

Home in Tacoma Project

PHASE 2: Implementation

FINAL Scope and Assessment Report: June 15, 2022

Action is necessary as Tacoma faces a housing crisis – people are facing challenges in finding housing they can afford, particularly if they have fixed or lower incomes. Housing provides basic human needs and connects us with family, friends, community, transportation, employment and more, which matters to the health, well-being and prosperity of our community members.

As part of Tacoma’s Affordable Housing Action Strategy, **Home In Tacoma Project – Phase 1**, adopted by the City Council in December 2021, enacted changes to Tacoma’s housing growth strategy, policies and programs to increase housing supply, affordability and choice for current and future residents.

The City is now beginning **Phase 2** which will implement the new policies through zoning, standards, affordability and anti-displacement steps, along with actions to support housing growth. Tacoma’s Planning Commission is asking for community input as they develop recommendations to the City Council on this work.

For more information, visit www.cityoftacoma.org/homeintacoma.

Project Summary	
Project Title:	Home in Tacoma – Phase 2: Implementation
Applicant:	City
Location and Size of Area:	City-wide where housing development is encouraged
Current Land Use and Zoning:	Multiple
Neighborhood Council Area:	Citywide
Staff Contact:	Elliott Barnett, Senior Planner, 253-312-4909, homeintacoma@cityoftacoma.org
Staff Recommendation:	Conduct broad community engagement and robust policy analysis to formulate recommendations to the City Council.
Planning Commission Scope of Work:	<ul style="list-style-type: none"> • Implement a broad, equitable and collaborative engagement strategy • Evaluate policy options to implement the City Council’s policy direction • Conduct a Public Hearing and use the input to refine the proposals • Forward recommendations for City Council action



Planning and Development Services City of Tacoma, Washington

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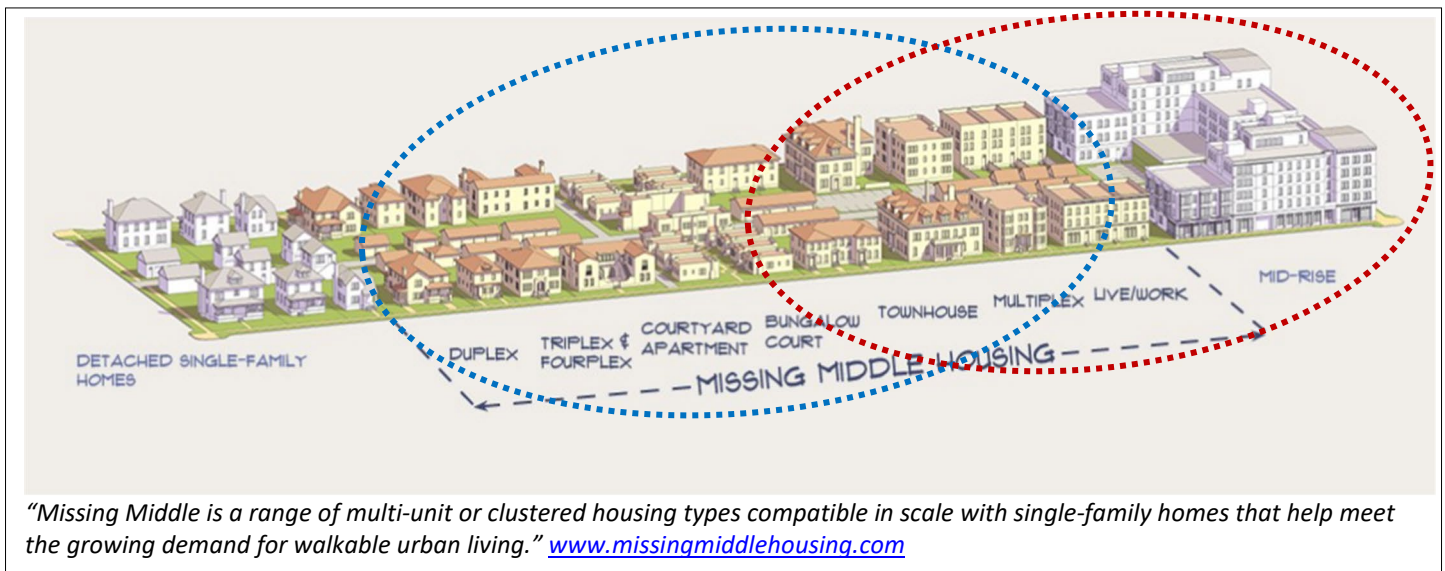
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Section 1. Area of Applicability

Home In Tacoma – Phase 1 began with a policy evaluation of Tacoma’s housing growth strategy citywide. The **One Tacoma Comprehensive Plan: Urban Form Chapter** includes Tacoma’s Future Land Use Map and designations which sets the vision and high-level direction for growth citywide. The Council’s Phase 1 action updated Tacoma’s Future Land Use Map as follows (see map below):

- Replaced *Single-family* and *Multifamily Low-Density* Land Use designations with *Low-scale Residential* and *Mid-scale Residential* designations, allowing more housing choices citywide
- Designated areas near Centers, Corridors, and bus routes for Mid-scale Residential
- No changes were made to Downtown, Centers, or to areas where housing is not the primary goal (such as parks, commercial and industrial areas), with map cleanups to recognize parks and open spaces and the Airport Compatibility Area

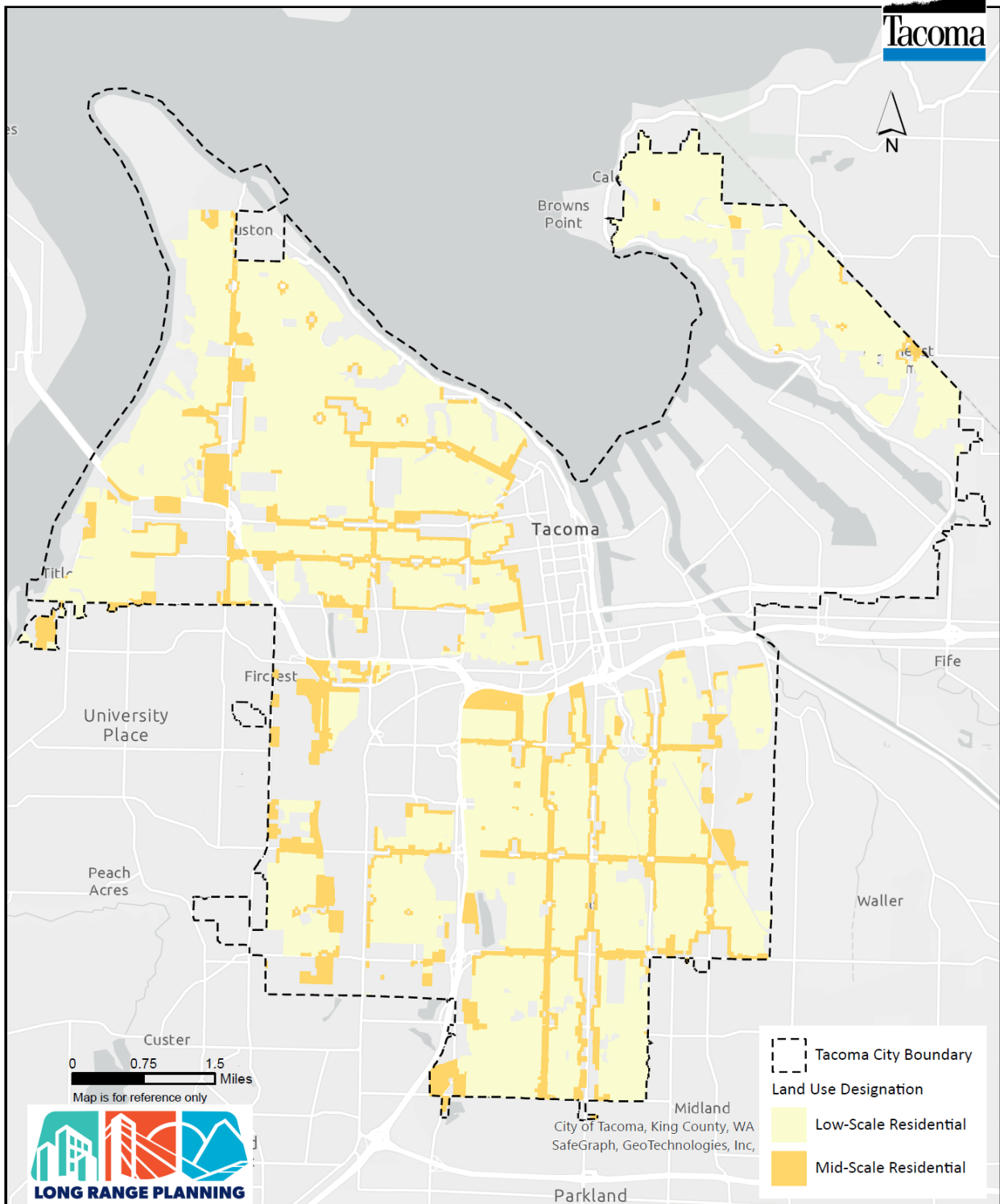
Phase 1 policies call for three broad categories of actions, each of which will likely be applicable in different areas. The two primary categories are **Inclusionary Zoning**, and **Diverse Housing Types (Missing Middle Housing)**, and the third is **reviewing residential zoning in areas outside of the Low-scale and Mid-scale Residential designations**. Diverse Housing Types/Missing Middle Housing strategies pertain to housing types between Detached Single-family Housing and Mid-rise Multifamily (circled in blue). Inclusionary Zoning strategies typically pertain to medium to high-density housing types (circled in red).



Map 1 (page 3) depicts Tacoma’s newly designated Low-scale Residential and Mid-scale areas, which are the primary focus for Diverse Housing Types strategies. Map 2 (page 4) depicts Tacoma’s designated Centers and Corridors, which are likely to be the primary focus for Inclusionary Zoning strategies. Map 3 depicts areas where single-family zoning will be updated to reflect adopted policies but where significant infill density is not the primary policy goal.

