

# Home in Tacoma Project

Planning for housing actions: 2020 to 2021

**STAFF REPORT: February 17, 2021**

## Get Involved In the Discussion about Housing

As part of the City’s Affordable Housing Action Strategy, we are launching the **Home In Tacoma** project to evaluate diverse housing types and inclusionary zoning options throughout Tacoma. The intent is to increase housing supply, create affordable housing options, and increase the choice of housing types throughout our neighborhoods. Tacoma’s Planning Commission is asking the community to join in a discussion about housing needs, development trends, zoning, and neighborhood change. Using community ideas and feedback, the Commission will make recommendations to the City Council on planning, regulatory and administrative actions.

Tacoma residents face increasing challenges in accessing housing they can afford that meets their needs. One part of the solution is to create more homes for more people. This project recommends changes to Tacoma’s housing growth strategy to meet housing supply, affordability and choice goals. The proposals would change the current Single-family Land Use designation to two new land use designations: Low-scale Residential and Mid-scale Residential, setting the stage for zoning and standards changes to follow. In addition, proposals would expand and refine Tacoma’s Inclusionary Zoning toolkit to achieve more affordability with development, along with changes to housing policy guidance. For more information visit [www.cityoftacoma.org/homeintacoma](http://www.cityoftacoma.org/homeintacoma).

Project Summary	
<b>Project Title:</b>	<b>Home in Tacoma – AHAS Planning Actions 2020 to 2021</b>
<b>Applicant:</b>	City
<b>Location and Size of Area:</b>	City-wide where housing development is encouraged
<b>Current Land Use and Zoning:</b>	Multiple
<b>Neighborhood Council Area:</b>	Citywide
<b>Staff Contact:</b>	Elliott Barnett, Senior Planner, 253-312-4909, <a href="mailto:ebarnett@cityoftacoma.org">ebarnett@cityoftacoma.org</a>
<b>Staff Recommendation:</b>	Solicit public comment on a package of land use, affordability and housing policy changes to Tacoma’s housing growth strategy
<b>Project Proposal:</b>	<ul style="list-style-type: none"> <li>• Implement a broad, inclusive community engagement strategy</li> <li>• Evaluate the effectiveness of existing policies and regulations</li> <li>• Develop a range of near and medium-term policy options, including changes to Tacoma housing growth strategy</li> <li>• Forward recommendations for City Council action</li> <li>• Initiate implementation as directed by the City Council</li> </ul>



**Planning and Development Services**  
**City of Tacoma, Washington**

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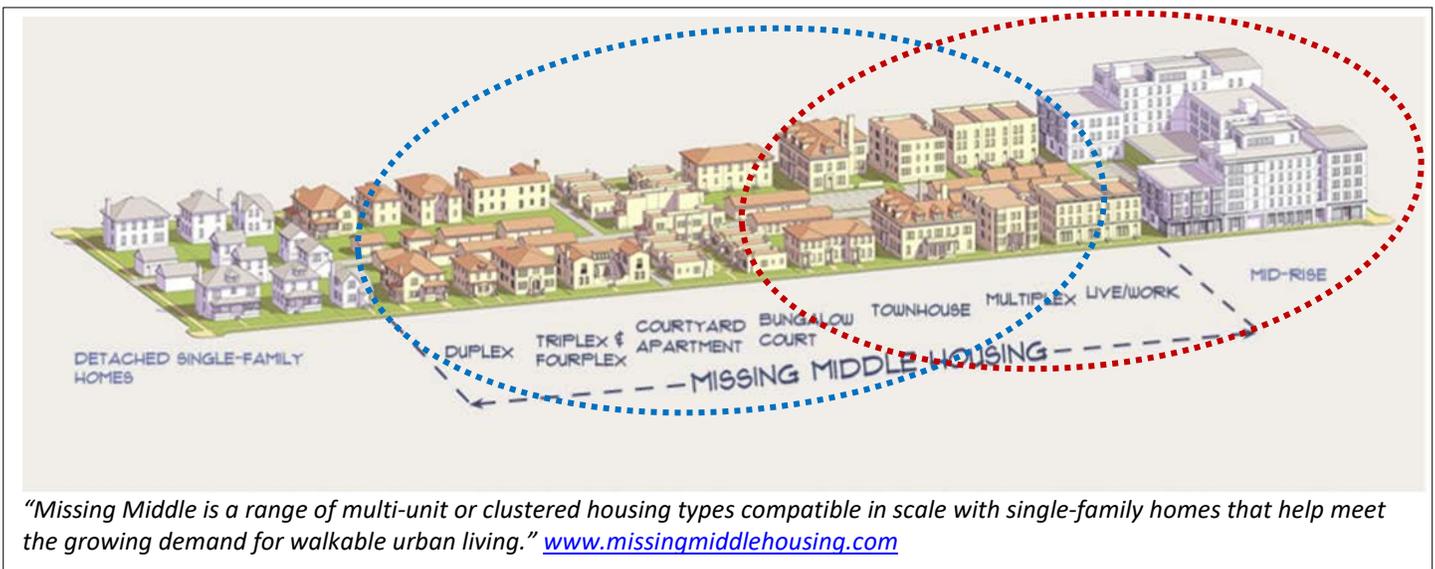
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## Section A. Scope of Work

### 1. Area of Applicability

This effort includes a policy evaluation of Tacoma's housing growth strategy citywide. The discussion applies to all the areas where housing development is encouraged throughout the City. The **One Tacoma Comprehensive Plan: Urban Form Chapter** includes Tacoma's Future Land Use Map and designations which set the vision and high level direction for land uses and densities citywide. These land use policies, and related housing policies, set the starting point for this project.

Two broad categories of actions are being proposed, each of which would likely be applicable in different areas. These two categories are **Inclusionary Zoning**, and **Diverse Housing Types (Missing Middle Housing)**. Diverse Housing Types/Missing Middle Housing strategies typically 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).

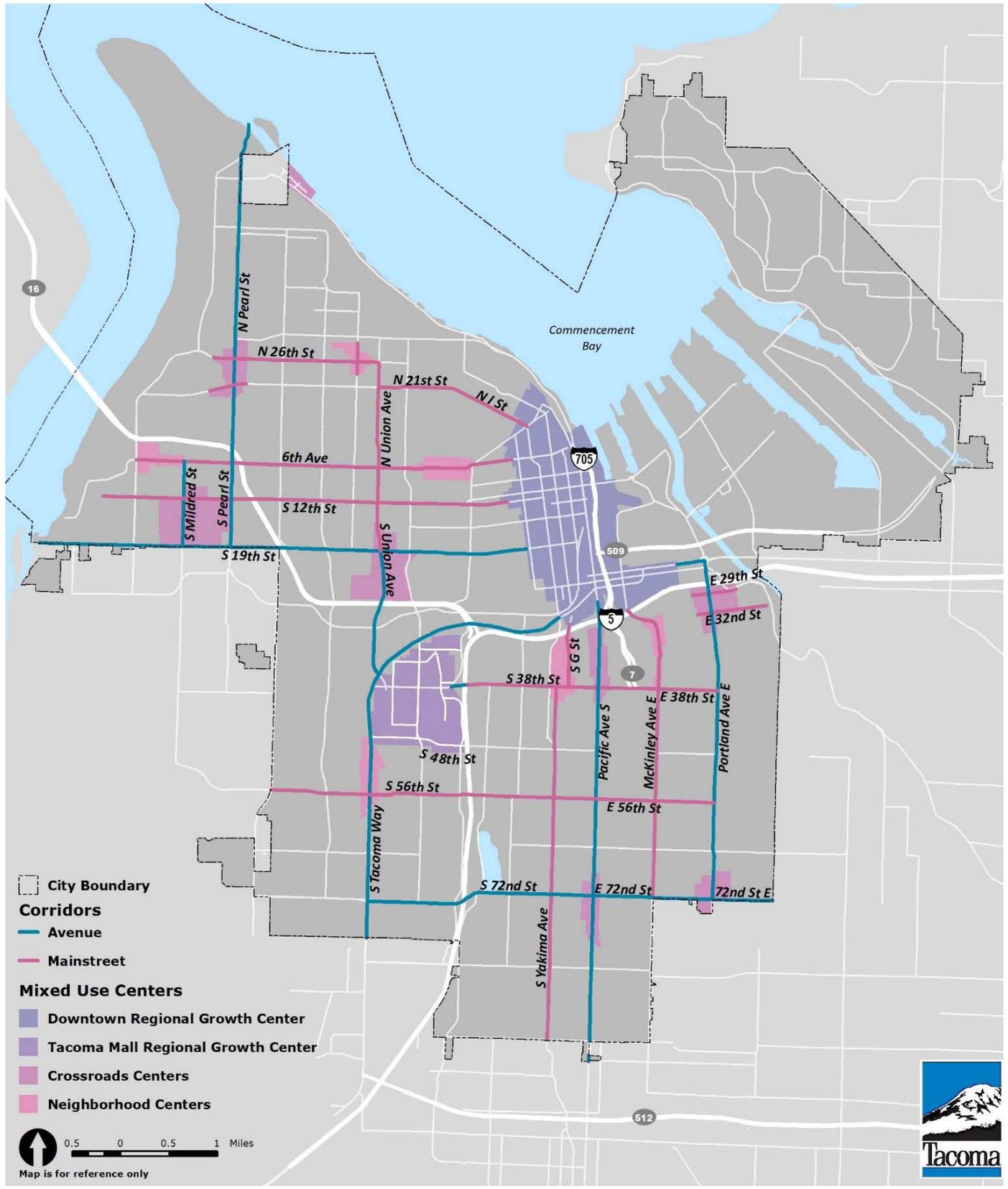


The Planning Commission is proposing the creation of two new Future Land Use Designations: Low-scale Residential, and Mid-scale Residential. These new land use designations would replace the current Single-family and Multi-family-Low Density Land Use Designations. The changes would allow more flexibility in housing types and higher housing densities by shifting to a form-based land use approach.

Inclusionary Zoning strategies are generally used in higher-density areas. Map 1 depicts Tacoma's designated Centers and Corridors, which are the primary focus for Inclusionary Zoning strategies. Map 2 depicts Centers and Corridors along with transit lines. This geography is the focus of the Commission's proposals for Mid-scale Residential areas. Inclusionary Zoning and related affordability tools also have applications residential, commercial and other areas.

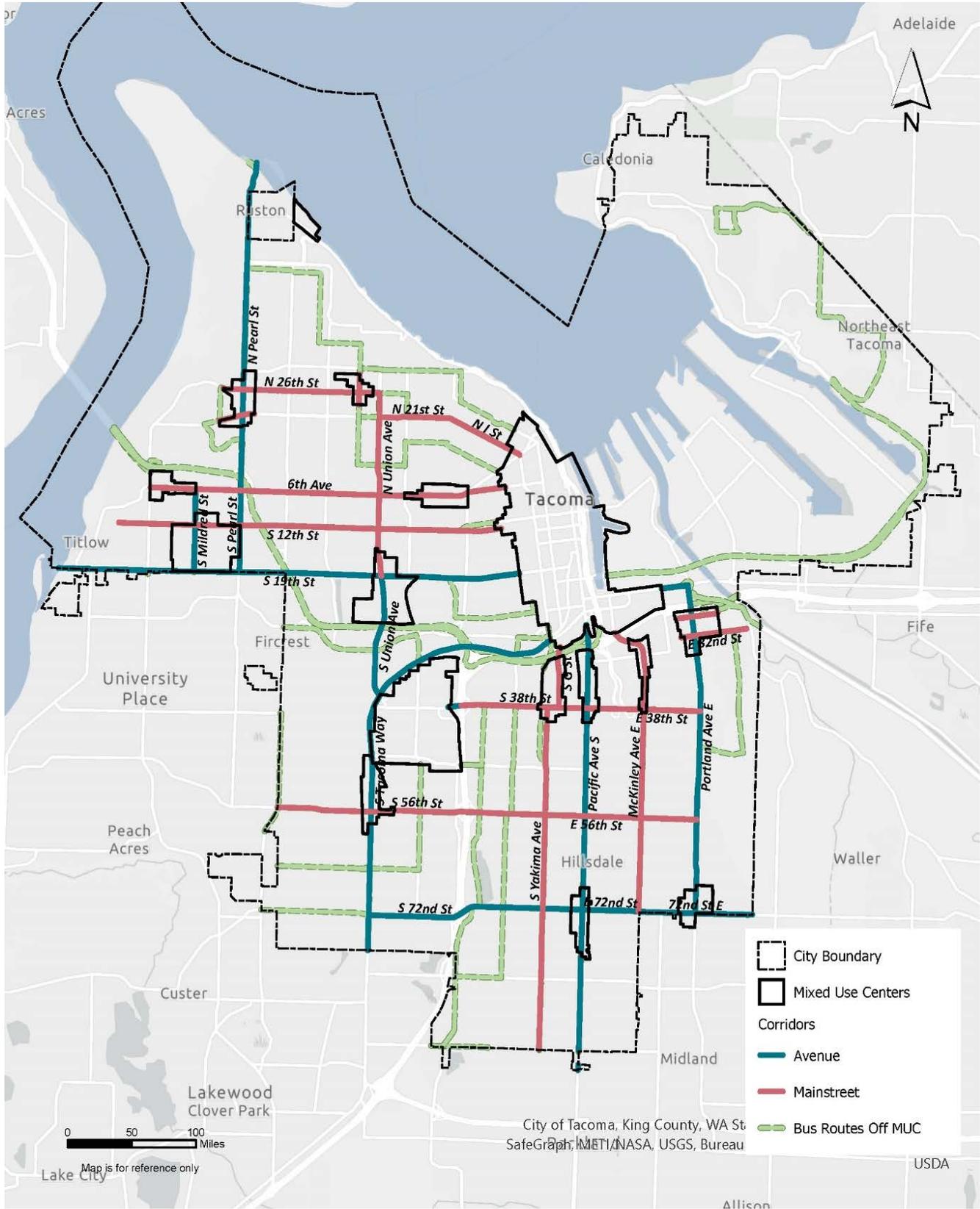
Diverse Housing Types strategies are generally applicable in lower-density residential areas. Map 3 depicts Tacoma's designated Single-family and Multi-family (Low Density) areas, which are the primary focus for Diverse Housing Types strategies. Both maps exclude Land Use designations where residential development is not encouraged or is prohibited (including designated parks and open space, major institutions, industrial and commercial areas, and the Airport Compatibility Overlay District).

