affected governmental units during preparation, review and revision of plans and implementation ordinances.

The City of Florence's Realization 2020 Comprehensive Plan is the guiding document for all land-use decisions within the City – both implementation decisions such as land use regulations and ordinances as well as site-specific decisions such as permitting or construction of public improvements and provision of services. The City modifies the comprehensive plan as needed to specify or redirect guidance for the City's future actions on specific issues such as, in this case, housing and economic development. The BLI, EOA, and HNA drafts completed in December 2017 include the identification of issues and inventories.

The City holds at least two public hearings for adoption of all comprehensive plan amendments where the public is given an opportunity to review and comment on proposed plans. Affected governmental agencies are given an opportunity to review and comment on proposed plan changes throughout the process.

GUIDELINES

A. PREPARATION OF PLANS AND IMPLEMENTATION MEASURES

Preparation of plans and implementation measures should be based on a series of broad phases, proceeding from the very general identification of problems and issues to the specific provisions for dealing with these issues and for interrelating the various elements of the plan. During each phase opportunities should be provided for review and comment by citizens and affected governmental units.

The various implementation measures which will be used to carry out the plan should be considered during each of the planning phases.

The number of phases needed will vary with the complexity and size of the area, number of people involved, other governmental units to be consulted, and availability of the necessary information.

Sufficient time should be allotted for:

- (1) collection of the necessary factual information**
- (2) gradual refinement of the problems and issues and the alternative solutions and strategies for development**
- (3) incorporation of citizen needs and desires and development of broad citizen support**
- (4) identification and resolution of possible conflicts with plans of affected governmental units.**

The widespread housing and economic issues of recent years have not left Florence unaffected or unscathed. In order to provide data for these observations, the City commissioned a Buildable Lands Inventory, Housing Needs Analysis, and Economic Opportunities Analysis in 2017. These documents provided a basis for determining solutions to the issues that were identified. This process allows both citizens and government agencies to submit their comments, concerns, and suggestions in order to allow for a more robust comprehensive plan.

C. PLAN CONTENT

1. Factual Basis for the Plan

Inventories and other forms of data are needed as the basis for the policies and other decisions set forth in the plan. This factual base should include data on the following as they relate to the goals and other provisions of the plan:

- (a) Natural resources, their capabilities and limitations**
- (b) Man-made structures and utilities, their location and condition**
- (c) Population and economic characteristics of the area**

(d) Roles and responsibilities of governmental units.

The proposed amendments relate to current, factual information regarding buildable lands, population estimates, housing needs, and current information on the basis of the Florence economy.

2. Elements of the Plan

The following elements should be included in the plan:

- (a) Applicable statewide planning goals**
- (b) Any critical geographic area designated by the Legislature**
- (c) Elements that address any special needs or desires of the people in the area**
- (d) Time periods of the plan, reflecting the anticipated situation at appropriate future intervals. All of the elements should fit together and relate to one another to form a consistent whole at all times.**

The Comprehensive Plan includes all applicable statewide planning goals, addressed by chapter in order of goal. The proposed housing and economic development amendments address the desires of the people of Florence to see increased housing made available and strides made towards a more diverse and healthy local economy.

E. MAJOR REVISIONS AND MINOR CHANGES IN THE PLAN AND IMPLEMENTATION MEASURES

The citizens in the area and any affected governmental unit should be given an opportunity to review and comment prior to any changes in the plan and implementation ordinances. There should be at least 30 days notice of the public hearing on the proposed change.

2. Minor Changes

Minor changes, i.e., those which do not have significant effect beyond the immediate area of the change, should be based on special studies or other information which will serve as the factual basis to support the change. The public need and justification for the particular change should be established. Minor changes should not be made more frequently than once a year, if at all possible.

The public and any affected governmental agencies were provided notice of the Planning Commission and City Council hearings on the subject, totaling more than 30 days of notice. These comprehensive plan amendments are minor changes which are based upon factual studies of the issues. Changes to these sections are usually not made except during periodic review or more frequently than once a year, but changes will be made as needed.

GOAL 9: ECONOMIC DEVELOPMENT

OAR 660-015-0000(9)

To provide adequate opportunities throughout the state for a variety of economic activities vital to the health, welfare, and prosperity of Oregon's citizens.

Comprehensive plans and policies shall contribute to a stable and healthy economy in all regions of the state. Such plans shall be based on inventories of areas suitable for increased economic growth and activity after taking into consideration the health of the current economic base; materials and energy availability and cost; labor market factors; educational and technical training programs; availability of key public facilities; necessary support facilities; current market forces; location relative to markets; availability of renewable and non-renewable resources; availability of land; and pollution control requirements.