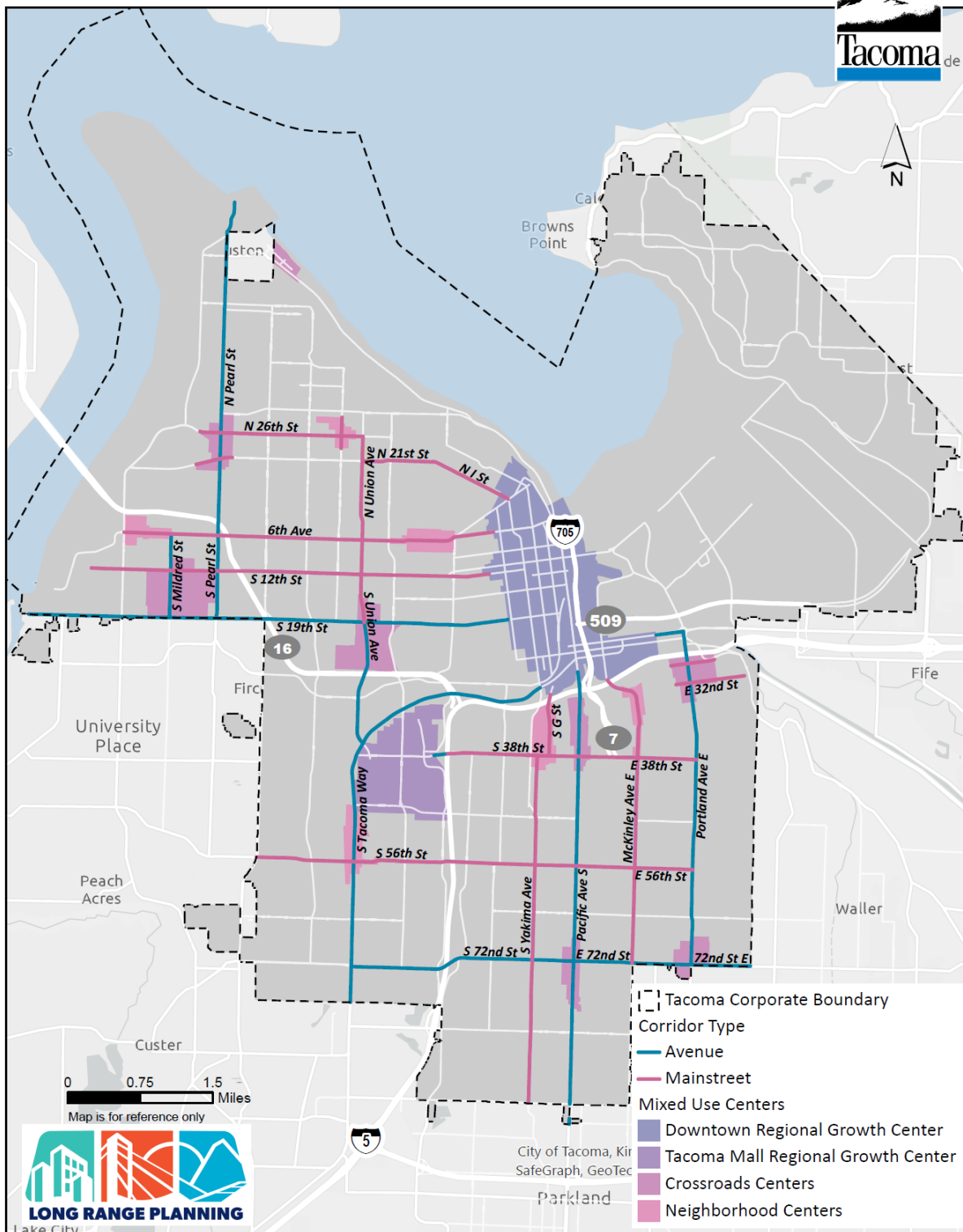
Maps 1 and 2 exclude Land Use designations where residential development is not encouraged or is prohibited (including designated park and open space, major institution, industrial and commercial areas, and an airport compatibility area). However, much of the zoning in the areas shown on Map 3 is single-family currently. This effort will review zoning and standards in these areas in light of policy direction to shift from a single-family model to a form and scale-based model, while ensuring that the policy intent of these areas is met.

Low-scale & Mid-scale Residential FLUM areas



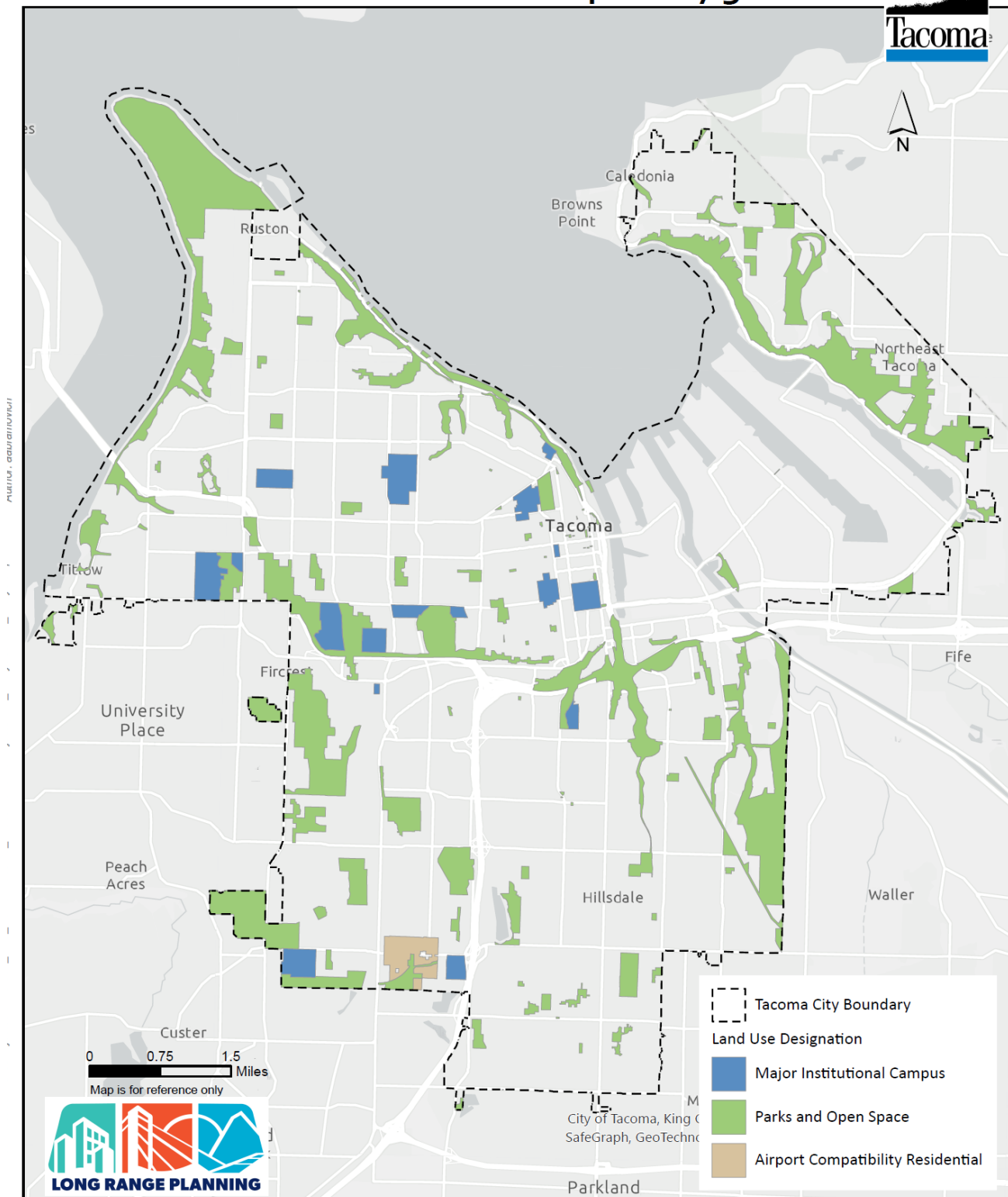
These areas are the likely focus for Inclusionary Zoning strategies

One Tacoma Centers & Corridors



MAP 3: Areas where single-family zoning will be reviewed but where infill is not the primary goal

Areas where residential zoning will be reviewed but where infill is not the primary goal



Section 2. Home In Tacoma - Phase 1 POLICY DIRECTION

After a two-year policy development effort, in December 2021 the City Council adopted the Home In Tacoma - Phase 1 policies. Ordinance 28793 changed policies in Tacoma's Comprehensive Plan – the City's blueprint for community growth. The City Council action adopts a new housing growth vision, updates housing policies, enables Missing Middle Housing in Tacoma's neighborhoods, calls for actions to ensure Tacoma gets housing growth right, and calls for actions to make housing more affordable. Council's action has initiated this second phase of policy work and public engagement to develop zoning, standards, programs and other implementation steps.

This section summarizes the Home In Tacoma Project policies as well as closely related policy efforts. Section 3., below, provides specific policy language.

A. NEW HOUSING GROWTH VISION

Utilize housing growth to create neighborhoods that are inclusive, welcoming to our diverse community, resilient, thriving, distinctive and walkable, with robust community amenities and a range of housing choices and costs.

The **new vision** promotes increased housing choice in vibrant, walkable neighborhoods. To support this vision, the package includes policy to:

- Increase housing options throughout the City
 - Renew Tacoma's longstanding vision for housing growth Downtown and in Centers
 - Expand Missing Middle housing options in Tacoma's neighborhoods
 - Plan for the impacts of growth on urban infrastructure such as sidewalks, traffic and utilities
- Ensure that new housing is well designed and complements Tacoma's distinctive neighborhoods
 - Use design standards to ensure that infill complements neighborhood scale and patterns
 - Provide for smooth transitions from low-scale to higher scale areas
 - Protect the character of historic districts and promote reuse of existing structures
- Evolve our housing vision to be more inclusive of all members of our community
 - Address inequitable access to opportunity in Tacoma's neighborhoods
 - Shift regulatory language away from "family" to allow households to define themselves
 - Address lingering impacts of systemic racism and facilitate homeownership and wealth-building opportunities for people of color
 - Promote accessibility for people of different physical abilities
- Recognize that housing is a fundamental building block of community that affects multiple goals
 - Promote housing in Tacoma as an alternative to urban sprawl
 - Build sustainable and resilient housing to address the climate emergency, urban forestry goals, and protect the health of the Puget Sound
 - Promote infill in walkable areas with transportation choices to reduce car dependency

B. MISSING MIDDLE HOUSING GROWTH STRATEGY

Home In Tacoma – Phase 2 will develop zoning and standards to implement the new Low-scale Residential and Mid-scale Residential designations, along with other pertinent policies.

Currently, Tacoma’s zoning sets aside about 75 percent of our residential land supply for single-family houses. The recently adopted policies call for increasing housing flexibility and choice by creating two new residential land use designations. The new designations replaced the previous Single-family and Multi-family Low-Density Land Use designations on Tacoma Future Land Use Map—the City’s blueprint for guiding growth.

The adopted changes will shift Tacoma’s housing rules from an emphasis on housing types (such as single-family) to building form, design and scale. The objective is to provide more housing options, support affordability, diversity, walkability and thriving neighborhood businesses while ensuring that new housing complements the overall scale and residential patterns of existing neighborhoods.

Low-scale Residential areas support housing types including detached houses, duplexes, triplexes, cottage housing, and in some cases fourplexes and small multifamily buildings. New housing is built at the general scale (size, width and height) of detached houses with yards similar to existing neighborhoods.

Mid-scale Residential areas support the same housing types as Low-scale Residential areas, along with moderate-sized multifamily housing. Housing is generally up to 3 stories tall, with 4 stories allowed in some cases along corridors. Mid-scale areas are generally close to shopping, transit and other urban activities, and provide a transition between dense centers and nearby Low-scale areas.

In both new designations, standards will require compatible design features, building height and scale, and attention to scale transitions. Pedestrian orientation to the street, street trees and landscaping, and a strong emphasis on reuse of existing structures would be strongly emphasized as essential features.

Examples of Low-scale and Mid-scale Housing Types

Low-scale Housing



House & ADU(s)



Duplex, triplex



Small lot house



Cottage housing

Low-scale Housing (in some circumstances)



Fourplex



Small multifamily

Mid-scale Housing



Rowhouses (5 or more)



Medium multifamily

The adopted policies call for careful evaluation of how Tacoma can balance housing goals with design, livability, historic preservation, urban forestry, public infrastructure and services, and other important community goals. The policies

strongly commit to robust infill design standards, actions to reduce demolitions of viable structures, steps to ensure that housing growth is supported by infrastructure and services, and to building green, resilient housing. City Council action has initiated the next phase of public engagement and policy analysis, which will include:

- Zoning changes
- Design standards updates
- Actions to ensure that urban infrastructure and services are adequate to support growth
- Potential phasing of implementation, if directed by the City Council
- Actions to address the potential demolition of viable structures
- Actions to create green, sustainable and resilient housing
- Actions to promote physical accessibility
- Review of City permitting and processes
- Education and technical support for developers and the public
- Evaluation of view impacts in areas currently without view protections

C. MAKING HOUSING MORE AFFORDABLE

Allowing diverse housing types is an essential step toward meeting housing affordability goals. However, by itself the housing market is not likely to produce housing affordable to many lower income residents. To address this need, the policies call for expansion of affordable housing incentives and requirements and anti-displacement actions. These tools, in combination with increased public investment in housing, allow the City to partner with developers in affordable housing creation. Phase 2 will include the following:

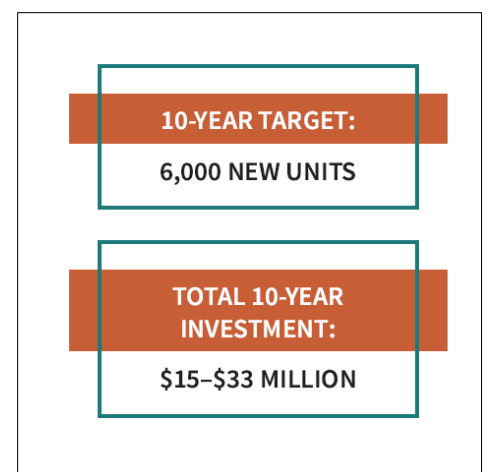
- Strengthen and expand Tacoma’s affordable housing regulatory tools
- Establish an anti-displacement strategy to help lower-income residents stay in growing neighborhoods
- Promote access to housing and wealth-building, particularly for people of color

D. AFFORDABLE HOUSING ACTION STRATEGY (AHAS)

The AHAS is a strategic response to a changing housing market, increasing displacement pressure, and a widespread need for high-quality, affordable housing opportunities for all. The AHAS focuses on how to enhance existing policies and programs to serve more people; identify and deploy additional funding; and establish strong anti-displacement measures to stabilize existing residents over the next 10 years. The AHAS contains 27 recommended actions that are being implemented by multiple city departments and other partners.