MAP 1: Designated Centers and Corridors Areas  
 These areas are the primary focus for Inclusionary Zoning strategies

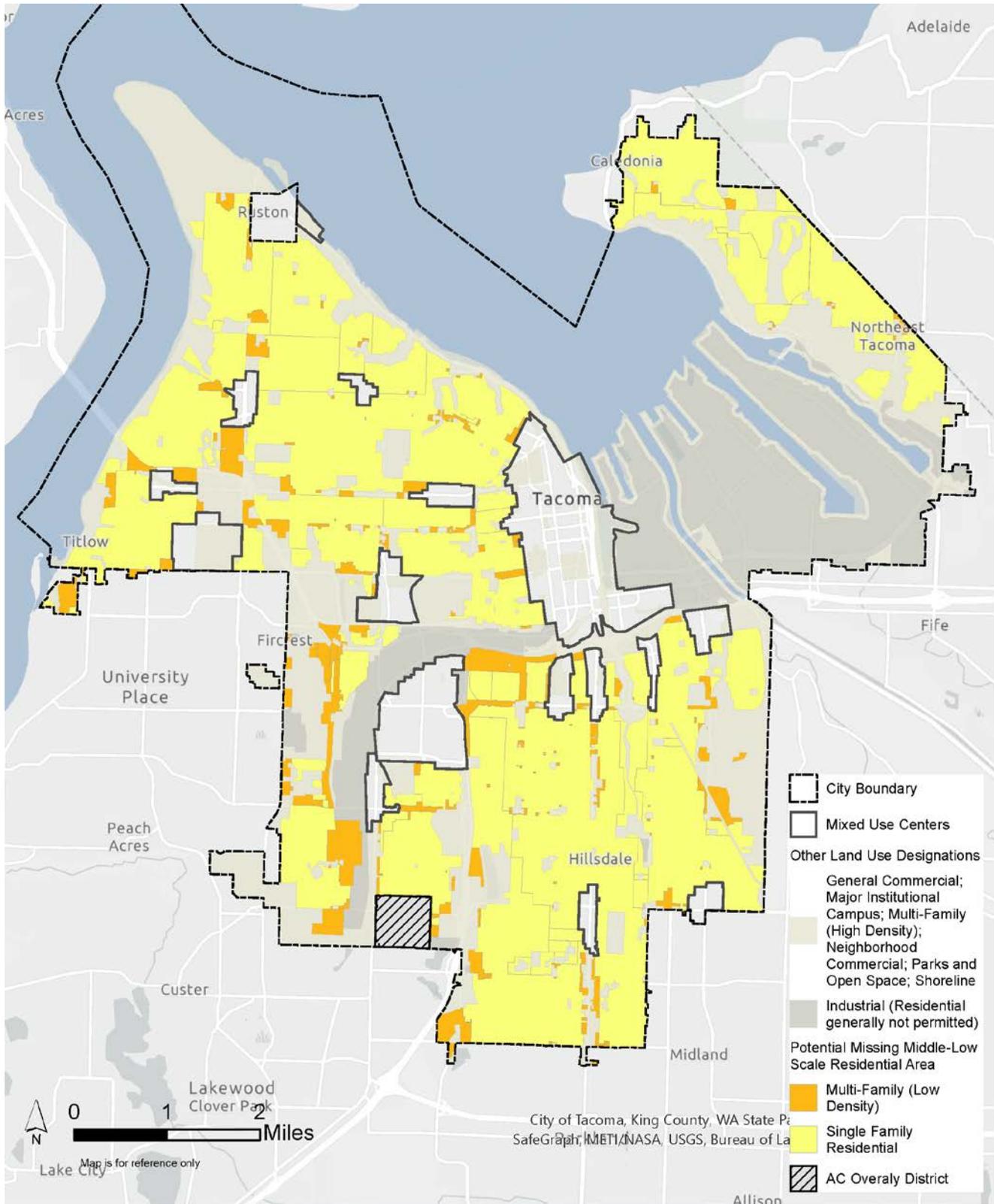


MAP 2: Designated Centers, Corridors and Transit Routes

These areas are the focus for proposed Mid-scale Residential Land Use designations



MAP 3: Designated Single-family and Multifamily (Low) Areas  
 These areas are the focus for proposed Diverse Housing Types strategies



## 2. Summary of recommendations

Adopt the following policy changes to the Comprehensive Plan and initiate implementation actions:

### Housing policy guidance

1. Update Tacoma's housing growth vision
2. Set housing targets by income range
3. Refine policy guidance for affordability incentives and requirements
4. Provide clear design guidance for infill housing
5. Clarify policy direction on parking requirements as they relate to housing goals
6. Establish a City anti-displacement strategy
7. Strengthen policy direction to promote reuse of existing structures
8. Establish policies to achieve anti-racism goals in housing
9. Establish policies to improve accessibility/visitability in housing
10. Create green, sustainable and resilient housing

### Missing Middle Housing Actions

1. Change Single-Family Land Use to Low-Scale Residential
2. Expand mid-scale residential along Corridors
3. Create mid-scale residential transition zones around Centers
4. Establish design guidance for infill housing
5. Modify lot, parking and access standards to remove barriers to infill

### Administrative/supportive actions

1. Development barriers review
2. Technical support and education
3. Building code and technology innovation

See the attached Recommendations Outline for more information.

The following pages summarize proposed Missing Middle Housing changes to Tacoma's housing growth strategy.

# Missing Middle Land Use Changes

## Shifting from single-family to low-scale residential

*Promote Missing Middle Housing infill by shifting from use-based system to a form-based system intended to ensure that infill fits with neighborhood patterns*

### LAND USE & ZONING:

#### Change the Single-family Land Use Designation to “Low-Scale Residential”

##### Avoid directing growth to sensitive areas:

- Growth in Critical areas, Airport Compatibility Overlay District, Shorelines and other sensitive areas should be avoided to protect resources and reduce hazards

##### Establish a new target density range (for planning purposes), and supportive policies:

- The current Single-family density range is 6 to 12 dwellings/acre (net)
- Missing Middle Housing types can range from 14 to 30+ dwellings/acre (net)

##### Allow more infill housing types:

- The following housing types become Permitted (in most circumstances)
  - Small lot single-family
  - 2-units (duplex, townhouse)
  - 3-units (triplex, townhouse, house + 2 ADUs)
  - Cottage housing
  - Shared housing/cohousing
- The following housing types are Permitted in some circumstances (for example, large lots, corner lots, lots with alleys):
  - Fourplex
  - Small multifamily (5 to 12 units)
  - Tiny/mobile homes

### STANDARDS:

#### Update standards to facilitate infill and ensure compatibility

##### Compatible scale & design:

- Building bulk (height, width and depth) compatible with houses
- Functional yards/open space onsite, require street trees
- Design standards for specific housing types (such as townhouses, or cottages)

##### Make more space (by restoring traditional neighborhood patterns):

- Reduce minimum lot sizes (as low as 2500 sf) and widths (as low as 25 feet)
- Consider setback reductions (for example, the current front setback is 20 feet)
- Review code for barriers to infill housing

##### Pedestrian priority:

- Reduce parking requirements from 2 per unit to 1
- Encourage alley access for cars
- Building and pedestrian orientation to street & sidewalk
- Encourage new housing with fewer physical barriers (“visitable”)

##### Support infill with infrastructure and services:

- Work with service providers to update utilities and infrastructure standards

- Work with transit, emergency services, schools and other providers on service planning

**AFFORDABILITY INCENTIVES:**

**Utilize affordable housing incentives to target unmet need, where they can work with the market or support affordable housing providers**

- Offer density & housing type flexibility bonuses for larger projects (5-12 unit) which include affordability of at least 10% of units at 50% paired with the PTE for rental projects or 80% AMI without the PTE and 120% AMI for ownership projects, as made available by state law.
- Offer bonuses & flexibility to nonprofits & churches with an affordable housing mission developing affordable housing onsite
- Require affordability of at least 10% of units at 50% paired with the MFTE for rental projects or 80% AMI without the MFTE and 120% AMI for ownership projects, as made available by state law, in exchange for residential upzones and streamlined processing



# Expanding Mid-scale residential neighborhoods

*Create more space for a moderate urban scale, walkable and transit-served housing serving as a transition between Centers and Corridors and low-scale neighborhoods*

## LAND USE & ZONING:

### Apply the Multi-family (Low-Density) Future Land Use Designation in more areas

- This FLUM designation allows a range of low to moderate scale multifamily housing

### Evaluate the current target density of Multi-family Low Density Designation, along with policies:

- The current Multi-family (low-density) target range is 14 to 36 dwellings/acre (net)
- With more flexibility, the appropriate density may be higher than the current range

### Apply the Multifamily Low Density designation to Corridors

- Corridors are transit-served & connect Centers/neighborhood business districts
- Establish Low-density Multifamily as a baseline, pending future corridor planning efforts

### Apply Multi-family Low-Density designation within easy walking distance of Corridors

- Creates more housing within easy walking distance from Corridors (such as ¼-mile distance)
- Creates mid-scale transition areas to surrounding low-scale neighborhoods

### Apply the Multi-family Low-Density designation within easy walking distance of Centers

- Creates more housing within easy walking distance from Corridors (such as ¼-mile distance)
- Creates mid-scale transition areas to surrounding low-scale neighborhoods

### Allow most housing types:

- Allow mid-scale multi-family housing, in addition to those allowed in low-scale neighborhoods

## STANDARDS:

### Update standards for more urban, moderate-scale housing and to promote smoother transitions

#### A more urban scale & design features:

- Building bulk (height, width and depth) mid-scale between houses and denser areas
- Smaller yards and onsite open space
- Allow larger building scales than low-scale with wider building widths and depths and more site coverage
- Reduced setbacks
- Transition standards for abutting low-scale neighborhoods
- Require street trees
- Design standards for specific housing types (such as courtyard apartments)

#### Pedestrian priority:

- Parking – 1 or fewer stalls per unit. Waive parking for deeply affordable (<50% AMI) and special needs housing with clientele who do not need cars.
- Encourage alley access for cars
- Building and pedestrian orientation to street & sidewalk
- Encourage “visitability”; ADA accessibility required for larger buildings

#### Support infill with infrastructure and services:

- Work with service providers to update utilities and infrastructure standards
- Work with transit, emergency services, schools and other providers on service planning

## AFFORDABILITY INCENTIVES:

### Utilize affordable housing incentives where they can work with the market

- Extend Multifamily Tax Exemptions option, tied to affordability (the 12-year option) to Mid-scale Residential areas.
- Impose affordability requirements of 10% of rental units at 50% AMI with the MFTE and 10% of rental units at 80% of AMI without the MFTE.



*Illustration of mid-scale residential scale and transition to lower-scale areas (Opticos).*

# Growth Scenarios

The following two housing growth scenarios have been prepared to solicit community input:

## Scenario 1: Evolve Housing Choices

- The following areas are re-designated to Low-scale Residential Land Use:
  - Areas currently designated Single-family Land Use (with the exception of the Airport Compatibility Overlay District) that are not included in the categories below
- The following areas are re-designated to Mid-scale Residential Land Use:
  - Areas currently designated Multi-family Low-Density Land Use
  - Areas within 1/8 mile (of street centerline) of designated Centers
  - Areas within 150 feet of street centerline of designated Corridors

## Scenario 2: Transform Housing Choices

- The following areas are re-designated to Low-scale Residential Land Use:
  - Areas currently designated Single-family Land Use (with the exception of the Airport Compatibility Overlay District) that are not included in the categories below
- The following areas are re-designated to Mid-scale Residential Land Use:
  - Areas currently designated Multi-family Low-Density Land Use
  - Areas within 1/4 mile (of street centerline) of designated Centers
  - Areas within 1/8 mile (of street centerline) of designated Corridors
  - Areas within 1/8 mile (of street centerline) of transit routes

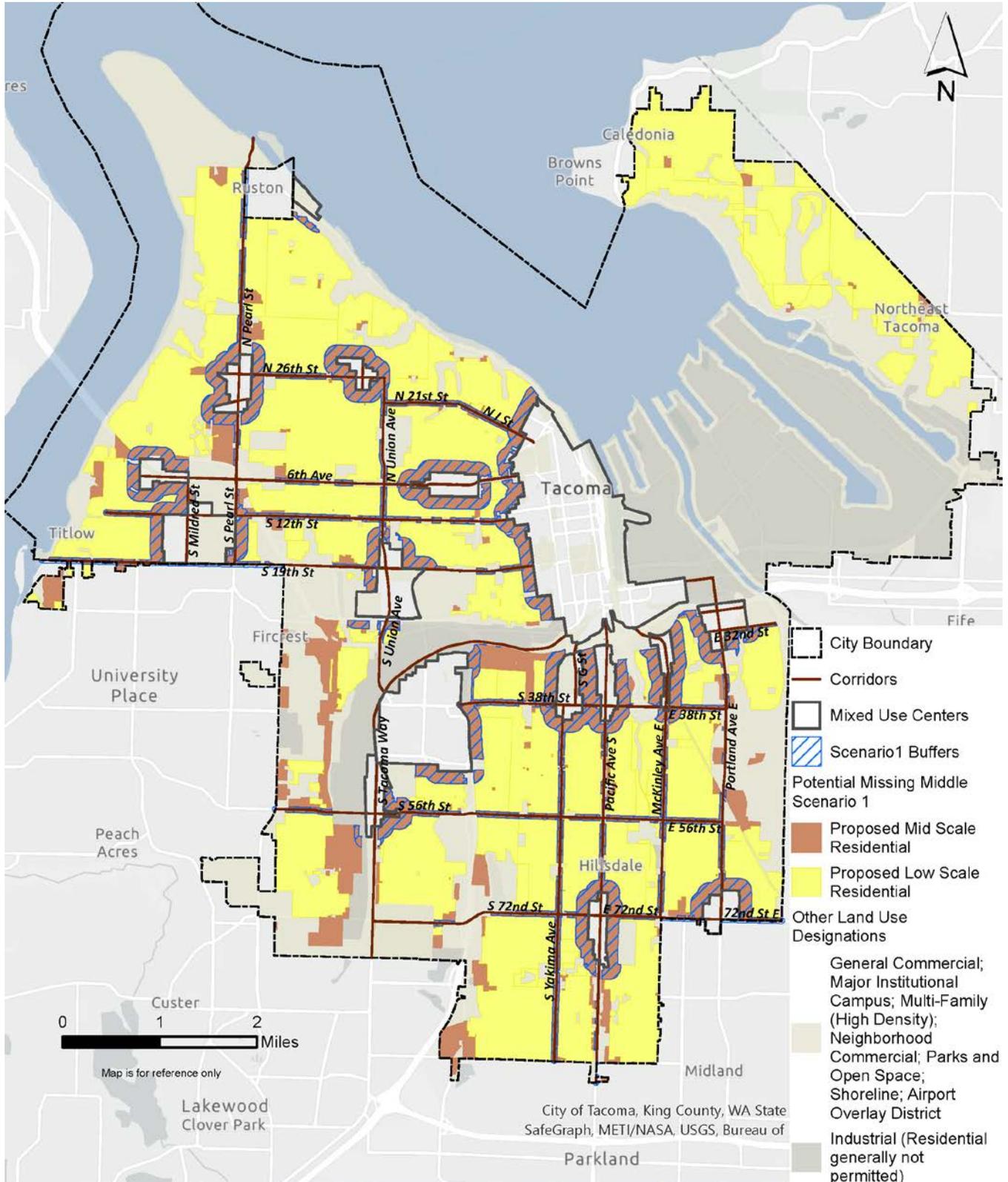
## Acreage by scenario

Designations	Current	Scenario 1	Scenario 2
Single-family Land Use Designation ( <i>current</i> )	14,456	-	-
Low-Scale Residential Land Use ( <i>proposed</i> )	-	11,686	5,751
Multi-family Low-Density Land Use ( <i>current</i> )	1,605	-	-
Mid-Scale Residential Land Use ( <i>proposed</i> )	-	3,869	9,804