Comprehensive plans for urban areas shall:

1. Include an analysis of the community's economic patterns, potentialities, strengths, and deficiencies as they relate to state and national trends;
2. Contain policies concerning the economic development opportunities in the community;
3. Provide for at least an adequate supply of sites of suitable sizes, types, locations, and service levels for a variety of industrial and commercial uses consistent with plan policies;
4. Limit uses on or near sites zoned for specific industrial and commercial uses to those which are compatible with proposed uses. In accordance with ORS 197.180 and Goal 2, state agencies that issue permits affecting land use shall identify in their coordination programs how they will coordinate permit issuance with other state agencies, cities and counties.

The proposed amendments are recommendations from a current on-going Economic Opportunities Analysis and Buildable Lands Inventory. These documents have determined that the City has the appropriate amount of lands for employment, commercial, and industrial uses for the planning period. The proposed changes deal with objectives, policies, and recommendations to encourage economic growth in Florence through the planning period.

GUIDELINES

A. PLANNING

1. A principal determinant in planning for major industrial and commercial developments should be the comparative advantage of the region within which the developments would be located. Comparative advantage industries are those economic activities which represent the most efficient use of resources, relative to other geographic areas.
2. The economic development projections and the comprehensive plan which is drawn from the projections should take into account the availability of the necessary natural resources to support the expanded industrial development and associated populations. The plan should also take into account the social, environmental, energy, and economic impacts upon the resident population.
3. Plans should designate the type and level of public facilities and services appropriate to support the degree of economic development being proposed.

4. **Plans should strongly emphasize the expansion of and increased productivity from existing industries and firms as a means to strengthen local and regional economic development.**
5. **Plans directed toward diversification and improvement of the economy of the planning area should consider as a major determinant, the carrying capacity of the air, land and water resources of the planning area. The land conservation and development actions provided for by such plans should not exceed the carrying capacity of such resources.**

The proposed plan amendments leverage comparative advantage industries within the Florence area towards growing the local economy and providing “family-wage” jobs within the area. The policies and recommendations outline the most efficient and effective ways for the public to invest in programs and infrastructure which will draw and recruit businesses to accomplish these goals as well as retain existing businesses.

B. IMPLEMENTATION

1. **Plans should take into account methods and devices for overcoming certain regional conditions and deficiencies for implementing this goal, including but not limited to**
 - (1) **tax incentives and disincentives;**
 - (2) **land use controls and ordinances;**
 - (3) **preferential assessments;**
 - (4) **capital improvement programming; and**
 - (5) **fee and less-than-fee acquisition techniques.**
2. **Plans should provide for a detailed management program to assign respective implementation roles and responsibilities to those private and governmental bodies which operate in the planning area and have interests in carrying out this goal and in supporting and coordinating regional and local economic plans and programs.**

The proposed amendments outline a series of recommendations which address these methods for encouraging economic growth. The City’s role is also made clear through these series of policies, recommendations, and narrative.

GOAL 10: HOUSING

OAR 660-015-0000(10)

To provide for the housing needs of citizens of the state.

Buildable lands for residential use shall be inventoried and plans shall encourage the availability of adequate numbers of needed housing units at price ranges and rent levels which are commensurate with the financial capabilities of Oregon households and allow for flexibility of housing location, type and density.

While not part of this proposed amendment, these amendments were created using a Buildable Lands Inventory currently under development. This inventory determined that there was sufficient land available for the City's forecasted growth within the Urban Growth Boundary for a twenty year planning period.

GUIDELINES

A. PLANNING

- 1. In addition to inventories of buildable lands, housing elements of a comprehensive plan should, at a minimum, include:**
 - (1) a comparison of the distribution of the existing population by income with the distribution of available housing units by cost;**
 - (2) a determination of vacancy rates, both overall and at varying rent ranges and cost levels;**
 - (3) a determination of expected housing demand at varying rent ranges and cost levels;**
 - (4) allowance for a variety of densities and types of residences in each community; and**
 - (5) an inventory of sound housing in urban areas including units capable of being rehabilitated.**
- 2. Plans should be developed in a manner that insures the provision of appropriate types and amounts of land within urban growth boundaries. Such land should be necessary and suitable for housing that meets the housing needs of households of all income levels.**
- 3. Plans should provide for the appropriate type, location and phasing of public facilities and services sufficient to support housing development in areas presently developed or undergoing development or redevelopment.**
- 4. Plans providing for housing needs should consider as a major determinant the carrying capacity of the air, land and water resources of the planning area. The land conservation and development actions provided for by such plans should not exceed the carrying capacity of such resources.**

The proposed amendments address each of these criteria through new proposed policies and recommendations. The inventories and types of housing lands and needs have been documented and the additional future needs calculated.

