



**South Sound Housing Affordability Partners
Advisory Board**

Regular Meeting Agenda

Asia Pacific Cultural Center

3513 Portland Ave E Tacoma, WA 98404

Dial: +1253 215 8782 Meeting ID: 982 0661 9590

Webinar Link: <https://piercecounitywa.zoom.us/j/98206619590>

November 21, 2023 5:30 P.M.

Adria Buchanan, Alex Harrington, Amanda DeShazo, April Elliott, Ben Ferguson, Corey Orvold, Desniege Haywood, Faaluaia Pritchard, Isabella Rivera Kjaer, Jay Worley, Jeff Bell, Judson Willis, Kevin Bates, Nicholas Carr, Noemi Cagatin-Porter, Rian Booker, Riley Guerrero, William Towey, Zac Baker

I. CALL TO ORDER

5:30

ROLL CALL

LAND ACKNOWLEDGEMENT

We acknowledge that we are on the traditional homelands of the Coast Salish people. They have lived on and stewarded these lands since the beginning of time, and continue to do so today. We honor their legacy by:

- Welcoming new ways of thinking about our relationship to the land
- Asking -- not assuming -- tribal preferences and needs
- Identifying opportunities to improve our collective stewardship

This board commits to these objectives.

II. REVIEW AGENDA/AGENDA MODIFICATIONS

III. CONSENT AGENDA

A. October 17, 2023 SSHAP³ Advisory Board Minutes

Purpose: Review and approval of minutes from the October 17, 2023 SSHAP³ Advisory Board meeting.

ATTACHMENTS: Minutes of October 17, 2023 Advisory Board meeting

[Document Link](#)

Recommended Motion: Motion to approve the consent agenda.

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 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 Advisory Board meeting can be heard by dialing 253-215-8782 and entering the Meeting ID 982 0661 9590 or through Zoom at <https://piercecountywa.zoom.us/j/98206619590>. Written comments may be submitted to mary.connolly@piercecountywa.gov Tuesday before 4:00 p.m. for the Public Comment period. Comments will be compiled and sent to the Advisory Board and posted on the SSHA³P website at: <https://southsoundaffordablehousing.org>.

V. PRESENTATIONS AND DISCUSSION

A. Work Plan Subcommittee Update

5:40

Purpose: Presentation from Mary Connolly, SSHA³P Program Specialist II on the Work Plan Subcommittee’s work to evaluate policies and programs for inclusion in the 2024 Advisory Board Work Plan.

Action: Advisory Board questions, discussion and feedback.

ATTACHMENTS: Work Plan Subcommittee Update Presentation

[Document Link](#)

DRAFT 2024 Advisory Board Work Plan

[Document Link](#)

Work Plan Subcommittee Memorandum

[Document Link](#)

VI. SSHA³P STAFF UPDATE

- A. 2024 Advisory Board Appointments
- B. 2024 Chair and Vice-Chair Elections
- C. End of Year Survey

VII. UPDATES/COMMENTS OF THE ADVISORY BOARD

VIII. ADJOURN

South Sound Housing Affordability Partners (SSHA³P)

Advisory Board

Meeting Norms

1. Challenge ideas, not individuals
2. Assume positive intent; assume responsibility for impact
3. Recognize it is more beneficial to share what you are thinking with the group during the discussion than with an individual afterwards
4. Listen with curiosity to what everyone has to say – we all come with different perspectives and priorities that bring depth to the conversation
5. Be respectful and make space for minority opinions or points of view
6. During discussion, everyone has the opportunity to contribute before members contribute a second time
7. Raise hand to speak and wait for acknowledgement from the chair
8. Be open to new ways of thinking
9. Recognize the best efforts of our staff
10. Make our decisions based on the available information, and in the best interest of the Executive Board goals
11. Board members come prepared for each meeting



South Sound Housing Affordability Partners
Advisory Board Meeting Minutes

October 17, 2023

5:30 – 7:00 p.m.

Advisory Board Members: Adria Buchanan, Chair – present
Alex Harrington - present
Amanda DeShazo – present
April Elliott - present
Ben Ferguson – present
Corey Orvold - present
Desniege Haywood - present
Faaluaina Pritchard - present
Isabella Rivera Kjaer - present
Jay Worley – present
Jeff Bell - excused
Judson Willis, Vice Chair - present
Kevin Bates - present
Nicholas Carr - present
Noemi Cagatin-Porter – present
Rian Booker, Vice Chair - present
Riley Guerrero - present
William Towey - present
Zac Baker – present

Staff: Mary Connolly, Program Specialist 2
Becki Foutz, Administrative Assistant

Guests: Laura Hodgson, Kacey Guin




MINUTES

TOPIC/ WHO	DISCUSSION	ACTION
Call to Order Adria	Adria called the meeting to order. Mary called roll, per above; a quorum was present.	Welcome!
Approval of Consent Agenda Adria	Any requests to modify the agenda? No. Rian moved and it was seconded to approve the consent agenda. Vote was taken - none opposed, no abstentions.	The agenda was approved.
Approval of September Minutes Adria	April approved and it was seconded to approve the September meeting minutes. Vote was taken - none opposed, no abstentions.	The minutes were approved.