Total Missing Middle Applicability area: 15,555 acres

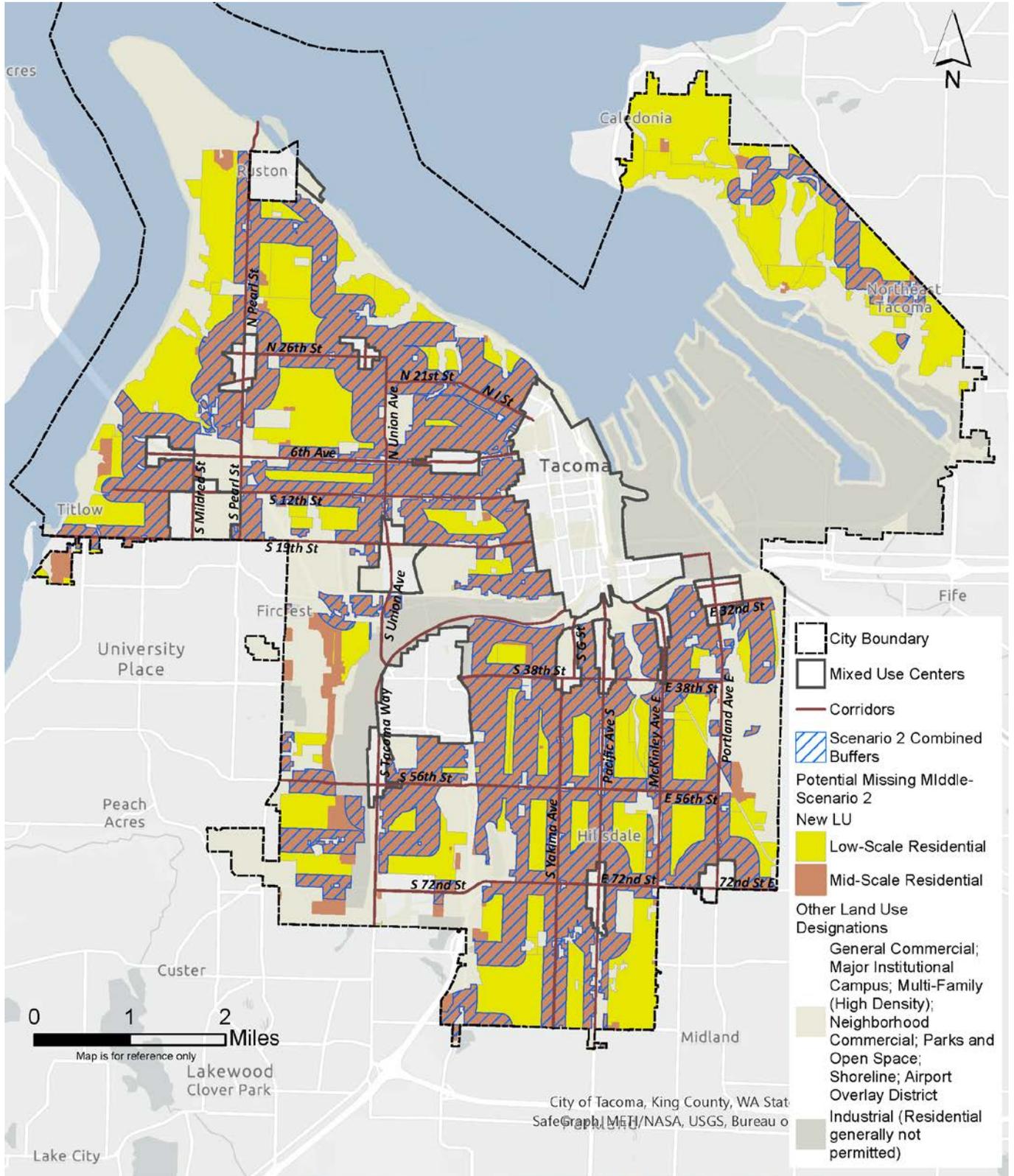
**MAP 4: SCENARIO 1 – EVOLVE HOUSING CHOICE**

For more information see the attached recommendations packet



**MAP 5: SCENARIO 2 – TRANSFORM HOUSING CHOICE**

For more information see the attached recommendations packet



## 2. Background

Multiple layers of city, regional and state policy direction inform this effort. While the current round of work was initiated by the Affordable Housing Action Strategy of 2018, it is a continuation of ongoing and previous efforts.

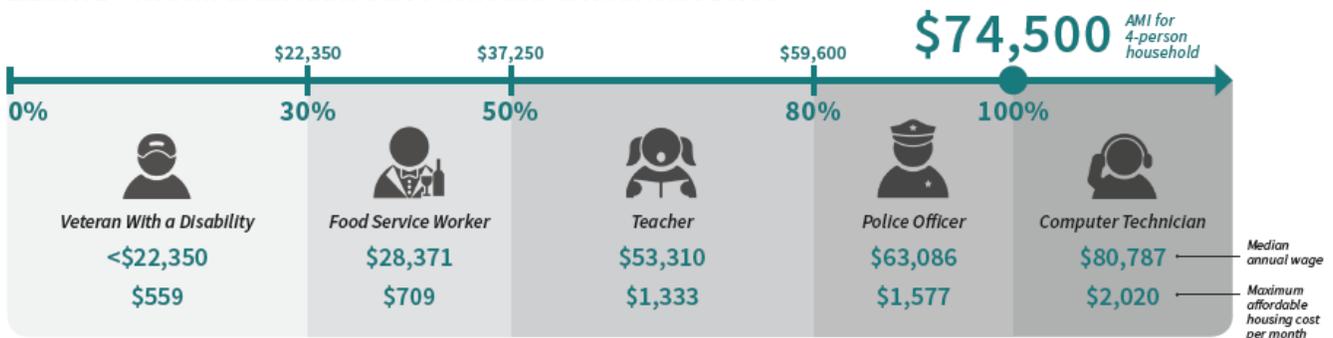
### Affordable Housing Action Strategy (AHAS)

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. See **Attachment 1** for AHAS excerpts.

This effort seeks to implement two high priority 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.



**Exhibit 1 Actions in the AHAS Serve Residents of All Income Levels**



### STRATEGIC OBJECTIVES AND NUMBER OF SUPPORTING ACTIONS



The AHAS includes four categories of strategic objectives, and includes actions intended to serve the full range of household income levels in Tacoma. The City Council has indicated that **Action 1.2: Inclusionary Zoning** and **Action 1.8: Diverse Housing Types** are high implementation priorities. Implementation will be coordinated with other related AHAS actions.

**AHAS\* Strategic Objective 1: Create More Homes for More People**

Actions	Timing	Income levels served
1.1 Seed the Tacoma Housing Trust Fund with local sources of funding.	Immediate (1-2 years)	120% AMI and below
1.2 <b>Modify inclusionary housing provisions to target unmet need and align with market realities.</b>	<b>Immediate (1-2 years)</b>	<b>50% AMI and below</b>
1.3 Update the Multifamily Tax Exemption Program to increase its impact.	Immediate (1-2 years)	50% AMI and below
1.4 Leverage publicly and partner-owned land for affordable housing.	Immediate (1-2 years)	80% AMI and below
1.5 Create consistent standards for fee waiver eligibility and resources to offset waived fees.	Immediate (1-2 years)	80% AMI and below
1.6 Create a process to coordinate public investments, like capital improvements, with affordable housing activities to reduce the overall cost of development.	Immediate (1-2 years)	80% AMI and below
1.7 Increase participation in first-time homebuyer programs and resources for new homebuyers.	Immediate (1-2 years)	120% AMI and below
1.8 <b>Encourage more diverse types of housing development through relaxed land use standards, technical assistance, and financial incentives.</b>	<b>Immediate (1-2 years) Short-term (3-4 years)</b>	<b>All</b>
1.9 Establish a dedicated source of funding for the Tacoma Housing Trust Fund.	Short-term (3-4 years)	120% AMI and below
1.10 Use value capture to generate and reinvest in neighborhoods experiencing increased private investment (with a focus on areas with planned or existing transit).	Short-term (3-4 years)	80% AMI and below
1.11 Explore innovative, low-cost housing solutions to serve persons experiencing homelessness.	Short-term (3-4 years)	30% AMI and below
1.12 Explore opportunities for increased staff support during the development review process.	Short-term (3-4 years) Medium-term (4-6 years)	All

\* The two AHAS actions under consideration as part of this effort are **shown in red**, along with the whole list of all AHAS recommended actions to create more housing. The AHAS includes estimates on the time and level of effort, phasing, income levels served, and other implementation guidance.

## Tacoma's Growth Strategy

Creating new housing, particularly at affordable prices, is central to the AHAS recommended actions. Tacoma has a robust growth strategy to accommodate its share of regional growth. Tacoma's official growth targets call for 54,741 new housing units between 2010 and 2040 (see the 2014 **Pierce County Buildable Lands Report**). The City's growth strategy directs the majority of new housing development to designated Centers, including the Downtown and Tacoma Mall Neighborhood Regional Growth Centers. The City's adopted targets allocate about 80 percent to Centers, and about 20 percent (approximately 9,300 new dwellings) to other (primarily residential) areas.

While there is ample space for high density residential and mixed-use development in Centers, land zoned to accommodate significant growth outside of Centers is limited. The Buildable Lands Report identifies undeveloped, multifamily zoned land adequate for approximately 2,000 new dwellings. This leaves a target of around 7,000 new dwellings in land zoned for single-family development. Single-family land constitutes approximately 75 percent of all land where residential development is allowed.

In conclusion, while there is ample single-family development, and capacity for high density development, there is little area zoned to accommodate medium-density housing types such as duplexes, triplexes and small-scale multifamily development. However, most new housing growth is occurring in Tacoma's designated Mixed-Use Centers, including Downtown.

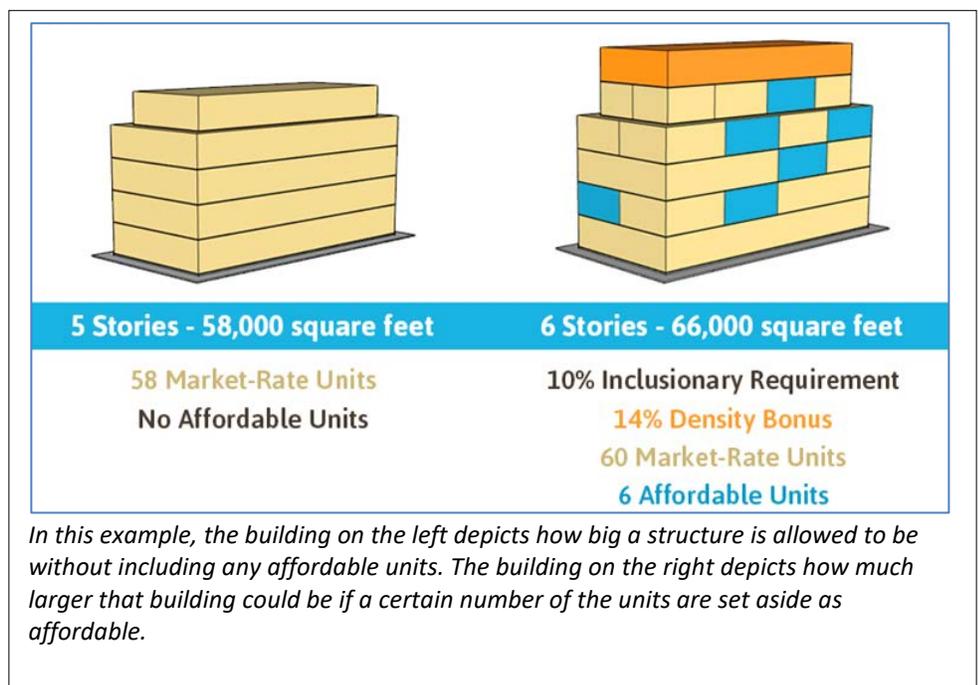
The Future Land Use designations in the Urban Form Chapter of the **One Tacoma Comprehensive Plan** articulate the current land use vision for residentially zoned areas. In the next one to two years, Tacoma will be updating Buildable Lands pursuant to the required 2023 update of the Comprehensive Plan and to reflect the regional Vision 2050 update.

## Inclusionary Zoning

This effort will evaluate the potential to modify inclusionary housing provisions to target unmet need and align with market realities. Inclusionary zoning is a broad category of policy tools intended to integrate dedicated affordable units into larger-scale developments. These tools do this by exchanging an incentive (typically a development bonus such as an increase in building height or a reduction in parking) for incorporating a set number of dedicated affordable housing units within the project. Inclusionary zoning projects need to be calibrated to the market conditions in order to function as intended, and can be structured as optional or mandatory.

