



**South Sound Housing Affordability Partners  
Executive Board**

**Amended Meeting Agenda**

3602 Pacific Ave Tacoma, WA 98418 | Muckleshoot Conference Room

Dial: 253-215-8782 Meeting ID: 983 7464 3754

Webinar Link: <https://piercecountywa.zoom.us/j/98374643754>

December 2, 2022 8:30 a.m.

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Chair Mayor Victoria Woodards, Vice Chair Councilmember Hunter George, Mayor Nancy Backus, Councilmember Kevin Ballard, Mayor Daryl Eiding, Mayor Kim Roscoe, Mayor Tracie Markley, Councilmember Linda Farmer, Mayor Shanna Styron Sherrell, Executive Bruce Dammeier, Councilmember Ryan Mello, Councilmember Annette Bryan, Deputy Mayor Ned Witting, Councilmember Charla Neuman, Mayor Dick Muri, Councilmember Denise McCluskey, Councilmember Christi Keith (Alternate), Councilmember Lisa McClellan (Alternate), Councilmember Jim Andrews (Alternate), Mayor Jason Whalen (Alternate), Mayor Steve Worthington (Alternate)

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**I. CALL TO ORDER**

8:30

ROLL CALL

INTRODUCTORY QUESTION

**Question:** It is December and if you're a sports fan you have many options to choose from: the World Cup in Qatar, college football conference championship games, NFL and NBA seasons, to college basketball. What's your go to watch this time of year?

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**II. REVIEW AGENDA/AGENDA MODIFICATIONS**

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**III. CONSENT AGENDA**

**Action:** Motion to approve the Consent Agenda

ATTACHMENTS: Minutes of November 4, 2022 Executive Board meeting

[LINK](#)

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**IV. PUBLIC COMMENT**

This is the time set aside for the public to comment on Resolutions, Ordinances, and Final Action. To request to speak virtually, please press the Raise Hand button near the bottom of your Zoom window or \*9 on your phone; if speaking in person, please sign in on the public comment form in the conference room. Your name or the last four digits of your phone number will be called out when it is your turn to speak.

The Executive Board meeting can be heard by dialing 253-215-8782 or through Zoom at <https://piercecountywa.zoom.us/j/98374643754> and entering the Meeting ID 983 7464 3754. Written comments may be submitted to [jason.gauthier@piercecountywa.gov](mailto:jason.gauthier@piercecountywa.gov) Friday before 8:00 a.m. prior to the monthly Executive Board meeting for the Public Comment period. Comments will be compiled and sent to the Executive Board and posted on the SSHA<sup>3</sup>P website at: [piercecountway.gov/sshap](http://piercecountway.gov/sshap)

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**V. PRESENTATIONS & RESOLUTIONS**

**A. Regulatory Barriers & Cost Drivers of Market Rate Housing**

8:40 – 9:00

**Purpose:** Presentation regulatory barriers and cost drivers of market rate housing development by Jason Gano, Government Affairs Director of the Master Builders Association of Tacoma-Pierce County.

**Action:** Executive Board questions for Jason Gano

ATTACHMENTS: Market Rate Housing Development Presentation

[LINK](#)

**B. Housing Toolkit**

9:00 – 9:30

**Purpose:** Presentation of housing toolkit program and policy decision package as prescribed in Strategy 1A of the 2022 Work Plan by Jason Gauthier-SSHA<sup>3</sup>P Manager.

**Action:** Executive Board question, discussion, and direction for staff on development of the Housing Toolkit policy and program priorities.

ATTACHMENTS: Housing Toolkit Presentation

[LINK](#)

Housing Toolkit Memorandum

[LINK](#)

**C. Resolution No. 2022-07 - 2023 Work Plan**

9:30 – 9:40

**Purpose:** Presentation Resolution No. 2022-07, adopting the 2023 SSHA<sup>3</sup>P Work Plan by Jason Gauthier, SSHA<sup>3</sup>P Manager.

**Action:** Motion to approve Resolution No. 2022-07

ATTACHMENTS: Res. No. 2022-07 2023 Work Plan Presentation

[LINK](#)

Resolution No. 2022-07

[LINK](#)

Attachment A – 2023 SSHA<sup>3</sup>P Work Plan

[LINK](#)

**D. Advisory Board Update**

9:40 – 9:55

**Purpose:** Presentation on status and projected role and responsibility of the SSHA<sup>3</sup>P Advisory Board.

**Action:** Executive Board discussion and direction for staff on development SSHA<sup>3</sup>P Advisory Board roles and responsibilities.

ATTACHMENTS: Advisory Board Presentation

[LINK](#)

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**VI. REPORT BY THE SSHA<sup>3</sup>P MANAGER**

9:55

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**VII. UPDATES/COMMENTS OF THE EXECUTIVE BOARD**

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**VIII. ADJOURN**

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South Sound Housing Affordability Partners  
Executive Board Meeting Minutes

November 4, 2022

8:30 – 10:00 a.m.

**Executive Board:** Mayor Nancy Backus, City of Auburn – present  
Councilmember Kevin Ballard, City of DuPont – present  
Mayor Daryl Eiding, City of Edgewood - present  
Mayor Kim Roscoe, City of Fife - present  
Councilmember Jim Andrews, City of Fircrest – present  
Mayor Tracie Markley, City of Gig Harbor – present  
Councilmember Linda Farmer, City of Lakewood – present  
Mayor Shanna Styron Sherrell, City of Milton – present  
Executive Bruce Dammeier, Pierce County - excused  
Councilmember Ryan Mello, Pierce County – present  
Deputy Mayor Ned Witting, City of Puyallup – present  
Councilmember Annette Bryan, Puyallup Tribe – present  
Mayor Dick Muri, Town of Steilacoom – present  
Councilmember Charla Neuman, City of Sumner – present  
Chair, Mayor Victoria Woodards, City of Tacoma – present  
Mayor Steve Worthington, City of University Place (alternate) – present

**Staff:** Jason Gauthier, SSHA<sup>3</sup>P Manager  
Becki Foutz, Administrative Assistant

**Guests:** Brian Lloyd, Bryan Schmid, Cynthia Stewart, Felicia Medlin, John Howell, Katie Baker  
Kennith George, LeighBeth Merrick, Liz Crouse, Mary Connolly, Patti Spaulding-Klewin, Paul  
Loveless, Riley Guerrero, Ryan Windish, Taylor Jones, Ted Richardson, Tiffany Speir

MINUTES

TOPIC/ WHO	DISCUSSION	ACTION
Call to Order	Mayor Woodards called the meeting to order at 8:34. SSHA <sup>3</sup> P Manager Gauthier called roll, per above; a quorum was present.	Welcome!
What Upcoming Fall or Winter Event in Your Community Are You Excited About?	Mayor Woodards – The Tacoma-Pierce County Chamber’s Officials Reception Mayor Eiding – tree lighting, the day after Thanksgiving Mayor Sherrell – Santa parade, December 22 Deputy Mayor Witting – Reopening of rec center following renovation, November 14, and Holiday market/Santa Parade, December 3 Mayor Worthington – Opening newly constructed and dedicated Veterans Plaza, November 11 at 11:00 in Cirque Park Councilmember Ballard – Veterans Day celebration, November 11, 3:00 – 10:00 p.m. in DuPont at Forward Operating Base Brewery Mayor Muri – has four Veterans Day events to attend	

