# PRESENTATIONS

Meeting on October 2, 2019

<table>
<thead>
<tr>
<th>Agenda Items</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Tideflats Subarea Plan – Work Plan (PowerPoint Slides, for Discussion Item D-1)</td>
<td>3 – 14</td>
</tr>
<tr>
<td>2. Affordable Housing Action Strategy (PowerPoint Slides, for Discussion Item D-2)</td>
<td>15 – 34</td>
</tr>
<tr>
<td>3. Affordable Housing Action Strategy – Tentative Work Plans (Handout, for Discussion Item D-2)</td>
<td>35 – 36</td>
</tr>
</tbody>
</table>
TIDELFLATS WORK PLAN
MANUFACTURING/INDUSTRIAL CENTER
MANUFACTURING/INDUSTRIAL CENTER

• A designation established in 2002 in the Puget Sound Regional Council’s VISION 2040 and the City of Tacoma’s Comprehensive Plan.

• Nine MICs designated in the Puget Sound Region targeted for significant regional employment growth.

• Manufacturing and industrial uses are protected from encroachment.

• Designation provides regional funding priority for major transportation projects, e.g., Port of Tacoma Road, Taylor Way, SR 167, and freight projects.
BENEFITS OF A SUBAREA PLAN

• Coordinated approach to development
• Improved predictability for permitting
• Increased eligibility for transportation funding
• Enhanced / streamlined environmental review
• Strategic capital investment
INTERGOVERNMENTAL AGREEMENT

• Resolution No. 40113

• Established Funding Partners
  • City of Tacoma
  • Port of Tacoma
  • Puyallup Tribe of Indians

• Contingent on mutually satisfactory work plan
  • Steering Committee Approved on Feb. 8, 2019
    • City of Tacoma
    • Port of Tacoma
    • Puyallup Tribe of Indians
    • Pierce County
    • City of Fife
WORK PLAN OVERVIEW

What it is

• General Content
• Advisory
• Intergovernmental

What it isn’t

• Scope of Work
• Approval
• Complete Community Process
WORK PLAN - PARTNERSHIPS

• Project Management Team (City Lead)
  • Conducts day to day plan process

• Staff Leadership Team
  • Advisory to the Project Management Team

• Steering Committee
  • Comprised of elected representatives
  • Provides recommendations to Planning Commission and City Council
COMMUNITY ENGAGEMENT

• Work Plan addresses inter-governmental planning requirements;
• Establishes Role for Stakeholder Advisory Group/Technical Advisors
• Identifies a need to develop a Public Engagement Plan to guide process
## WHAT WILL THE PLAN ADDRESS?

### Plan Concept or Vision
- Preservation of industrial land base
- Economic role of the Manufacturing and Industrial Center
- Relationship to Comprehensive Plan
- Relationship to adjacent areas

### Environment
- Protection of sensitive areas management
- Air pollution and greenhouse gas emissions
- Contaminated soils
- Environmental risks and hazard areas, including sea level rise
- Opportunities for proactive environmental remediation

### Land Use
- Employment growth targets
- Description of appropriate industrial and manufacturing uses
- Incompatible land uses
- Buffers for industrial uses and appropriate transitions
- Mitigation of aesthetic impacts

### Economy
- Economic development and growth strategies for the region
- Maintain and expand family wage jobs
- Key sectors and industry clusters

### Public Services and Facilities
- Capital plans and investments to meet targeted growth

### Transportation
- Freight movement
- Employee commuting
- Transit and mode splits
- Priority projects
- Financing strategy
- Design standards
SUBAREA PLAN PROCESS
– WITH ENVIRONMENTAL REVIEW

- Consultant Selection
- Scoping
- Draft EIS
- Planning Commission Review
- Final EIS
- Steering Committee Plan Development
- City Council Legislative Process
RESOURCES ONLINE

- www.cityoftacoma.org/tideflatsplan
- www.cityoftacoma.org/tideflatsinterim
- www.cityoftacoma.org/onetacoma
- www.psrc.org/centers
Affordable Housing

Action 1.2: Inclusionary Zoning
Action 1.8: Diverse Housing Types

Planning Commission
October 2, 2019
Objectives

• AHAS Planning actions overview
• Initiating a planning work program
• Seeking input on:
  • Scope of work
  • Phasing and schedule
  • What analysis is needed
  • Coordination with related efforts
  • Outreach approach
Why AHAS?