B. IMPLEMENTATION

- 1. Plans should provide for a continuing review of housing need projections and should establish a process for accommodating needed revisions.**
- 2. Plans should take into account the effects of utilizing financial incentives and resources to**
 - (a) stimulate the rehabilitation of substandard housing without regard to the financial capacity of the owner so long as benefits accrue to the occupants; and**

- (b) bring into compliance with codes adopted to assure safe and sanitary housing the dwellings of individuals who cannot on their own afford to meet such codes.**

The underway Housing Needs Analysis is the second to be completed during the planning period. The data is being used to create additional policy to support the creation of additional needed housing.

- 3. Decisions on housing development proposals should be expedited when such proposals are in accordance with zoning ordinances and with provisions of comprehensive plans.**
- 4. Ordinances and incentives should be used to increase population densities in urban areas taking into consideration.**
 - (1) key facilities,**
 - (2) the economic, environmental, social and energy consequences of the proposed densities and**
 - (3) the optimal use of existing urban land particularly in sections containing significant amounts of unsound substandard structures.**
- 5. Additional methods and devices for achieving this goal should, after consideration of the impact on lower income households, include, but not be limited to:**
 - (1) tax incentives and disincentives;**
 - (2) building and construction code revision;**
 - (3) zoning and land use controls;**
 - (4) subsidies and loans;**
 - (5) fee and less-than-fee acquisition techniques;**
 - (6) enforcement of local health and safety codes; and**
 - (7) coordination of the development of urban facilities and services to disperse low income housing throughout the planning area.**
- 6. Plans should provide for a detailed management program to assign respective implementation roles and responsibilities to those governmental bodies operating in the planning area and having interests in carrying out the goal.**

Additional methods for achieving these goals have been identified and the policies and recommendations will be implemented to help achieve those goals. The City did not previously have recommendations which addressed these issues, which now will allow further action to achieve housing goals to be taken in the future.

VI. CONCLUSION:

Planning Commission finds the post acknowledgement plan amendment to the Florence Realization 2020 Comprehensive Plan is consistent with applicable criteria in Florence Realization 2020 Comprehensive Plan, Florence City Code, and Oregon Revised Statutes and recommends adoption by City Council

Exhibit B

Chapter 9 Economic Development

Goal To promote economic development through proactive engagement and support of business compatible with the community goals detailed in this plan, and supporting jobs yielding family income, while working with public, non-profit and private partners to build a place that attracts and keeps talent.

Policies

1. The City shall support existing locally owned, managed or controlled businesses and industries that promote the availability of ‘family wage’ employment in the community.
2. The City shall market and recruit traded sector businesses that are determined to be viable within the Florence economy, promote community values and provide ‘family wage’ jobs.
3. The City shall maintain and promote policies, codes and infrastructure that supports the efficient movement of people, goods, and information through the community.
4. The City shall develop partnerships to foster a culture of creativity and entrepreneurship to encourage private business to grow.
5. The City shall encourage Florence’s tourism industry through maintaining and enhancing the aesthetics of streets and public spaces, working with partners to market the area for visitors, and supporting events that promote the community for visitors.
6. The City shall foster a culture of creativity by working with partners to support local workforce in obtaining technical and employability skills, recruiting out of area talent and supporting the needs of an innovative workforce.

Recommendations

General Economic Development

1. The City should research and implement methods to develop funding for economic development initiatives.
2. The City should seek to leverage resources by developing partnerships with regional agencies including (but not limited to) the Cascade West Economic Development District (CWEDD), South Coast Development Council (SCDC), Lane Workforce Partnership (LWP), Small Business Development Center (SBDC), Business Oregon, Lane County, Lane Community College (LCC), and the Florence Area Chamber of Commerce.

3. The City should maintain a website with current data and business profiles for use, among other purposes, to promote business and economic development opportunities in the Florence area.
4. The City should perform outreach to educate the public about the City's business development efforts including, but not limited to, website, newsletter and videos.
5. The City should convey progress toward its economic development efforts with an annual business survey and consequent review of recommendations in this chapter and priorities in conjunction with the overall City of Florence goals and work plan.