The City currently has a range of Inclusionary Zoning approaches in place. However, to date the output in affordable housing has been limited. The following existing Inclusionary Zoning strategies will be evaluated through this effort:

- Affordable Housing Incentive Administrative Code
- Tacoma Mall Inclusionary Zoning Pilot Program
- Mixed-Use Centers Height Bonus
- Downtown Density Bonus



## Diverse Housing Types (Missing Middle Housing)

This effort will evaluate current land use policies and regulations and identify potential ways to support a wider range of housing types. The AHAS calls for steps to promote more diverse types of housing development through changes to land use standards, technical assistance and financial incentives. This supports Housing Element policies which call for Missing Middle Housing (infill) approaches as a method to promote housing affordability and choice, as well as other goals. Multiple mid-range infill housing types will be evaluated.

Diverse housing types can function as “naturally occurring” affordable housing—while they are not dedicated as affordable, they tend to be relatively affordable by virtue of their smaller size and because they are increasing the use of already developed land. Allowing diverse housing types can also increase housing choice in existing neighborhoods.

Over recent years, the City has implemented a range of infill strategies, some of which are ongoing at this time. The outcomes of the following actions will be evaluated through this effort:

- Residential Infill Pilot Program Update (ongoing)
- Accessory Dwelling Unit Code Updates (2019)
- Affordable Housing Policy Advisory Group infill strategies (concluded in 2015)



## Housing is a state and regional challenge

Tacoma is not alone in facing challenges resulting from rising housing costs in the face of stagnant incomes. In a recent survey conducted by the Puget Sound Regional Council (PSRC), the region’s residents reported that for the first time, access to affordable housing has surpassed transportation options as the top concern. PSRC has now released a draft of the **Vision 2050**, which updates the regional vision for growth which reflects a strong emphasis on housing. PSRC will be developing a regional housing strategy over the course of the next year or two to implement its direction. This effort will likely highlight potential regional collaboration opportunities around housing.

At the state level, the Washington Legislature has focused extensively on addressing housing challenges in its recent and ongoing (2020) legislative sessions. City staff are reviewing the legislature’s actions to identify whether action by the City of Tacoma is required. If necessary to be consistent with state requirements, policy or regulatory changes could be integrated into the **Home In Tacoma** project.

## Related Efforts

In recent years the City of Tacoma has initiated multiple policy initiatives that are related to this scope of work. Other policy efforts will be initiated in the future. These efforts will offer lessons learned and ongoing opportunities to coordinate:

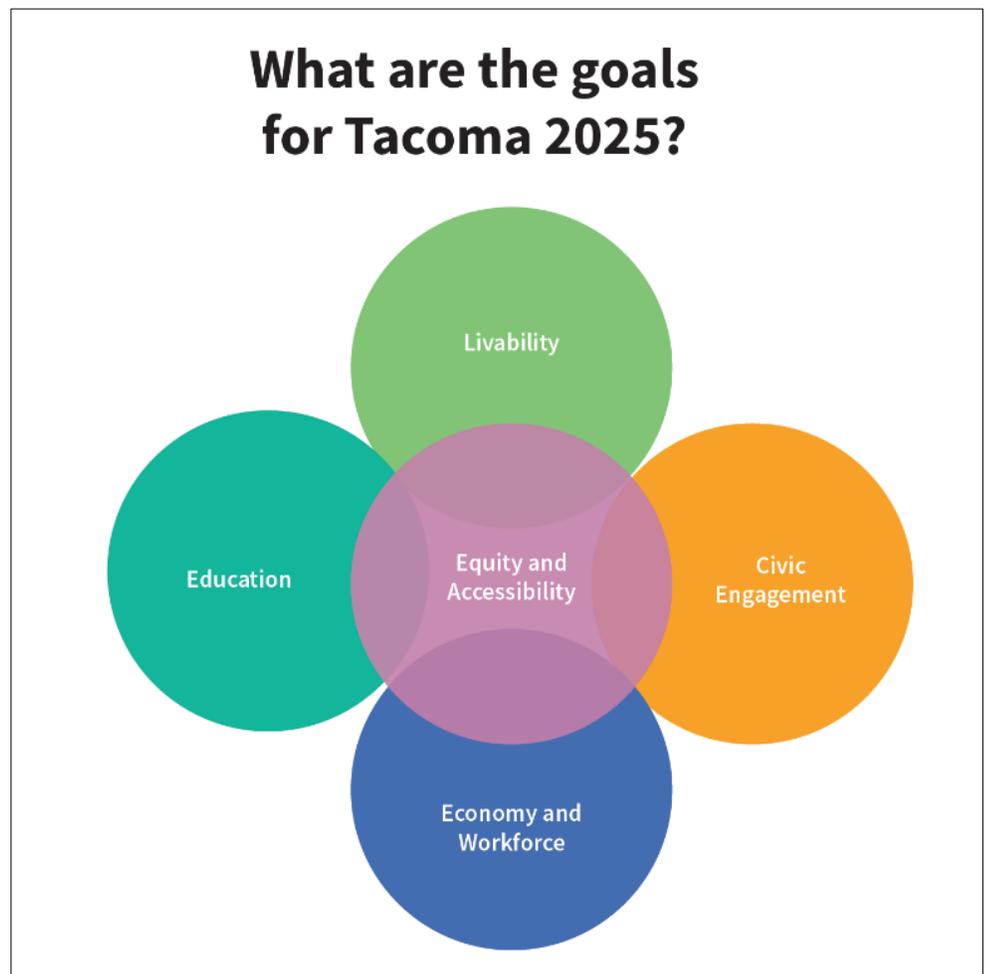
- AHAS implementation efforts (ongoing)
- Buildable lands analysis and updates (upcoming)
- Urban Design Studio (ongoing)
- Future Land Use Map (FLUM) updates (2019)
- Homeless Encampments code updates (2018)
- Antiracism, equity and empowerment efforts (ongoing)

## Housing and Opportunity

For several years, policy work at the regional scale has sought to recognize and begin to address differences in opportunities based on location. Acknowledging these inequities can improve City actions such as decisions of where to focus housing investments or incentives to address disparities in access to opportunity. The Housing Element currently references Puget Sound Regional Council's Access to Opportunities analysis, reflecting that there are disproportionate opportunities available to residents of different neighborhoods of the City. The City of Tacoma has now developed a more refined analysis that incorporates more Tacoma-specific data to inform policy and programmatic choices through an equity lens. For more information, visit [www.cityoftacoma.org/equityindex](http://www.cityoftacoma.org/equityindex).

OPPORTUNITY is a situation or condition that places individuals in a position to be more likely to succeed and excel. High opportunity indicators include: high-performing schools, availability of sustainable employment and living wage jobs, stable neighborhoods, transportation availability and mobility, and a healthy and safe environment (Kirwan Institute for the Study of Race and Ethnicity).

*The Tacoma 2025 Strategic Plan prioritizes equity and access to opportunity.*



## 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](http://www.cityoftacoma.org/equityindex) for more information.

## Redlining

Tacoma is one of the most racially diverse cities in Washington State: nearly 40 percent of people living in Tacoma are Latino, African American, Asian and Pacific Islander, Multiracial or Native American. However, communities of color in our city experience stark inequities, such as significantly higher rates of unemployment and poverty and poorer health outcomes.

Historically, Tacoma has a documented history of redlining that occurred in the late 1930s, in which more than two-thirds of the city had limited or no access to funds for buying or building a home in areas populated primarily by people of color. See the inserted Tacoma Redlined Map from 1937.

Racially restrictive covenants have been used in certain neighborhoods to prevent homeownership by people of color. An example is the Narrowmoor Restrictive Covenant, where there is a provision that states: “No part or parcel of land or improvement thereon shall be rented or released to or used or occupied, in whole or in part by any person of African or Asiatic descent nor by any person not of the white or Caucasian race, other than domestic servants domiciled with an owner or tenant and living in their home.”

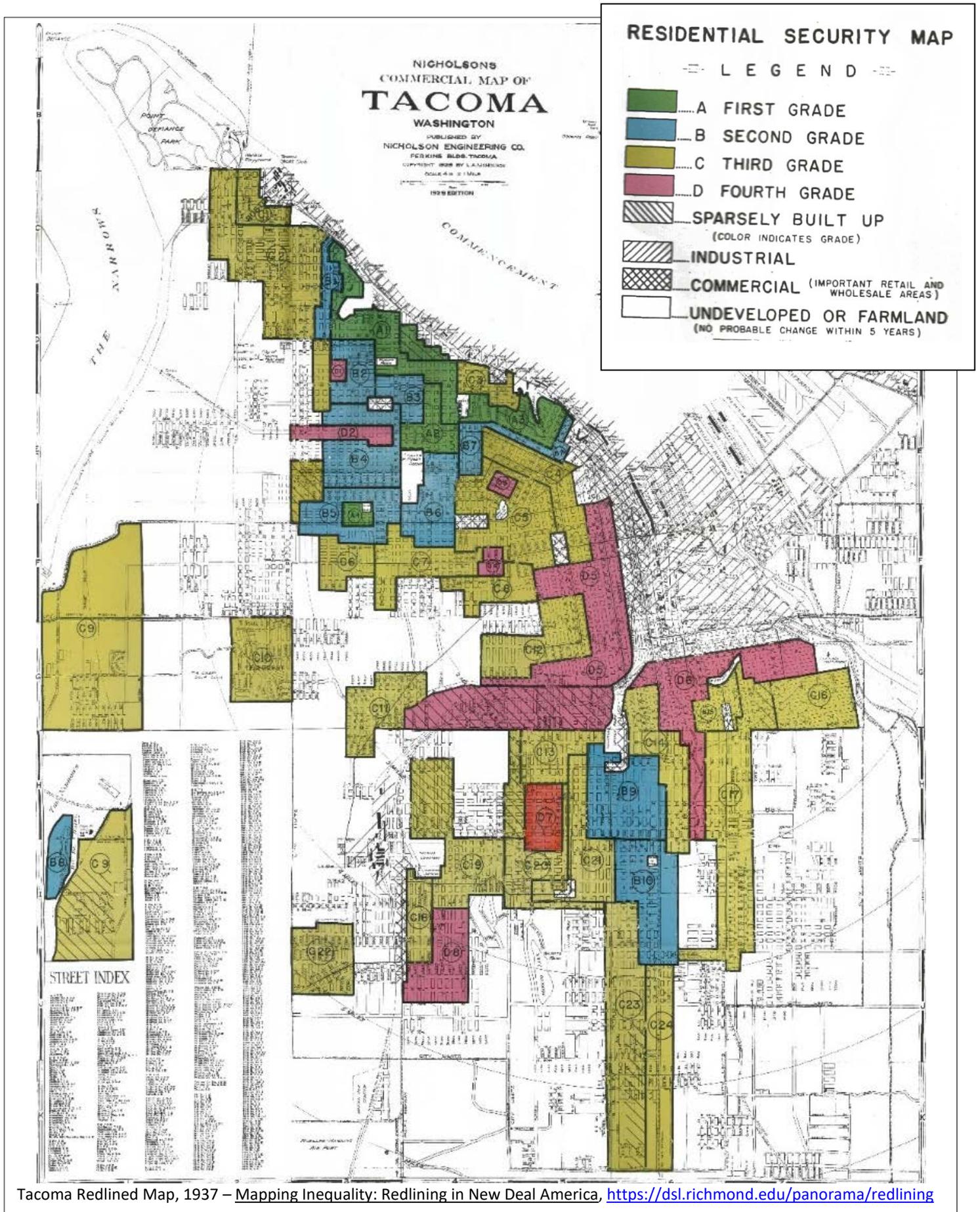
Additionally, our residents of color have reported feeling as if they have fewer opportunities for community engagement and that there is little acceptance for people of diverse backgrounds. Put simply, Tacoma’s communities of color live strikingly different lives than their White neighbors and have far different outcomes. The Office of Equity and Human Rights is committed to uncovering barriers that prevent people from achieving their full potential and creating better outcomes for all.

The 1937 **Residential Security Map of Tacoma**, on the following page, appears to have reinforced patterns that are still in place today.

## 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.



Tacoma Redlined Map, 1937 – Mapping Inequality: Redlining in New Deal America, <https://dsl.richmond.edu/panorama/redlining>

### 3. 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.

#### **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.

#### **E2SHB 1923: Incentives to Increase Residential Density in Cities**

During its last session, the Washington State Legislature adopted E2SHB 1923 (effective July 28, 2019) encourages all cities planning under the Growth Management Act (GMA) to adopt 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 provides a total \$5,000,000 in grants assistance, prioritized by the legislature for cities over 20,000 in population. A city may receive up to \$100,000 in grant funds and must take specific actions to increase residential building capacity listed in the legislation, or develop a housing action plan. The **Home In Tacoma** project is a housing action plan partially funded by a grant from the Department of Commerce from this legislative allocation.

#### **VISION 2040 Multicounty Planning Policies (MPPs)**

VISION 2040 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 2040 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. The Puget Sound Regional Council is currently in the process of updating VISION 2040 to VISION 2050.

#### **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:

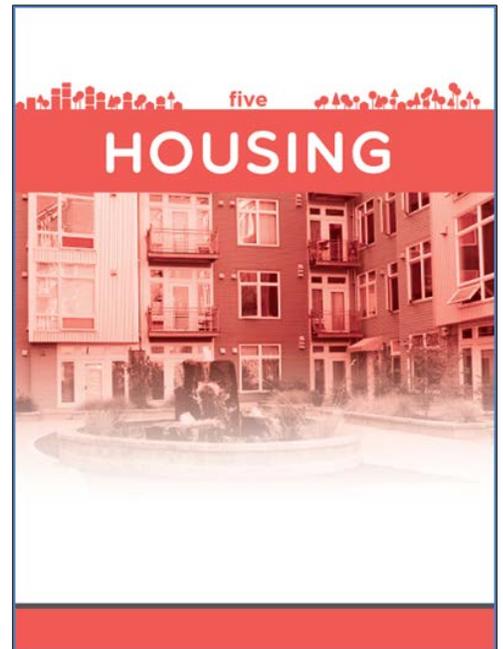
1. The City of Tacoma Workforce Reflects the Community it Serves;
2. Purposeful Community Outreach and Engagement;
3. Equitable Service Delivery to Residents and Visitors;
4. Support Human Rights and Opportunities for Everyone to Achieve their Full Potential; and
5. Commitment to Equity in Policy Decision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

### **One Tacoma Comprehensive Plan – Housing Element:**

The Housing Element is the city’s policy framework for housing issues. The Housing 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.