• 40% of households in Tacoma (nearly 33,000) are considered “cost burdened”

• Housing costs continue to rise much faster than incomes
AHAS Strategic Objectives & Tactical Teams

**Objective 1 – Create more homes for more people**

- **Action 1.2** Inclusionary Zoning
- **Action 1.3** Multi-Family Property Tax Exemption (MFTE)
- **Action 1.4** Surplus Land Policy
- **Action 1.6** Capital Improvements
- **Action 1.8** Diverse Housing Types
  - **Action 1.9** Housing Trust Fund
  - **Action 1.12** Streamline Permit Review Process

**Objective 2 – Keep housing affordable and in good repair**

- **Action 2.1** Derelict Housing
- **Action 2.3** Owner Occupied Housing Repair

**Objective 3 – Help people stay in the homes and communities**

- **Action 3.1** Tenant Protections
- **Action 3.2** Resources for Households Experiencing Crisis

**Objective 4 – Reduce barriers for people who often encounter them**

- **Action 4.1** Streamline Rental Assistance

---

**10-YEAR TARGET:**

- **6,000 NEW UNITS**

**TOTAL 10-YEAR INVESTMENT:**

- **$15-$33 MILLION**
Housing Element Updates (2019)

- Integrated the AHAS as implementation strategy
- Updated Housing Element policies
  - Inclusionary Zoning (modify and expand existing)
  - Explore “Missing Middle” housing approaches
  - Coordinate public investments with affordable housing
  - Expand tenant protections
  - Prioritize households with the greatest need
  - Consider access to opportunity as part of housing actions

Inclusionary Zoning is a local government program that requires or incentivizes the inclusion of below-market-rate units in a development that is otherwise a market-rate development.

“Missing Middle is a range of multi-unit or clustered housing types compatible in scale with single-family homes that help meet the growing demand for walkable urban living.”
Diverse Housing Types (1.8) Encourage more diverse types of housing development through relaxed land use standards, technical assistance, and financial incentives.

- Market-based tool
- “Naturally occurring” affordability
- Middle range of housing types
- Infill in existing neighborhoods (typically)

Inclusionary Zoning (1.2) Modify inclusionary housing provisions to target unmet need and align with market realities.

- Market-based tool
- Dedicated affordability in exchange for incentives/bonuses
- Ongoing monitoring
- Higher density projects
1.2 What is Inclusionary Zoning?

• Goal is to harness the “engine” of private development to support affordability

• Concept is that incentives offset the cost to subsidize below-market affordable units

• Generally requires little direct public subsidy

• Generally focused on areas designated for higher intensity development
Benchmarking

Inclusionary Housing Program Manuals

Current Manuals
- Inclusionary Affordable Housing Program Monitoring and Procedures Manual (2018)
- Inclusionary Manual Updates Overview
- ACHCD Housing Preference and Lottery Procedures Manual

Archived Manuals
- Inclusionary Affordable Housing Program Monitoring and Procedures Manual (2013)
- Residential Inclusionary Affordable Housing Program Monitoring and Procedures Manual (2017)
- Inclusionary Housing Procedures Manual (1992)

General Information
- Planning Code Section 413
- San Francisco Planning Department Inclusionary Housing Program Information
- Inclusionary Housing Program Pipeline & Other Data

Affordable housing supported by Incentive Zoning payments

New Universe House - 12 units, Compass Housing Alliance
- Neighbors/CoH health care on site
- On-site wellness center
- Formerly homeless people and veterans

Compass on Dexter - 15 units, Compass Housing Alliance
- 5% 2- and 3-bedroom family units
- On-site child care center and play area
- On- and off-site services

Plaza Roberto: 192 units, El Cenit de la Raza
- Public space, child development center and multi-cultural community center
- 80% 2- and 3-bedrooms family units
- Next to Beacon Hill Light Rail Station

Mt. Baker Lofts - 17 units
- Affordable housing project for artists & families
- Nearest BART, Baker Light Rail Station
- Affordable childcare