Local Business Retention and Expansion

1. The City should develop a strategic approach to business retention, by conducting periodic business outreach with the existing business community.
2. The City should work with partners to provide resources to local businesses to help them grow and expand including available data, spaces for rent, and outreach activities to promote local businesses.
3. The City should create a 'business welcome' program to local businesses to educate them on permitting and building requirements before they purchase a property or sign a lease.
4. The City should evaluate and potentially work with partners to implement incentives to lower development costs for business expansion including potential property tax abatement, façade improvement loan programs, and business expansion loan programs.
5. The City should support the Florence Area Chamber of Commerce to promote an award program that highlights outstanding local businesses.

Out of Area Business Marketing & Recruitment

1. The City should maintain a system to monitor the supply of vacant commercial and industrial lands and buildings and work with property owners and their representatives to ensure the sites are ready to develop and marketed.
2. The City should continue to market the Pacific View Business Park and consider strategies to ensure viable use of the lands.
3. The City should promote and market the community for industry clusters that meet the communities' needs and are economically viable including, but not limited to, outdoor gear / recreation, craft food / beverages, software / information technology, forest products, health care services, artisan makers, and aviation-oriented businesses.

4. The City should develop an approach and materials to strategically market the community assets including methods to inquiry responses, coordination with local utilities, realtors and property owners and potential website and social media campaigns to target industries.

City Infrastructure & Regulations

1. The City should support the business and workforce housing needs of the community by providing clear development codes, processes and information.
2. The City should maintain an adequate supply of buildable land within the Florence Urban Growth Boundary to accommodate 20 years of job growth within the community with a variety of characteristics including size, locations and visibility.
3. The City should consider changes to its development codes to allow for a wider range of commercial uses within industrial zones and allow multi-family housing within commercial and industrial zones.
4. The City should coordinate capital improvement planning to ensure infrastructure availability on employment land and pursue funding for needed infrastructure to support economic development activities.
5. The City should support the maintenance and investment in high-speed internet telecommunications networks and facilities.
6. The City should continue to work to improve vehicular, rail, and public transportation access connecting Florence to other communities, particularly Hwy 126 and 101.
7. The City should work with the Federal Aviation Administration to improve the airport and enhance utility for general and commercial uses.
8. The City should coordinate with providers to determine the viability of providing natural gas infrastructure.

Entrepreneurship & Innovation

1. The City should continue to build partnerships and sponsor events in conjunction with partners such as the Regional Accelerator & Innovation Network (RAIN), Small Business Development Center, and Florence Area Chamber of Commerce.
2. The City should work with partners to implement and maintain a start-up / entrepreneurship training program, professional workshops and sessions that teach the most cutting-edge methods in startup planning that allow entrepreneurs to evolve their business plans.

3. The City should conduct a feasibility study for redevelopment of key sites for public/private development ‘incubator’ and ‘makers spaces’ with potential spaces for startup businesses, artist residences, shared space for artist makers / fabrication, artist gallery / showrooms, and event / meeting space.
4. The City should work with partners build a business case of entrepreneurs and track and highlight progress.
5. The City should work with partners to develop an award program for entrepreneurs and start-ups.
6. The City should work with partners to host events to educate the community on the value of entrepreneurship programs.
7. The City should work with partners to build a program to educate local middle and high-school students in the value of entrepreneurship.

Tourism Promotion

1. The City should work with tourism marketing partners including but not limited to the Florence Area Chamber of Commerce, Travel Lane County, and Travel Oregon to develop and implement a marketing plan and branding materials that describe Florence’s advantages and amenities.
2. The City should continue to support public improvements to the Main Street and Old Town areas for tourism, public space beautification, recreational opportunities and culture.
3. The City should continue to support and develop anchor tourism destinations such as golf resorts, water and sand related recreational opportunities, eco-tourism, galleries and expanded dining and shopping opportunities.
4. The City should support tourism related events, marketing and advertising.
5. The City should encourage and support the Port of Siuslaw in nurturing water-related tourism and recreating and fishing of all kinds.
6. The City should foster Florence’s aesthetic, recreation and tourism-based economy, particularly during off peak times.

Workforce Development & Recruitment

1. The City should work with local colleges and universities (including but not limited to Lane Community College, University of Oregon, and Oregon State University), Siuslaw High School, Lane Workforce Partnership, United States Department of

- Labor Occupational Safety and Health Administration (OSHA), and other partners to support local workforce training / apprenticeship / internship opportunities, particularly in the construction trades, health, human safety, culinary arts, hospitality, boutique retail sales, arts and culture, renewable energy and software development professions.
2. The City should build partnerships with local universities to attract top talent in industry clusters, particularly recent college graduates who grew up in the Florence region.
 3. The City should foster a creative community culture through investment in recreational amenities, public arts, innovation and creativity.