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

- 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.



### **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

The Housing Element provides strong policy support for affordable housing actions, and for housing opportunities and choice throughout the City, 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-1.10** Establish and update a regulatory process to pilot infill of innovative housing types, as well as to pilot new development standards, affordability incentives and permit review processes.

**Policy H-2.8** Help people stay in their homes through expanded tenant’s protections, providing resources for households experiencing a crisis, increasing community organizing capacity, and other means.

**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.

### **One Tacoma Comprehensive Plan – Urban Form Element**

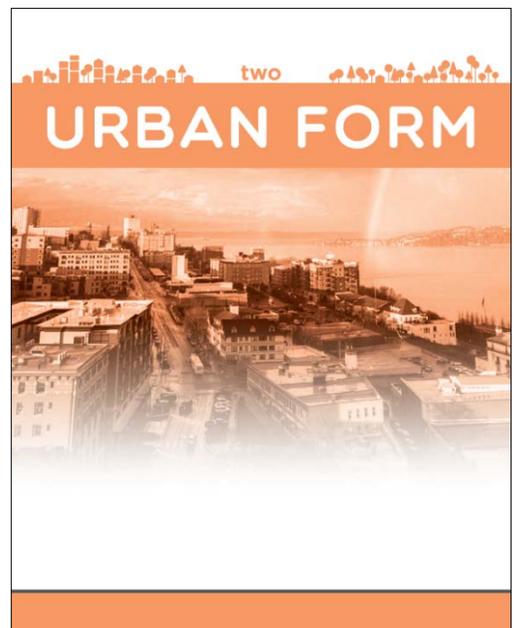
The following Urban Form policies help to provide guidance on housing growth.

**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.

**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-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.

## **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.

## 4. Scope of Work

This project evaluated a range of strategies, based on community input and technical analysis. The current work phase will likely be continued into future rounds of planning.

### PROJECT GOALS:

Based on applicable policy direction, community input, and Planning Commission direction, the **Home In Tacoma** project forwards actions and strategies to promote:

- **Housing supply** to meet community needs and preferences throughout the City's neighborhoods
- **Housing affordability** reflecting the financial means of Tacoma residents, and considering secondary household costs
- **Housing choice** reflecting community preferences and household needs, including a diversity of housing types as well as equitable access to opportunity for people of all races, socio-economic groups, ages and abilities

In addition to housing supply, affordability and choice, potential actions and strategies have been assessed in terms of:

- Consistency with Tacoma's growth, transportation, sustainability and other goals
- Urban design and fit with existing neighborhood patterns
- 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

### WORK PRODUCTS:

1. Tacoma's **Housing Action Plan** to guide current and future actions to promote housing supply, affordability and choice for all Tacomans.
2. A package of Comprehensive Plan changes setting the policy direction to restructure Tacoma's residential land use framework
3. A package of near-term code changes implementing existing policy direction.

<b>Current Work Phase – Project Tasks</b>	
<b>1. Communications and Engagement Strategy</b>	<b>TIMEFRAME</b>
<ul style="list-style-type: none"> <li>• Develop a broad, equitable community engagement strategy to involve affordable and market-rate housing providers, residents of all income levels, and the broader community;</li> <li>• Initiate a broad, diverse and data-informed public engagement process with an emphasis on engaging under-represented communities to identify options for analysis;</li> <li>• Identify and coordinate with related City, state and regional housing policy and implementation strategies.</li> <li>• Integrate an active role for internal stakeholders, partner entities and City Commissions, in coordination with broader AHAS implementation steps;</li> </ul>	Fall 2020
<b>2. Existing Conditions and Assessment</b>	<b>TIMEFRAME</b>
<ul style="list-style-type: none"> <li>• Housing Needs Analysis: Integrate analyses of housing needs for all income levels, population and employment trends, access to transportation choices, equity and other factors in order to characterize Tacoma’s housing needs for a variety of housing types. Benchmark to learn from other communities.</li> <li>• Housing Capacity: Evaluate zoning capacity and building rates by housing type, area and cost, under current zoning.</li> <li>• Development and Population Trends: Track recent housing permits and construction by housing type and location;</li> <li>• Zoning and Housing Profiles: Develop a communitywide and neighborhood based profile of the current zoning make-up and housing unit make-up, including recent trends in unit types and land area by zoning and housing type.</li> <li>• Access to Opportunity: Evaluate the current unit types and zoning allowances within walkable proximity to public facilities and services, such as schools, parks, community centers, and transit.</li> <li>• Identify lessons learned from ongoing AHAS implementation efforts (including the Residential Infill Pilot Program and existing Inclusionary Zoning standards), and implement near-term enhancements.</li> <li>• Feasibility analysis: Conduct a market-based study to determine how to structure proposed housing actions to stimulate production of units of needed types, price points, sizes and locations.</li> <li>• Evaluate effectiveness: Evaluate the effectiveness of current regulations to promote affordable housing.</li> </ul>	Fall/Winter 2020
<b>3. Developing High Level Growth Options and Strategies</b>	<b>TIMEFRAME</b>
<p><b>Develop and evaluate an overarching housing growth strategy, and both near-term and medium-term actions to implement that strategy, including:</b></p> <p><u>Short-term: Ongoing and new actions consistent with existing policies</u></p> <ul style="list-style-type: none"> <li>• Accessory Dwelling Unit code updates</li> <li>• Development barriers review (permit streamlining, cost reduction)</li> <li>• Updates for consistency with state law</li> <li>• Review Land Use Code for barriers</li> </ul> <p><u>Medium-term: Study of changes to housing growth strategy</u></p> <ul style="list-style-type: none"> <li>• Growth Strategies: Based on the findings from Task 2, identify strategies that could be enacted to address those issues. This could include Comprehensive Plan map and text amendments, zoning amendments, or land use regulatory code amendments.</li> <li>• Impacts analysis: Evaluate urban design, infrastructure, transportation, and other factors to inform development of the proposals.</li> </ul>	Fall 2020 to Early 2021

<ul style="list-style-type: none"> <li>• Policy updates: Identify Comprehensive Plan, zoning, and standards changes needed to implement housing actions recommended through this process.</li> </ul> <p>Options Evaluation:</p> <ul style="list-style-type: none"> <li>• Policy framework: Summarize One Tacoma Plan policies to create the guiding policy framework and apply to evaluate Growth Strategy Options</li> <li>• Displacement: How will the proposals stimulate or mitigate housing displacement?</li> <li>• Feasibility: How well does the market support the growth options? How likely is the option to result in an increased supply of housing and diversity of housing types?</li> </ul>	
<p><b>4. Recommend Growth Strategy and Housing Alternatives</b></p>	<p><b>TIMEFRAME</b></p>
<p>Recommendations and options for Council consideration may include:</p> <ul style="list-style-type: none"> <li>• Housing policy and zoning strategies to increase the supply of housing, and variety of housing types, needed to serve the identified housing needs including upzones, affordable housing incentives, Inclusionary Zoning and Diverse Housing Types. These options are expected to include near-term options consistent with the current growth strategy, as well as medium-term options including changes to the growth strategy.</li> <li>• Environmental review under SEPA of any near-term actions</li> <li>• Implementation steps: Identify implementation steps and timeline for the actions recommended through this process</li> <li>• City Council consideration and action</li> </ul>	<p>Planning Commission recommendation in April 2021;</p> <p>City Council consideration May to June 2021</p>
<p style="text-align: center;"><b>Future Work Phases – Depending on Outcomes of Task 4 Above (These phases would be subject to additional legislative processes prior to adoption and implementation)</b></p>	
<ul style="list-style-type: none"> <li>• Environmental Review of the proposed changes</li> <li>• Zoning and Land Use Regulatory Amendments</li> <li>• Update the City’s Affordable Housing incentives and requirements programs</li> </ul>	<p>July to December 2021</p>

## 5. Outreach

### Communications and Engagement Strategy

The first task of the project will be to develop a broad, equitable, communication and engagement strategy consistent with the City's engagement policies in the One Tacoma Comprehensive Plan and consistent with the adopted Equity Framework. This Plan will identify procedures for notification, methods for engagement, and include actions to engage historically under-represented communities in this process. The following are an initial focal points for the Plan:

#### ➤ Stakeholders

- This project seeks to move forward thoughtfully through inclusive engagement to shed light on policy decisions from a broad range of perspectives. Stakeholders will include residents from all neighborhoods; socio-economic and racial groups; the business and development community; subject matter experts in health, education, equity, and other relevant fields; and internal city departments and partner agencies. Consultant assistance may also be retained. The Planning Commission and staff will utilize the following engagement strategies.

#### ➤ City Council and Council Committees

- Regular updates to the City Council
- Updates as requested or focused discussions with Council committees

#### ➤ City Commissions and Committees

- Planning Commission (lead)
- 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
- 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
- AHAS analytical tools

#### ➤ Engage with neighborhood and community groups

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

#### ➤ Online and social media engagement approaches

- Surveys
- Interactive online story map
- Interactive web discussion forum

- **Targeted stakeholder engagement to the following groups**
  - Market and affordable housing development community
  - Tacoma residents of all incomes
  - Advocacy and professional groups in public health and other related topics

## **Engagement during the proposal development phase – Sept. 2020 to Feb. 2021**

### **City Council Process**

- City Council Study Session 03/02/21
- City Council Study Session 11/10/20
- Council adoption of AHAS Housing Element updates (09/24/19)
- City Council acceptance of the AHAS (September 2018)

### **Planning Commission process**

- Planning Commission 80% draft (02/03/21)
- Planning Commission land use scenarios discussion (01/06/21)
- Planning Commission debrief (12/16/20)
- Planning Commission workshop (11/18/20)
- Planning Commission Project Launch (09/02/20)
- Planning Commission Finalize Project Scope of Work (05/06/20)
- Planning Commission Public Hearing (02/19/20)
- Planning Commission authorized release of draft Scope and Assessment Report (01/15/20)
- Planning Commission sets Housing Equity Taskforce scope and participants (12/18/19)
- Planning Commission/Human Rights Commission–Housing Taskforce meeting (12/04/19)
- Planning Commission initial discussion of AHAS Planning actions (10/2/19)

### **Housing Equity Taskforce process**

- Housing Equity Taskforce meetings (09/10/20, 10/08/20, 11/05/20, 12/03/20, 01/07/21)
- Housing Equity Taskforce – Recommendations provided January 2021

### **Community engagement efforts**

- Virtual Housing Café series
- Housing Choice Survey
- Online storymap

## Presentations and discussions

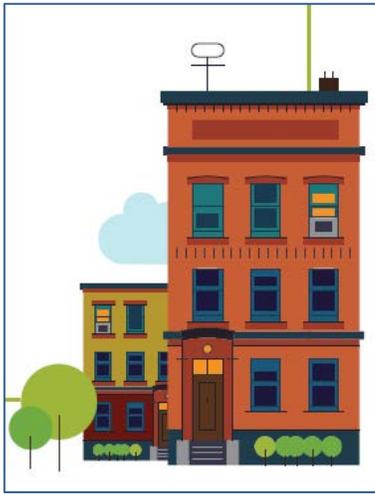
- Human Rights Commission
- Transportation Commission
- Landmarks Preservation Commission
- Commission on Immigrant and Refugee Affairs
- Commission on Disabilities
- Sustainable Tacoma Commission
- North End Neighborhood Council
- Black Collective
- Master Builders Association Legislative Committee
- Tacoma Pierce County Affordable Housing Consortium
- AHAS Technical Advisory Group
- Coalition to End Homelessness
- Developer Focus Group Meeting
- Asia Pacific Cultural Center
- Internal and public agency consultation

## Next engagement steps

- Public review package authorized February 17, 2021
- Informational Meeting – March 18, 2021 (tentative)
- Public Hearing – April 7, 2021
- Written Comments deadline – April 9, 2021
- Planning Commission recommendations to Council – May 5, 2021 (tentative)
- City Council process – May to June 2021 (tentative)
- Implementation (phase 2) – July to December 2021 (tentative)

## Section B. Recommendations and Supporting Exhibits

1. Home In Tacoma Project Recommendations and Housing Growth Strategy Scenarios
2. Recommended Comprehensive Plan policy changes
3. Recommended Near-term Code Changes
4. Housing Action Plan and Appendices
5. Housing Choice Survey Results
6. City SEPA Determination and Appendices



# Home in Tacoma Project

## PLANNING COMMISSION

### Recommendations

#### *Substantive Outline*

*March 3, 2021*

This outline provides the substance of policy proposals recommended by the Planning Commission. These recommendations were informed by stakeholder input, benchmarking and technical analysis over the course of the project. They are a detailed overview of the Commission’s recommended actions for Phase 1 – the policy development phase of the Home In Tacoma Project.

The proposals include a package of housing policy changes, implementation actions, and Missing Middle Housing growth strategy changes. The scope of this effort calls not only for meeting housing and related goals, but also for avoiding unintended consequences. The Commission will also likely receive input on how to balance and prioritize housing policies and implementation actions. We also anticipate that many of these actions will be implemented separately from the proposed Home In Tacoma Project housing actions—but some will need to be initiated in conjunction with it.

The housing growth strategy changes are organized into two scenarios intended to solicit community input. The expectation is that the Commission will likely adopt a hybrid approach after the public comment period.

This package pertains primarily to policy level changes to be enacted in the One Tacoma Comprehensive Plan. Once those policies are set, they will direct a second phase to include zoning and standards changes, and other actions.

The current phase does include a package of housing-related minor code changes intended to clarify implementation of previous Council actions and to implement recent state legislative direction.