TOPIC/WHO	DISCUSSION	ACTION
<p><b>What Upcoming Fall or Winter Event in Your Community Are You Excited About?</b> Continued</p>	<p>Mayor Backus – Memorial Service at 9:45, and Veterans Day parade (largest W of the Mississippi!) featuring fly-overs at 11:00 a.m. and 15 marching bands Mayor Markley – tree-lighting special event downtown Councilmember Mello – Mayor Woodards gets inaugurated as the National League of Cities President in Kansas City</p>	
<p><b>Consent Agenda</b></p>	<p>Any additions to the agenda? None. Mayor Backus moved to approve the consent agenda. Tracie &amp; Steve seconded. The consent agenda was adopted.</p>	<p>Motion approved; the agenda was approved</p>
<p><b>Public Comment</b></p>	<p>Mayor Woodards invited the public to comment.</p>	<p>None</p>
<p><b>Affordable Housing Development</b> 101 Brian Lloyd, Beacon Development</p>	<p>Jason introduced Brian Lloyd, VP of Beacon Development Group, regional affordable housing development consultant that's been around since 1999. They've done about 100 projects, creating 6500 units, at almost \$1.5B in value, throughout Washington, California, and Oregon. Their work in Pierce County thus far has been in Tacoma, and includes the YWCA, Harborview Manor on Fawcett, and two projects with Hilltop Churches: Shiloh Baptist and are working on developing 80 affordable senior properties for Greater Christ Temple Church.</p> <p>Key challenges that affordable housing developers include construction costs, land costs and availability, length of development timeline, and lack of predictability. Jurisdictions can participate in helping mitigate the length of development timeline. Permits, entitlements, community engagement and assembling funding take a while. If a jurisdiction has planners dedicated to affordable housing and are motivated to advance the affordable housing issues in a community, that's key. Does the jurisdiction have a plan for identifying public lands, and does it have a priority for disposing those properties to affordable housing uses? A predictable path toward permitting is of huge value. Having reductions for affordable housing, or even waivers, is a key contribution to the process. Having commitments around how utilities engage with affordable housing developers is very attractive.</p>	<p>Informational</p>

TOPIC/WHO	DISCUSSION	ACTION
<p><b>Affordable Housing Development 101-</b> Brian Lloyd, continued</p>	<p>Sufficient property with sufficient zoning's critical. Does the jurisdiction have sufficient amount of land designated for multi-family use? A density bonus for affordable housing is very attractive and an incentive. When jurisdictions have identified land that's appropriate for</p> <p>The type of developments that Beacon works on generally have 75-100 units, to make use of tax credits and HUD funding for multi-family properties. But affordability can definitely be addressed through multiple types of housing.</p> <p>Deputy Mayor Witting asked what the most effective density bonuses are. Near transit including light rail, rapid bus service. If the surrounding area's zoned for three- or four-story, if affordable housing can add a fifth story, that would be a huge benefit. Allowing greater units allows greater cost efficiency. The amount of the bonus depends on the jurisdiction. Garages reduce the number of units. There's a struggle to right-size parking. Even when near transit, people want their vehicles. Affordable housing sited in the right location should have high walkability and lots of services and transit. Then parking reduction is appropriate and extremely beneficial, because with the cost of land, if we dedicate land to parking, we're losing units. Mayor Backus said that they have roughly 800 affordable multi-family units downtown and residents come with vehicles and are not willing to pay for garage space, so they pour out into the streets and sometimes get tickets for parking too long. How do we find the right mix? We're not seeing a reduction of cars yet. Brian suggested encouraging people to be creative, providing alternative transportation like having rental cars available in the building and/or giving residents transit passes.</p> <p>What's a local jurisdiction able to offer in terms of funding? It doesn't always have to be a lot of money. It's extremely valuable when jurisdictions dedicate funds towards affordable housing and have predictable application and allocation processes. Brian encouraged the group to consider local levies; local funds can leverage other funding. Having a predictable process for funding is an advantage.</p> <p>Brian opened for questions. Mayor Worthington thanked Brian and asked the top three things that make the biggest difference. Funding, public land disposition and showing developers that you're affordable housing friendly, whether that's having planners in place or an expedited permitting process.</p> <p>Mayor Markley said that Gig Harbor doesn't have a lot of buildable land within their city limits. Does Brian ever enter into partnerships with cities to purchase land? What costs are developers willing to take on? Brian said they often provide funding for land. Identifying property that's appropriate for affordable housing's a great first step. Market-rate properties can sometimes work, and the city's the best party to identify those. It's not just new construction; existing units can be modernized. The city's the closest to their community and they know what's going on.</p>	<p><a href="#">Information on HOME funds</a></p> <p>Thank you, Brian!</p>

TOPIC/WHO	DISCUSSION	ACTION
<p><b>Affordable Housing Development 101-</b> Brian Lloyd, continued</p>	<p>Are there any jurisdictions doing a good job with predictability and reliability? The City of Tacoma’s commitment shows. Beacon can call the planning or utility departments and they’re all very helpful and familiar with the projects. Deputy Mayor Witting shared that Puyallup recently received an award from the Master Builders’ Association for expediting permitting!</p>	
<p><b>Housing Toolkit Decision Package-</b> Jason Gauthier</p>	<p>Jason would like feedback and direction from the Executive Board re: the Housing Toolkit. Katie Baker, Kenneth George, and Taylor Jones joined in as subject matter experts.</p> <p><i>Identify 1-3 policy and program areas that have significant impact and/or potential for impact, and develop a toolkit for tracking and dissemination.”</i></p> <p>Some members are in the process of adopting these best practice recommendations. The toolkit will live on the SSHA<sup>3</sup>P website and Board members will receive regular updates.</p> <p>Staff considerations</p> <ul style="list-style-type: none"> <li>• ADUs (supply)</li> <li>• PALs+ (supply) would advise Pierce County to...</li> <li>• Property tax exemptions for special populations (senior and disabled households) (stability) – will work with Assessor’s office to encourage more communication about these programs to increase usage</li> <li>• Surplus land policy (subsidy) – currently developing draft model language for dispossessing land to be used</li> <li>• 1/10 1% affordable housing sales tax (subsidy) – commonly referred to as 1590, politically uncomfortable but need to acknowledge as a possibility</li> <li>•</li> </ul> <p>By 2024 we need to have 14,000 housing units. 13,000 for 30-50% AMI, and...Working with legislators on...creating more...development becomes more attractive for philanthropy if we have local funds to leverage</p> <p><b>Supply</b></p> <ol style="list-style-type: none"> <li>1. Short plat threshold increase – up to four lots – any city or town can increase this to streamline the regulatory process and save time</li> <li>2. SEPA Urban Infill Exemption – no statutory ceiling on local thresholds, must prepare an environmental impact statement</li> <li>3. SEPA Categorical Exemption – remove certain projects from SEPA review, lowers cost of housing development</li> <li>4. Multi-family property tax exemption – identifying property – 8–12-year exemptions</li> <li>5. Fee-in-Lieu Program – optional program to allow fees to be paid in lieu of...property owner may request (Puyallup &amp; Milton have this)</li> </ol>	<p>Informa-tional</p>

TOPIC/WHO	DISCUSSION	ACTION
<p><b>Housing Toolkit Decision Package-</b> Jason Gauthier, continued</p>	<p>6. Townhome Density Bonus – create more pathways for home ownership</p> <p>7. Lot Subdivision Policy – can further support more pathways for home ownership</p> <p>8. Transfer Development Rights (TDRs) – incentivize dense residential and mixed-use development – developers can receive incentives</p> <p>9. Affordable and Supportive Housing Sales &amp; Use Tax (1406) – engaging with Fife, Sumner, University Place...to distribute and monitor the use of these funds</p> <p>Jason asked members to recommend 1 to 3 recommendations from the toolkit to focus on.</p> <p>Mayor Worthington thanked Jason for putting together the information. University Place is looking at several of these tools, which went to the planning commission last night. Changing SEPA threshold, final plats – moving from Council to administrative, ADUs...those are things they feel could work for UP. TDRs are complex to put together, and in order to be effective, need a partnership between rural and urban areas. He doesn't know if it's ever been worthwhile.</p> <p>Councilmember Ballard suggested extending special population tax exemptions to include military/disabled vets. – those exemptions will be a focus of getting out the message to the community. He'd like to see this taken a step further, advancing it to the legislature to review current levels in Pierce County. 100% disabled veterans currently exceed the income threshold, and he feels that should be reviewed and changed. CA, OR and WA assign an income level to veterans whereas the majority of states automatically exempt disabled veterans. Jason said that we're working with AARP to raise the threshold.</p> <p>Councilmember Mello thanked Jason for his well-thought through work. He noted that many of the items are currently being worked on by jurisdictions. What can this group collaborate on? Pooling 1406 dollars would make a sizable change. Working together on technical items such as SEPA urban infill exemptions and categorical exemption work would pay off and help smaller jurisdictions that may not have experts in-house to do it.</p> <p>Mayor Woodards asked if there's anything not on the list that's important to members. She suggested giving members time to decide whether we build up what's currently being done or start something new. Maybe we should see where the most work's being done so that we can build upon it and get it over the finish line. She would like to focus on smaller cities; their success is our success.</p>	<p>Informa-tional</p> <p>Discus-sion</p> <p>Jason will follow up with Council-member Ballard on this.</p>