Background

Florence serves as a shopping, service and employment center for residents of Florence, the areas within the urban growth boundary, and residents of western Lane County, as well as its neighboring communities along the coast. It also attracts a large number of visitors to the area, some of whom eventually return to become residents and, sometimes local business owners as well.

The purpose of this chapter is to assure that the comprehensive plan provides adequate opportunities for a variety of economic activities in the City, while continuing to maintain Florence's community character. Economic development can be defined as efforts that seek to improve the economic well-being and quality of life for a community by creating and/or retaining and supporting or growing incomes and the tax base.

The general practice of economic development encompasses a broad array of tactics including, but not limited to: workforce development, business retention and expansion, and talent retention and attraction. These are all equally important and are delivered most effectively by different stakeholders. With so many different tactics, it is important for local jurisdictions to define their role in economic development.

This comprehensive plan chapter sets an ambitious, yet achievable strategic economic development agenda for the future. The plan seeks to:

1. Define clear goals and objectives for the community. For economic development to succeed, numerous partners and organizations must be engaged. To efficiently and effectively do that, a community must understand, document, and achieve consensus on its values, opportunities, and objectives. Once that foundation has been established, there is a common language and direction set in place. From that point on, all actions will align toward a larger goal and build momentum to an extent that real impact is achieved. Without the 'playbook' of language and direction, efforts are scattered, often contradict one another, and do not achieve meaningful results.
2. Identify specific actions. Once the goals and assets are defined, action must be taken

to foster economic development. Often these actions will appear minor without the overall context of the plan. Furthermore, some actions will build momentum and have a meaningful impact, others will fail, and some may not occur due to limited stakeholder interest. The intent of the plan is to provide several action items by several partners, but all working toward the same overall goal. This is a flexible plan that will be shaped as opportunities arise. Finally, the action items are intended to be completed within the time frame of the overall comprehensive plan, however it will be important to revisit the document every year to determine where progress is being made and other areas may be deficient in order to re-evaluate the actions if necessary and most importantly, acknowledge that progress is being made.

In developing this chapter, the following guiding principles emerged that shape the vision and mission for the City.

- Authenticity: The work is based on the authentic identity of Florence. The defined goals and objectives can only be met if the community and its values are recognized.
- Engaging: Florence has small town roots that make it welcoming to new business and easy to navigate.
- Creative: Florence is significantly focused on the arts and recreation, which is unique for many small cities. This value fosters a culture of creativity.
- Progressive: City elected leaders, staff and economic development stakeholders are focused on seizing new technologies and opportunities.
- Intention: Economic development takes years of focus and nurturing specific industries. The City must be clear and consistent regarding its role in driving economic development.

In developing each of the goals, there are three distinct business sectors that are identified when developing tactics and actions:

- Traded Sector Business: The traded sector businesses include industries and employers which produce goods and services that are consumed outside the region where they are made (e.g. manufacturing, fishing, software). Workers in traded sector tend to be better educated, work more hours, and earn higher average wages than local sector businesses. In addition, a healthy traded sector can lead to the formation and growth of small, local businesses. As the traded sector increases employment and wages, it also encourages entrepreneurs to start new businesses. For these reasons, it is important the City of Florence focus economic development efforts on traded sector industries.
- Local Sector Business: Local sector business consists of industries and firms that produce goods and services that are consumed locally in the region where they are made. (e.g. professional services, health care, retail). These businesses are important as they define a community and provide amenities to attract young professionals and families that drive the new economy. These local sector businesses are an irreplaceable part of our American experience and a channel to grow our middle class as well as a path to economic opportunity. The owners behind these small, local businesses are leaders in their communities. They often support local charities,

provide young people their first jobs, and create a multiplier effect as they attract more businesses to their local economies.

- Entrepreneurs: In the United States, the managed economy of the 1970s to 2000s, characterized by a reliance on big business and mass production, has given way to a so-called entrepreneurial economy. Today knowledge-driven goods and services are more flexibly provided by smaller firms. Communities thriving today are those that are accepting of new ideas and provide the ecosystem for start-ups to thrive.

Traded Sector Business Development

Given resource constraints, this plan calls into focus the need to establish a marketing program for the distinct business community. Implementing this goal will expand the profile of Florence not just as a retirement community or a place to visit, but as a place to invest and grow a business.