# Summary of recommendations

## Housing policy guidance

1. Update Tacoma's housing growth vision
2. Set housing targets by income range
3. Refine policy guidance for affordability incentives and requirements
4. Provide clear design guidance for infill housing
5. Clarify policy direction on parking requirements as they relate to housing goals
6. Establish a City anti-displacement strategy
7. Strengthen policy direction to promote reuse of existing structures
8. Establish policies to achieve anti-racism goals in housing
9. Establish policies to improve accessibility/visitability in housing
10. Create green, sustainable and resilient housing

## Missing Middle Housing Actions

1. Change Single-Family Land Use to Low-Scale Residential
2. Expand mid-scale residential along Corridors
3. Create mid-scale residential transition zones around Centers
4. Establish design guidance for infill housing
5. Modify lot, parking and access standards to remove barriers to infill

## Administrative/supportive actions

1. Development barriers review
2. Technical support and education
3. Building code and technology innovation

# Growth Scenarios

The following two housing growth scenarios have been prepared to solicit community input:

Scenario 1: Evolve Housing Choices

Scenario 2: Transform Housing Choices

# Recommendations

## Housing policy guidance

Policy and strategic guidance needed to support housing supply, choice and affordability, reflect community goals and aspirations, and guide housing growth strategy changes

### 1. Update Tacoma's 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.***

This effort builds on Tacoma's robust housing growth vision developed over decades of community dialogue. Yet housing needs and aspirations continue to evolve over time. The following emerging factors merit recognition in the form of an updated housing vision:

- Changing housing needs and preferences call for increasing and diversifying housing supply, affordability and choice throughout our neighborhoods by:
  - Renewing Tacoma's longstanding vision for housing growth Downtown and in Centers
  - Expanding Missing Middle housing options through low-scale infill in existing neighborhoods and mid-scale infill in areas walkable to Centers, Corridors and transit
  - Expanding housing choice to fit the aspirations of our diverse community
  - Strengthening and expanding Tacoma's affordable housing toolkit to partner with the development community
  - Planning for the impacts of growth on urban systems and infrastructure
- Taking steps to ensure that new housing is well designed and complements Tacoma's distinctive neighborhoods by:
  - Using design standards to ensure that infill complements neighborhood patterns and scale
  - Protecting the character of Tacoma's historic districts when infill occurs
  - Promoting reuse of existing structures as an alternative to demolition
- Tacoma's commitment to equity and antiracism call for evolving our housing vision to become more inclusive of all members of our community by:
  - Addressing inequitable access to opportunity in Tacoma's neighborhoods
  - Shifting regulatory language away from "family" to be inclusive of households who define themselves differently
  - Addressing the lingering impacts of systemic racism and facilitating homeownership and wealth-building opportunities for people of color
  - Promoting accessibility for people of different physical abilities
- Tacoma's housing vision should reflect that housing is a fundamental building block of community that affects multiple goals by:
  - Promoting infill in Tacoma as an alternative to urban sprawl, building on long-term investments in urban infrastructure and services
  - Building housing that is sustainable and resilient to address the climate emergency, urban forestry goals, and protect the health of the Puget Sound
  - Promoting infill in walkable areas with transportation choices to reduce car dependency

## 2. Set housing growth targets by income range

The One Tacoma Plan currently has only one housing growth target tied to affordability—that 25% of new housing should be affordable to households earning 80% of AMI. Although this is a strong goal, it does not reflect different levels of needs among low income households.

- Currently 8,000 Tacoma renters have incomes of less than 30% of the AMI for a 2-person household. These renters require deeply subsidized housing provided by nonprofit organizations or rental assistance.
- Another 7,000 renters have incomes ranging between 31 and 50% AMI. A combination of public and private sector housing serves these residents, although the public sector is increasingly serving these residents due to a loss of affordable private sector housing from rising rents.
- Another 9,000 renters earn between 51 and 80% AMI.

Numerical housing goals will depend on overall household growth. 20 year rental goals that enable the city to address housing needs across the income spectrum are likely to range from:

- Rental units affordable at very low incomes (30% AMI and less) = production of 90 to 200 units annually, or 1,800 to 4,000 over 20 years;
- Rental units affordable at low incomes (31-50% AMI) = 80 to 175 units annually or 1,600 to 3,500 over 20 years; and
- Rental units affordable at moderately low incomes (51-80% AMI) = 100 to 230 units annually or 2,000 to 4,600 over 20 years.

Ownership goals will also depend on overall household growth, in addition to interest rates. If the city's ownership holds at 54%, 20 year ownership goals are likely to range from:

- Owner units affordable at moderately low incomes (80% AMI) = 95 to 210 units annually or 1,900 to 4,200 over 20 years;
- Owner units affordable at moderate incomes (81-100% AMI) = 70 to 150 units annually or 1,400 to 3,000 over 20 years; and
- Owner units affordable at missing middle incomes (101-120% AMI) = production of 60 to 140 units annually, or 2,000 to 2,800 over 20 years.

**These goals assume that funding is available to construct new publicly-assisted housing to reach new households earning less than 50 percent AMI. If that is the case, then the city could reach:**

- 50 percent of rental units targets are affordable to households at or below 80 percent of Pierce County AMI; and
- 25 percent of rental units targets are affordable to households at or below 50 percent of Pierce County AMI.

Achieving the most affordable housing goals--thus stabilizing displacement and ensuring socioeconomic diversity in Tacoma--will require a variety of partners and implementation of the AHAS, specifically leveraging publicly owned land for development of deeply affordable housing; increasing housing funding; and bolstering tenant protections and assistance. Strategies will require increasing public interventions as incomes are lower.

## ● Refine policy guidance for affordability incentives and requirements

The private market is not likely to generate housing affordable below 60 percent AMI without public sector subsidies, including the MFTE, leaving unmet need for lower income households. Serving that unmet need is the purpose of affordability incentives (or requirements). Tacoma has implemented targeted inclusionary zoning policies--both voluntary in exchange for development bonuses (Downtown, Mixed-Use Centers, Planned Residential Districts) and mandatory requirements (Tacoma Mall). As allowed by state law, the city also offers a 12-year property tax exemption for developments that provide 20% of units affordable at 80% AMI (rental) and 115% (ownership). Only the MFTE has been successful in generating affordable units. Since 2010, the MFTE program has produced 109 affordable units (of 496 total units). Use of the MFTE has grown significantly since 2016.

Testing the economic feasibility of incentives and requirements is a core part of the Housing Action Plan.

Economic feasibility analyses examining mandatory inclusionary requirements, density bonuses, and use of the MFTE to offset costs for a variety of housing development prototypes, submarkets, and affordability requirements have found that:

- Mandatory inclusionary zoning requirements are not feasible in low to moderate cost areas with the MFTE—but are feasible in high rent areas like downtown. High rent areas can absorb this requirement without compromising financial feasibility.
- In low and moderate markets, use of the MFTE allows developments to reach deeper levels of affordability—including the AHAS goal of 10 percent of units at 50 percent AMI. State law requires that 20 percent of units be affordable and if this were to change, this alternative for compliance could be offered.
- Use of the PTE in downtown Tacoma—and other high-rent markets as they develop—provides the ability to take AMI levels lower to 20 percent of units affordable at 50 percent AMI.

### Preliminary recommendations:

- Link the expansion of Mid-scale Residential areas to use of the MFTE.
- In exchange for density bonuses, flexibility in housing type and site specifications, and expedited review, require at least 10% of units at 50% paired with the PTE for rental projects or 80% AMI without the PTE and 120% AMI for ownership projects, as made available by state law.
- Provide density bonuses and parking waivers to 5-story developments that average 60-80% AMI rents.
- Make inclusionary zoning mandatory for high-rent submarkets with a 20% at 50% AMI requirement.
- Evaluate the benefit of an equivalent fee-in-lieu for high-density projects to support < 50% AMI developments by nonprofit partners.
- Offer bonuses & flexibility to nonprofits & churches with an affordable housing mission developing affordable housing onsite
- Calibrate supplemental housing policies, including surplus land donations, to reflect the housing goals and define Affordable Housing consistently with the needs identified in the Existing Conditions report.

### 3. Provide design guidance for infill housing

To ensure that infill housing is compatible with existing neighborhood patterns, this project draws on adopted design guidance in the Comprehensive Plan and the Infill Pilot Program, as well as best practices for Missing Middle Housing. The following are proposed as core design principles governing the development of design standards for Missing Middle Housing. There is additional design guidance specific to the proposed Low-scale and Mid-scale Residential designations (see below).

#### Recommendations:

- Missing Middle Housing should be located in walkable context with a strong pedestrian orientation
- Missing Middle Housing can achieve a lower perceived density because scale and form is similar to a single-family house (for lower-scale housing types)
- Provide for smooth transitions from Low-scale to higher scale areas by preventing abrupt height and scale changes
- Smaller building footprints and building street frontage, smaller housing units and a low to moderate number of units per building contribute to a lower perceived density
- 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)

### 4. Clarify policy direction on parking relative to housing goals

Building complete neighborhoods means providing transportation choices. Living in walkable, transit-served locations reduces cost burden, reduces environmental impacts and improves public health. The City and partners strive to improve facilities for all travel modes including pedestrians, wheelchair users, bicyclists, transit service and drivers.

The land use side of this comes in the form of vehicular access and parking requirements with development. The City's design standards emphasize the pedestrian environment by directing that vehicular site access from the rear of the site, when feasible. The City also regulates onsite parking, typically requiring 1 to 2 onsite parking places for residential development.

Parking is a big part of the cost of development and takes up space which could be used for housing. While surface parking is generally inexpensive--about \$3,000 per space--it consumes valuable land and conflicts with sustainability goals. Below-ground garage parking, which is a more efficient use of land, is significantly more expensive, reaching \$40,000 per space to construct.

At the same time, in some circumstances parking meets specific needs, such as for accessibility, loading and visitor parking, and parking impacts are a significant community concern when development occurs. This is particularly the case in areas where transit and pedestrian facilities are lacking.

#### Recommendations:

1. In support of Tacoma's adopted transportation policies, including the Green Transportation hierarchy, and in support of housing goals, Tacoma should review parking standards. Generally, parking requirements should be low, while ensuring that essential functions are met. In dense, transit-rich areas, it can be appropriate to waive parking entirely for certain project types. At the same time,

Tacoma should not stand in the way if more parking is desired (the exception is in high density areas, where parking maximums may be appropriate to support growth goals).

2. As part of reviewing parking requirements, Tacoma should deploy tools to help mitigate development parking impacts. Standards should provide parking for people with disabilities, drop-offs, loading and deliveries, unless community facilities are available. In areas with limited onstreet parking, options including neighborhood parking permits, shared parking, or project-specific parking impacts analysis should be considered.
3. The City and transit partners should continue to address ADA, pedestrian and transit gaps and improve transportation choices.

## 5. Establish a City anti-displacement strategy

Lower income Tacoma residents are already experiencing displacement, and displacement risk will continue to increase as the city and region grow. As demonstrated in the Existing Conditions analysis, between 2016 and 2019, rental units priced between \$625 and \$875 per month, serving households with incomes between \$20,000 and \$35,000, declined by 5,300 units. This effort will identify tools that the City can bring to bear, including affordable housing production, to help people, businesses and institutions to remain in their neighborhoods.

Consultant recommended actions include the following. The HET will be reviewing and providing additional, focused recommendations:

1. To ensure equitable distribution of housing opportunities, implement land use changes to allow more missing middle products citywide.
2. 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.
3. Implement a resident preference policy that applies to both residents at-risk of displacement and neighborhoods with high-displacement risk.
4. Ensure that low income homeowners faced with rising property taxes, and seniors and persons with disabilities, are aware of the property tax exemptions and deferrals available through the Pierce County Assessor's office. Market the programs through trusted community organizations (<https://www.co.pierce.wa.us/682/Property-Tax-Exemptions-Deferrals>)
5. 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.
6. Require redevelopment of large parcels with city investment include deeply affordable rental and ownership products (e.g., publicly-assisted rentals, land trust)
7. Coordinate with the Tacoma Housing Division to ensure that residents at-risk of displacement have the resources they need to mitigate eviction and displacement.
8. 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.
9. Empower people of color and others who have been historically under-represented in policymaking to take a stronger role in implementing policy.

## 6. Strengthen policy tools to promote reuse of existing structures

The project objective of promoting housing infill could have an unintended consequence of accelerating demolition of viable structures. This is of concern citywide, and particularly in City designated Historic Districts. The following recommendations are intended to reduce the likelihood of demolitions of viable structures and instead promote reuse and conversions of existing structures.

### Recommendations:

1. Create a regulatory approach, such as Floor Area Ratio (FAR), to control overall bulk and calibrate it to incentivize more, smaller housing units while discouraging demolition and replacement.
2. Avoid creating an economic incentive for demolitions or within Historic Districts.
3. Ensure that Historic Districts design guidelines address infill housing and promote reuse, conversions and additions while discouraging demolitions.
4. Evaluate opportunities to repurpose underutilized or vacant commercial, industrial and/or public buildings into productive residential use, working in partnership with developers.
5. Evaluate Subdivision standards for opportunities where flexibility could allow retention of an existing structure (such as allow a flag lot configuration in instances when it would mean retention of the existing house becomes feasible).
6. Consider adopting salvage standards for reuse of materials when older structures are demolished.
7. Evaluate incentives and support for reuse and conversion of abandoned houses (such as fee waivers)
8. Designate land available for houses being relocated as part of redevelopment.
9. Evaluate non-life safety Building Code flexibility for conversion of existing structures (such as ceiling height).

## **7. Establish policies to achieve antiracism goals in housing**

The Housing Equity Taskforce has provided recommendations, which are reflected below. The HET's full recommendations are attached. The HET took a holistic approach recognizing the many connections between antiracism and housing. At their February 4th meeting, staff will continue the discussion and seek the HET's direction regarding how to reflect antiracism in the Housing Element specifically.

### Observations:

1. Tacoma's housing growth strategy is not meeting our community's housing needs (for supply, affordability and choice)
2. Tacoma's housing crisis has disproportionate impacts on people of color and others facing economic disadvantages
3. Tacoma's housing policies were initially created without equitable representation
4. People of color have less access to the vital livability, accessibility, economic and educational opportunities that come with housing location
5. People care deeply about their homes and neighborhoods and rely on them as investments
6. Without public and nonprofit sector actions, market-rate housing construction will not be enough to meet affordability needs
7. Increasing Missing Middle housing options is an essential part of a multifaceted solution

### Strategies:

- A. Encourage infill of Missing Middle housing types throughout Tacoma's neighborhoods
- B. Encourage infill of mid-scale, walkable urban housing near Centers, Corridors and transit
- C. Use multiple strategies to produce housing affordable for lower income people
- D. Empower people of color and other under-represented groups to fully participate in policymaking
- E. Address inequitable access to opportunity in Tacoma neighborhoods
- F. Combat displacement for residents, businesses and community anchors
- G. Actively address housing inequities resulting from systemic racism

## 8. Establish policies to improve accessibility/visitability in housing

Community members, including the Tacoma Commission on Disabilities, have identified a need for improved access to housing for people with disabilities. The need for barrier-free housing may increase along with the average age of our population. While ADA and Fair Housing requirements require accessibility for multifamily housing, Missing Middle housing types are typically exempt.