This effort implements actions identified by the AHAS to meet Strategic Objective 1: Create More Homes for More People. In 2019 the City Council adopted updates to the **One Tacoma Comprehensive Plan Housing Element** integrating the AHAS as an implementation strategy and updating policies related to “Missing Middle” housing, inclusionary zoning and equitable access to opportunities.

Since the AHAS was created in 2018, City implementation has been a high priority and multiple steps have been taken. Among the most pertinent recent actions, the City Council adopted Resolution No. 40871 calling for Anti-displacement



actions, and Ordinance No. 28770 expanding the Multifamily Tax Exemption Program and targeting it to promote more affordability. Visit www.cityoftacoma.org/ahas for more information.

Section 3. Scope of Work as Directed by Phase 1 Council Action

A. ORDINANCE 28793

Per Ordinance 28793, the Phase 2 scope of work will include:

1. Zoning changes for Low-scale and Mid-scale Residential designations
2. Strengthened design and development standards (including height, size, yards, etc)
3. Development of an anti-displacement strategy
4. Enhancement and expansion of regulatory affordability tools
5. Actions to ensure that infrastructure and services are adequate to support growth
6. Actions to address the potential demolition of viable structures
7. Actions to create green, sustainable and climate-resilient housing
8. Actions to promote physical accessibility
9. Potential view protections in areas where they do not currently exist
10. Review of City of Tacoma permitting and processes
11. Education and technical support for developers and the public

In addition to meeting the direction of Home In Tacoma - Phase 1, potential actions and strategies will be assessed in terms of:

- Consistency with Tacoma's growth, transportation, sustainability and other goals
- Risk of displacement or other unintended consequences
- Infrastructure and urban services capacity and costs
- Market feasibility and cost-effectiveness for homeowners, non-profit and for-profit housing sectors
- An ongoing commitment to be responsive to community input

Expected Work Products

1. New residential zoning districts and framework implementing Home In Tacoma policies
2. Updated residential development standards implementing policy guidance
3. Affordable housing regulatory incentives and requirements updates
4. Anti-displacement strategy and implementation actions
5. Comprehensive Plan updates for consistency with final zoning and standards
6. Administrative and technical actions to promote housing goals

For more detail on each of these items, see Attachment 2 – Detailed Work Plans.

B. COORDINATION WITH RELATED EFFORTS

Just as important as detailing the expected project outcomes is explaining there are also related topics that will not be directly incorporated in this effort. This could be for a variety of reasons and in no way indicates that such actions are unimportant. Some tasks are being managed by different City departments. Others are administrative and will be implemented by City staff or depend upon funding or resources allocated by the City Council. Still others require action at the state level. Finally, we anticipate that Home In Tacoma – Phase 2 and the EIS will generate future actions to support implementation and manage growth to be initiated later in the project or after adoption.

The following related efforts may offer inputs into the Home in Tacoma – Phase 2 implementation and likewise, recommendations from the Home in Tacoma – Phase 2 will help to inform these related efforts. While these efforts are related, they are not considered under the purview of Home in Tacoma.

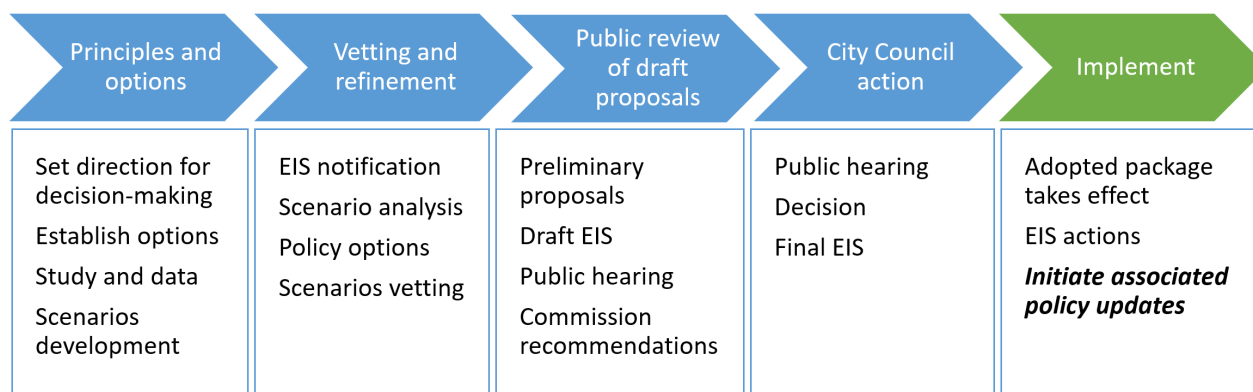
- Major Comprehensive Plan Update (adoption in 2024)
- Homeless Encampments code updates and implementation actions (ongoing)
- Other AHAS implementation actions (ongoing)
- Buildable lands analysis (2021)
- Urban Design Studio (ongoing)
- Impact fees study (ongoing)
- Transportation Master Plan updates (ongoing)
- Watershed Planning (ongoing)
- Urban Forest Management Plan implementation (ongoing)
- Climate Action Plan implementation (ongoing)

Generally, Planning staff will refer input on topics captured in the “Other Related Efforts” summary above to other departments and staff leads. In particular, actions related to other AHAS efforts (including affordable housing funding, homelessness responses, renter protections, actions to help people stay in their homes) are being actively worked on by AHAS implementation teams (visit www.cityoftacoma.org/ahas to learn about current initiatives).

C. PROJECT MILESTONES

After project launch, the project will proceed according to the following general milestones. Analysis, engagement and City Council check-ins will be oriented around this framework.

Project Milestones



The following schedule is based on the project milestones. Timeframes indicated are tentative and will be adjusted to ensure there is enough time to get the work done and engage with the community.

Home In Tacoma Phase 2 – Project Tasks	
1. Project Initiation	TIMEFRAME
<ul style="list-style-type: none"> Develop a broad, equitable and collaborative community engagement strategy Identify and coordinate with related policy initiatives at the city, state and regional level Integrate an active role for internal stakeholders, partner entities and City Commissions, in coordination with AHAS implementation steps Identify data and policy research gaps and develop strategy to address them Identify any additional policy topics that need to be addressed Solicit consultant services to address technical, engagement and analysis needs Begin early consultation on impacts and potential mitigation steps Develop a detailed project schedule Conduct Planning Commission public hearing with citywide notice for scoping determination Complete grant contract process with the Department of Commerce <p>OUTCOMES:</p> <ul style="list-style-type: none"> ✓ Draft Planning Commission Project Approach and Engagement Scope of Work ✓ Issue consultant Request for Proposals ✓ Housing Action Plan Implementation Grant contract 	January to May 2022
2. Project launch	TIMEFRAME
<ul style="list-style-type: none"> Finalize the scope of work and public involvement plan Conduct policy research and benchmarking Complete consultant hiring process Implement first engagement steps (including an interactive webpage, stakeholder recruitment, and a detailed engagement schedule) Initiate data gathering and analysis <p>OUTCOMES:</p> <ul style="list-style-type: none"> ✓ Final Scope of Work and Public Engagement Plan ✓ Public engagement initiated 	June to August 2022
3. EIS Scope and Alternatives	TIMEFRAME
<ul style="list-style-type: none"> Develop preliminary alternatives Initiate scoping process and environmental determination Conduct public scoping meetings Issue Scoping Notices <p>OUTCOMES:</p> <ul style="list-style-type: none"> ✓ Baseline Conditions Report ✓ EIS Scope and Alternatives 	3 rd and 4 th Quarter 2022
4. Develop and Vet Proposals	TIMEFRAME
<p>A. Zoning and Development Standards Concept Development</p> <ul style="list-style-type: none"> Develop initial Zoning and regulatory concepts for each of the following: <ul style="list-style-type: none"> Residential zoning district framework and districts Residential development standards and guidelines 	3 rd and 4 th Quarter 2022

<ul style="list-style-type: none"> ○ Affordable housing regulatory incentives and requirements updates • Zoning and Code Benchmarking • Assessment of existing zoning and development standards • Integrate findings and recommendations from anti-displacement strategy <p>OUTCOMES:</p> <ul style="list-style-type: none"> ✓ Zoning Framework ✓ Development Standards Concept Report <p>B. Code Development</p> <ul style="list-style-type: none"> • Based on initial preferred concepts, develop draft regulatory code amendments • Inform code development with draft EIS Technical Reports <p>OUTCOMES:</p> <ul style="list-style-type: none"> ✓ Draft Zoning District and Development Standards ✓ Draft EIS <p><i>For more detail on each of these items, see Attachment 2 – Detailed Work Plans.</i></p>	
<p>5. Planning Commission Public Hearing and Recommendations</p> <ul style="list-style-type: none"> • Conduct a Planning Commission public hearing on preliminary recommendations • Conduct one or more informational meetings to inform public comments • Provide a summary report documenting the methodology and themes of the public engagement process describing how this informed the recommendations and environmental review <p>OUTCOMES:</p> <ul style="list-style-type: none"> ✓ Planning Commission recommendations to the City Council ✓ Final EIS 	<p>TIMEFRAME</p> <p>Mid 2023</p>
<p>6. City Council review and decision</p> <ul style="list-style-type: none"> • Conduct a City Council public hearing on the Planning Commission’s recommendations • Conduct one or more informational meetings • Make changes to the recommendations as directed by the City Council • Post-Council decision, develop informational and education resources to inform the public and development community <p>OUTCOMES:</p> <ul style="list-style-type: none"> ✓ City Council adopted package of Home In Tacoma - Phase 2 zoning, standards and other actions ✓ Informational materials to summarize and educate interested parties regarding the outcomes 	<p>TIMEFRAME</p> <p>Late 2023</p>

Section 4. Outreach and Engagement Framework

A. COMMUNICATIONS AND ENGAGEMENT STRATEGY

The first task of the project is to develop a broad, equitable, communication and engagement strategy consistent with the City's engagement policies in the One Tacoma Comprehensive Plan and Equity Framework. The following are initial focal points for engagement:

➤ Engagement objectives

- Continuous – information, education, dialogue-based
- Engaging – providing multiple formats, durations and levels of detail to promote broad participation
- Collaborative – seeking to promote dialogue across perspectives, with opportunities for people with different perspectives to be heard
- Equitable – seeking to ensure that all voices and perspectives are heard and valued
- Informed – supported by graphics, visualizations and technical information
- Hybrid – combining a range of online and in person formats