Arbora Court - 133 units
- Affordable housing
- 43% 2- and 3-bedroom family units
- 48 units for formerly homeless families
- Low-income individuals and families

The Allied - 39 units, Capitol Hill Housing
- Formerly contaminated site
- 50% 2-bedroom units
- Low-wage workers

Visit our new website SF.gov
Common Program Parameters (policy levers)

Mandatory vs. Voluntary
• Mandatory – Bonuses are offered, but affordable housing is required in new development regardless of whether utilized
• Voluntary – Bonuses are offered, and affordable housing is only required in new development if the bonuses are utilized

Project Thresholds
• Minimum project size (such as minimum 20 units)

Affordable Housing Requirements
• Set aside requirements (usually a percentage of the units provided)
• Affordability levels (50% AMI, 60% AMI, 80% AMI, etc.)
• Period of control (how long the units must stay “affordable” – such as 50 years)

Coupled with Incentives:
• Development bonuses (increased density, FAR, height, etc.)
• Permit streamlining/expedited approvals
• Fee waivers, Parking reductions
# Tacoma’s Existing Provisions

<table>
<thead>
<tr>
<th>Area</th>
<th>Type</th>
<th>Bonuses</th>
<th>Affordable Units required</th>
<th>Affordability (rental)</th>
<th>Duration</th>
<th>Payment option</th>
<th>Units produced</th>
</tr>
</thead>
<tbody>
<tr>
<td>Downtown Regional Center 1999, modified 2015</td>
<td>Voluntary</td>
<td>FAR bonuses</td>
<td>50% of bonus units</td>
<td>50% AMI</td>
<td>50 years</td>
<td>Yes ($10k)</td>
<td>0</td>
</tr>
<tr>
<td>Tacoma Mall Regional Center IZ Pilot 2018</td>
<td>Mandatory</td>
<td>Height increases</td>
<td>10% of units in project</td>
<td>50% AMI</td>
<td>50 years</td>
<td>No</td>
<td>0</td>
</tr>
<tr>
<td>Mixed-Use Centers 2009, modified 2015 and 2018</td>
<td>Voluntary</td>
<td>Height bonuses</td>
<td>20% of units</td>
<td>80% AMI (tied to MFTE)</td>
<td>12 years (tied to MFTE)</td>
<td>Yes ($10k)</td>
<td>0</td>
</tr>
<tr>
<td>Private upzones 2015</td>
<td>Mandatory</td>
<td>Upzone of property</td>
<td>25% of additional units</td>
<td>50% AMI</td>
<td>50 years</td>
<td>Yes ($5k)</td>
<td>8, $225,000</td>
</tr>
<tr>
<td>Planned Residential Districts 2015</td>
<td>Voluntary</td>
<td>Density bonus</td>
<td>50% of bonus units</td>
<td>50% AMI</td>
<td>50 years</td>
<td>Yes ($10k)</td>
<td>0</td>
</tr>
</tbody>
</table>
IZ – Initial Council Input

- Preference for Voluntary over Mandatory
- Not willing to impact overall housing production to increase the amount of dedicated affordable housing
- Incentives and bonuses focused on upzoning, reduced development standards
- Generally, pursue upzoning through Neighborhood Planning efforts
1.8: What are Diverse Housing Types?

A wider range of housing options is one way to support broader affordability (not dedicated affordability)

• Smaller homes typically cost less (“naturally occurring affordability”)
• Infill in existing neighborhoods
• Can increase access to opportunities
• Helps to accommodate growth at moderate scales
• More flexibility and options for property owners
• Neighborhood stability (e.g., age in place)
Tacoma’s growth vision

Target: 54,741 housing units by 2040

- Primarily multifamily, in Centers
- 75% of residential area is single-family
- Limited area for mid-range density
Recent Actions

• Small Lot Standards (2015)
• Accessory Dwelling Units Code Updates (2019) and review (2020)
• Residential Infill Pilot Program 2.0 (ongoing)
• Future Land Use Map (FLUM) rezones (2019)
• Administrative steps
Benchmarking

NEIGHBORHOODS FOR ALL
Expanding Housing Opportunity in Seattle’s Single-Family Zones