TOPIC/WHO	DISCUSSION	ACTION
<p><b>Housing Toolkit Decision Package-</b> Jason Gauthier, continued</p>	<p>Councilmember Farmer thanked Jason for the fantastic work. She believes her city's interested in more options and there are some things already in play; they're interested in collaborating to get regional benefit from tax dollars. She'll take this back to her Council to see what direction they're going.</p> <p>Mayor Woodards asked if members can each take the toolkit back to their jurisdictions/Councils and provide feedback by the next meeting?</p> <p>Councilmember Mello likes those next steps of getting information with a brief explanation of each. He'd also like to add a straightforward poll where each member picks three to five items. Mayor Woodards suggested having the poll on the screen at the next meeting, as well as sending it out. Councilmember Farmer agreed that those are fantastic ideas for next steps. She requested that Jason add the narrative he used to describe each.</p> <p>Councilmember Mello said one thing missing for him was overt inclusionary zoning – up zoning with affordability benefit. Jason said that the workgroup was concerned that up zoning and inclusionary zoning can negatively impact production of affordable housing.</p>	<p>Jason will get a packet to Executive Board members next week, and options will be selected in December.</p>
<p><b>2023 Draft Work Plan-</b> Jason Gauthier</p>	<p>Jason requested feedback and direction from the Exec Board on the draft 2023 Work Plan. He thanked the work group that helped put the draft together. It's a requirement of the IGA, directs and prioritizes workflow and sets expectations.</p> <p>The work plan's divided into four categories: affordable housing development, housing policy and planning, education and outreach, administration &amp; governance.</p> <p><b>Affordable Housing Development</b> Special Projects – investments, coordination, exploring funding opportunities and partnerships Collaborative Funding – including 1406 sales tax remittance, 1590</p> <p><b>Housing Policy &amp; Planning</b> Housing toolkit, Comp Plan Housing Element Update, Grant Support, State Legislative Agenda, Federal Legislative Agenda</p> <p><b>Education &amp; Outreach</b> – internal and external, mapping, updates, information portal, housing indicators dashboard, explore developing a dynamic dashboard across member governments.</p> <p><b>Administration &amp; Governance</b> – Advisory Board will be in place by April 2024, FY 2024 Budget and work plan development, quarterly reporting, housing-related policy boards, membership growth</p>	<p>Informational</p> <p><a href="#">Update on Implementation of the Comprehensive Plan to End Homelessness:</a></p>



TOPIC/WHO	DISCUSSION	ACTION
<p><b>2023 Draft Work Plan-</b> Jason Gauthier</p>	<p>Mayor Woodards asked work group members if they had any comments. None. Mayor Woodards is very excited to see who they might have missed in their membership.</p> <p>Mayor Worthington asked about members behind on contributions; it will be paid up soon!</p>	<p>Please give feedback to Jason; this will come up on the December agenda as a Resolution.</p>
<p><b>Executive Board Updates/Comments</b></p>	<p>Mayor Markley reported that Gig Harbor had their final 2023 Council budget discussion yesterday. The Council brought forth a request for a Human Services Director for Gig Harbor, which Mayor Markley has wanted since before she was Mayor. This position will take burden off many departments. They will potentially hire a Human Services Director within six months. They will help connect with builders, expedite permitting process, help with BH issues, transit, etc.</p> <p>The City of Sumner has received its first MFTE housing application!</p> <p>Jason announced that in September, the City of Tacoma awarded its annual affordable housing funds, \$5.9M for five different projects that will result in about 350 housing units. Mayor Woodards added that by 2025 they'll have over 600 units being built at 50% AMI.</p>	
<p><b>Good of the Order/Adjournment</b></p>	<p>The meeting was adjourned at 10:00 a.m.</p>	<p>Meeting adjourned!</p>

The next SSHA<sup>3</sup>P Executive Board meeting is scheduled for Friday, December 2, at 8:30 a.m. via Zoom.

Respectfully submitted,

Becki Foutz  
Administrative Assistant



# Barriers and Cost Drivers of Housing Development.

By Jason Gano

Government Affairs Director

Master Builders Association of Pierce County

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# Who are the Master Builders?

- We are a member-based trade association based in Pierce County
- We represent 850 business and 11,000 of their employees here in Pierce County.
- Our goal is to make housing more attainable in Pierce County.
- Master Builder members are also members of the Building Industry Association of Washington (BIAW) and The National Association of Home Builders (NAHB)

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# Housing Shortage

- The PSRC says we need to add 1.8 million more people to the region by 2050
- We are tens of thousands of housing units short for current levels
- We are taking too long to build up our housing stock

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# Permit Delays Cost Money

- Average Delay in Pierce County is 7.79 months
- Delays Start almost immediately
- \$5,100 a month or \$1,281 a week
- Total amount is \$39,915
- For each \$1,000 added to the cost of a newly built home in the state, approximately 2,200 families are priced-out of the opportunity to own a home.

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# Regulations Cost Money

- Pierce County
- Median home price: \$535,000
- Cost of regulation during lot development: \$56,175
- Cost of regulation during construction: \$71,155
- Total cost of regulation: \$127,330

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**Table 2. Cost of Regulation in the Price of a Home (Dollars)**

	Average When Present	Average Across All Homes
Cost of applying for zoning approval	\$6,589	\$6,473
Hard costs of compliance (fees, required studies, etc.)	\$11,791	\$11,791
Land dedicated to the govt. or otherwise left unbuilt	\$11,457	\$10,854
Standards (setbacks, etc.) that go beyond the ordinary	\$10,250	\$8,992
Complying with OSHA/other labor requirements	\$2,157	\$1,779
Pure cost of delay (if regulation imposed no other cost)	\$1,494	\$1,442
<b>All Regulation During Development</b>		<b>\$41,330</b>
Fees paid by the builder after purchasing the lot	\$13,378	\$12,184
Changes to building codes over the past 10 years	\$26,511	\$24,144
Architectural design standards beyond the ordinary	\$18,773	\$10,794
Complying with OSHA/other labor requirements	\$6,027	\$4,477
Pure cost of delay (if regulation imposed no other cost)	\$1,049	\$941
<b>All Regulation During Construction of the Structure</b>		<b>\$52,540</b>
<b>TOTAL COST OF REGULATION</b>		<b>\$93,870</b>

National Association of Homebuilders  
national average of regulatory prices

**Washington state has an average median new home price of \$565,613.** Additionally, the state has an average permit approval delay of 6.5 months, resulting in a holding cost of \$26,298. This represents an increase of \$3,951 since the 2021 report. Both median new home prices and interest rates have risen significantly, thus making faster permitting timelines even more of an opportunity to help ease the cost of getting more new homes on the market.

Below we have ranked the counties with available data in ascending order by holding cost totals.

County	Median New Home Price	Minimum 3% Down payment	Assumed Taxes and Insurance Per Month	Monthly Mortgage (30-Year Fixed Loan)	Average Permit Approval Delay (Months)	Holding Costs
Grant	\$459,733	\$13,792	\$981	\$3,267	3.13	\$10,225
Pacific	\$481,870	\$14,456	\$1,029	\$3,425	3.58	\$12,261
Cowlitz	\$481,870	\$14,456	\$1,029	\$3,425	4.57	\$15,652
Gray's Harbor	\$512,298	\$15,369	\$1,093	\$3,640	4.06	\$14,778
Klickitat	\$444,935	\$13,348	\$949	\$3,162	4.67	\$14,766
Mason	\$512,298	\$15,369	\$1,093	\$3,640	4.48	\$16,307
Okanogan	\$459,733	\$13,792	\$981	\$3,267	5.35	\$17,478
Benton	\$444,935	\$13,348	\$949	\$3,162	4.27	\$13,501
Whatcom	\$555,365	\$16,661	\$1,185	\$3,947	4.5	\$17,761
Chelan	\$459,733	\$13,792	\$981	\$3,267	5.75	\$18,785
Franklin	\$569,733	\$17,092	\$1,215	\$4,048	4.5	\$18,216
Whitman	\$476,798	\$14,304	\$1,108	\$3,389	5.25	\$20,417
Spokane	\$476,798	\$14,304	\$1,108	\$3,389	5.87	\$19,893
Yakima	\$444,935	\$13,348	\$949	\$3,162	8.85	\$27,983
Snohomish	\$721,105	\$21,633	\$1,538	\$5,124	7.68	\$39,352
Pierce	\$721,105	\$21,633	\$1,538	\$5,124	7.79	\$39,915
Kitsap	\$596,700	\$17,901	\$1,274	\$4,241	8.88	\$37,660
King	\$721,105	\$21,633	\$1,538	\$5,124	8.62	\$44,168
Clark	\$562,869	\$16,886	\$1,200	\$3,999	11.35	\$45,388
Thurston	\$512,298	\$15,369	\$1,093	\$3,640	17.69	\$64,391
<b>Washington (Statewide)</b>	<b>\$565,613</b>	<b>\$16,968</b>	<b>\$1,207</b>	<b>\$4,020</b>	<b>6.54</b>	<b>\$26,298</b>

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# What can be done?