➤ Stakeholders

- People seeking housing, homeowners and renters, people experiencing homelessness
- People of diverse incomes, ages, abilities, races, languages and neighborhoods
- Advocacy, religious and business communities
- Housing development community (market rate and affordable)
- Infrastructure and service providers (internal and external agencies)
- Subject matter experts in health, education, equity, and other relevant fields
- The whole Tacoma community

➤ Engagement techniques

- Develop a culturally competent communication/education campaign intended to demonstrate the needs and benefits of increased housing choice, anti-displacement actions, and the role of housing in meeting multiple community goals, potentially including:
 - Housing café discussions with experts and community members
 - Surveys/visual preference surveys
 - Interactive online story map
 - Visualization tools, images and videos
 - Virtual or in-person walking tours and interactive events
 - A community ambassador program to empower volunteers to promote engagement
 - Multilingual education and comment materials
- Engagement approaches to gather public input particularly at key project milestones, potentially including:
 - Topic-based discussion tracks organized around such topics as infill design, complete neighborhoods, and affordability/anti-displacement
 - Online/in-person workshops
 - In-person events potentially including public workshops, presentations, and neighborhood-based events (as appropriate per public health guidelines)
- Environmental review process

- Internal and agency dialogue to formulate analysis and recommendations on infrastructure, services and programmatic actions
- Public information and comment opportunities regarding environmental impacts and mitigation measures
- Citywide notification
 - Public notification, at a minimum as required under planning, environmental and City standards
 - City social media, web, press notices

B. ENGAGEMENT PARTNERS AND FORUMS

➤ **City Council and Council Committees**

- Regular updates to the City Council
- City Council Committees consultation
 - Infrastructure, Planning and Sustainability Committee will provide input on zoning and standards
 - City Council Government Performance and Finance Committee will provide input on administrative actions and the administrative components of regulatory affordability tools
 - City Council Community Vitality and Safety Committee will provide input on the Anti-displacement Strategy

➤ **City Commissions and Committees**

- Planning Commission (provides recommendations to the City Council)
- Human Rights Commission
 - *Joint Housing Equity Taskforce*: Members of the Planning Commission and Human Rights Commission will collaborate to focus on equity and social justice issues associated with housing
- Sustainable Tacoma Commission
- Landmarks Preservation Commission
- Tacoma Area Commission on Disabilities
- Other commissions/committees that may be identified

➤ **Affordable Housing Action Strategy**

Pursuant to the City Council's direction, the City Manager and TPU Director have directed all city staff to support implementation of the AHAS within their subject matter and responsibilities, and have put into place organizational structures to implement the AHAS, including but not limited to:

- AHAS Technical Advisory Group
- AHAS Citywide coordination and working groups

➤ **Neighborhood and community groups**

- Neighborhood Councils and other neighborhood/community groups
- Business Districts
- Community, social, religious and advocacy groups

➤ **Housing development community**

- Market and affordable housing development community
- Tacoma Permit Advisory Taskforce
- Tacoma Pierce County Association of Realtors
- Master Builders Association

- Green Building stakeholders

➤ **Affordable housing and renter groups**

- Renter advocacy groups
- Homeless individuals and people experiencing housing crises
- People at high displacement risk
- Tacoma Pierce County Affordable Housing Consortium
- Affordable housing and housing services providers
- Tacoma Pierce County Health Department

➤ **Internal and partner agency work groups**

- Infrastructure and services providers
- Planning and permitting work groups
- The Housing Division and AHAS implementation team will collaborate closely with Planning staff on affordability and anti-displacement actions
- Multiple City work groups will collaborate on administrative and technical actions

Section 5. Impacts Assessment

A. BACKGROUND

The **Home in Tacoma – Phase 1** policies call for a thorough evaluation of the potential impacts of the new housing growth strategy and implementation of mitigation actions as appropriate as part of Phase 2. The Phase 1 package was informed by an environmental review under the State Environmental Policy Act (SEPA). The City issued a Mitigated Determination of Environmental Nonsignificance (MDNS), structured as the first of two environmental review processes, which also calls for in depth analysis as part of Phase 2.

The Phase 1 MDNS concluded that, overall, implementing Home In Tacoma policies will result in a better outcome for the environment as compared to the current housing growth strategy. Adoption of these proposals would make it more likely that Tacoma will meet its adopted local and regional growth goals and will result in improved outcomes in terms of housing, health, transportation, sustainability, economic growth, and other goals. Potential environmental impacts of these proposals will be addressed through existing policies, standards and programs; by policy proposals included in this package; and, by required mitigations detailed in the MDNS. Specifically, the MDNS commits to environmental review of the following topics in Phase 2 (additional topics are likely to be addressed):

- Infrastructure and services capacity to support housing growth
- Open space, stormwater and urban forestry standards and processes
- Design, scale and demolition risk evaluation
- Ongoing review of implementation and actions to address any unintended consequences

B. PHASE 2 ENVIRONMENTAL REVIEW

Prior to initiating the next phase of environmental review, the City will issue a citywide scoping notice to solicit community input on impacts. That input will inform the next round of environmental analysis which will accompany the Phase 2 policy development process.

The approach will be to complete an Environmental Impact Statement (EIS) which will analyze a range of zoning options which will be used to generate growth estimates. City and partner agencies will use those estimates to evaluate impacts and recommend potential mitigation actions. We anticipate that, among other outcomes, the EIS will generate a range of potential implementation actions for City Council consideration related to planning, funding and implementing public infrastructure and services.

Section 6: Equity Considerations

A. ANTI-RACISM

On June 30, 2020 the City Council adopted Resolution No. 40622 affirming the Council's commitment to comprehensive and sustained transformation of all the institutions, systems, policies, practices, and contracts impacted by systematic racism, with initial priority given to policing. The resolution recognizes that systematic racism continues to exert influence on many sectors, including on housing and access to opportunity, and that this influence has an ongoing inequitable impact. The resolution calls for anti-racism to be a top priority and to work toward reform of institutions impacted by systematic racism for the greater equity and wellbeing of all residents of Tacoma, Washington state and the United States.

Tacoma's Equity Index has demonstrated that there is a correlation between race, housing, and access to opportunity. The **Home In Tacoma** project will integrate the City Council's direction by seeking actions that make progress toward reducing these inequalities.

B. EQUITY INDEX

The Equity Index is an interactive tool that highlights the disparities within the City. The Index uses 20 data points to determine where people are not able to access services or where services do not meet the community needs. In addition, the Index is a tool to help city and community partners make Tacoma an inclusive and equitable City to live, learn, work and play. The Equity Index is comprised of 20 indicators within the 2025 Strategic Plan goals; Accessibility, Economy, Education, and Livability. The Equity Index is one of the primary tools that city staff, community members, partners, and other decision makers can use to help ensure that they are making data-informed decisions that address these indicators and improve access to opportunity for all Tacoma residents. Visit www.cityoftacoma.org/equityindex for more information.

Section 7. Supplemental Information

1. Home In Tacoma – Phase 2 Policy Framework
2. Home In Tacoma – Phase 2 Detailed Work Plans
3. Home In Tacoma – Phase 1 adopted work products (available at www.cityoftacoma.org/homeintacoma):
 - **Interactive Map**
 - **Comprehensive Plan Changes**
 - **Near-term Code Actions**
 - **Housing Action Plan**
 - **Mitigated Determination of Environmental Nonsignificance**

ATTACHMENT 1 - Policy Framework

Policies at multiple levels require cities to take actions to address housing needs and challenges as well as to promote infill in walkable, urban neighborhoods. The following is an overview of these policies, with specific policy citations as they are most pertinent to the Home In Tacoma Project.

Washington State Growth Management Act (GMA)

GMA Housing Goal: Encourage the availability of affordable housing to all economic segments of the population of this state, promote a variety of residential densities and housing types, and encourage preservation of existing housing stock. In 2021, the state legislature updated the GMA housing goals through adoption of House Bill 1220. The bill requires that local jurisdictions adopt affordable housing targets and anti-displacement measures as part of their upcoming Comprehensive Plan updates. In addition, recent legislative changes to the GMA have modified the definition and rules for some housing types, including Accessory Dwelling Units. In particular, one change removed local authority to limit the number of unrelated individuals in a dwelling, which is pertinent to new standards to be developed through this project.

E2SHB 1923: Incentives to Increase Residential Density in Cities

During its 2019 session, the Washington State Legislature adopted E2SHB 1923 (effective July 28, 2019) which encourages all cities planning under the GMA to take actions to increase residential building capacity. Cities are especially encouraged to increase residential building capacity in areas that have supportive transportation and utility infrastructure, and are served with frequent transit service. Cities are also encouraged to prioritize the creation of affordable, inclusive neighborhoods and to consider the risk of residential displacement, particularly in neighborhoods with communities at high risk of displacement. This bill provided funds for grant assistance to local governments. Tacoma has now received two \$100,000 grants to support the two phases of the Home In Tacoma Project.

VISION 2050 Multicounty Planning Policies (MPPs)

VISION 2050 recognizes that to meet the demands of a growing and changing population in the central Puget Sound, the region needs to develop vibrant communities that offer a diverse and well-distributed mix of homes affordable to both owners and renters in every demographic and income group. VISION 2050 encourages housing production that will meet our needs and places a major emphasis providing residences that are safe and healthy, attractive, and close to jobs, shopping, and other amenities. The Multicounty Planning Policies (MPPs) address 1) housing diversity and affordability, 2) jobs-housing balance, and 3) best practices for home construction. These MPPs place an emphasis on preserving and expanding housing affordability, incorporating quality and environmentally responsible design in homebuilding, and offering healthy and safe home choices for all the region's residents.

Regional Housing Strategy

To support VISION 2050 implementation, in early 2022 the Puget Sound Regional Council completed the Regional Housing Strategy – a “playbook” of regional and local actions to preserve, improve, and expand housing stock in the region. The aim is to make a range of affordable, accessible, healthy, and safe housing choices available to every resident and to promote fair and equal access to housing for all people. The strategy is intended to guide and support local governments upcoming local comprehensive plan updates with data, guidance, and technical assistance.

Countywide Planning Policies (CPPs)

The Pierce County Countywide Planning Policies (CPPs) are goals, objectives, policies, and strategies to guide the production of the County and municipal comprehensive plans. The CPPs provide strong policy support for affordable housing actions, including:

AH-1. The County, and each municipality in the County, shall determine the extent of the need for housing for all economic segments of the population, both existing and projected for its jurisdiction over the planning period.

Tacoma 2025

Tacoma 2025, City of Tacoma's Ten-Year Citywide Strategic Plan and Vision approved by the City Council on January 27, 2015, represents our community's vision for Tacoma's future. With defined indicators and other ways to measure progress, it is a plan that guides where the City of Tacoma – as both a local government organization and a community – is going over the next 10 years. It is also a plan that helps us direct our efforts and resources in ways that reflect our growing community's evolving needs. Tacoma 2025 contains Five Key Focus Areas: Livability, Economy/Workforce, Education, Civic Engagement, and Equity and Accessibility.

Equity and Empowerment Framework

The Equity and Empowerment Framework, adopted by the City Council in 2014, makes equity a consistent guiding principle across the entire organization and will help the City of Tacoma change the way we do business. The framework calls out five goals:

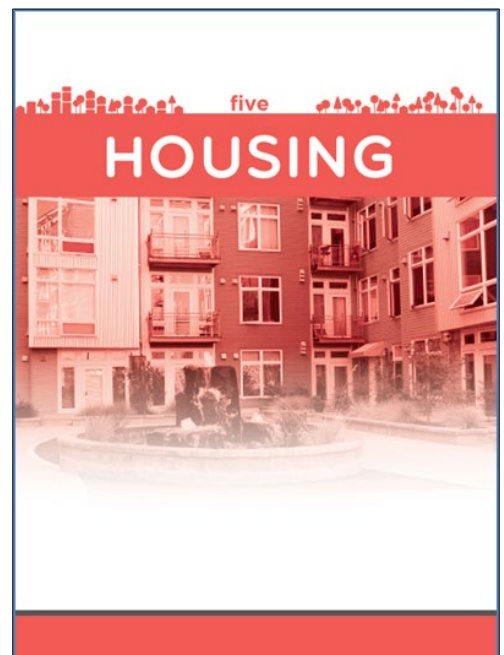
1. The City of Tacoma Workforce Reflects the Community it Serves;
2. Purposeful Community Outreach and Engagement;
3. Equitable Service Delivery to Residents and Visitors;
4. Support Human Rights and Opportunities for Everyone to Achieve their Full Potential; and
5. Commitment to Equity in Policy Decision Making.

