

# Executive Summary

This document serves as the Housing Strategy (HS) report for the City of Pendleton, as required by State law (OAR 660-008-0050). The HS was developed in partnership with the community and local stakeholders in 2022. The HS addresses housing needs identified in Pendleton’s Housing Needs Analysis (OHNA), adopted in 2016.

The HS is organized in five sections:

- **Strategies and Actions Summary Table** lists all the strategies and actions included in the HS along with their affordability, housing type, tenure, and equity targets.
- **Section 1: Pendleton’s Housing Needs** provides a summary of Pendleton’s current and future housing needs, of factors affecting housing production, and of housing-related equity concerns.
- **Section 2: Engagement** includes a summary of stakeholder and community input that was used to develop the strategies and actions included in the HS as well as some recommendations for future engagement.
- **Section 3: Strategies to Meet Future Housing Need** contains a list of twenty-two (22) specific actions Pendleton intends to undertake to fulfill its commitment to meeting its housing needs.
- **Section 4: Achieving Fair and Equitable Housing Outcomes** includes a narrative summarizing how the actions in the HS, in combination with other city actions, will achieve equitable housing outcomes.

## Housing Needs

The OHNA (Appendix A) provided Pendleton with housing data to establish strategies and the Contextualized Housing Need Summary is based on the OHNA and the HS in developing the strategies and actions included in the HS.

### Current Housing Needs

- Single-family houses makeup most of the

housing stock in Pendleton and will continue to be a key housing need.

- Housing costs are high relative to income levels in Pendleton.
- The City identified a deficit of affordable and market-rate rental apartments. In 2018-2022, Pendleton increased its available affordable and market-rate rental apartments. This will adjust the OHNA.

## Future Housing Needs

- Pendleton expects to add around 1,329 new residents over the next 20 years. To accommodate these new residents, the City will require the addition of 870 new dwelling units, consisting roughly of:
  - 37% single family (320 units)
  - 50% multi-family (438 units)
  - 9% townhomes/plexes (81 units)
  - 4% manufactured housing (31 units)
- About 59% of the future housing stock will be a mix of apartment buildings and townhomes, and 41% will consist of single-family housing and other housing types.
- The City will need to shift the types of housing produced to respond to evolving needs, construction costs, economic and demographic trends.
- New housing is needed for all income levels to create a healthy, well-functioning housing market.

## Factors Affecting Housing Production

- There is enough land zoned for housing overall, but that does not mean that land is buildable and economical to develop.
- There is a tighter supply of land for mixed use and high-density housing than single-family housing.
- Market factors outside the City’s control—such as job and population growth, construction costs, the developer pool, and availability of financing—will continue to

impact how much and what type of housing is

## Strategies

Input from the Housing Committee, made up of housing stakeholders and the public, shaped the HS. The general themes of this input included:

- There was broad support for more flexible zoning allowances to encourage a wider range of housing types. These were adopted in 2021.
- There is support for financial incentives such as tax abatements or land donations to help facilitate housing development.
- There is a need for more ownership housing options for upper-low, middle- and upper-income households that may move to Pendleton or seek to upgrade from existing homes.
- There is a need for more housing for low and very low-income households, particularly those in unstable housing situations.

## Strategies and Actions

The strategies and actions included in this document were initially identified by MIG Consultants based on experience with similar policies in similar jurisdictions, an audit of the City's existing zoning code and housing policies, best practices research, and a list of potential strategies published by Department of Land Conservation and Development (DLCD). Working collaboratively with staff and based on input from stakeholders and the community, the Housing Committee refined the strategies and actions to best fit Pendleton's housing needs and the City's capacity for implementation over time.

The actions in this document fall into three strategic categories: (1) Develop Affordable Housing; (2) Support Measures that Increase UGB Efficiency; and (3) Address Severe Rent Burdens. There is a one-page summary devoted to each action, which includes a description of the action, steps to implement it, implementation considerations, an adoption

produced.

timeline, an implementation timeline, an estimate of magnitude of the action's impact, some suggestions for measuring progress on implementation, and a summary of the action's targets. A full list of the actions and targets can be viewed in the table found on page 7.

## Achieving Fair and Equitable Housing Outcomes

The fairness and equity of the actions included in the HS have been evaluated in terms of their impacts on:

- Location of Housing
- Fair Housing and Housing Choice
- Housing Options for Residents Experiencing Homelessness
- Affordable Homeownership and Affordable Rental Housing
- Gentrification, Displacement, and Housing Stability

Of the twenty-one (21) actions included in the HS:

- Ten (10) may have a high impact on subsidized housing.
- Fourteen (14) may have a high impact on affordable housing.
- Seven (7) may have a high impact on development of market-rate housing.
- Sixteen (16) may have a high impact on development of "missing-middle" housing, which includes ADUs, Duplexes, Triplexes, Quadplexes, Townhouses, and Cottage Clusters. Of these sixteen, five (5) are designed to keep tenants in their rental unit, and one (1) provides opportunity for tenants to purchase a home and own a rental unit to assist with mortgage payment.
- Seven (7) may have a high impact on development of single-family housing.
- Nineteen (19) may have a high impact on

development of housing for rent.

- Nine (9) may have a high impact on development of housing for sale.