- Many cities in the Puget Sound region do not publish data on typical permit wait times as required under the [Local Project Review Act](#) (RCW 36.70A.040), leaving builders and consumers in the dark about how long they should expect a project to take. A lack of certainty about timing makes housing projects meaningfully riskier and less predictable.
- We can build more, both public and private.

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# What are recommended reasonable timelines?

## RECOMMENDED TIMELINES

Review Type	MBAPC Desired Target (Days)
Basic plan setup (review and approval)	7
Preapproved basic plan building permit	7
Pre-app meeting	14
Application completeness	28
Inspections	Same Day
Preliminary plat review <sup>1</sup>	120
Civil construction plan review – initial review	28
Civil construction plan review – subsequent reviews (2 max)	14
Land use review – administrative site plan	30
Final plat review	14
Critical area review	30
Custom single family building permits	21

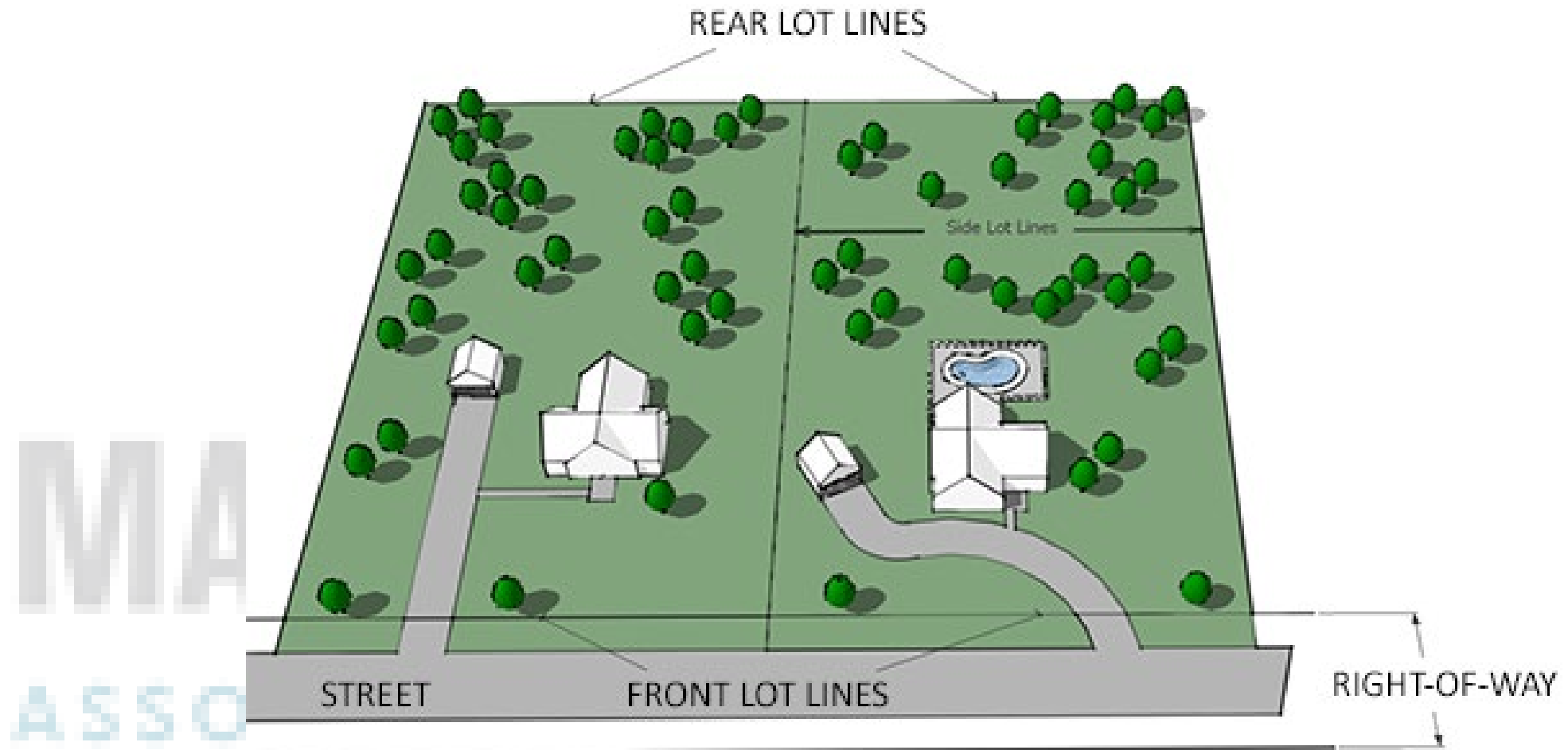
# Permitting Recommendations

- Set and adhere to permit review timelines to enhance predictability and transparency for project applicants.
- Publish full permitting performance reports in a timely manner and make them available in an accessible, easy to find online location, as intended under the Local Project Review Act.
- Record and report on the 120-day permit review timeline required under the Local Project Review Act in a way that is consistent. Prioritize finalizing the review within the 120-day period with minimal stop and start points. Do not ask builders to waive the right to a 120-day timeline to get permits processed.
- Identify elements of the permitting process that can be simplified, such as opportunities to accept licensed approvals in place of staff review (e.g. engineering).
- Check code to minimize the use of discretionary language, as it will improve the predictability of the code and speed up the review process.

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# Why old lots line are inefficient



# What new zoning could look like

1. No design requirements in any residential zone.
2. No minimum lot sizes in any residential zone.
3. No required setbacks in any residential zone.
4. No parking requirements in any residential zone.
5. No yard space requirements in any residential zone.
6. Low-rise residential multifamily allowed in all residential zones.
7. The only differentiator between residential zones should be building height. No height restrictions in areas currently zoned for commercial or multifamily; 45 ft in areas currently zoned for single-family; 25 ft in view sensitive districts.
8. Street trees and native plantings should be required to the extent there is room on the site, but tree choice and plantings should prioritize speedy growth, shade, maintenance, price, and carbon sequestration, not subjective aesthetics. Lawns should be discouraged.
9. Conversion of commercial buildings, hotels, and motels to residential use should be encouraged, particularly downtown.
10. The foregoing changes should decrease the burden on the Planning Department
  - In sum, we should eliminate all requirements enacted to satisfy a subject aesthetic preference. Requirements related to safety or environmental impact should remain untouched.

# Fee Simple Lot Lines

- Fee simple townhomes help create more affordable homeownership options that make efficient use of limited land supply by allowing for unit lot subdivision of attached homes. With these units, someone owns the lot on which the home occupies, much like most detached single-family neighborhoods. This means that every unit, even though attached, is a different parcel.

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# What Do Fee Simple Homes Look Like?