TOPIC/WHO	DISCUSSION	ACTION
<p>Public Comment Adria</p>	<p>Adria opened for public comment. None. No written comments have been received.</p>	
<p>Periodic Update and Housing Element Updates (HB 1220) Presentation Laura Hodgson, Senior Planner, Dept. of Commerce</p>	<p>The Department of Commerce touches every aspect of community and economic development. They have hundreds of programs, all focused on strengthening communities. The Growth Management Act was adopted in 1990 as a statewide planning framework to address uncoordinated development and urban sprawl.</p> <p>A comprehensive plan sets: the vision for a community, the framework for how to accommodate the next 20 years of growth, and community funding priorities. Most cities and counties are obligated to have a comprehensive with this framework. Required elements of a comprehensive plan include land use, housing, capital facilities, utilities, transportation, climate, and, for counties, rural development. The plan helps to develop policies for how those needs will be met over time. Plans are re-done every ten years (these are called periodic updates); minor updates are made annually as well.</p>	<p>Informational</p>
<div style="text-align: center;"> <p>Growth Management Act and Other State Statutes</p> <p>Multi-County Planning Policies (Vision 2050)</p> <p>Countywide Planning Policies</p> <p>Comprehensive Plan</p> <p>Development Regulations and Permitting</p> </div>		

TOPIC/WHO	DISCUSSION	ACTION
<p>HB 1220 continued</p>	<p>Every jurisdiction in Washington will be updating their plans and implementing regulations over the next four years. Pierce County's comprehensive plan and regulation updates are due 12/31/24.</p> <p>In 2021, HB 1220 directed Commerce to project future housing needs by income bracket, and directed communities to strengthen housing elements and how they accommodate housing, including: projected housing needs and allocation, land capacity analysis (identify sufficient land capacity), adequate provisions for all economic segments and racially disparate impacts, exclusion, and displacement.</p> <p>Black homeowners are less likely to own their homes than white homeowners; we need to undo this disparity.</p> <p>Projections show that Washington needs 1.1M new homes and 91,357 emergency housing beds over the next 20 years!</p> <p>If there's insufficient capacity for any type of housing need, the jurisdiction must identify and implement zoning changes that provide enough capacity, prior to adoption of their comprehensive plan.</p> <p>The legislature asks that jurisdictions document programs and actions needed to achieve housing availability, including gaps in local funding, and barriers such as development regulations.</p> <p>To address racially disparate impacts, jurisdictions must engage the community, gather and analyze data; evaluate and revise policies, and review and update regulations.</p> <p>To evaluate existing policies, consider: who is the policy benefitting? Who is it burdening? Does the policy contribute to racially disparate impacts? Displacement? Exclusion? Does it provide protection from displacement to communities of interest?</p> <p>We must increase affordable housing production, while preserving existing affordable housing and protecting existing households, and ensure that the benefits of investment and development are equitably distributed.</p> <p>Per RCW 36.70A.540, fully planning cities and counties can adopt incentive programs including one or more of the following:</p> <ul style="list-style-type: none"> • Density bonuses within the urban growth area; • Height and bulk bonuses; • Fee waivers or exemptions; • Parking reductions; or • Expedited permitting. 	<p>Informa- tional</p>

TOPIC/WHO	DISCUSSION	ACTION
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<p>HB 1220 continued</p>	<p>Per RCW 36.130.020, a city, county, or other local government entity or agency may not adopt, impose, or enforce requirements on an affordable housing development that are different than the requirements imposed on general housing developments generally.</p> <p>Per HB 1337, local governments must, by six months after the periodic update due date:</p> <ul style="list-style-type: none"> • Allow two ADUs per lot in all GMA urban growth areas • May not require the owner to occupy the property • May not prohibit sale as independent units • Must allow an ADU of at least 1,000 square feet and adjust zoning to be consistent with HB 1337 • Must set consistent parking requirements based on distance from transit and lot size • May not charge more than 50% of impact fees charged for the principal unit <p>Certain cities are also subject to HB1110 (Middle housing): buildings that are compatible in scale, form, and character with single-family houses and contain two or more attached, stacked, or clustered homes including duplexes, triplexes, fourplexes, fiveplexes, sixplexes, townhouses, stacked flats, courtyard apts, and cottage housing.</p> <table border="1" data-bbox="305 1396 1360 1759"> <thead> <tr> <th></th> <th>Affected cities must allow</th> <th>If within ¼ mile of major transit stop</th> <th>Affordability bonus</th> </tr> </thead> <tbody> <tr> <td>Cities of 25k-75k population</td> <td>2 units/lot on all lots*</td> <td>4 units/lot *</td> <td>4 units/lot if one is affordable*</td> </tr> <tr> <td>Cities over 75k population</td> <td>4 units/lot on all lots*</td> <td>6 units/lot *</td> <td>6 units/lot if 2 are affordable*</td> </tr> <tr> <td>Cities <25k contiguous UGA with largest city in county > 275,000</td> <td>2 units/lot on all lots*</td> <td></td> <td></td> </tr> </tbody> </table> <ul style="list-style-type: none"> • * Unless zoning permits higher densities • Based on 2020 populations 		Affected cities must allow	If within ¼ mile of major transit stop	Affordability bonus	Cities of 25k-75k population	2 units/lot on all lots*	4 units/lot *	4 units/lot if one is affordable*	Cities over 75k population	4 units/lot on all lots*	6 units/lot *	6 units/lot if 2 are affordable*	Cities <25k contiguous UGA with largest city in county > 275,000	2 units/lot on all lots*			<p>Informa- tional</p>
	Affected cities must allow	If within ¼ mile of major transit stop	Affordability bonus															
Cities of 25k-75k population	2 units/lot on all lots*	4 units/lot *	4 units/lot if one is affordable*															
Cities over 75k population	4 units/lot on all lots*	6 units/lot *	6 units/lot if 2 are affordable*															
Cities <25k contiguous UGA with largest city in county > 275,000	2 units/lot on all lots*																	