Fall 2018
Policy “levers”

• Rezones/modifications to zoning
• Changes to development standards
• Administrative steps to reduce costs/streamline review
• Utilities standards review
• Education/technical support
• Subsidies and incentives
Preliminary Recommendations

Phased approach: Immediate, Short-term
Components of the analysis

• Broad equitable communication strategy
• Market-based analysis
  • Matching housing needs to proposed actions
  • Feasibility (will the market respond?)
  • Displacement risk analysis
• Urban design and neighborhood character
• Utilities, infrastructure, transportation, services
• Equity, access to opportunity
### Work program phases

#### Inclusionary Zoning (1.2)
- Market Study
- Incentives Code Updates
- Tacoma Mall IZ Pilot Update
- MUC & Downtown Bonus Program Update
- Pacific Avenue Corridor Plan (including IZ)
- Other Neighborhood Plans (including IZ)
- Coordination

#### Diverse Housing Types (1.8)
- ADU Review
- Infill Pilot Program 2.0
- Housing Element updates
- Growth Strategy Evaluation (with Market Study)
- One Tacoma Comp Plan updates
- Administrative actions
- Coordination (Urban Design, GMA Update, others)
Next Steps

• Develop the planning work program
• Integrate Commission on:
  • Scope of work
  • Phasing and schedule
  • What analysis is needed
  • Coordination with related efforts
  • Outreach approach
• Benchmarking
• Develop public/stakeholder engagement strategy
### Tentative Work Plan - Diverse Housing Types (AHAS Action 1.8)

<table>
<thead>
<tr>
<th>Policy and Code Development Actions</th>
<th>Immediate</th>
<th>Short Term</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accessory Dwelling Unit Review</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Infill Pilot Program 2.0 development</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Housing Element update to integrate the AHAS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Growth Strategy Evaluation to promote housing options</td>
<td></td>
<td></td>
</tr>
<tr>
<td>One Tacoma Plan update to integrate revised Growth Strategy</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Administrative/internal Actions</th>
<th>Immediate</th>
<th>Short Term</th>
</tr>
</thead>
<tbody>
<tr>
<td>Development cost reduction evaluation: Ph. 1 ADUs &amp; Small-lot Single-family</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pre-Approved Housing Plans: Ph. 1 ADUs &amp; Small-lot Single-family</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Development cost reduction evaluation: Ph. 2 Other housing types</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pre-Approved Housing Plans: Ph. 2 Other housing types</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Housing/permitting financial assistance (e.g., financing tools)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Community education/capacity-building (e.g., developer trainings)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Coordinated/Related Efforts</th>
<th>Immediate</th>
<th>Short Term</th>
</tr>
</thead>
<tbody>
<tr>
<td>Urban Design Studio - Development/creation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>AHAS 1.5 Fee waiver eligibility</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pierce County Buildable Lands Report</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Countywide Planning Policies Updates</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- Groundwork (Preparation, Initial Research, Outreach Strategy, etc.)
- Scoping (Alternatives Analysis, Initial Engagement, etc.)
- Analysis and Outreach
- PC Release, Hearing and Recommendation
- CC Review, Hearing and Decision
- Implementation
- Legislative Decision
- Administrative Rollout
# Tentative Work Plan - Inclusionary Zoning (AHAS Action 1.2)

<table>
<thead>
<tr>
<th>Policy and Code Development Actions</th>
<th>Immediate</th>
<th>Short-Term</th>
</tr>
</thead>
<tbody>
<tr>
<td>Market Study (with other AHAS incentives)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Incentives Code Update (with AHAS 1.8)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tacoma Mall IZ Pilot Program Update</td>
<td></td>
<td></td>
</tr>
<tr>
<td>MJC &amp; Downtown Bonus Program Update</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pacific Avenue Corridor Plan (including IZ)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other Neighborhood Plans (including IZ)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Project Phasing Key**
- Groundwork (Preparation, Initial Research, Outreach Strategy, etc.)
- Scoping (Alternatives Analysis, Initial Engagement, etc.)
- Analysis and Outreach
- PC Release, Hearing and Recommendation
- CC Review, Hearing and Decision
- Implementation
- Legislative Decision
- Administrative Rollout