Among the benefits are:

- Increases densities in urban areas
- Is a means to reduce sprawl
- Offers an attainable housing option
- Can be utilized near transit and near open spaces, such as parks



# Duplexes allow you to instantly double your housing inventory



# What does density look like in Pierce County?

## TOWNCENTER VILLAGES



MA

ASSC





# MASTER B ASSOCIATION OF



# Questions?

- Jason Gano
- [jgano@masterbuilderspierce.com](mailto:jgano@masterbuilderspierce.com)
- 253-682-8495



MASTER BUILDERS  
ASSOCIATION OF PIERCE COUNTY



# HOUSING TOOLKIT

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SSHA<sup>3</sup>P EXECUTIVE BOARD REGUAR MEETING

DECEMBER 2, 2022

JASON GAUTHIER, SSHA<sup>3</sup>P MANAGER

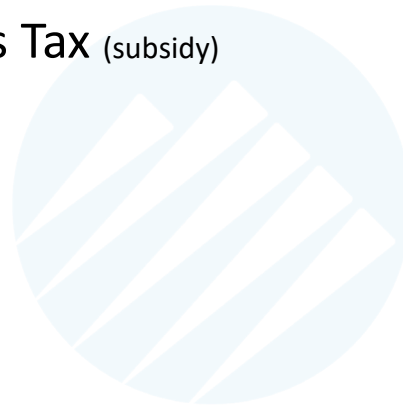
# AGENDA

- Policy Considerations
- Advisory Board & The Housing Toolkit
- Survey Responses
- Options



# POLICY CONSIDERATIONS

- ADUs (supply)
- 1406 Pooling (subsidy)
- PALs+ (supply)
- Property Tax Exemptions for special populations (stability)
- Surplus Land Policy (subsidy)
- 1/10<sup>th</sup> 1% Affordable Housing Sales Tax (subsidy)
- Transfer Development Rights (supply)
- Townhome Density Bonuses (supply)



# ADVISORY BOARD & THE HOUSING TOOLKIT

- Advisory Board will structure its work in a similar way to a planning commission to consider policies and potential recommendations for consideration
- Executive Board will provide guidance for the annual work plan for the Advisory Board



# SURVEY RESPONSES

- SSHA<sup>3</sup>P member staff were surveyed the week of November 7 on housing toolkit options
- 11 members responded
  - City of Edgewood
  - City of Fife
  - City of Fircrest
  - City of Gig Harbor
  - City of Lakewood
  - City of Milton
  - Pierce County
  - City of Puyallup
  - City of Sumner
  - Town of Steilacoom
  - City of University Place

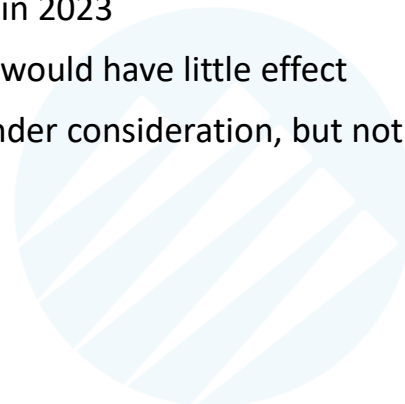


# OPTION 1

## 1. Increase the maximum number of lots in a short subdivision (e.g., short plat) to 9 lots

### We received feedback from 11 SSHA<sup>3</sup>P members

- Three have already raised the threshold to 9 lots
- Of the 8 that have a threshold of less than 9 lots
  - Two are preparing to raise the threshold to 9 lots in 2023
  - Three expressed a willingness but concern that it would have little effect
  - One noted that this policy had previously been under consideration, but not adopted
  - One has raised the threshold to 6 lots



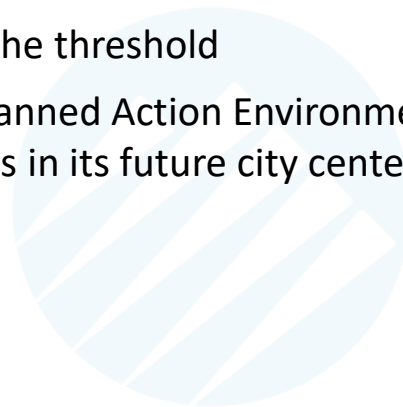


# OPTION 2

## 2. SEPA Urban Infill Exemption

### We received feedback from 11 SSHA<sup>3</sup>P members

- Three have increased the thresholds,
- Three are planning on or are considering raising the threshold
- One is currently working to perform a subarea Planned Action Environment Impact Statement, which will alleviate SEPA requirements in its future city center subarea



# OPTION 3

## 3. SEPA Categorical Exemption

### We received feedback from 11 SSHA<sup>3</sup>P members

- Five had implemented these categorical exemptions,
- Three are planning on or considering implementing the exemptions, and
- Three are not considering this policy change



# OPTION 4

## 4. Multi-family property tax exemption

### We received feedback from 11 SSHA<sup>3</sup>P members

- Three have implemented the 8- and 12-year MFTE program
- One has implemented the 8-year MFTE program
- One is considering implementation



# OPTION 5

## 5. Fee-in-Lieu Program

**We received feedback from 11 SSHA<sup>3</sup>P members**

- Four have varying versions of Fee-In-Lieu policies in place
- Two are or would consider implementing this policy

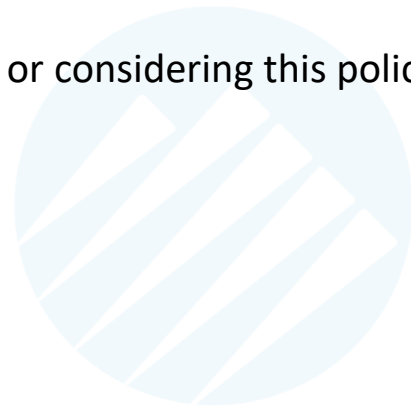


# OPTION 6

## 6. Lot Subdivision Policy

**We received feedback from 11 SSHA<sup>3</sup>P members**

- Four have policies that allow for lot subdivisions
- Three members are in various stages of adopting or considering this policy





# HOUSING TOOLKIT

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SSHA<sup>3</sup>P EXECUTIVE BOARD REGULAR MEETING  
DECEMBER 2, 2022

JASON GAUTHIER, SSHA<sup>3</sup>P MANAGER

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**TO:** SSHA<sup>3</sup>P Executive Board  
**FROM:** Jason Gauthier, SSHA<sup>3</sup>P Manager  
**COPY:** SSHA<sup>3</sup>P Member Government Staff Work Group  
**SUBJECT:** Housing Toolkit Options  
**DATE:** November 9, 2022

## BACKGROUND

The Housing Toolkit was included in SSHA<sup>3</sup>P's 2022 Work Plan. Strategy 1A calls for us to, "identify 1-3 policy and program areas that have a significant and/or potential for impact and develop a toolkit for tracking and dissemination." The work plan called for a presentation to the Executive Board's November regular meeting of a suite of 6-12 recommended policies and programs for consideration to be included in the housing toolkit. The toolkit will be developed with the goal of providing best practice recommendations to encourage appropriate residential development and creating additional regional alignment on housing policies and programs.

The housing toolkit will be adopted as recommendations for member governments to consider implementation of as best practices. We recognize that each member has a unique community and built environment to consider, and we do not anticipate every member to interact with the housing toolkit in the same way. Further, there are members who have previously or are in the current planning stages of adopting policy and program items contained in our, POLICY AND PROGRAMS FOR CONSIDERATION section.

Once adopted, each item in the housing toolkit will contain:

- 1) model policy or program language;
- 2) policy and program success examples; and
- 3) examples of local implementation; and SSHA<sup>3</sup>P staff will support member government consideration and implementation as requested

This memorandum is developed after a presentation to the SSHA<sup>3</sup>P Executive Board on November 4, 2022, and informed by feedback and direction on an initial set of nine programs and policies for consideration. This memorandum uses that feedback and direction to prioritize six programs and policies for consideration.

## PROGRAMS AND POLICIES FOR CONSIDERATION

- 1) **Increase the maximum number of lots in a short subdivision to 9.** A short subdivision is defined as a plat with up to 4 lots and any city or town can increase the maximum number of lots in a short plat to 9. Increasing the number of lots allowed in a short plat can help to streamline the regulatory process and simplify the plat approval process for lower impact development. Because council and public involvement are not required for short plat approval, increasing the maximum number of lots can simplify the plat approval process for relatively lower impact development. This streamlining and time savings is often a key to reducing the overall cost of housing production. If considering increasing the short plat lot threshold member governments

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should consider impact on future infill development feasibility and impacts to right-of-way access.

SSHA<sup>3</sup>P member government current short plat lot thresholds:

- 9 members use the 4-lot threshold
  - DuPont, Fife, Fircrest, Gig Harbor, Milton, Puyallup, Sumner, Steilacoom, and University Place
- 1 member use a 6-lot threshold
  - Edgewood
- 4 members use the 9-lot threshold
  - Auburn, Lakewood, Pierce County, and Tacoma

We also received feedback from 9 SSHA<sup>3</sup>P member governments.

- Six of which have a threshold of less than 9 lots
- One of the respondents noted that an ordinance is being prepared to raise the threshold to 9 lots
- Two expressed a willingness but concern that it would have little effect, and
- One noted that this policy had previously been under consideration, but it had had not moved forward.