One Tacoma Comprehensive Plan – Housing Element

The Housing Element is the city's policy framework for housing issues. The Element addresses requirements under the Washington State Growth Management Act and the Pierce County Countywide Planning Policies. For example, the City must address housing affordability and access, plan for adequate growth capacity to meet Tacoma's share of regional growth targets, and ensure adequate health and safety in the City's housing supply. The Element also reflects community input on issues related to housing over many years as well as policy updates adopted through Home In Tacoma – Phase 1.

The goals and policies in this chapter convey the City's intent to:

- Implement Tacoma's vision of neighborhoods that are inclusive, welcoming to our diverse community, resilient, thriving, distinctive and walkable, including robust community amenities and a range of housing choices and costs.
- Ensure adequate access to a range of housing types for a socially-and economically-diverse population.
- Support fair, equitable, healthy, resource efficient and physically-accessible housing.
- Concentrate new housing in and around centers and corridors near transit and services to reduce the housing/transportation cost burden.
- Increase the amount of housing that is affordable, especially for lower income families and special needs households. Promote a supply of permanently-affordable housing for Tacoma's most vulnerable residents.
- Expand the number and location of housing opportunities, both market rate and assisted, for families and individuals throughout the city.



- Recognize the lingering impacts of systemic racism in housing, and take proactive and decisive steps to dismantle continuing racism where it exists and rectify its impacts.

Housing Targets:

- Zoning capacity to accommodate up to 60,000 new units
- Strive for 35% of urban Pierce County's residential growth
- Accommodate 80% of the City's new housing units in and within walking distance of Centers
- Ensure that at least 25% of new housing units are affordable at or below 80% of Pierce County AMI
- Numeric targets for households earning less than 30%, less than 50% and less than 80% of Area Median Income

The Housing Element provides strong policy support for affordable housing actions, and for housing opportunities and choice throughout the City, as well as specific Home In Tacoma policies, such as the following:

Policy H-1.6 Allow and support a robust and diverse supply of affordable, accessible housing to meet the needs of special populations, to include older adults, people with disabilities, and permanent, supportive housing for homeless individuals, especially in centers and other places which are in close proximity to services and transit.

Policy H-1.8: Create a process to coordinate public investments, such as capital improvements, with affordable housing activities to reduce the overall cost of development.

Policy H-1.9 Apply infill housing approaches to create additional housing opportunities for low and mid-range (Missing Middle) housing types.

Policy H-1.11 Implement the Home In Tacoma Project housing vision and policies set forth in this and other elements of the Comprehensive Plan through, in collaboration with the community, and guided by the Affordable Housing Action Strategy, Home In Tacoma Housing Action Plan and other pertinent policies. Home In Tacoma Project Phase 2 will include:

- a. Zoning changes, including potential refinements to the Future Land Use Map and designated Corridors
- b. Design standards updates
- c. Actions to ensure that urban infrastructure and services are adequate to support growth
- d. Potential phasing of implementation, as well as regular evaluation of development outcomes and actions to address unintended consequences
- e. Actions to reduce the potential demolition of viable structures
- f. Actions to create green, sustainable and resilient housing
- g. Actions to promote physical accessibility
- h. Review and update of regulatory affordable housing incentives and requirements
- i. Review of City permitting and processes
- j. Education and technical support for developers and the public

Policy H-2.9 Establish and implement a coordinated Anti-displacement Strategy to reduce the risk of displacement for people at high risk of such and helps them to deal with its impacts, with actions including: As the Home In Tacoma Project moves forward, strengthen the emphasis on anti-displacement as a primary goal.

1. Use the full spectrum of housing tools to address needs, such as funding for affordable housing and increased staffing and program resources.
2. To ensure equitable distribution of housing opportunities, implement land use changes to allow more missing middle products citywide.
3. Implement inclusionary zoning in submarkets where it is economically feasible, tailored to specific affordability needs and market conditions.

4. Require that developers benefiting from land use changes, property tax exemptions, fee waivers, expedited processing, and city funding use affirmative marketing in advertising unit availability.
5. Implement a resident preference policy that applies to both residents at-risk of displacement and neighborhoods with high-displacement risk.
6. Promote ownership opportunities as a pathway for wealth-building for those who choose it.
7. Promote family-sized units, particularly in areas where they are in short supply.
8. Working with local architects and lenders, create a set of affordable ADU designs and a financing package to facilitate the construction of ADUs by lower income households.
9. Require redevelopment of large parcels with city investment include deeply affordable rental and ownership products (e.g., publicly-assisted rentals, land trust).
10. Coordinate with the Tacoma Housing Division to ensure that residents at-risk of displacement have the resources they need to mitigate eviction and displacement.
11. Support anchor institutions and businesses at risk of displacement by providing city subsidies for leases and implementing first rights of refusal for city-subsidized commercial in redeveloped sites.
12. Empower people of color and others who have been historically under-represented in policymaking to take a stronger role in implementing policy.

Policy H-3.7 Provide incentives (e.g. density or development bonuses, lot size reductions, transfer of development rights, height or bulk bonuses, fee waivers, accelerated permitting, parking requirement reductions, and tax incentives) to promote the development of higher density multifamily housing in designated centers and other areas where housing options are needed.

Policy H-4.15 Modify and expand the City's inclusionary housing provisions to target unmet need and align with market conditions.

Policy H-4.16 Prioritize City actions and investments on serving households with the greatest housing challenges and unmet needs.

Policy H-6.1 Proactively implement the action strategies of the City's Affordable Housing Action Strategy through a coordinated effort lead by the City of Tacoma in partnership with a broad range of stakeholders.

Policy H-6.2 Proactively implement the actions and strategies identified through the Home In Tacoma Project and the Home In Tacoma Housing Action Plan.

One Tacoma Comprehensive Plan – Urban Form Element

The following Urban Form policies help to provide guidance on the City’s new housing growth strategy.

Policy UF–1.2 Implement Comprehensive Plan land use designations through zoning designations and target densities shown in Table 3, Comprehensive Plan Land Use Designations and Corresponding Zoning.

Policy UF–1.3 Promote the development of compact, complete and connected neighborhoods where residents have easy, convenient access to many of the places and services they use daily including grocery stores, restaurants, schools and parks, that support a variety of transportation options, and which are characterized by a vibrant mix of commercial and residential uses within an easy walk of home.

Policy UF–1.4 Direct the majority of growth and change to centers, corridors, and transit station areas, allowing the continuation of the general scale and characteristics of Tacoma’s residential areas while accommodating quality, context-sensitive urban infill through design standards, project review procedures, and zoning requirements.

Policy UF–1.5 Strive for a built environment designed to provide a safe, healthful, and attractive environment for people of all ages and abilities.

Policy UF–1.6 Support energy-efficient, resource-efficient, and sustainable development and transportation patterns through land use and transportation planning.

Policy UF–1.7 Integrate nature and use appropriate green infrastructure throughout Tacoma.

Policy UF–1.8 Recognize the importance of the city's established street grid pattern, block sizes, and intersection density in supporting multi-modal transportation, quality urban design, and 20-minute neighborhoods. Whenever practicable, the established grid pattern should be preserved and enhanced to achieve the city's goals for urban form, and design and development.

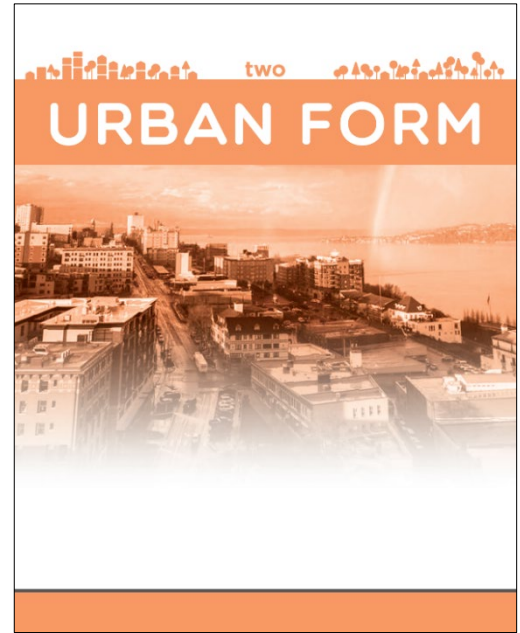
Policy UF–1.9 Encourage high quality design and development that demonstrates Tacoma’s leadership in the design of the built environment, commitment to a more equitable city, and ability to experiment and generate innovative design solutions.

Policy UF–1.10 Leverage the power of the arts, culture and creativity to serve the community’s interest while driving growth in a way that builds character and quality of place.

Policy UF–1.11 Evaluate the impacts of land use decisions on the physical characteristics of neighborhoods and current residents, particularly under- served and under-represented communities.

- a. Avoid or reduce negative development impacts, especially where those impacts inequitably burden communities of color under- served and under-represented communities, and other vulnerable populations.
- b. Make needed investments in areas that are deficient in infrastructure and services to reduce disparities and increase equity and where growth and change are anticipated.

Policy UF–10.5 Establish land use and zoning supporting context-sensitive, well-designed, pedestrian-oriented mid-scale residential development within walking distance of centers, corridors and transit that is harmonious with neighborhood patterns, at a scale that complements the existing neighborhood.



Policy UF-13.2 Promote infill development within the residential pattern areas that respects the context of the area and contributes to the overall quality of design.

The following policies most directly guide the creation of new Home In Tacoma zoning districts:

TABLE 3. Comprehensive Plan Future Land Use Designations and Corresponding Zoning

COMPREHENSIVE PLAN FUTURE LAND USE DESIGNATIONS	CORRESPONDING ZONING
<p>Low-scale Residential</p> <p>Low-scale residential designations provide a range of housing choices built at the general scale and height of detached houses and up to three stories (above grade) in height. Standards for low-scale housing types provide flexibility within the range of building width, depth, and site coverage consistent with detached houses and backyard accessory structures, pedestrian orientation, and a range of typical lot sizes from 2,500 square feet up to 7,500 square feet. Low-scale residential designations are generally located in quieter settings of complete neighborhoods that are a short to moderate walking distance from parks, schools, shopping, transit and other neighborhood amenities.</p> <p>Primary housing types supported include detached houses, houses with attached and/or detached accessory dwelling units, duplexes, triplexes, townhouses up to 3 units, cottage housing, and cohousing. Secondary housing types including fourplexes and small-scale multifamily may be permitted, subject to appropriate design, locational and other standards, where they can fit harmoniously with the overall scale of the neighborhood such as corner lots, large sites or at transitions to more intensive designations. Community facilities including parks, schools and religious facilities are also desirable to enhance neighborhood vitality.</p> <p>Qualities associated with low-scale residential areas include: Diverse housing types and prices, lower noise levels, limited vehicular traffic, moderate setbacks, private and shared open space and yards, street trees, green features, and complete streets with alleys. Infill in historic districts is supported to expand housing options consistent with the low-scale designation, but must be consistent with the neighborhood scale and defining features.</p> <p><i>Target Development Density: 10–25 dwelling units/net acre</i></p>	<p>R-1 Low-Scale Residential District R-2 Low-scale Residential District R-2SRD Low-scale Residential Special Review District HMR-SRD Historic Mixed Residential Special Review District</p> <p><i>Revisions, and potentially additions, to this list of residential zoning districts are underway to implement these policies.</i></p>
<p>Mid-scale Residential</p> <p>Mid-scale residential designations are generally located in close proximity to Centers, Corridors and transit and provide walkable, urban housing choices in buildings of a size and scale that is between low-scale residential and the higher-scale of Centers and Corridors. Standards for mid-scale housing support heights up to 3 stories (above grade), and 4 stories in limited circumstances along corridors. Standards shall ensure that development is harmonious with the scale and residential patterns of the neighborhood through building height, scale, width, depth, bulk, and setbacks that prevent overly massive structures, provide visual variety from the street, and ensure a strong pedestrian orientation. Development shall be subject to design standards that provide for a smooth scale transitions by methods including matching low-scale building height maximums where mid-scale residential abuts or is across the street from low-scale areas.</p> <p>Housing types supported include small-lot houses, accessory dwelling units, duplexes, triplexes, townhouses, cottage housing, cohousing, fourplexes and multifamily. Community facilities including parks, schools and religious facilities are also desirable and some nonresidential uses such as small childcare, cafes or live-work may be appropriate in limited circumstances.</p>	<p>R-3 Mid-scale Residential District R-4L Mid-scale Residential District</p> <p><i>Revisions, and potentially additions, to this list of residential zoning districts are underway to implement these policies.</i></p>