TOPIC/WHO	DISCUSSION	ACTION
<p>HB 1220 continued</p>	<p>Rian asked what the consequences are if jurisdictions don't follow Commerce's directives. If out of compliance, jurisdictions may be denied access to grant funding. With Governor approval, jurisdictions can be required to attend a growth management hearing within 60 days of adopting their plan/policy and told to change their plan/policy. Commerce is happy to provide technical assistance to those who have questions.</p> <p>Ben said he's heard some jurisdiction staff working on their comprehensive plan updates note that they're required to go through the motions and develop a plan, but not required to develop the number of units needed. One of the goals is to increase affordable housing and home ownership, but a lot of policies appear to be more conducive to rentals. It's not clear to him how those who struggle with affordability will actually be able to own homes. Those who have been historically marginalized or may not have family property need more help. Commerce encourages local jurisdictions to develop policies that meet their needs, and home ownership is key. There could be opportunities for home ownership through middle housing and cottages. There may also be a lot-splitting Bill in the next session.</p> <p>Jay understands planning, and there's a cost in not building for climate change that cannot be understated. We're going to miss key opportunities; how can we push for that? It's good to hear that they want to make racial and equity differences; how does Commerce plan to actually get those policies changed? Jay's been watching Gig Harbor work on policies for a year and a half and they're about halfway there. Commerce encourages Board members to advocate for their jurisdictions to take steps in that direction. We need to make sure that our policies make actual change. Jurisdictions need to monitor their policies and make sure that change is happening over time. Your voice can make a lot of impact! Laura can also connect people with Commerce's three-person climate team if desired.</p> <p>Alex asked if the climate team foresees putting in any guard rails – the 20-30% canopy cuts into usable land area. Laura noted that it's quite challenging to find balance in maintaining a tree canopy and open space on a parcel while increasing housing.</p> <p>Adria asked about the study to examine housing policies' racial equity and disparate impact that Laura referenced. These studies have been done repeatedly – why is another required? Laura said that it's not so much a study that's required, but an evaluation of policies and regulations. Adria noted that jurisdictions already do that every five years. Laura agreed that they should, but they don't always. The impediments need to be codified. More coordination is needed. Adria noted that a lot of money goes to planners to conduct these evaluations. Commerce has a framework to help walk planners through the process; consultants are not necessarily needed.</p>	<p>Discus- sion</p>

TOPIC/WHO	DISCUSSION	ACTION
<p>HB 1220 continued</p>	<p>Jay shared that it bothers them that we already have this data. Is Commerce a watchdog to ensure that there's action and there's not drastic harm done to BIPOC communities? Each County's assigned planners and Laura's training them to comment on policies and regulations to be sure they're consistent with what we know needs to change. Jurisdictions will receive letters asking them to change policies accordingly, and they're to reach out to their community for input. If they don't, please help hold their feet to the fire. Commerce can push, but they don't have much of a hammer.</p> <p>April commented that she's on her city's volunteer planning commission and they're trying to enact HB 1220. The definitions are unclear, and they're trying to make sense of the new requirements and do their best. It's going through a lens of NIMBY, white homeowners with roots going back to the 1970's. She hears a lot of frustration. She encouraged members to be active in their community planning. April's the youngest on her commission by 20 years! She's been serving for four years, meeting monthly, and has seen only one public comment come through. If you're passionate, please step into other avenues to have your voice heard.</p> <p>Rian asked if it's permissible in the GMA to have a body like SSHA³P do some of the legwork and come up with definitions and standards for a region? Every jurisdiction is working on the same thing, and that's redundant. Commerce is already working on defining "transit stop." Other than that, yes, please! Most of the planners are volunteers and could use the help.</p>	<p>Discus- sion</p> <p>Thank you, Laura!</p> <p>Mary will share the present- ation.</p>
<p>Land Acknowled- gement Discussion Mary</p>	<p>Adria drafted the following land acknowledgement, incorporating language recommended by two members of the Puyallup Tribe in the first paragraph, and addressing member input about putting some action behind it in the bullet points:</p> <p>We acknowledge that we are on the traditional homelands of the Coast Salish people. They have lived on and stewarded these lands since the beginning of time, and continue to do so today. We honor their legacy by:</p> <ul style="list-style-type: none"> • Welcoming new ways of thinking about our relationship to the land • Asking -- not assuming -- tribal preferences and needs • Identifying opportunities to improve our collective stewardship <p>This board commits to these objectives.</p>	<p>Informa- tional</p>