- 2) **Increase development thresholds for SEPA review to accommodate infill development.** There is no statutory ceiling on these locally adopted thresholds. This is intended to encourage residential or mixed-use development in an urban growth area where the density and intensity goals of the comprehensive plan are not being met. Targeted development plans can contribute to a wider mix of housing and increased development feasibly. To adopt infill exemptions to SEPA, the city/county must have prepared an environmental impact statement on its comprehensive plan or prepared an EIS that considers the proposed use and density in the area proposed for the infill exemption. Increase SEPA development thresholds is a staff and time intensive process that will require robust planning commission, community member, development stakeholder, and Council discussion and consideration.

We also received feedback from 9 SSHA<sup>3</sup>P member governments.

- Three of the respondents have increased the thresholds,
- Three are planning on or considering raising the threshold,
- One is currently working to perform a subarea Planned Action Environment Impact Statement, which will alleviate SEPA requirements in its future city center subarea, and
- One expressed this as unlikely to receive action

- 3) **Implement SEPA categorical exemptions to remove certain projects, from SEPA review.** Developments of more than 4 dwelling units are subject to an environmental review process under SEPA. However, jurisdictions are allowed to adopt higher exemption thresholds for single-family and multifamily projects, which can help to lower development costs for new housing development. To implement this tool, cities and counties must designate “flexible thresholds” through ordinances or resolutions to amend their SEPA procedures. Cities and counties may choose to exempt several development types, including:



- Single-family residential developments between 4 and 30 units in the urban growth area
- Multifamily residential developments between 4 and 60 units in the urban growth area

To amend SEPA policies to increase the size of projects exempt from SEPA, the proposal must:

- Document that impacts to all elements of the environment have been adequately addressed.
- Disclose any loss of notice and comment opportunities for future permitting decisions that will be exempt from SEPA.

We also received feedback from 9 SSHA<sup>3</sup>P member governments.

- Four had implemented these categorical exemptions,
- Three are planning on or considering implementing the exemptions, and
- Two are not considering this policy change

- 4) Identify **residential targeted areas to implement the multi-family property tax exemption program (MFTE)**. The MFTE program is a way to encourage the development of multifamily units located in designated Residential Target Areas (RTA) identified by local government. The incentive exempts qualifying projects from property taxes on the assessed improvement value for 8, 12, or 20 years based on the level of affordability provided. To establish an MFTE program a municipality would need to determine its RTAs, perform an analysis of need and impact, conduct public outreach, determine standards for use, and creating an implementation and monitoring process.

We also received feedback from 9 SSHA<sup>3</sup>P member governments.

- Four have implemented the MFTE program
- One is considering it, but is in early stages, and
- Four are not considering it or haven't planned on considering this program

- 5) **Adopt a fee-in-lieu program**. A Fee-in-Lieu program is most often structured as an optional program to allow a fee to be paid in lieu of constructing required frontage improvements. Municipal codes outline when frontage improvements adjacent to a developing parcel are required, but there may be situation where there are no nearby curb and gutter, and the road is so primitive that it can be difficult to determine how to feasibly construct the road, curb, and gutter so that it can be connected to in the future and effectively drain runoff correctly. In these cases, rather than construct something that might need to be demolished later when future improvements are constructed, the property owner can request to use the Fee-in-Lieu program.

We also received feedback from 9 SSHA<sup>3</sup>P member governments.

- Four have varying versions of Fee-In-Lieu policies in place
- Two are or would consider implementing this policy, and
- Three are not considering this policy

- 6) **Create lot subdivision policy (also known as zero lot line development).** Creating zero lot line standards in zones that permit denser single-family units, townhomes or small lot development can further support those housing forms and create more pathways to homeownership. If considering this policy member governments will need to identify areas the community which could be improved by more compact single family or infill development. These could include moderately dense single-family zones or areas that transition from traditional larger lot single-family homes to moderate density single-family zones or to mixed use areas.

We received feedback from 9 SSHA<sup>3</sup>P member governments.

- Four have policies that allow for lot subdivisions
- One member council will be hearing this policy proposal for action in December 2022
- One member working on this policy update
- One member would consider it, and
- Two members are not pursuing this policy

## STAFF NOTES FOR POLICIES AND PROGRAMS NOT INCLUDED FOR CONSIDERATION

- 1) **Accessory Dwelling Units (ADUs).** There has been a high level of interest about ADU policy in discussion with Executive board members. We considered a myriad of policy and program recommendations including ADU square footage maximums, various occupancy requirements, parking requirements, fee waivers, and many others. But because of the complexities between the land use factors and community involvement, we do not have a toolkit recommendation for the board to consider.

SSHA<sup>3</sup>P staff are currently working with the legislature to develop and fund a grant program for local governments to utilize for the purpose of developing a pre-approved ADU base plan program. In some early limited feedback from member government staff, it's clear there is a level of interest in exploring this type of program if funds were made available. The board will receive ongoing updates on this as we move into the legislative session.

- 2) **Pooling funds, specifically those collected under RCW 82.14.540 most often referred to as 1406, which was the house bill number that authorized this tax remittance.** SSHA<sup>3</sup>P staff has begun engagement with 1406 cities, specifically Fife, Sumner, Puyallup, and University Place, to consider creating a structure to collect, prioritize, distribute, and monitor pooled funds.
- 3) **PALs+.** I'll simply note the building industry would love a countywide or as BIAW recently proposed at a work session in Olympia, a statewide permitting system, and Pierce County's PALS resoundingly comes back as a favorite system for those stakeholders. Though we considered a direct recommendation for members to explore transition to the PALS+ system, this was a bit of a bridge too far for a myriad of reasons. We would advise Pierce County to explore investing in further developing out its government-to-government business system in relation to PALS+ using its experience with City of Lakewood's transition, and city and town feedback to create easy entry and transition.

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- 4) **Property tax exemptions for senior, veteran, and disabled households.** We looked at options for a recommendation, but instead will work with the County and Assessors office to explore a better way of communicating the programs and working with eligible communities to assist in access the programs. The Executive Board should expect an update in Q1 or Q2 of 2023 on this work.
  - 5) **Surplus land policy.** We are currently developing some draft model language for members, Gig Harbor specifically, to utilize if they identify municipal owned land, they would like to dispossess of affordable housing development. This model language will be available for members to utilize in the future, but as a recommendation this fell short.
  - 6) **The 1/10<sup>th</sup> of 1% affordable housing sales tax, commonly referred to as 1590 as that is the House Bill number that passed creating this local revenue option.** As the Executive Board heard at the October regular meeting, the Department of Commerce’s housing needs targets put the countywide need for very low and extremely low-income housing into the clear numbers. By 2044 we’ll be asked to, “make adequate provisions,” for:
    - 11,683 housing units for households earning less than 30% of the area median income;
    - 22,860 units for permanent supportive housing for households earning under 30% AMI; and
    - 20,737 units for households earning between 30-50% of the area median income.

Housing units for very low and extremely low-income households are the costliest type of units to produce because of the deep subsidy necessary to finance the development projects and, specifically in the case of the 23,000 permanent supportive housing units, the cost of ongoing services and operations. Even with robust market rate development lowering the cost of housing, the market will be unable to serve most of these households.

Creating more development opportunities and more residential density is a key component of planning for our population, employment, and housing unit targets, but up-zoning urban centers and allowing more middle housing are only a piece of the puzzle when attempting to create a development environment that allows for the development of tens of thousands of these deeply affordable housing units over the next 20 years.

Our development environment becomes more attractive for outside investment which includes private philanthropy, low-income housing tax credits, state housing trust fund, and other programs, if we have local funds to leverage.

- 7) **Transfer development rights (TDRs).** TDRs are a voluntary incentive and market-based approach to combine preservation of rural lands and incentivizing dense residential and mixed-use development in urban centers. Though of interest to member governments, this is better placed in a learning and discussion objective, with future opportunity for this item to be included in an updated housing toolkit.
- 8) **Density bonus for townhome development in low and moderate density zoned areas** to encourage additional gentle development density and create more pathways to

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homeownership. This is a recommendation that has support among the building industry and would be reasonable to couple with a lot subdivision policy. In gathering more information from our staff workgroup this item had both little support and almost no previous consideration, making this a difficult recommendation with little precedent. SSHAP<sup>3</sup> staff will continue exploration of this policy idea into 2023 for future consideration.