Industry clusters are groups of similar and related traded sector businesses in a defined geographic area that share common markets, technologies, worker skill needs, and which are often linked by buyer-seller relationships. Industry clusters represent distinct qualities of a community, and help define what makes one community different from another. As they convey distinct qualities, it is important to be specific in the definition of a cluster. In identifying and promoting these clusters a community can convey its opportunity for business growth to outside business leaders looking to expand. In addition, promotion of these clusters helps reinforce why it is a good place to stay and grow.

The City has identified key industry clusters it can support and grow. The following have been selected because the State of Oregon and surrounding Florence region, which includes diverse nearby communities such as Eugene, Coos Bay, and Newport, are committed to growing the following industry clusters with targeted workforce programs and incentives. In addition, each cluster benefits from partnership with the significant higher education assets of Oregon universities. Furthermore, the City's infrastructure, unique assets, and existing company base serves to support these industries:

- Outdoor Gear / Recreation
- Craft Food / Beverages
- Software / Information Technology
- Forest Products
- Health Care Services
- Artisan Makers
- Aviation-Oriented Businesses

It is important to note, that simply because the City has identified these particular industry clusters as viable options for business growth and development, does not mean that other industries would be unwelcome or subject to a different level of service. The intent of the industry clusters is to focus efforts toward those industries which meet the needs of the Florence area and are likely economically viable over the long term.

The goals and policies within this chapter seek to focus on attaining the most positive job growth forecast, which plans for 1,286 net new jobs over the next 20 years, per the 2017 Buildable Lands Analysis (BLI) (Included as referenced in Attachment 2 of the comprehensive plan). Industrial uses (including outdoor gear / recreation, craft food / beverage production, artisan makers and forest products) 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 makers businesses could be accommodated in a shared adaptive reuse building or in industrial flex buildings (e.g. 12,000 square foot single level buildings).

Local-Sector Business Development

In addition to a focus on businesses and their needs, the goals of this chapter seek to create a place where local-sector businesses and talent will stay and thrive. Over the past 50 years, the U.S. economy has shifted decisively from financing the exploitation of natural resources to making the most of human talent.

Communities that are thriving today are those that develop, retain, and attract talent; however, some communities have hit a tipping point in this growth and are now facing significant and complex problems regarding traffic congestion with limited public transit and lack of affordable housing. These issues contribute to higher costs of living, rents, and land prices that are forcing employers to now look elsewhere for growth opportunities. This dynamic clearly shows why thoughtful investment in community development and infrastructure is critical for a community's vitality and serves as a competitive advantage.

Per the 2017 BLI, 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 3-4 new hotels and a few bed and breakfasts are added to the City over the next 20 years. Retail and food 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.

Leveraging Resources

This plan also recognizes that fostering economic development within a community requires several partners that are aligned with a collaborative focus. In order for the city to succeed, it should influence partnerships and opportunities that already exist. Being present 'at the table' for regional discussions is one of the most important roles that the City can play to ensure

available resources are appropriated and its perspectives are considered.

The City of Florence is part of the Cascades West Economic Development District (CWEDD), which is designated by the U.S. Department of Commerce Economic Development Administration to work on economic development efforts in Linn, Benton, Lane and Lincoln Counties. The CWEDD advocates for, supports, and coordinates regionally significant economic development activities in the region. The District prepared a Comprehensive Economic Development Strategy (CEDS) to guide regionally significant economic development projects and activities. 'Entrepreneurship and Innovation' and 'Rural Development' were listed as priority goals for the region, and should be leveraged to the City's advantage.

The City must continue to work closely with other local partners and recognize the strengths that each organization brings to the table in order to foster meaningful growth. The City should strategically focus on developing a network of county and regional partners that specialize in economic development programs and funding to ensure that the City is leveraging all available resources. Partners include but are not limited to, Lane County, South Coast Development Council (SCDC), Lane Workforce Partnership (LWP), Small Business Development Center (SBDC), Regional Accelerator & Innovation Network (RAIN), Lane Community College, and the Florence Area Chamber of Commerce.

Conclusion

As part of a Buildable Lands Inventory (BLI), Housing Needs Analysis (HNA) and Economic Opportunities Analysis (EOA), 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 Economic Opportunities Project (HEOP) Committee, public forums, and multiple work sessions with Planning Commission and City Council officials, to generate the goals, objectives, and recommendations in this chapter.