TOPIC/WHO	DISCUSSION	ACTION
SSHA³P Staff Update Mary	Thanks to those who provided their availability for the next couple of months: the Advisory Board will meet on 11/21 and 12/19 as scheduled. Adria feels it would be nice for folks to gather in person. The 11/21 meeting will be hybrid, with the opportunity to meet in person if desired. Meeting space is being sought; Lua offered the use of APCC. April suggested meeting in person quarterly; it will lead to more camaraderie. Is there a mask requirement? People may certainly wear masks if they choose. Mary added that there's also a conference room at SV that works for hybrid meetings. Jay suggested using the Tacoma-Pierce County Health Department's website for masking guidance.	The 11/21 meeting will be hybrid, location TBD.
Board Members' Updates & Comments Group	Nicholas will attend the <i>Out of the Box Housing Conference</i> on Friday. Kudos to Amanda for her consortium affordable housing award ceremony – great turnout, great job!	Informational
Adjournment	Corey moved to adjourn. It was seconded. Vote was taken; none opposed, no abstentions. The meeting adjourned at 7:00 p.m.	Meeting adjourned!

The next SSHA³P Advisory Board meeting will be a hybrid meeting on Tuesday, November 21, at 5:30 p.m. via Zoom and a location to be determined.

Becki Foutz
Administrative Assistant



WORK PLAN SUBCOMMITTEE UPDATE

SSHA³P ADVISORY BOARD MEETING

NOVEMBER 21, 2023

MARY CONNOLLY, PROGRAM SPECIALIST II

Agenda

- Subcommittee Role
- Work Plan
- Process to Filter Policies/Programs
- Subcommittee Scores
- Selected Policies/Programs for Discussion

Subcommittee Role

- Goal – To develop a 2024 Advisory Board Work Plan for recommendation to the Advisory Board
- Members
 - Adria Buchanan
 - Alex Harrington
 - Faaluaina Pritchard
 - Isabella Rivera Kjaer
 - Jay Worley
 - Nicholas Carr
 - Rian Booker
 - Riley Guerrero
 - Zac Baker

Work Plan

- Directs and prioritizes Advisory Board's workflow for 2024
- Draft work plan focus areas and objectives
 - Advise & Provide Feedback
 - Housing Toolkit Recommendations
 - Education
 - Administration

Work Plan


- Directs and prioritizes Advisory Board's workflow for 2024
- Draft work plan focus areas and objectives
 - Advise & Provide Feedback
 - **Housing Toolkit Recommendations** →
 - Education
 - Administration

Focus of conversation today

Housing Toolkit Recommendations

- Include 2 policies/programs in the work plan which the Advisory Board will analyze for inclusion in SSHA³P's housing toolkit
- Policies/programs in SSHA³P's housing toolkit are recommended for implementation by SSHA³P member governments
 - If a policy/program would be best implemented by SSHA³P, bring back to the discussion on the 2025 SSHA³P Work Plan early next year
 - If a policy/program requires state or federal action, bring back to the discussion on 2025 SSHA³P legislative agenda mid-next year