# RESOLUTION NO. 2022-07

2023 SSHA<sup>3</sup>P WORK PLAN

SSHA<sup>3</sup>P EXECUTIVE BOARD REGUAR MEETING

DECEMBER 2, 2022

JASON GAUTHIER, SSHA<sup>3</sup>P MANAGER

# WORK PLAN PURPOSE

- An annual work plan is a requirement of Intergovernmental Agreement
- Direct and prioritize workflow
- Setting expectations for Executive Board, member governments, and public



# WORK PLAN DEVELOPMENT

- Informed by 2022 Work Plan
- Alignment with 2024 Comprehensive Plan periodic update
- Member government staff feedback
- Executive Board and Executive Board Work Plan sub-group direction



# AFFORDABLE HOUSING DEVELOPMENT

## Affordable Housing Development

### Special Projects

- With approval of the Executive Board, make predevelopment investments to determine affordable housing development feasibility and capacity of member owned and/or identified real property.
- Coordinate with member governments, religious institutions, affordable and mixed income housing developers to provide a combination of predevelopment service and activity in support of residential development.
- Exploring funding opportunities and partnerships to provide targeted communications and community engagement to increase usage of senior and disabled household property tax deferral and exemption programs.
  - Support administrative and legislative changes to expand, provide ease of use, and add clarity to tax deferral and exemption programs.

### Collaborative Funding

- Explore member interest in collaborative funding of affordable housing development using dedicated local revenue sources
  - In collaboration with member government staff, develop interlocal agreement option(s) for the purpose of collaborative funding





# HOUSING POLICY & PLANNING

## Housing Policy & Planning

### Member Support for Housing Programs & Policies Consideration

- Create SSHA<sup>3</sup>P website page with housing toolkit recommendations and supporting content.
- Respond to member requests for research and recommendations on housing policies and programs
- Provide ongoing assessment of policies and programs
- Present housing toolkit recommendations to member staff, planning commissions, and committees, and Councils as requested.
- Report member government consideration and adoption via quarterly work plan update.

### Comprehensive Plan Housing Element Update

- Assist members with community outreach, presentation development, and data support as requested.
- Explore capacity building opportunities for SSHA<sup>3</sup>P to support member long-range planning efforts.

### Grant Support

- Regional Middle Housing grant support and administration through June 30, 2023.
- Assist members with the identification and application submission for planning and affordable housing related grants.

### State Legislative Agenda

- Provide weekly update “hot sheets” on legislative policy and budget activity affecting land use and housing during 2023 session.
- Respond to member requests for information and data in support of legislative priorities affecting land use and housing.
- Attend legislative committee hearings and work sessions and provide oral and written testimony for items on the 2023 SSHA<sup>3</sup>P Legislative Agenda.
- Provide the Executive Board with a 2023 Legislative Session re-cap and provide briefings as requested to member government Councils and staff on budget and policy activity regarding land use and housing during the 2023 legislative session.
- Develop 2024 State Legislative Agenda in collaboration with the Executive Board, Advisory Board, member government staff, contract advocates, and stakeholders.

### Federal Legislative Agenda

- Develop 2023-2024 Federal advocacy priorities in collaboration with the Executive Board, Advisory Board, member government staff, contract advocates, and stakeholders.
- Respond to member requests for information and data in support of Federal priorities affecting land use and housing.

# EDUCATION & OUTREACH

## Education & Outreach

### Internal Education & Outreach

- Continue board learning as outlined in *Learning Goals Memorandum*

### External Education & Outreach

- Update annual affordable housing production and housing services mapping.
  - This mapping includes affordable housing and 12-year MFTE project completions, major and minor home repair activity for low-income households, weatherization and energy assistance modifications, senior housing accessibility modifications, and senior and disabled household property tax exemption usage.
- Create a developer information portal, including;
  - Information and contact for affordable housing capital investment programs
  - Housing incentive mapping, including links to municipal codes and contacts, incentives include;
    - Multi-family property tax exemption
    - Density bonuses
    - Height bonuses
    - Fee waivers
    - Expediated permitting
    - Transfer Development Rights
  - “Success Stories” of updates to member municipal codes that have attracted residential and mixed-use development
- Create a housing indicators dashboard with data recommendations from member governments to support long range planning and community engagement efforts.
- Explore the development of a dynamic dashboard on housing development across member governments and its alignment with comprehensive plan targets for housing unit creation.

# ADMINISTRATION & GOVERNANCE

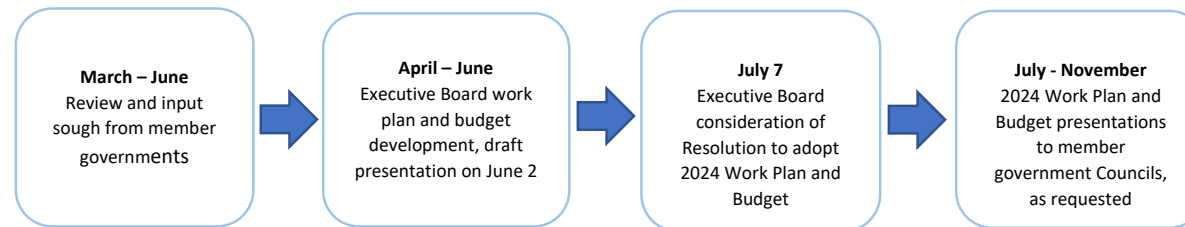
## Administration & Governance

### Advisory Board

- In collaboration with member governments complete recruitment of Advisory Board members
- Executive Board adopts Resolution to appoint 15-20 Advisory Board members in April
- Advisory Board begins meeting in April 2024

### FY 2024 Budget and Work Plan Development

- We will work in coordination for the development of a 2024 budget and work plan to ensure alignment



### Quarterly Reporting

- Provide the Executive Board will quarterly budget and work plan progress reports in the following order;
  - FY22, Q4 – February 2023
  - FY23, Q1 – May 2023
  - FY23, Q2 – August 2023
  - FY23, Q3 – November 2023
  - FY23, Q4 – February 2024

### Housing Related Policy Boards

- Work to ensure adequate representation on statewide and regional housing related policy boards

### Membership Growth

- Explore membership expansion with Pierce County cities and towns.



# RES NO. 2022-07

## 2023 SSHA³P WORK PLAN

SSHA³P EXECUTIVE BOARD REGUAR MEETING

DECEMBER 2, 2022

JASON GAUTHIER, SSHA³P MANAGER



**RESOLUTION NO. 2022-07**

A RESOLUTION OF THE EXECUTIVE BOARD OF THE SOUTH SOUND HOUSING AFFORDABILITY PARTNERS (“SSHA<sup>3</sup>P”) ADOPTING THE 2023 SSHA<sup>3</sup>P WORK PLAN

WHEREAS, Section 4, Subsection a of the South Sound Housing Affordability Partners (“SSHA<sup>3</sup>P”) Intergovernmental Agreement (“IGA”) provides the SSHA<sup>3</sup>P Executive Board with the responsibility to, “create and implement an annual work plan approved by the Executive Board to guide the work of SSHA<sup>3</sup>P Staff.”; and

WHEREAS, a cooperative work plan with a primary focus on the production and preservation of affordable and attainable housing, is needed because the lack of access to affordable and attainable housing is one of the key contributors to homelessness; and

WHEREAS, the purpose of the annual work plan is to provide work guidance and implement the overarching SSHA<sup>3</sup>P goals to work together to create and preserve affordable, attainable, and accessible housing throughout Pierce County; and

WHEREAS, the 2023 work plan includes four priority areas; and

WHEREAS, priority 1 is regarding affordable housing development; and

WHEREAS, priority 2 is regarding housing policy and planning; and

WHEREAS, priority 3 is regarding education and outreach for internal and external stakeholders; and

WHEREAS, priority 4 is regarding the administration and governance of the SSHA<sup>3</sup>P intergovernmental collaboration; and

NOW, THEREFORE, THE EXECUTIVE BOARD RESOLVES as follows:

# SSHA<sup>3</sup>P

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**Section 1.** The Executive Board adopts the SSHA<sup>3</sup>P 2023 Work Plan as shown in Attachment A.

**Section 2.** This Resolution will take effect and be in full force upon passage and signature.

Adopted this \_\_\_\_\_ day of \_\_\_\_\_, 2022.