<p>Qualities associated with mid-scale residential areas include: Diverse housing types and prices, a range of building heights and scales, walkability, transportation choices, moderate noise and activity levels, generally shared open space and yards, street trees, green features, and complete streets with alleys. Infill in historic districts is supported to expand housing options consistent with the mid-scale designation, but must be consistent with neighborhood scale and defining features, and with policies discouraging demolition.</p> <p><i>Target Development Density: 15-45 dwelling units/net acre</i></p>	
<p>Multifamily (High-density) This designation allows for a wide range of residential housing types at medium and higher density levels, along with community facilities and institutions, and some limited commercial uses and mixed-use buildings. It is characterized by taller buildings, higher traffic volumes, reduced setbacks, limited private yard space, and greater noise levels. These areas are generally found in the central city and along major transportation corridors where there is increased access to public transportation and to employment centers.</p> <p><i>Target Development Density: 45–75 dwelling units/net acre.</i></p>	<p>R-4 Multifamily Dwelling District R-5 Multifamily Dwelling District</p>
<p>Major Institutional Campus This designation is intended for large institutional campuses that are centers of employment and that service a broader population than that of the neighborhood in which it is located. This designation includes hospitals, medical centers, colleges, universities, and high schools typically greater than 10 acres in size. The designation recognizes the unique characteristics of these institutions and is intended to accommodate the changing needs of the institution while enhancing the livability of surrounding residential neighborhoods and the viability of nearby business areas.</p>	<p>This designation is appropriate in all zoning classifications</p>
<p>Parks and Open Space This designation is intended to conserve and enhance open, natural and improved areas valuable for their environmental, recreational, green infrastructure and scenic character and the benefits they provide. The designation encompasses public and private parks and open space lands, with lands set aside for these purposes by the City of Tacoma and the Metropolitan Parks District forming the core of the designation. As more land is placed in conservation status by these agencies as well as other public and private entities, the extent of the designation will be expanded to include them. The designation supports Tacoma’s vision of an integrated parks and open space system that defines and enhances the built and natural environment, supports and nurtures plant and wildlife habitat, enhances and protects trees and the urban forest, preserves the capacity and water quality of the stormwater drainage system, offers recreational opportunities, and provides pedestrian and bicycle connections. Lands within this designation include both natural open space areas and active use parks and recreational areas. Natural open space is intended to be conserved and enhanced through habitat restoration and vegetation management to maximize its environmental and stormwater benefits, along with low-impact public access such as natural area trails and viewpoints, when appropriate. Parks and recreation lands are intended to provide opportunities for active recreation such as playfields and sports facilities, and urban amenities such as plazas, pocket parks and community gardens. Additional, more specific policy direction regarding these types of areas is contained within the Environment and Watershed Health Element.</p>	<p>This designation is appropriate in all zoning classifications</p>
<p>***</p>	<p>***</p>
<p>Airport Compatibility Residential This designation is intended to increase safety in residential areas within the approximately 200-acre area of South Tacoma corresponding with the Joint Base Lewis McChord Airport</p>	<p>This designation is implemented through the JBLM Airport Compatibility Overlay District, and through the future</p>

Protection Zone II. Safety will be increased by preventing development conditions that could interfere with airport operations or increase the likelihood of an accident, and by reducing risk to life and property in the incidence of a crash. Key strategies are to prevent development with explosive or flammable characteristics, and to allow reasonable use and expansion of existing uses while discouraging increases in residential density or in public gathering capacity.	establishment of an appropriate base residential zoning district.
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Design + Development Element

The following policies provide specific guidance for the development of new standards as part of Home In Tacoma – Phase 2.

Policy DD—4.1 Ensure that new development is responsive to and enhances the quality, character and function of Tacoma’s residential neighborhoods.

Policy DD—4.13 Review and update Tacoma’s zoning and development standards for residential development to seek opportunities to promote housing supply, choice and affordability while ensuring that infill housing complements neighborhood scale and patterns. Incorporate design standards to achieve quality, context-sensitive infill development in neighborhoods, centers, corridors, and designated historic districts.

Policy DD—4.14 Promote infill of Missing Middle housing throughout Tacoma’s neighborhoods to increase housing supply, choice and affordability, while ensuring that infill meets the following design principles:

- Locate Missing Middle Housing in a walkable context with a strong pedestrian orientation implemented through design, access, orientation to the right-of-way, pedestrian-scale lighting, and other features
- Ensure that Missing Middle Housing is be consistent with massing and scale of neighboring structures and use compatible design language
- Provide for smooth transitions from Low-scale to higher scale areas by preventing abrupt height and scale changes
- Mitigate the appearance of density from the right-of-way and adjacent properties through breaking up the building footprint, appropriate use of setbacks/screening and limiting height at lot lines
- Build a strong sense of community through integration of shared spaces
- Minimize vehicular orientation through moderate onsite parking, alley access or shared driveways
- Maintain a sense of continuity by encouraging reuse of existing structures including through conversions and additional units
- Develop design standards for individual housing types, including standards for shared spaces when appropriate (such as for cottage housing)

Policy DD-4.15 Develop standards to regulate the scale and massing of new buildings to allow for infill housing that is reasonably compatible with existing neighborhood patterns and scale.

- For Low-scale Residential areas, new development should be generally consistent with the scale, massing and patterns of the existing neighborhood (allowing for scale increases over time through home additions and remodels).



- b. For Mid-scale Residential areas, new development should generally be of a moderately larger scale than that of the existing neighborhood, provided that new development shall not cause abrupt scale transitions or unreasonably overshadow neighboring sites.
- c. In Mid-scale Residential areas, maximum building height will generally be 3 stories (approximately 35 feet), unless view protections or other policy considerations call for a lower height. Mid-scale development of 4 stories (45 feet) shall be limited to along designated Corridors in areas where that height is reasonably compatible with the neighborhood.
- d. Development standards for infill housing shall include relative size standards that help ensure context-sensitive integration of new structures, such that new development is not dramatically out of scale with existing development in the immediate area.
- e. Evaluate allowing scale increases as an incentive to promote policy goals including reuse of existing structures, affordability, green features or integrating physically accessible units.

Missing Middle Housing Examples



Policy DD-4.16 Infill design controls shall be heightened for larger projects as well as for projects located within transition areas such as around Centers and in historic areas.

Policy DD-4.17 Strengthen landscaping, streetscape planting and other standards and incentives, and take other actions called out in the Urban Forestry Management Plan to ensure that housing development supports Tacoma's urban forestry goals.

Policy DD-4.18 Address the needs of a growing population through review of development standards for onsite open space, streetscape improvements, City open space enhancements in partnership with other public agencies.

Policy DD-4.19 Strive to increase the quality and quantity of housing units that are accessible to people of all physical abilities through regulatory incentives, requirements, and other actions.

Policy DD-4.20 Ensure that new housing is supported by robust transportation options.

Policy DD-4.21 Conduct a comprehensive concurrency analysis of the infrastructure and services capacity and funding needed to support infill, and take appropriate steps to ensure that infill is amply supported.

Policy DD—13.1 Encourage the protection and restoration of high-quality historic buildings and places that contribute to the distinctive character and history of Tacoma's evolving urban environment.

Policy DD—13.10 Encourage and support adaptive reuse and conversions of historically significant and existing viable older structures through methods including:

- a. Create regulatory incentives that favor housing unit conversion in



- existing buildings over demolition and replacement
- b. Evaluate subdivision standards for opportunities where flexibility could allow retention of an existing structure
- c. Evaluate incentives and support for reuse and conversion of abandoned houses
- d. Evaluate non-life safety Building Code flexibility for conversion of existing structures (such as ceiling height)
- e. Designate land available for houses being relocated as part of redevelopment



Policy DD-13.11 Discourage the unnecessary demolition of older viable and historically significant structures through a range of methods including:

- a. Develop regulations that encourage new development on vacant or underutilized spaces and reuse of existing structures
- b. Develop a proactive survey program for the identification, documentation and preservation of historically and culturally significant buildings in all areas of the City, particularly those historically underserved and underrepresented
- c. Expand current demolition review code language to protect structures of historical or cultural significance outside of current historic districts
- d. Avoid creating an economic incentive for demolitions within Historic Districts



Policy DD-13.12 Encourage infill that is architecturally compatible within surrounding contexts through appropriate scale and design controls both within Historic Districts and citywide.

Access to Opportunity

The Comprehensive Plan incorporates two primary emphases on the intersection of housing and access to opportunity:

1. Locate affordable housing in high opportunity areas.
 - H-3.2.** Locate higher density housing, including units that are affordable and accessible, in and around designated centers to take advantage of the access to transportation, jobs, open spaces, schools, and various services and amenities.



H-3.6. Locate new affordable housing in areas that are opportunity rich in terms of access to active transportation, jobs, open spaces, high- quality schools, and supportive services and amenities.

2. Invest in low opportunity areas.

Housing Policy **H-3.5.** Improve equitable access to active transportation, jobs, open spaces, high-quality schools, and supportive services and amenities in areas with high concentrations of under-served populations and an existing supply of affordable housing.

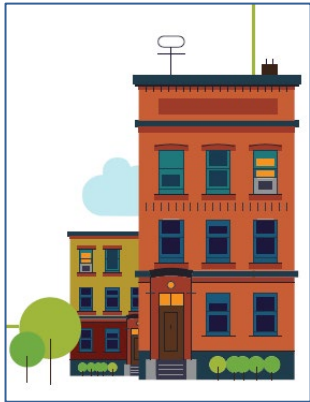
Public Facilities and Services Policy **PFS-4.9.** Provide equitable levels of service by accounting for existing community conditions, considering how decisions will impact varied geographic, racial and socio-economic groups, and embedding service equity criteria into decision-making processes.

Parks and Recreation Policy **P-1.2.** Prioritize investment in acquisition and development of parks and recreation facilities in areas where need is greatest, including: a. Where availability and access to facilities is lowest; and b. Where the greatest population growth is occurring or forecast, such as the mixed use centers.

Transportation Policy **3.8 Equity in Transportation.** Support the transportation needs of traditionally underserved neighborhoods and vulnerable populations, as listed under Goal 2, through investment in equitable modes of transportation and equal spending throughout the City, in addition to potential catch-up investment for areas in need as necessary.

Economic Development Policy **EC-2.2.** Encourage investment in, and alignment of, public efforts to reduce racial, gender, ethnic and disability-related disparities in income and employment opportunity.