Process to Filter Policies/Programs



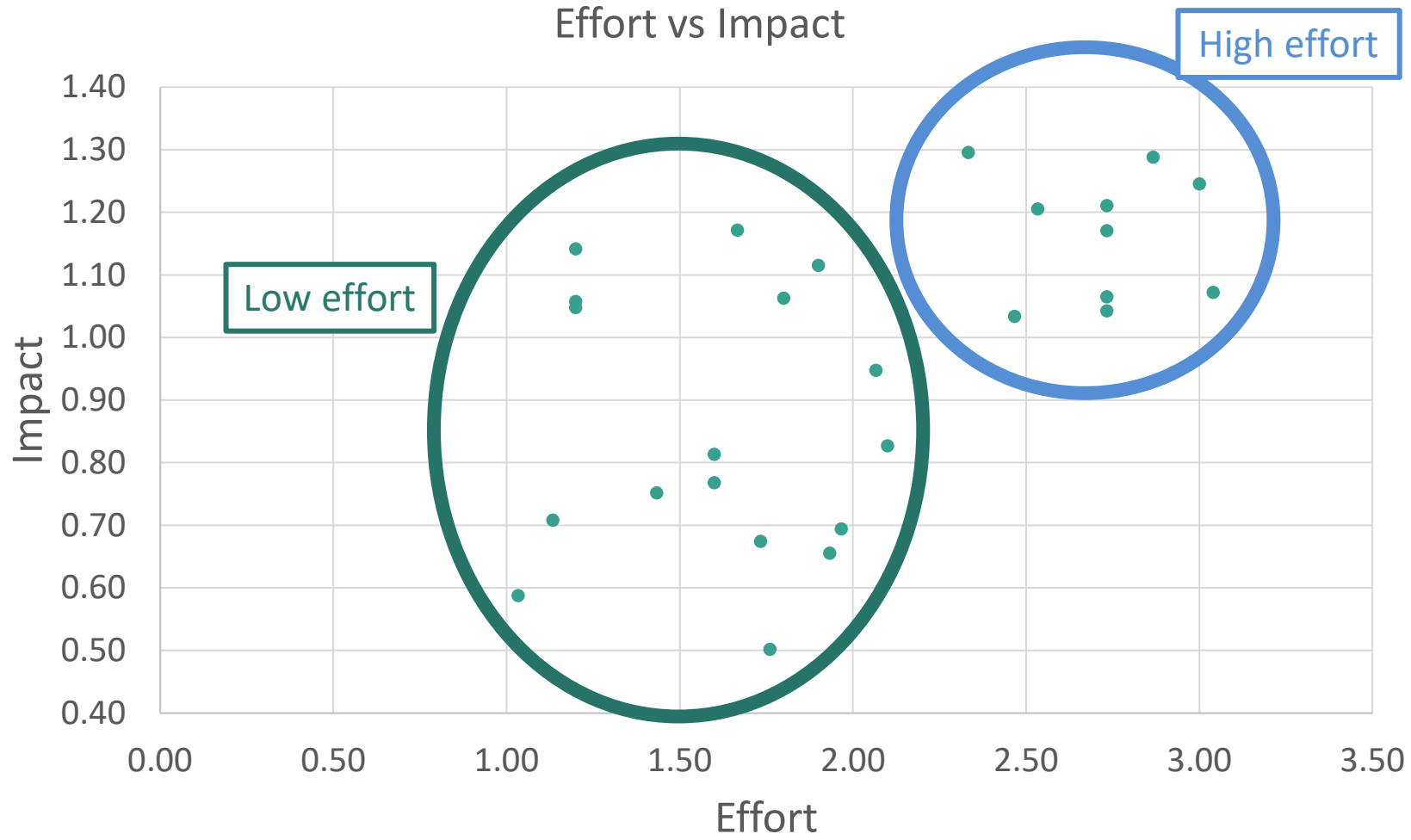
Filtering many ideas to a couple of policies and programs

Step	Outcome
Advisory Board brainstormed ideas	List of 63 ideas
Subcommittee defined unique policies/programs	List of 94 policies and programs
Staff scored policies/programs using evaluation framework	Filter to 27 policies/programs with highest impact
Subcommittee scored using evaluation framework and selected policies/programs to present to Advisory Board	Scores averaged and mapped Focus on low effort policies
Advisory Board, Executive Board, staff workgroup provide input	In progress

Next Steps

- Advisory Board selects 2-5 policies/programs to present to the Executive Board for feedback (Today)
- Staff present draft work plan to Executive Board for feedback (12/1)
- Subcommittee makes recommendation to Advisory Board (12/19)
- Advisory Board makes recommendation to Executive Board (12/19)
- Executive Board adopts Advisory Board work plan (1/12)
- Advisory Board starts working on work plan items (1/16)

Subcommittee Scores



Low Effort

- Density bonus:
 - For affordable housing
 - For affordable housing in high opportunity areas
 - For community land trusts
 - Universal design standards
- Parking reductions:
 - Affordable housing
 - Community land trusts
 - Universal design standards
- Alternative design standards:
 - Affordable housing
 - Community land trusts
- Expedited permitting:
 - Affordable housing
 - Community land trusts
- Impact fee waiver:
 - Affordable housing
 - Community land trusts
- Utility connection fee waiver:
 - Affordable housing
- Multifamily Property Tax Exemption (MFTE)
- Prioritizing funding for community land trusts in existing funding sources
- Prioritizing community land trusts in the disposition of publicly owned land

High Effort

- Surplus land policy for affordable housing
- Land banking/acquisition program
- Tax Increment Financing (TIF)
- Bridge loan program for affordable housing
- Affordable housing property tax levy
- Capital funding for community land trusts
- Funding for infrastructure improvements needed for the development of affordable housing
- Housing trust fund funded with general dollars for affordable housing
- Down payment assistance
- Down payment assistance for first-generation home buyers

Subcommittee Discussion

- Focus on improving the landscape of development and permitting generally, which will benefit both market-rate and affordable housing development
- Focus on policies and programs that require lower effort and already been implemented elsewhere in Pierce County
 - Examples to look to
 - Quicker wins

Selected Policies/Programs for Discussion

- Density bonus for affordable housing
- Incentives for universal design standards (e.g. density bonus, parking reductions)
- Impact fee cost and flexibility, including frontage improvement requirements
- Parking standards
- Parking reductions for affordable housing
- Design standards (density, height, setbacks, etc)
- Process improvement
 - Expedited permitting for affordable housing
 - Long-term process improvement for permitting
 - Service level agreement with penalties



WORK PLAN SUBCOMMITTEE UPDATE

SSHA³P ADVISORY BOARD MEETING

NOVEMBER 21, 2023

MARY CONNOLLY, PROGRAM SPECIALIST II

SSHA³P

Advisory Board
2024 Work Plan

Advise and Provide Feedback

- Provide feedback on:
 - 2025 SSHA³P Work Plan
 - 2025 SSHA³P Budget
 - 2025 SSHA³P State and Federal Legislative Priorities
 - Other housing-related efforts in Pierce County, as requested