### Recommendations:

1. Study accessibility needs and supply, and establish targets for accessible housing supply citywide
2. Work with affordable housing providers to determine whether the accessible public housing inventory is adequate.
3. Establish incentives to increase the proportion of housing stock that is or can be made visitable, particularly for Missing Middle housing types. Utilize the City's leverage for projects receiving incentives, public funding or discretionary permits.
4. Develop an education and awareness campaign targeted to developers and property owners to support and encourage universal design/visitable housing. Integrate visitability into City preapproved designs such as those for ADUs.
5. Empower people with disabilities to fully participate in policymaking.
6. Evaluate Building standards to identify the potential to strengthen visitability incentives or requirements.
7. Continue to implement the City's ADA Transition plan and integrate accessibility in street design standards.

## 9. Create green, sustainable and resilient housing

Tacoma has strong policy guidance calling for sustainability, urban forestry, open space protection, environmental justice, and resiliency in the face of climate change. Adopted policies link environmental goals with housing goals as part of the City's smart growth strategy. Affordable, sustainable and equitable housing goals complement each other:

- Creating walkable/livable neighborhoods in proximity to schools, public transportation and other needs
- Leveraging density and existing infrastructure reduces costs and environmental impacts
- Improving housing access for our most vulnerable communities promotes environmental justice
- Building smaller homes uses less land and resources and costs less
- Promoting infill and mid-scale housing creates less carbon emissions and uses fewer resources
- Promoting green building improves air quality and maintains comfortable temperatures which benefits health and reduces health care costs
- Implementing green building strategies to address climate change, natural and man-made disasters can promote housing resiliency

Sustainable housing doesn't necessarily cost more:

- Technical advances and supply have reduced upfront costs of "green" equipment and materials
- Coordinating upfront on the design strategy can offset any additional "green" features
- Utilities offer attractive incentives and rebates for energy saving design and equipment
- Land Use incentives are available exchanging height/density/parking for green features
- There are builders in the region who have adopted best practices and created a sustainable building market niche, including affordable housing
- Ongoing life cycle costs are lower (utilities, maintenance, repair)

### Recommendations:

1. Incentivize more, smaller housing units through a Floor Area Ratio-based system, making more efficient use of land and increasing the number of people who can live in walkable neighborhoods
2. Evaluate methods including street tree requirements and tree retention actions to counterbalance a likely loss of tree canopy coverage resulting from infill
3. Integrate cost-effective green building standards incentives or requirements
4. Evaluate the potential for an impervious surface cap as an incentive or a requirement for infill housing actions
5. Evaluate methods to reduce overall Vehicle Miles Traveled, and resulting surface water quality impacts, through a Workforce preference policy for affordable housing units
6. Evaluate options to promote reuse of existing structures and salvage of materials after demolition
7. Assess potential to use conservation methods to reduce ongoing household expenses
8. Evaluate infill impacts to waste water and stormwater systems and take appropriate actions

# Missing Middle Land Use Changes

## Shifting from single-family to low-scale residential

*Promote Missing Middle Housing infill by shifting from use-based system to a form-based system intended to ensure that infill fits with neighborhood patterns*

### LAND USE & ZONING:

#### Change the Single-family Land Use Designation to “Low-Scale Residential”

##### Avoid directing growth to sensitive areas:

- Growth in Critical areas, Airport Compatibility Overlay District, Shorelines and other sensitive areas should be avoided to protect resources and reduce hazards

##### Establish a new target density range (for planning purposes), and supportive policies:

- The current Single-family density range is 6 to 12 dwellings/acre (net)
- Missing Middle Housing types can range from 14 to 30+ dwellings/acre (net)

##### Allow more infill housing types:

- The following housing types become Permitted (in most circumstances)
  - Small lot single-family
  - 2-units (duplex, townhouse)
  - 3-units (triplex, townhouse, house + 2 ADUs)
  - Cottage housing
  - Shared housing/cohousing
- The following housing types are Permitted in some circumstances (for example, large lots, corner lots, lots with alleys):
  - Fourplex
  - Small multifamily (5 to 12 units)
  - Tiny/mobile homes

### STANDARDS:

#### Update standards to facilitate infill and ensure compatibility

##### Compatible scale & design:

- Building bulk (height, width and depth) compatible with houses
- Functional yards/open space onsite, require street trees
- Design standards for specific housing types (such as townhouses, or cottages)

##### Make more space (by restoring traditional neighborhood patterns):

- Reduce minimum lot sizes (as low as 2500 sf) and widths (as low as 25 feet)
- Consider setback reductions (for example, the current front setback is 20 feet)
- Review code for barriers to infill housing

##### Pedestrian priority:

- Reduce parking requirements from 2 per unit to 1
- Encourage alley access for cars
- Building and pedestrian orientation to street & sidewalk
- Encourage new housing with fewer physical barriers (“visitable”)

##### Support infill with infrastructure and services:

- Work with service providers to update utilities and infrastructure standards
- Work with transit, emergency services, schools and other providers on service planning

### AFFORDABILITY INCENTIVES:

**Utilize affordable housing incentives to target unmet need, where they can work with the market or support affordable housing providers**

- Offer density & housing type flexibility bonuses for larger projects (5-12 unit) which include affordability of at least 10% of units at 50% paired with the PTE for rental projects or 80% AMI without the PTE and 120% AMI for ownership projects, as made available by state law.
- Offer bonuses & flexibility to nonprofits & churches with an affordable housing mission developing affordable housing onsite
- Require affordability of at least 10% of units at 50% paired with the PTE for rental projects or 80% AMI without the PTE and 120% AMI for ownership projects, as made available by state law, in exchange for residential upzones and streamlined processing

**Current FLUM policy guidance:**

**Single Family Residential**

Qualities associated with single-family residential designations that are desirable include: low noise levels, limited traffic, large setbacks, private yards, small scale buildings, and low-density development. Community facilities, such as parks, schools, day cares, and religious facilities are also desirable components of residential neighborhoods. Limited allowances for other types of residential development are also provided for in the single family designation with additional review to ensure compatibility with the desired, overarching single-family character. In some instances, such as the HMR-SRD, areas designated for single family residential development have an historic mix of residential densities and housing types which should be maintained while allowing for continued expansion of housing options consistent with the single family designation.

*Target Development Density: 6–12 dwelling units/net acre*

- R-1** Single-Family Dwelling District
- R-2** Single-Family Dwelling District
- R-2SRD** Residential Special Review District
- HMR-SRD** Historic Mixed Residential Special Review District

**Proposed new FLUM policy guidance:**

**Low-scale Residential**

Low-scale residential designations provide a range of housing choices built at the general scale and height of detached houses. Standards for low-scale housing types provide flexibility within the range of building width, depth, height 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. Housing types supported include detached houses, accessory dwelling units, duplexes, triplexes, townhouses, cottage housing, and cohousing, with fourplexes and small-scale multifamily 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. 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.

*Target Development Density: 10–25 dwelling units/net acre*

Zoning Districts:

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

## Expanding Mid-scale residential neighborhoods

*Create more space for a moderate urban scale, walkable and transit-served housing serving as a transition between Centers and Corridors and low-scale neighborhoods*

### LAND USE & ZONING:

#### Apply the Multi-family (Low-Density) Future Land Use Designation in more areas

- This FLUM designation allows a range of low to moderate scale multifamily housing

#### Evaluate the current target density of Multi-family Low Density Designation, along with policies:

- The current Multi-family (low-density) target range is 14 to 36 dwellings/acre (net)
- With more flexibility, the appropriate density may be higher than the current range

#### Apply the Multifamily Low Density designation to Corridors

- Corridors are transit-served & connect Centers/neighborhood business districts
- Establish Low-density Multifamily as a baseline, pending future corridor planning efforts

#### Apply Multi-family Low-Density designation within easy walking distance of Corridors

- Creates more housing within easy walking distance from Corridors (such as ¼-mile distance)
- Creates mid-scale transition areas to surrounding low-scale neighborhoods

#### Apply the Multi-family Low-Density designation within easy walking distance of Centers

- Creates more housing within easy walking distance from Corridors (such as ¼-mile distance)
- Creates mid-scale transition areas to surrounding low-scale neighborhoods

#### Allow most housing types:

- Allow mid-scale multi-family housing, in addition to those allowed in low-scale neighborhoods

### STANDARDS:

#### Update standards for more urban, moderate-scale housing and to promote smoother transitions

#### A more urban scale & design features:

- Building bulk (height, width and depth) mid-scale between houses and denser areas
- Smaller yards and onsite open space
- Allow larger building scales than low-scale with wider building widths and depths and more site coverage
- Reduced setbacks
- Transition standards for abutting low-scale neighborhoods
- Require street trees
- Design standards for specific housing types (such as courtyard apartments)

#### Pedestrian priority:

- Parking – 1 or fewer stalls per unit. Consider waiving parking for deeply affordable (<50% AMI) and special needs housing with clientele who do not need cars.
- Encourage alley access for cars
- Building and pedestrian orientation to street & sidewalk
- Encourage “visitability”; ADA accessibility required for larger buildings

#### Support infill with infrastructure and services:

- Work with service providers to update utilities and infrastructure standards

- Work with transit, emergency services, schools and other providers on service planning

**AFFORDABILITY INCENTIVES:**

**Utilize affordable housing incentives where they can work with the market**

- Extend Multifamily Tax Exemptions option, tied to affordability (the 12-year option) to Mid-scale Residential areas.
- Impose affordability requirements of 10% of rental units at 50% AMI with the PTE and 10% of rental units at 80% of AMI without the PTE.

**Current FLUM policy guidance:**

**Multi-Family (low-density)**

This district enjoys many of the same qualities as single-family neighborhoods such as low traffic volumes and noise, larger setbacks, and small-scale development, while allowing for multi-family uses and increased density along with community facilities and institutions. The Multi-Family (low-density) district can often act as a transition between the single-family designation and the greater density and higher intensity uses that can be found in the Multi-Family (high density designation) or commercial or mixed- use designations. This designation is more transit-supportive than the Single Family Residential areas and is appropriate along transit routes and within walking distance of transit station areas.

*Target Development Density: 14–36 dwelling units/net acre*

**R-3** Two-Family Dwelling District

**R-4L** Low-Density Multiple-Family Dwelling District

**Proposed FLUM Policy Vision:**

**Mid-Scale Residential**

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 to 4 stories, a range of building widths and depths that prevents overly massive structures and provides visual variety from the street, smaller building setbacks and more site coverage than low-scale, and a strong pedestrian orientation. Standards provide for a smooth transition from low-scale residential areas by methods including matching low-scale building height maximums where mid-scale residential abuts or is across the street from low-scale areas. 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. 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 the neighborhood scale and defining features. *Target Development Density: 15-45 dwelling units/net acre*

Zoning Districts:

R-3 Mid-scale Residential District

R-4L Mid-scale Residential District

# Administrative/Supportive actions

Administrative, permitting, educational, technical and other actions the City can take to support infill housing development

## 1. Development barrier reduction

The City and TPU are responsible for ensuring safety, functionality and consistency with applicable rules and standards for new development. However, building, utility and infrastructure permitting costs--and, more significantly, the review timeline--drive up the cost of developing new housing units. The cost to develop new housing in Tacoma's market is high, due to increases in labor and materials costs, and the city has little control over these factors.

Predictability of application reviews has significant value for developers. Providing expedited review for affordable developments and missing middle housing is an effective way to incentivize production of affordable units and increase housing diversity. The AHAS calls for a project coordinator to assist with permitted processing for affordable and infill development.

This effort will identify potential to lower the cost of developing and maintaining infill housing by:

- Streamlining the permitting process for new infill housing projects.
- Assessing building, utility and infrastructure standards for opportunities to promote infill housing, while ensuring consistency with legal, functional and safety requirements
- Assessing the potential for permit and/or utility fee subsidies or waivers on affordable units

## 2. Technical support and education

The City is also exploring how to support infill development with information and education. Potential actions include the following:

- Providing preapproved Accessory Dwelling Unit plans or other guidance
- Providing design guidance for other infill housing types
- Providing how-to guides for homeowners and developers for infill housing
- Working to build development and finance industry comfort with Missing Middle Housing types
- If funding were available, partnering with the finance industry to assist with financing for infill housing types
- Advise on best practices in affirmative marketing of affordable and infill units for rent and for sale
- Bring an antiracism focus by helping people of color overcome economic barriers of systemic racism

## 3. Leveraging new building technologies and building codes to lower development costs

- Tacoma should review its building code as technology develops to allow and accommodate innovative materials and building types including wood framing for 6 and 7 story buildings; shipping containers; and prefabricated housing. This review should occur now to ensure an efficient implementation and attract developers piloting these innovations.
- Tacoma should evaluate utilities, infrastructure and service standards to support new housing infill options and to identify potential opportunities for more efficient or lower-cost approaches (such as evaluating whether approaches used for higher density development may work in Low-scale Residential areas)