Home in Tacoma Project

Detailed work plans (DRAFT)

ATTACHMENT 2 to the Scoping Report

June 15, 2022

Based on public input received during the project scoping period, staff have developed the following materials for the Commission's consideration to add to the draft scope of work. The purpose of these additions is to:

1. Clarify what topics are the primary focus of the Planning Commission's Home In Tacoma – Phase 2 work
2. For those topics, further clarify the decisions the policy direction already set in Phase 1 and the key decisions moving forward

Housing is a fundamental building block of community connected to multiple goals, policies and actions. The Home In Tacoma Project is both part of the City's Affordable Housing Action Strategy (AHAS) and of the City's growth strategy articulated by the One Tacoma Comprehensive Plan. These are broad, long range policy efforts being implemented iteratively over time.

There are multiple policy initiatives and implementation actions underway within the City. Some are policy decisions lead primarily by the City Council (with input from City Commissions), while others are administrative actions implemented primarily at the staff level. Still others are primarily resource decisions, or actions outside of the direct control of the City.

Given this complexity, it is important to clarify what actions will be the primary focus of Home In Tacoma – Phase 2. The following is a list of the project tracks that are broadly part of Home in Tacoma – Phase 2. However, the first three tracks are those that fall under the purview of the Planning Commission while tracks 4 and 5 will largely fall under the purview of staff and the City Council. Staff note however, that any recommendations from the anti-displacement strategy that would affect zoning or development standards would be considered by the Planning Commission as part of those recommendations.:

- 1. Develop new residential zoning districts and framework implementing Home In Tacoma policies**
- 2. Updated residential development standards implementing policy guidance**
- 3. Affordable housing regulatory incentives and requirements updates**
4. Anti-displacement strategy and implementation actions
5. Administrative and technical actions to promote housing goals

The following discussion summarizes the policy direction, regulatory baseline, key decisions and expected deliverables for each of the Planning Commission Tracks.

TRACK 1. ZONING

Adopted policy direction

1. **Missing Middle Housing** – Single-family zoning will be replaced by new zoning based on form and scale that enables Missing Middle housing.
2. **Citywide approach** – Zoning changes will be citywide using a systematic approach.
3. **Housing growth scenario** – The intent and geography of Low-scale and Mid-scale residential development is set, along with a general framework for building scale and density targets.
4. **Housing types** – Housing types, number of dwelling units, and a general framework for permitting (which would be allowed outright versus through a discretionary review process).

See Tables 1., 2. And 3., below, for a detailed summary of adopted policy direction on zoning districts.

Tacoma's residential zoning districts today

These will be revised to implement adopted policies through this effort.

Existing zoning districts	Overview of current associated standards
Single-family zones: <ul style="list-style-type: none">• R-1 Single-Family Dwelling District• R-2 Single-Family Dwelling District• R-2 SRD Residential Special Review District• HMR-SRD Historic Mixed Residential Special Review District	<ul style="list-style-type: none">○ 1 single-family house, 1 Accessory Dwelling Unit○ Other housing types possible through a Conditional Use Permit○ Lots must typically be 5,000 square feet (7,500 in R-1)○ Building height typically 35 feet○ Setbacks, usable yard area, pedestrian orientation
Multifamily (low-density) zones: <ul style="list-style-type: none">• R-3 Two-family Dwelling District• R-4L Low-Density Multiple-Family Dwelling District	<ul style="list-style-type: none">○ Houses, duplex, triplexes, multifamily in R4-L○ Lots must typically be 5,000 square feet○ Building height typically 35 feet○ Setbacks, usable yard area, pedestrian orientation○ Lot coverage maximums, usable yard area, tree canopy requirements

Key decisions for Phase 2

- A. **How many zoning districts** – What factors should inform distinctions between zoning districts to further refine the Low-scale and Mid-scale Residential designations?
- B. **Neighborhood distinctions** – How should zoning be structured to reflect neighborhood distinctions?
- C. **Lot standards** – How can lot standards (such as minimum size, width and access) support infill while ensuring functionality and complementing residential patterns?
- D. **Permit processes** – How can permitting requirements facilitate development while providing the appropriate level of discretionary review and public notification for larger projects?
- E. **Ensuring internal consistency**

- a. **Refinements to the Phase 1 map** – Are there potential refinements to the adopted Housing Growth Scenario map or policies resulting from the Phase 2 deliverables and necessary to ensure internal consistency between the Plan and implementing regulations?
- b. **Single-family zoned areas not intended for substantial infill** – Phase 1 identified specific areas that were excluded from the area of applicability based on other goals and policies. Yet these areas often utilize the same base single-family zoning as the areas designated Low and Mid-Scale Residential. Based on the proposed zoning framework, how will these areas be impacted and what strategies can be used to ensure that the zoning remains consistent with the overall policy intent while respecting the decision to remove these areas from the Phase 2 zoning framework?

Outputs

1. *Residential zoning district framework*
2. *Residential lot standards*
3. *Residential zoning districts code*
4. *Residential zoning districts map*
5. *Land uses, housing types and permit processes in residential districts*
6. *Comprehensive Plan – Future Land Use updates for consistency with adopted zoning*

Table 1: LOW-SCALE RESIDENTIAL LAND USE DESIGNATION

This adopted policy direction will direct the development of Low-scale Residential zoning districts.

Overview/intent

- Provide a range of housing choices built at the general scale and height of detached houses
- Generally located in quieter settings of complete neighborhoods, moderate walking distance from parks, schools, shopping, transit and other neighborhood amenities
- Standards provide flexibility within the range of building width, depth, site coverage consistent with detached houses and backyard accessory structures
- Qualities associated with low-scale residential areas include:
Diverse housing types and prices, lower noise levels, limited vehicular traffic, moderate setbacks, private and shared open space and yards, street trees, green features, and complete streets with alleys. Infill in historic districts is supported to expand housing options consistent with the low-scale designation, but must be consistent with the neighborhood scale and defining features.

Standards

- Scale: Generally consistent with neighborhood scale, massing and patterns (allowing for increases over time through additions)
- Height: Up to three stories
- Pedestrian orientation
- Typical lot sizes: 2,500 to 7,500 square feet

Land uses

- **Primary housing types (generally permitted)**
 - Detached houses
 - Houses with attached and/or detached accessory dwelling units
 - Duplexes, triplexes and townhouses up to three units
 - Cottage housing
 - Cohousing
- **Secondary housing types (subject to design, location and other standards)**
 - Fourplexes
 - Small-scale multifamily
 - Examples of when these housing types could be appropriate: Corner lots, large sites, at transitions to more intensive designations
- **Other land uses**
 - Community facilities including parks, schools and religious facilities are also desirable
- **Target development Density**
 - 10-25 dwelling units/net acre (indicates the desired neighborhood vision, not intended to mean more density in every case)

Table 2: MID-SCALE RESIDENTIAL LAND USE DESIGNATION

This adopted policy direction will direct the development of Mid-scale Residential zoning districts.

Overview/intent

- Generally located in close proximity to Centers, Corridors and transit
- Provides walkable, urban housing choices in buildings of a size and scale between low-scale residential and the higher-scale of Centers and Corridors
- Qualities associated with low-scale residential areas include:
Diverse housing types and prices, a range of building heights and scales, walkability, transportation choices, moderate noise and activity levels, generally shared open space and yards, street trees, green features, and complete streets with alleys. Infill in historic districts is supported to expand housing options consistent with the mid-scale designation, but must be consistent with neighborhood scale and defining features, and with policies discouraging demolition.

Standards

- Height: Generally up to 3 stories, 4 stories in limited circumstances along corridors
- Scale: Generally moderately larger than existing neighborhood scale
- Ensure that development is harmonious with the scale and residential patterns of the neighborhood through building height, scale, width, depth, bulk and setbacks that prevent overly massive structures, provide visual variety from the street, and ensure a strong pedestrian orientation.
- Provide for smooth scale transitions by methods including matching low-scale building height maximums where mid-scale residential abuts or is across the street from low-scale areas.

Land uses

- **Primary housing types (generally permitted)**
 - Detached houses, small lot houses
 - Accessory dwelling units
 - Duplexes, triplexes and townhouses
 - Cottage housing
 - Cohousing
 - Fourplexes
 - Multifamily
- **Other land uses**
 - Community facilities including parks, schools and religious facilities are also desirable
 - Nonresidential uses such as small childcare, cafes or live-work may be appropriate in limited circumstances
- **Target Development Density**
 - 15-45 dwelling units/net acre (indicates the desired neighborhood vision, not intended to mean more density in every case)

Table 3: OTHER RESIDENTIALLY ZONED AREAS

Residentially zoned areas associated with the following Comprehensive Plan Land Use Designations and Zoning Districts are not directly included within the scope of Home in Tacoma Phase 2, yet they often utilize the same base zones that currently apply to the Low and Mid-Scale Residential Designations. However, the zoning framework considered in Phase 2 will have to consider impacts to these areas or strategies to ensure consistency with the intent of these areas. The majority of these areas are located in the following Land Use Designations. The majority of these areas are located in the following Land Use Designations.

AIRPORT COMPATIBILITY RESIDENTIAL DISTRICT

This designation is intended to increase safety in residential areas within the approximately 200-acre area of South Tacoma corresponding with the Joint Base Lewis McChord Airport Protection Zone II. Safety will be increased by preventing development conditions that could interfere with airport operations or increase the likelihood of an accident, and by reducing risk to life and property in the incidence of a crash. Key strategies are to prevent development with explosive or flammable characteristics, and to allow reasonable use and expansion of existing uses while discouraging increases in residential density or in public gathering capacity.

PARKS AND OPEN SPACE DESIGNATION

This designation is intended to conserve and enhance open, natural and improved areas valuable for their environmental, recreational, green infrastructure and scenic character and the benefits they provide. The designation encompasses public and private parks and open space lands, with lands set aside for these purposes by the City of Tacoma and the Metropolitan Parks District forming the core of the designation. The designation supports Tacoma's vision of an integrated parks and open space system that defines and enhances the built and natural environment, supports and nurtures plant and wildlife habitat, enhances and protects trees and the urban forest, preserves the capacity and water quality of the stormwater drainage system, offers recreational opportunities, and provides pedestrian and bicycle connections. Lands within this designation include both natural open space areas and active use parks and recreational areas. Natural open space is intended to be conserved and enhanced through habitat restoration and vegetation management to maximize its environmental and stormwater benefits, along with low-impact public access such as natural area trails and viewpoints, when appropriate. Parks and recreation lands are intended to provide opportunities for active recreation such as playfields and sports facilities, and urban amenities such as plazas, pocket parks and community gardens.

MAJOR INSTITUTIONAL CAMPUS DESIGNATION

This designation is intended for large institutional campuses that are centers of employment and that service a broader population than that of the neighborhood in which it is located. This designation includes hospitals, medical centers, colleges, universities, and high schools typically greater than 10 acres in size. The designation recognizes the unique characteristics of these institutions and is intended to accommodate the changing needs of the institution while enhancing the livability of surrounding residential neighborhoods and the viability of nearby business areas.

MULTIFAMILY (HIGH-DENSITY) DESIGNATION

This designation allows for a wide range of residential housing types at medium and higher density levels, along with community facilities and institutions, and some limited commercial uses and mixed-use buildings. It is characterized by taller buildings, higher traffic volumes, reduced setbacks, limited private yard space, and greater noise levels. These areas are generally found in the central city and along major transportation corridors where there is increased access to public transportation and to employment centers.

Target Development Density: 45–75 dwelling units/net acre.