Housing Toolkit Recommendations

- Framework for Analysis and Recommendation
 - Develop a framework for analyzing policies and programs for inclusion in the Housing Toolkit
- Member Government Consideration
 - Recommend to the SSHA³P Executive Board a process for member government consideration of Housing Toolkit recommendations
- [Policy/Program #1]
 - Analyze and make a recommendation to the SSHA³P Executive Board on inclusion in SSHA³P's housing toolkit
 - [Include additional details on specifics, as needed]
- [Policy/Program #2]
 - Analyze and make a recommendation to the SSHA³P Executive Board on inclusion in SSHA³P's housing toolkit
 - [Include additional details on specifics, as needed]

Education

- Learn about relevant and foundational topics related to housing and land use policy through presentations from qualified speakers

Administration

- Elect chair and vice chair(s)

FROM: Mary Connolly, Program Specialist II
TO: SSHA³P Advisory Board
CC: Jason Gauthier, SSHA³P Manager
SUBJECT: Summary of the SSHA³P Advisory Board Work Plan Subcommittee's Work to Identify Policies and Programs to Include in the 2024 Advisory Board Work Plan
DATE: November 21, 2023

BACKGROUND

The Work Plan Subcommittee (the Subcommittee) was formed to create a recommendation to the Advisory Board on the 2024 Advisory Board Work Plan. Because Resolution 2023-02 establishing the Advisory Board spells out much of what the Work Plan should include, the Subcommittee has focused its efforts on evaluating policies and programs to include in the Work Plan, which will later be further evaluated for inclusion in SSHA³P's housing toolkit.

SUMMARY OF SUBCOMMITTEE WORK

Creating a Recommendation on the Evaluation Framework

The Subcommittee's first two meetings, on August 2 and August 28, were focused on providing feedback on an evaluation framework, which would be used to evaluate policy and program ideas. A recommendation on the framework was brought to the Advisory Board on September 19 for questions and feedback and was finalized with a few small adjustments.

Defining Unique Policies and Programs to Evaluate

Advisory Board members were asked to complete a survey to brainstorm ideas for policies and programs to be considered for inclusion in the work plan. The Advisory Board reviewed the results of this brainstorm and added additional ideas at the Advisory Board meeting on July 18. The full list of ideas also includes a few policies and programs considered by the SSHA³P Executive Board last year, as well as some ideas gathered through conversation with Advisory Board members.

At their September 8 meeting, the Subcommittee reviewed and provided feedback on staff's work to take the list of 63 ideas and turn it into a list of 94 unique policy and program ideas that could be evaluated with the evaluation framework. The results of this work can be found in [Attachment A](#).

Scoring Policies and Programs

Following the Subcommittee's review and direction on the program and policy ideas, staff scored each of the 94 unique policies and programs using the evaluation framework. Subcommittee members were assigned 3 policies and programs each to score themselves. These scoring results can be found in [Attachment B](#).

At the October 2 Subcommittee meeting, Subcommittee members discussed the scoring results and, finding discrepancies in the scoring outcomes, asked that staff provide additional guidance on using the evaluation framework and that Subcommittee members score additional policies/programs.

To filter the number of policies/programs being scored, Subcommittee members scored the 27 policies that had scored 1.0 or above on impact by at least one of the two staff members. Subcommittee members' scores were averaged and graphed by effort and impact, as shown in [Attachment C](#).

Identifying Policies and Programs to Present to the Advisory Board for Further Discussion

The Subcommittee met on November 1 to discuss their scoring results. In discussion, Subcommittee members expressed a desire to:

- Focus on improving the landscape of development and permitting generally, which will benefit both market-rate and affordable housing development
- Focus on policies and programs that require lower effort and that have already been implemented elsewhere in Pierce County, so that there are examples to look to and so that the recommendations result in more expeditious implementation.

The result of their discussion was a list of policies and programs to bring to the Advisory Board for further discussion, as shown in [Attachment D](#).

Future Action

The Subcommittee anticipates meeting in December to incorporate feedback from the Advisory Board, SSHA³P member government staff workgroup, and Executive Board into their final recommendation on the 2024 Advisory Board Work Plan. Staff expect that the Advisory Board will consider this recommendation at their December 19 meeting, and that the Executive Board will consider adoption of the Advisory Board Work Plan at their January 12 meeting.