**SOUTH SOUND HOUSING AFFORDABILITY PARTNERS**

\_\_\_\_\_  
HUNTER GEORGE, PRESIDING AS CHAIR

ATTEST:

\_\_\_\_\_

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## South Sound Housing Affordability Partners 2023 Work Plan

### Affordable Housing Development

#### Special Projects

- With approval of the Executive Board, make predevelopment investments to determine affordable housing development feasibility and capacity of member owned and/or identified real property.
- Coordinate with member governments, religious institutions, affordable and mixed income housing developers to provide a combination of predevelopment service and activity in support of residential development.
- Exploring funding opportunities and partnerships to provide targeted communications and community engagement to increase usage of senior and disabled household property tax deferral and exemption programs.
  - Support administrative and legislative changes to expand, provide ease of use, and add clarity to tax deferral and exemption programs.

#### Collaborative Funding

- Explore member interest in collaborative funding of affordable housing development using dedicated local revenue sources
  - In collaboration with member government staff, develop interlocal agreement option(s) for the purpose of collaborative funding

## Housing Policy & Planning

### Member Support for Housing Programs & Policies Consideration

- Create SSHA<sup>3</sup>P website page with housing toolkit recommendations and supporting content.
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- Report member government consideration and adoption via quarterly work plan update.

### Comprehensive Plan Housing Element Update

- Assist members with community outreach, presentation development, and data support as requested.
- Explore capacity building opportunities for SSHA<sup>3</sup>P to support member long-range planning efforts.

### Grant Support

- Regional Middle Housing grant support and administration through June 30, 2023.
- Assist members with the identification and application submission for planning and affordable housing related grants.

### State Legislative Agenda

- Provide weekly update “hot sheets” on legislative policy and budget activity affecting land use and housing during 2023 session.
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- Develop 2023-2024 Federal advocacy priorities in collaboration with the Executive Board, Advisory Board, member government staff, contract advocates, and stakeholders.
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## Education & Outreach

### Internal Education & Outreach

- Continue board learning as outlined in *Learning Goals Memorandum*

### External Education & Outreach

- Update annual affordable housing production and housing services mapping.
  - This mapping includes affordable housing and 12-year MFTE project completions, major and minor home repair activity for low-income households, weatherization and energy assistance modifications, senior housing accessibility modifications, and senior and disabled household property tax exemption usage.
- Create a developer information portal, including;
  - Information and contact for affordable housing capital investment programs
  - Housing incentive mapping, including links to municipal codes and contacts, incentives include;
    - Multi-family property tax exemption
    - Density bonuses
    - Height bonuses
    - Fee waivers
    - Expediated permitting
    - Transfer Development Rights
  - “Success Stories” of updates to member municipal codes that have attracted residential and mixed-use development
- Create a housing indicators dashboard with data recommendations from member governments to support long range planning and community engagement efforts.
- Explore the development of a dynamic dashboard on housing development across member governments and its alignment with comprehensive plan targets for housing unit creation.

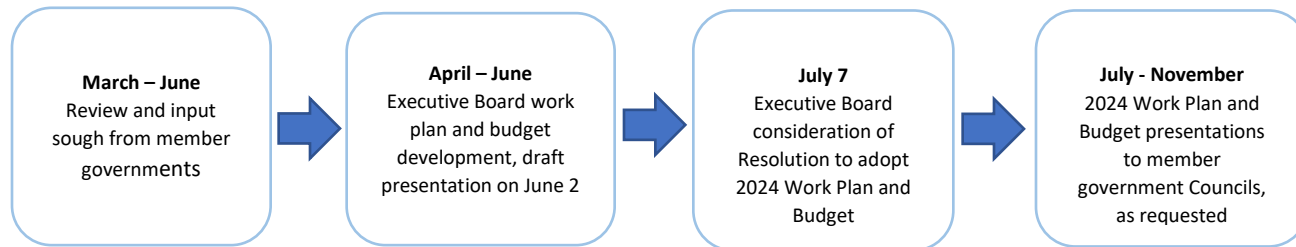
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  - FY23, Q3 – November 2023
  - FY23, Q4 – February 2024

### Housing Related Policy Boards

- Work to ensure adequate representation on statewide and regional housing related policy boards

### Membership Growth

- Explore membership expansion with Pierce County cities and towns.



**SSHA<sup>3</sup>P**

**SSHA<sup>3</sup>P  
ADVISORY  
BOARD**

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SSHA<sup>3</sup>P EXECUTIVE BOARD REGUAR MEETING

DECEMBER 2, 2022

JASON GAUTHIER, SSHA<sup>3</sup>P MANAGER

# AGENDA

- Why an Advisory Board?
- Role of Advisory Board
- Practical Application of the Advisory Board
- Membership
- Terms
- 2023 Meeting Schedule
- 2023 Work Priorities
- Next Steps



# WHY AN ADVISORY BOARD?

- A requirement of Intergovernmental Agreement
- Provide advice and recommendations to the Executive Board



# ROLE OF ADVISORY BOARD

- To provide advice and recommendations on the work of SSHA<sup>3</sup>P regarding:
  - assessment of affordable/attainable housing needs for different populations in Pierce County ;
  - the development of policies and/or funding resources to meet those needs;
  - the priorities for allocation of future SSHA<sup>3</sup>P capital resources to create or preserve access to affordable/attainable housing;
  - input on program design and development related to housing affordability and stability;
  - suggested approaches to federal, state and regional legislative advocacy ; and
  - providing support for public education and community outreach activities.

# PRACTICAL APPLICATION OF THE ADVISORY BOARD

- To provide advice and respond to requests of the SSHA<sup>3</sup>P Executive Board regarding:
  - State & Federal Legislative Agendas
  - Annual budget & work plan
  - Direction and feedback on Executive Board presentation schedule
  - Policy and program evaluation – with the consent of the Executive Board on annual basis

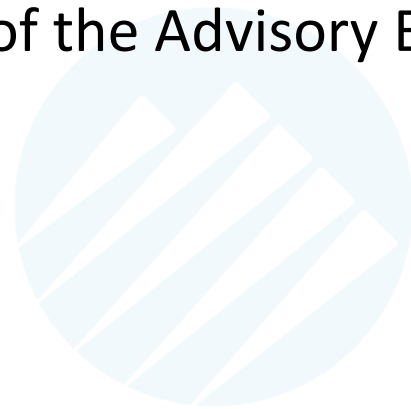
# MEMBERSHIP

- The Advisory Board will consist of a not more than 20 and not less than 15 members
- Members should represent a geographic diversity of Pierce County cities, towns, tribes, and unincorporated areas
- SSHA<sup>3</sup>P will strive to ensure members represent the demographic diversity of our communities
- Members will reflect
  - One-third consumers of affordable/attainable housing, both rental and ownership
  - One-third developers, designers, planners, and managers of affordable/attainable housing
  - One-third advocates and advisors who work on land use and housing issues



# TERMS

- Appointments will be for a three-year term. When the Advisory Board is created, the initial terms of members shall be staggered as follows:
  - One-third shall be appointed for a one-year term
  - One-third shall be appointed for a one-year term
  - One-third shall be appointed for a one-year term
- The membership categories of the Advisory Board will be evenly distributed across the three initial terms.



# 2023 MEETING SCHEDULE

- The IGA notes that, “the Advisory Board will meet as often as it deems necessary, but not less often than quarterly.”
  - Staff recommendation is for a bi-monthly (e.g. every other month) meeting schedule
  - Meeting months in 2023 would be: April, June, August, October, and December



# 2023 PRIORITIES

- Priority work in 2023
  - Chair and Vice Chair appointment
  - By-law creation
  - 2024 SSHA<sup>3</sup>P budget and work plan
  - State and Federal Legislative Agendas
  - Policy/Program Evaluation, Consideration, and Recommendation
    - The Executive Board shall provide direction on limited number of policy and programs for this work

# NEXT STEPS

- Recruitment Materials finalization
- Application portal live by Dec 31, 2022
- Member governments will be asked to participate in marketing the opportunity (e.g. place application link on website, social media, targeted community outreach)
- SSHA<sup>3</sup>P staff will begin targeted stakeholder outreach
- Executive Board resolution in Q1, 2023 establishing the advisory board and providing for purpose and duties of advisory board
- Executive Board resolution for April regular meeting to appoint advisory board members



**SSHA<sup>3</sup>P**

**SSHA<sup>3</sup>P  
ADVISORY  
BOARD**

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SSHA<sup>3</sup>P EXECUTIVE BOARD REGUAR MEETING

DECEMBER 2, 2022

JASON GAUTHIER, SSHA<sup>3</sup>P MANAGER