TRACK 2. STANDARDS

Adopted policy direction

1. **Compatible growth** – Promote and support infill that is reasonably compatible with residential patterns and enhances the quality, character and function of residential neighborhoods.
2. **Residential patterns** – Standards will focus primarily on residential patterns including building form and scale, yards, pedestrian access (rather than on architectural style).
3. **Neighborhood distinctions** – Evaluate how distinctions in residential patterns in different neighborhoods could inform standards.
4. **Meet multiple goals** – Standards should support multiple community goals including housing affordability and choice, design, sustainability, accessibility, pedestrian-orientation, walkability, adaptive reuse of existing buildings.

See Table 4., below, for a detailed summary of adopted policy direction on residential standards.

Existing residential standards

The starting point for this review will be Tacoma’s existing residential standards including the following:

- Setbacks
- Lot widths and dimensions
- Building height
- Pedestrian, vehicular and bicycle access
- Landscaping and tree canopy
- Onsite parking
- Usable yard area and site coverage limits
- Standards for specific housing types
- Incentives and bonuses
- Discretionary permit processes (including variances, conditional uses, nonconforming development)

Key decisions for Phase 2

- A. **Learn from current standards** – How well do current standards support policy goals?
- B. **Balancing housing production** – How should Tacoma balance housing production against standards that reduce development capacity or increase costs?
- C. **Promote desired features** – How can standards incentivize desired features (including housing affordability and choice, ownership opportunities, compatible design, sustainability, accessibility, reuse of existing buildings)?
- D. **Form and scale** – Since building form and scale are central to this regulatory approach, what new or updated tools are needed?
- E. **Neighborhood distinctions** – How and to what degree should standards vary from one neighborhood to another?
- F. **Specific housing types** – What tailored guidance is needed for specific housing types, particularly for those that include common open space and access?
- G. **Functional considerations** – What functional and feasibility considerations must inform standards?

Outputs

1. *Residential infill building scale, height and bulk standards*
2. *Updated parking, landscaping, access, yard, lot, subdivision and other standards*
3. *Updated standards for specific housing types*
4. *Updated permit process standards*
5. *Comprehensive Plan – Design and Development Chapter updates for consistency*

Table 4: RESIDENTIAL INFILL STANDARDS

This adopted policy direction will direct the development of residential infill and related standards.

AFFORDABILITY, CHOICE & OWNERSHIP

- Promote diverse housing types and costs in all neighborhoods
- Promote a range of configurations, sizes and number of rooms in all neighborhoods
- Promote a mix of rental and ownership opportunities in all neighborhoods
- Strive to increase ownership opportunities as a pathway to financial stability
- Take steps to reduce displacement risk for those who face it
- Ensure that standards do not pose an undue barrier to housing development

BUILDING SCALE & HEIGHT

- **Building scale**
 - Ensure that development is harmonious with the scale and residential patterns of the neighborhood through building height, scale, width, depth, bulk and setbacks
 - For Low-scale Residential areas: New development should be generally consistent with existing scale, massing and patterns, allowing for scale increases over time through additions and remodels
 - For Mid-scale Residential areas: New development should be generally moderately larger scale than existing neighborhood
- **Building height**
 - Low-scale Residential: Generally up to 3 stories (35 feet)
 - Mid-scale Residential: Maximum 3 stories (35 feet), potential 4 stories (45 ft) along designated Corridors where reasonably compatible
 - View Sensitive Districts: Height limited to 20 or 25 feet
 - Evaluate potential view protections in areas where they do not currently exist
- **Transitions**
 - Provide for smooth scale transitions by methods including matching low-scale building height maximums where mid-scale residential abuts or is across the street from low-scale areas

BUILDING AND SITE DESIGN

- **Context-sensitive Missing Middle housing infill**
 - Located in a walkable context with strong pedestrian orientation and features
 - Consistent massing and scale of neighboring structures and compatible design language
 - Smooth transitions from Low-scale to higher scale areas
 - Mitigate appearance of density from right-of-way and adjacent properties through breaking up building footprint, appropriate setbacks/screening and limiting height at lot lines
 - Integration of shared spaces
 - Minimize vehicular orientation through moderate onsite parking, alley access or shared driveways
 - Encourage reuse of existing structures
 - Develop standards for individual housing types and shared spaces
- **Multifamily building design**
 - Façade articulation to reduce perceived scale and add visual interest
 - Encourage use of similar façade articulation and detailing as existing structures
 - Covered entries visible from the street and/or common open space
 - Building materials that are durable and provide visual interest
- **Yards, landscaping and tree canopy**
 - Provide onsite open space appropriate for the housing type (yards, common spaces, and or balconies, patios, rooftop decks
 - Utilize landscaping elements to improve the livability, block unwanted views, enhance environmental conditions, provide compatibility and upgrade appearance
 - Support Urban Forestry goals in the streetscape and on sites
- **Encourage adaptive reuse**
 - Encourage adaptive reuse and conversions of historically significant and existing viable older structures through a range of methods (incentives, review code barriers, programmatic actions)
 - Discourage unnecessary demolition of older viable and historically significant structures through a range of methods (incentives, promoting growth on vacant spaces, programmatic actions)
 - Ensure consistency with historic district policies
- **Green, sustainable, resilient and healthy housing**
 - Promote green, resilient and climate-adaptive housing
 - Promote efficient and healthy residential design
 - Emphasize natural physical qualities of the neighborhood

ACCESS & FUNCTIONAL STANDARDS

- **Transportation choices**
 - Support transportation choices through pedestrian, bicycle and transit-oriented features
 - Building, access and site layout oriented to the public right-of-way
 - Parking and vehicular access from the rear or side of buildings
- **Accessibility**
 - Strive to increase quality and quantity of housing units accessible for people of all abilities
- **Onsite parking**
 - Right-size parking requirements to reflect the inherent policy tradeoffs
 - Consider needs of people with disabilities, drop-offs, loading and deliveries either onsite or in the vicinity of significant destinations
 - Evaluate transportation demand management approaches such as shared and permit parking
- **Land subdivision**
 - Ensure the orderly subdivision of land in support of legal requirements, provision of access and utilities, and consistency with adopted goals and policies
- **Infrastructure and utilities**
 - Ensure that residential development will be efficiently served by urban infrastructure and utilities

SPECIFIC HOUSING/HOUSEHOLD TYPES

- **Review existing standards to promote infill and better accommodate housing needs, including:**
 - Standards for specific housing types (including shared housing, small lot single-family, accessory dwelling units, cottage housing, townhouses, multifamily)
 - Discretionary processes (including Residential Infill Pilot Program, Conditional Use Permits, Development Regulatory Agreements)
 - Short-term rentals
 - Definition of “family” as used to regulate household occupancy
 - Special Needs Housing standards
 - Tiny, mobile and modular housing standards

TRACK 3. AFFORDABILITY & ANTI-DISPLACEMENT:

Adopted policy direction

1. **Calibrate standards to promote affordability** – Identify how standards can support housing supply, choice and affordability as well as ownership opportunities (see above).
2. **Strengthen Tacoma’s affordable housing regulatory tools** – Modify and expand the City’s inclusionary housing provisions to target unmet need and align with market conditions.
3. **Anti-displacement Strategy** – Develop an anti-displacement strategy that coordinates zoning, standards, regulatory affordability tools, AHAS actions, and other targeted actions.

See below for a detailed summary of adopted policy direction on affordability and anti-displacement.

Existing regulatory affordability tools

The starting point for this review will be Tacoma’s existing affordability incentives, including the following:

- Voluntary Inclusionary Zoning
 - Downtown Regional Center, adopted 1999, modified 2015
 - Affordable Housing Incentives Code (administrative standards), adopted 2015
 - Mixed-Use Centers, adopted 2009, modified 2015 and 2018
 - Planned Residential Districts, adopted 2015
 - Religious organizations and nonprofits affordable housing Conditional Use Permit, adopted 2021
 - Development Regulatory Agreement for affordable housing, adopted 2021
- Mandatory Inclusionary Zoning
 - Private Upzones, adopted 2015
 - Tacoma Mall Regional Center Inclusionary Zoning Pilot, adopted 2018

Key decisions for Phase 2

- A. **Start with infill standards** – How can infill standards be crafted to promote affordability and ownership opportunities, while also meeting compatibility, sustainability and other goals?
- B. **Understanding market opportunities** – How should Tacoma calibrate regulatory tools to promote affordability without slowing down housing construction?
- C. **Optional or mandatory** – Should affordability tools be optional or mandatory?
- D. **Setting priorities** – What should the priorities be in terms of location, income levels of households served, duration of affordability and other factors?
- E. **Incentives and bonuses** – What incentives and bonuses (such as increased height or density, reduced standards) make sense?
- F. **Balancing public benefits** – How should affordability be prioritized relative to other public benefits (such as affordability, enhanced design features, green building and conservation) included in incentives and bonus programs?
- G. **Administrative burden** – What are the costs and benefits of implementing and monitoring regulatory affordability tools?
- H. **Anti-displacement** – How can zoning, infill standards, regulatory affordability tools and administrative actions help to combat displacement risk?

Outputs

1. *Infill standards calibrated to promote affordability, ownership and anti-displacement goals (see above)*
2. *Updates to existing affordable housing incentives, bonuses and requirements*
3. *Policy options for additional and expanded regulatory affordability tools*
4. *A coordinated Anti-displacement Strategy*
5. *Comprehensive Plan – Housing Chapter updates for consistency*

Table 5: AFFORDABILITY & ANTI-DISPLACEMENT

This adopted policy direction will guide development of affordability and anti-displacement policy options.

AFFORDABILITY REGULATORY TOOLS

- **Objectives/intent**
 - Partner with the private sector to create some affordable housing along with market-rate housing development, calibrated to market strength and opportunities
 - Support a robust supply of affordable, accessible housing to meet the needs of special populations
 - Prioritize serving households with the greatest housing challenges and unmet needs
- **Geography**
 - Seek to create affordable housing in all neighborhoods, particularly in high opportunity areas
 - Refine and expand affordability incentives in designated centers and other areas where affordable housing options are needed
 - Evaluate options for affordability incentives in Mid-scale Residential areas and potentially Low-scale Residential areas

ANTI-DISPLACEMENT STRATEGY

- Use data-inform tools to prevent displacement of local residents and encourage City partners to use these tools to ensure that more residents are able to stay in Tacoma with a focus on households from “low” and “very low” opportunity areas, as well as Black, Indigenous and People of Color households
- Establish and implement a coordinated Anti-displacement Strategy to reduce risk of displacement for low-income renters and owners, with actions including:
 1. Use the full spectrum of housing tools to address needs, such as funding for affordable housing and increased staffing and program resources.
 2. To ensure equitable distribution of housing opportunities, implement land use changes to allow more missing middle products citywide.
 3. Implement inclusionary zoning in submarkets where it is economically feasible, tailored to specific affordability needs and market conditions.
 4. Require that developers benefiting from land use changes, property tax exemptions, fee waivers, expedited processing, and city funding use affirmative marketing in advertising unit availability.
 5. Implement a resident preference policy that applies to both residents at-risk of displacement and neighborhoods with high-displacement risk.
 6. Promote ownership opportunities as a pathway for wealth-building for those who choose it.
 7. Promote family-sized units, particularly in areas where they are in short supply.
 8. Working with local architects and lenders, create a set of affordable ADU designs and a financing package to facilitate the construction of ADUs by lower income households.

9. Require redevelopment of large parcels with city investment include deeply affordable rental and ownership products (e.g., publicly-assisted rentals, land trust).
10. Coordinate with the Tacoma Housing Division to ensure that residents at-risk of displacement have the resources they need to mitigate eviction and displacement.
11. Support anchor institutions and businesses at risk of displacement by providing city subsidies for leases and implementing first rights of refusal for city-subsidized commercial in redeveloped sites.
12. Empower people of color and others who have been historically under-represented in policymaking to take a stronger role in implementing policy.

NOTE: These actions are inter-disciplinary and will be coordinated by Affordable Housing Action Strategy staff. The Planning Commission will focus primarily on actions related to planning, zoning, standards and regulatory affordability incentives.

END