Idea	Source	Specific policy(ies) or program(s)	Notes
INCENTIVES			
<p>Stacked incentive programming that combines benefits to developer as they are layered. Could include utilizing TDR's, permit relief (past state mandated legislation), design preferences, construction cost mitigation...would have to work with developers of all types to identify what's impactful and feasible, then package it as program - "if you build this here, we'll give you the whole package of incentives."</p> <p>Note from Mary: Here is followup information from the suggester on design preferences: A city typically has thresholds for all kinds of things in the land use/zoning codes, if the developer meets those thresholds, they shouldn't be subject to infinite design reviews because of NIMBYism, for example. This becomes important for middle housing construction, which will help affordability and access. The state addressed this with HB 1293, but I think there is still some opportunity for certain kinds of local implementation.</p>	Advisory Board member	Transfer of Development Rights (TDR) Alternative design standards Permit fee waiver for affordable housing Impact fee waiver for affordable housing Expedited permitting for affordable housing	Recommending stacked incentives would be problematic for our evaluation tool to score effectively. The tool is best designed for single, specific programs and incentives to evaluate.
<p>Reduced impact fees and easier permitting for dwellings under a certain size (1500-1800 SF for example). Reason: Many developers are building 2500+SF luxury homes. While more inventory helps, it would be great if we could also be building some modestly sized homes that will free up older homes in that size.</p>	Advisory Board member	Impact fee waiver for smaller buildings Permit fee waiver for smaller buildings Utility connection fee waiver for smaller buildings Alternative design standards for smaller buildings Expedited permitting for smaller buildings	
<p>Property Tax Exemptions: Offering property tax exemptions or abatements for developers who dedicate a portion of their units for affordable housing. This can incentivize developers to create affordable housing options.</p>	Advisory Board member	Multifamily Property Tax Exemption (MFTE)	
<p>Adopting incentive-only approaches to producing Affordable Housing (such as MFTE).</p>	Advisory Board member	Multifamily Property Tax Exemption (MFTE)	
<p>Pierce County municipalities should explore options that incentivize heightened density for affordable housing in High Opportunity Areas - wealthier neighborhoods with excellent access to schools, parks, jobs, etc. Not just in the form of large-scale development, but also in encouraging homeowners in suburban environments to see themselves as a part of the solution. Are there ways to incentivize the creation of ADU/DADU's/multiplexes in these areas? I don't have a specific recommendation in this arena, but maybe some form of program or agency that could take on the burden of the landlord-management of a unit created, for a small percentage of the rent, so that homeowners who are interested in using their property to create more units and gain passive income, but wary of diving into landlord-tenant law, could still participate.</p>	Advisory Board member	Density bonus for affordable housing in high opportunity areas Permit fee waiver for ADU Impact fee waiver for ADU Utility connection fee waiver for ADU Alternative design standards for ADU Expedited permitting for ADU Permit fee waiver for middle housing Impact fee waiver for middle housing Utility connection fee waiver for middle housing Height bonus for middle housing Parking requirements for middle housing Lot size requirements for middle housing Expedited permitting for middle housing	The last sentence suggests a property management program run by a government; it's extremely unlikely that a local government would implement such a program.
<p>Option to credit the cost of extending utility infrastructure to a developer's utility connection fee</p>	Advisory Board member	Option to credit the cost of extending utility infrastructure to a developer's utility connection fee	
PERMITTING AND PLANNING			
<p>Similar Design Review requirements for housing that will support prototype housing/DADU products to enable products/prefab to be utilized</p>	Advisory Board member	Aligning design review requirements across jurisdictions for ADUs	
<p>Reduction of land use requirements for affordable units, including lower permit fees and faster review times Expedited permitting process</p>	Advisory Board member	Permit fee waiver for affordable housing Impact fee waiver for affordable housing Utility connection fee waiver for affordable housing Expedited permitting for affordable housing	
<p>Over the counter permit approval for plans that have already been approved within the same jurisdiction. Reduced fees for OTC reviews (less cost to the agency should be passed to the project)</p>	Advisory Board member	Over the counter permit approval for plans that have already been approved within the same jurisdiction Reduced fees for plans that have already been approved within the same jurisdiction Expedited permitting for plans that have already been approved within the same jurisdiction	
<p>Programs such as rapid re-zones should be considered in areas where the comprehensive plan has underlying zoning that is more favorable for development. i.e. if a parcel is zoned low density residential, but the underlying comprehensive plan has the property as commercial, there should be a program to allow rapid staff review and approval of medium or high density residential for true deed restricted housing.</p>	Advisory Board member	Rapid re-zone for affordable housing when the Comprehensive Plan has underlying zoning that is more favorable for development	