People generally start businesses in the places they are already located and are generally loyal to those communities as their businesses grow. Many of the resources they access are at the local or regional level. The City plays an important role in fostering an environment that will cultivate these new companies and jobs.

In summary, the City of Florence has reviewed the local economic forces driving business growth, expansion and recruitment as well as the history of the community and local priorities. These information points were pulled together to determine a well-planned and coordinated series of goals to guide commercial and industrial development in the community throughout the planning period.

Chapter 10 Housing Opportunities

Goal

1. To provide opportunities and conditions to accommodate provision of varying housing types that are affordable, decent, safe and sanitary for people at all economic segments of the community.

Objectives

1. To 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. To maintain a high standard of housing construction through enforcement of the Building Code.
3. To improve neighborhood quality of life by supporting walkability, diversity, recreation, and open space.
4. To maintain and upgrade housing supply by adopting and enforcing city codes and standards.
5. To encourage methods such as the rehabilitation of substandard housing to meet the high costs of housing and to conserve the housing stock.

Policies

1. The City shall support existing federal, state & county fair housing laws that forbid discrimination in the rental, sale or financing of housing based on race, sex, color, religion, national origin, familial status, disability, source of income, sexual orientation, or marital status.
2. Housing programs to meet the needs of the City's workforce, elderly, low income and special needs families shall be pursued.
3. Zone an adequate supply of residential land to accommodate the city's housing needs through existing urbanization policies.
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.
7. 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.
8. Periodically update the Buildable Lands Inventory to maintain a sufficient supply of buildable land within the Urban Growth Boundary to meet community needs over the next 20 years.
9. 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.
10. Apply plan designations, zoning districts and regulations to implement the mix of housing indicated in the acknowledged Housing Needs Analysis.
11. Sufficient land within the Florence area shall be made available for high density housing development where public services are adequate and where higher densities and traffic levels will be compatible with the surrounding area.
12. Adopt and enforce policies to eliminate unsafe and unhealthy housing conditions.
13. The City shall update codes to support and recognize workforce housing, mobile homes, manufactured housing and multifamily dwellings as an important part of the overall housing stock, if well situated.

Recommendations

1. 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.

Background

Introduction:

Housing is an important part of the City's Comprehensive Plan and overall community strategies, as housing makes up the vast majority of land use area in an urban area. Cities have taken various roles in housing, ranging from the very active role of being a housing provider and landlord to one of simply allowing the housing market to freely determine what should occur in a given area with very little regulation. The role Florence has chosen is more toward the latter than the former, although certainly not in its entirety.

While Florence does not see itself as a provider or a major developer in housing, its policy and land development ordinances will have an impact on land availability, development site availability, and housing types which will be used to meet the City's housing needs.

2017 Housing Needs Analysis:

Statewide Planning goal 10 requires that: Buildable lands for residential use shall be inventoried, and plans shall encourage the availability of adequate numbers of housing units at price ranges and rent levels which are commensurate with the financial capabilities of Oregon households and allow for flexibility of housing location, type and density. Because of this, the City has the responsibility to inventory its land and ensure that the proper amounts of land are set aside to accommodate the various housing needs in the City, and that its land development ordinances are broad enough to allow for variation in housing type and density.

The 2017 Housing Needs Analysis details the trends in housing in Florence which is dependent on the local economy. It notes that Florence's high share of retirees on fixed incomes combined with a service-oriented economy has had a bearing on Florence's relatively low incomes. While housing in Florence is comparatively lower priced than homes in Eugene, Springfield, and surrounding areas, the low household income levels are creating a housing affordability challenge. The combination of relatively low-wage service jobs and lack of apartment inventory exacerbate a workforce housing shortage.

Current Housing Mix:

According to the American Community Survey (ACS), there were 5,266 housing units in Florence in 2015. As indicated in the 2017 Housing Needs Analysis, the housing inventory is 51% owner occupied, 32% renter occupied, 12% second homes and short term rentals, and 6% vacant or other.

Various types of housing have a place in Florence and provide for housing demand. These types of housing include:

- Multi-Family, Multi-unit apartments
- Townhouses / Duplexes
- Mobile or Manufactured homes
- Detached Single Family Homes

As of the 2017 Housing Needs Analysis, the housing mix in Florence consists primarily of single family detached homes, with 56% of the total housing stock. Multifamily housing accounts for 13% of the housing inventory. Townhomes / plexes (including duplex, tri-plex, and quad-plex buildings) and mobile homes (including manufactured housing parks) each account for 9% of the housing inventory. Among permanent residents, owner-occupied housing is concentrated in the single family detached and mobile home/manufactured home parks.