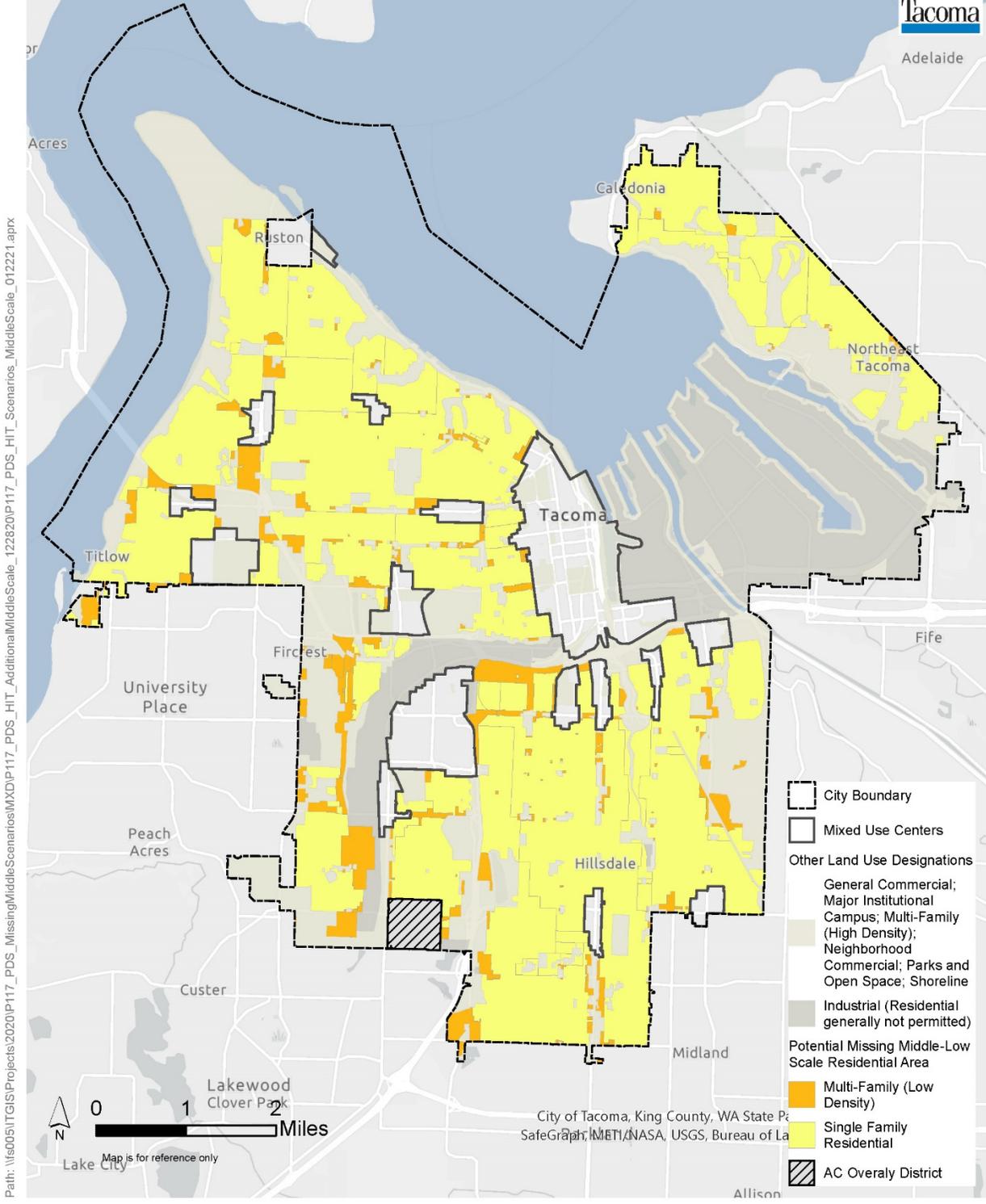
# Growth Scenarios

The following housing growth scenarios incorporate housing growth strategy changes proposed for the Missing Middle Applicability areas included in the project scope. The distinction between the two scenarios is the transitions from Low-scale Residential to Mid-scale Residential. The Planning Commission has prepared two housing growth strategy scenarios, to gauge community perspectives. It is likely to result in a hybrid approach.

Scenario 1 - Evolve Housing Choices

Scenario 2: Transform Housing Choices

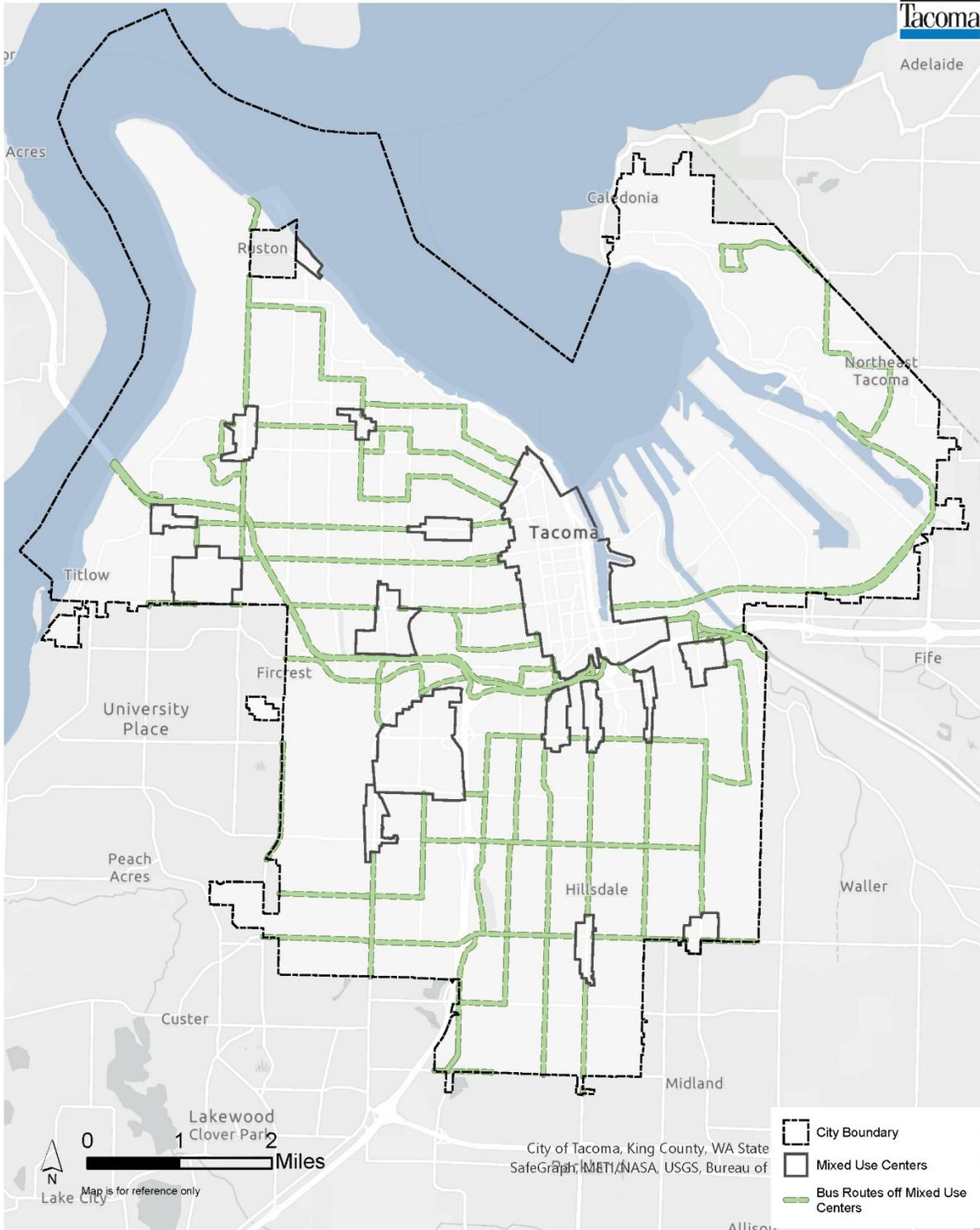
# Potential Missing Middle Applicability Area



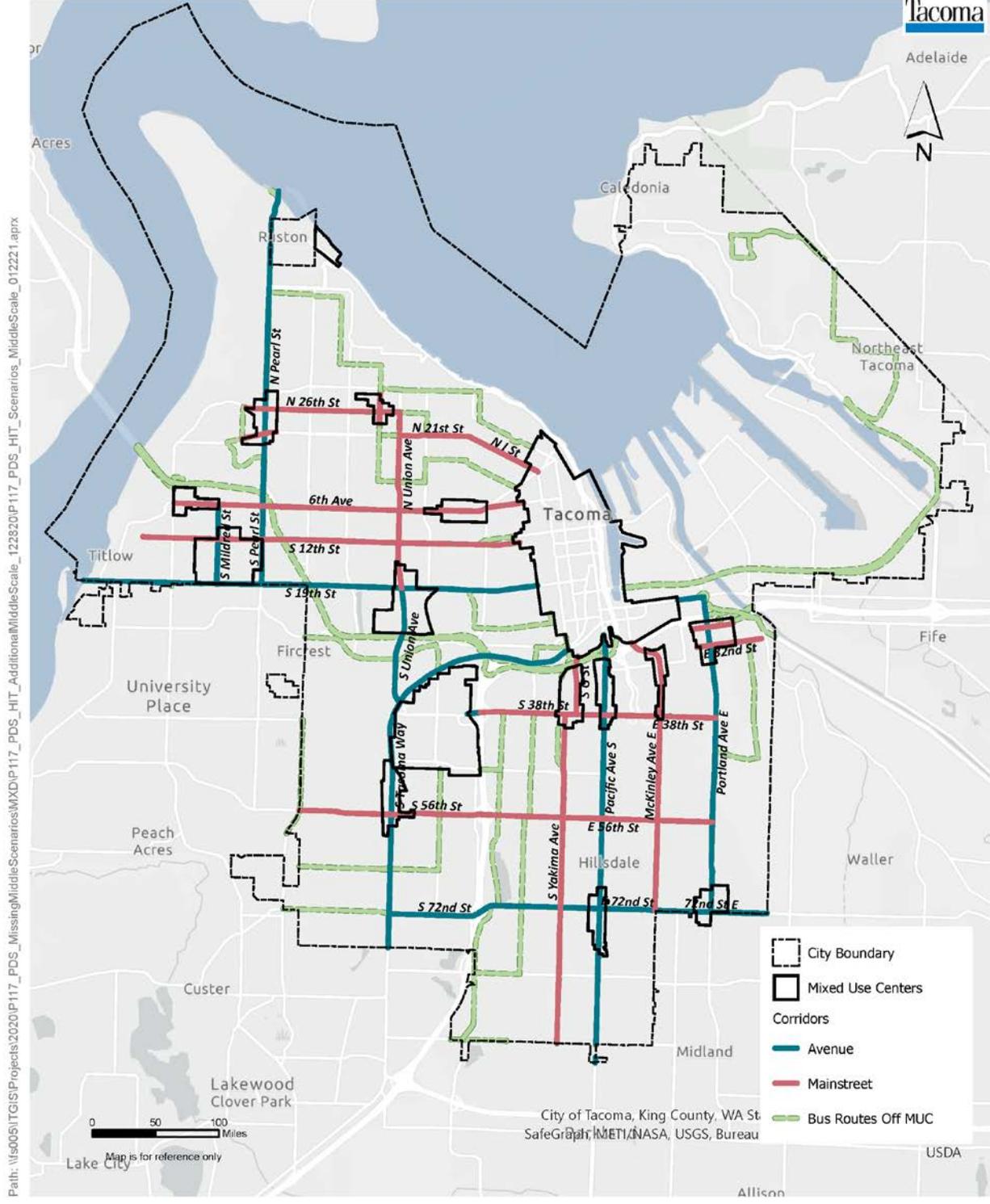
# Bus Routes



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# Centers, Corridors & Bus Routes

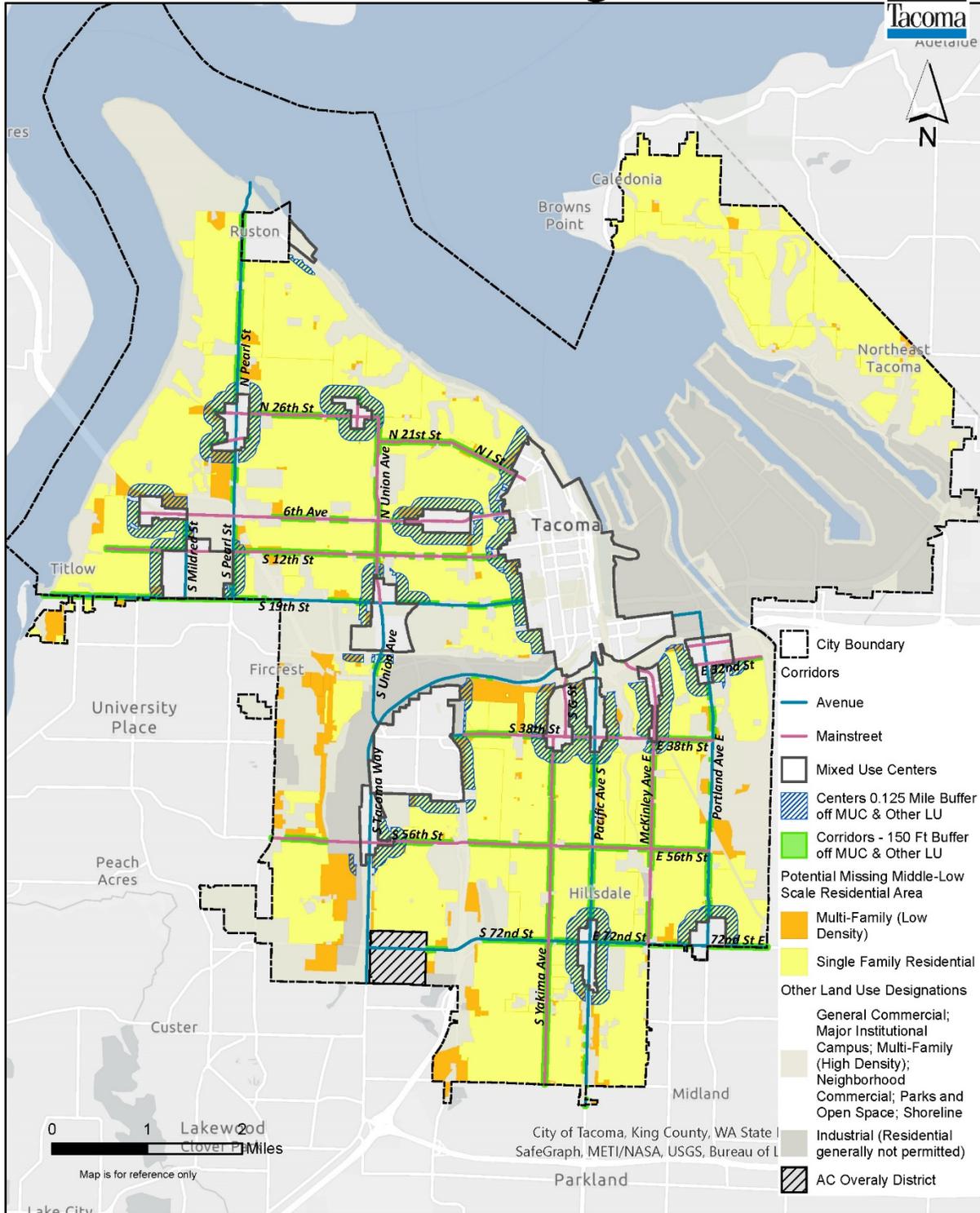


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# Scenario 1-Evolve Housing Choices



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# Scenario 2-Transform Housing Choices



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