Population Trends:

The population in Florence has increased by 19.5% between the year 2000 and 2016, up from 7,263 residents in 2,000 to 8,680 in 2016 (0.4% annual average growth rate). One reason why Florence's 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's residents (60.4) compared with Lane County (39.3).

According to the 2017 Housing Inventory, population within the Florence Urban Growth Boundary is projected to grow from 10,486 to 12,554 over the next 20 years (0.9% average annual growth rate).

As population is attracted to Florence, the needs for all types of housing will increase. This chapter seeks to support efforts to expand Florence's housing inventory to accommodate baseline population growth plus some 'pent-up' workforce housing and special needs housing demand.

Housing Trends:

Ratio of people per household will continue its downward trend from 1.95 people per household in 2016 to 1.90 in 2036, as residents born between 1946 – 1964 become empty nesters, retirees move into the area, and residents born between 1981 – 1997 delay starting families.

High-levels of in-commuting by Florence workers that travel long distances from their homes to their place of work also affect the housing market. The 2017 housing needs analysis showed that approximately 1,904 people work in Florence and in-commute from outside the City a distance of 25 miles or greater.

Incomes and Housing:

To help gauge housing attainability in Florence, the 2017 Housing Needs Analysis examined current median family income (MFI) levels and U.S. Housing and Urban Development (HUD) guidelines. The 2017 median family income for Florence was \$46,114. Using HUD guidelines for upper middle households earning 80% of the MFI, a 4-person family would be able to afford rents at \$922 or lower and homes priced at less than \$197,000. 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) was well below Lane County (\$44,103) and Oregon (\$51,243) as of 2017.

The 2017 Housing Needs Analysis showed a tight housing supply in Florence evidenced by increasing number of sales per month and depleting inventory in the ranges affordable to the median income levels, as well as very low vacancy rates. Florence apartments have relatively high rents and long waiting lists, specifically for apartments with two+ bedrooms. Rents for apartments typically start at \$900 per month for one bedroom and exceed \$1,000 per month for two-bedroom units. Interviews with local apartment property managers have indicated that well-appointed apartment developments experience a wait list of six months or longer.

Financial Feasibility:

The 2017 Housing needs analysis evaluated the feasibility of developing various types of housing given market rates and construction costs. The results indicate that most development types are feasible at land values of under \$8.60 per square foot of land area for single family, and \$10 per square foot for townhomes if they are ‘shovel ready’ sites and developed privately. Currently, apartments and mixed-use developments are not considered to be financially feasible in Florence unless they are developed by a non-profit developer or unless there is some level of public funding or assistance made available.

The cost of development permitting is a ‘soft cost’ that also ranges measurably by location and impacts a project’s feasibility. The cost of impact fees (System Development Charges ‘SDCs’ in Oregon) typically vary from 2% to 10% of a project’s development cost (excluding land). As of 2017, SDCs in Florence for a single-family home were \$11,545 which is considered to be about average for small cities in Oregon.

Special Needs Housing:

Housing options for special needs, including homeless individuals, families and youth experiencing homelessness has proven to be another factor to consider as part of the overall housing economy. These types of housing can be provided by nonprofit agencies, government entities, and faith-based organizations. In keeping with the population growth forecast within the 2017 Housing Needs Analysis, Florence should expect a need of an additional 20-30 year-round beds and 10-20 seasonal beds for special needs population over the next 20 years.

Conclusion:

As part of the 2017 Housing Needs Analysis, the City of Florence conducted significant community and business outreach. To learn more about community ideas for housing 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 Economic Opportunities Project (HEOP) Committee, public forums, and multiple work sessions with Planning Commission and City Council officials, to generate the goals, objectives and recommendations in this chapter.

These studies and community outreach have shown the need for affordable and workforce housing within the region. Increasing costs of housing coupled with sluggish wage increases have left an affordability gap for all of Oregon, and Florence is no exception. These factors, coupled with an increase in demand from retirees and second home buyers, has left a vital need for affordable and workforce housing in Florence. To compound the affordability issue, the studies completed in 2017 show that apartment and mixed-use developments are not considered to be financially feasible in Florence unless they are developed by a non-profit developer or unless there is some level of public funding or assistance.

These efforts highlight the need for concerted community efforts to accomplish the goals of this chapter. The City plays an important role in pulling together business, non-profit and other community stakeholders to work toward these objectives. This chapter seeks to establish a well-planned and coordinated series of goals and objectives to guide these tasks and community coordination strategies through the planning period.