Policy and Program Ideas

Developers will often quote development regulations or delays in the permitting processes as a significant source of increase to the cost of housing. Each government entity should conduct a careful review of what hurdles developers might be experiencing to ultimately bring down the cost of housing. Obviously, some regulations and review of new developments are necessary, but most regulatory systems around housing are not as efficient as they could be.	Advisory Board member	None	This suggestion isn't specific enough to evaluate. This is also part of the Comprehensive Plan Periodic update process, which jurisdictions are undergoing currently.
HB 5290 holds jurisdictions accountable for their Land Development permit timelines by requiring them to refund fees if they go over their state-mandated timeline. Jurisdictions should adopt similar cost recovery programs for permit timelines for other permits (e.g., Building Permits, etc.) Note from Mary: I emailed to ask for more info; the suggester provided a list of other kinds of timelines: base plan reviews, pre-approved plan permits/meetings; custom home permits; inspections; development engineering for sewer/storm for SFH; area reviews; wetland reviews; fire prevention; civil construction plan reviews; prelim plat reviews; land use (administrative site plan); final plat; critical areas	Advisory Board member	Cost recovery program for developers when building permits are exceeded	
Jurisdictions should immediately begin incorporating the provisions of HB 1110 into their Comprehensive Plan updates. And smaller jurisdictions exempted from the bill should still adopt allowances for Middle Housing or abolish SFH-only zones altogether.	Advisory Board member	Allowing middle housing in jurisdictions in jurisdictions that are not subject to HB 1110	Many SSHA3P members are implementing requirements of HB 1337 and 1110 as part of their 2024 comp plan periodic update, while only required to implement this legislation by June 30, 2025 - 6 months after the 2024 periodic update is due.
Increase mass transit priorities in underserved residential areas in communication with housing providers - transit access is a critical component of who is able to live where, and access to mass transit routes increases the number of parcels on which developers can see a feasible project, the grants and funding opportunities they can apply for, and grows the area in our county that can adequately accommodate low income residents. Transit programs should be closely married to housing programs, from conception to execution, as they hold extraordinary influence over one another. If housing is on mass transit lines, decreasing required parking area should be formalized into the zoning process - if that transit is adequate to replace the need for a car.	Advisory Board member	Reduced parking requirements near public transit	Creating recommendations on transportation is outside of the scope of SSHA3P's mission; however, transit-oriented development (TOD) is within the scope. Therefore, the last sentence could be a specific policy recommendation, but not the rest of the suggestion.
Governments need to modify rules and regulations that add unnecessary costs to housing (the long list of tools those including zoning, leveraging infrastructure, infilling, increased density, etc. are widely known)	Advisory Board member	None	This suggestion isn't specific enough to evaluate, and the suggested pieces are being evaluated in other areas of this document.
Fee-in-lieu program for frontage improvements	Considered by Executive Board last year	Fee-in-lieu program for frontage improvements	
Model legislation for zero lot line policy	Considered by Executive Board last year	None	The State has directed the Department of Commerce to create model legislation for this policy.
Increasing the max number of lots in a short subdivision to 9	Considered by Executive Board last year	Short plat threshold increase	
Changing density calculations from net to gross	Advisory Board member	Changing density calculations from net to gross	
Shared access roads - allowing more than 4 lots on a private shared access road	Advisory Board member	Increasing number of lots allowed on shared access road	
Parking requirements for multifamily buildings: parking stalls for multifamily buildings should be required to be standard size or smaller; 9ft max width; drive aisles 20-22 ft	Advisory Board member	Parking stall size requirements for multifamily buildings	
Contract with third parties to offer an expedited permitting option for an additional fee	Advisory Board member	Contract with third parties to offer an expedited permitting option for an additional fee	
PROGRAMMING			
I would like to explore land trust model housing. Right now, I do not see there are many home purchase options for low to moderate income single-occupant homeowners.	Advisory Board member	Capital funding for CLTs Prioritizing funding for CLTs in existing funding sources Prioritizing CLTs in the disposition of publicly owned land Density bonus for community land trust Permit fee waiver for CLT Impact fee waiver for CLT Utility connection fee waiver for CLT Alternative design standards for CLT Expedited permitting for CLT Density bonus for CLT Parking reductions for CLT	
Finally, I would see the county/cities to rehab derelict properties and sell to low to moderate income homebuyers.	Advisory Board member	Surplus land policy for affordable housing Land banking/acquisition program	Local governments are not developers or owners/managers of affordable housing themselves. However, there are policies they can put in place to facilitate the rehabbing of derelict properties for affordable housing.

Policy and Program Ideas

<p>Data informed mapping application that identifies prime locations for affordable housing projects. Using a model I pioneered for conservation acquisitions, we can take land, market, policy, population, and equity data (and more) and rank it with agreed upon metrics to create a model for affordable housing growth in the county that would inform the county, cities, and other public partners where to purchase land for future use, creating a covenant for affordability and lowering barriers to development. Could also be used to create regional TOD nodes, community land trust pilots, revamped zoning innovations, etc.</p>	<p>Advisory Board member</p>	<p>None</p>	<p>It makes the most sense to implement this idea a regional level rather than jurisdiction by jurisdiction. Return to this suggestion when SSHA3P is creating its 2025 work plan and budget.</p>
<p>Acquisition programs that offer grants and loans to revolve a fund that purchases land for affordable housing (and other housing related amenities) to remove from speculative market. The program would also be able to purchase existing housing or newly developed housing for preservation and continuing affordability purposes.</p>	<p>Advisory Board member</p>	<p>Land banking/acquisition program</p>	
<p>Greater protections and financial incentives for persons who rent out rooms in their home. Incentives could be: - a break on local property tax - fee/permit waivers - utility discounts/credits Protections could be: - Legal representation for landlords (Tenants get free legal representation already. It would be cheaper if we could mandate arbitration, but I believe that would have to be at the state level.) - Expanded Domestic Violence protections (The state provides some protection but specifically non-physical harassment is typically not upheld by the courts.)</p>	<p>Advisory Board member</p>	<p>Permit fee waiver for new or rehabbed shared housing Impact fee waiver for new or rehabbed shared housing Utility connection fee waiver for new or rehabbed shared housing Alternative design standards for new or rehabbed shared housing Expedited permitting for new or rehabbed shared housing Funding for shared housing programs</p>	<p>A property tax break would require a policy change at the state level. It's highly unlikely that local governments would provide legal representation for landlords. The issue about non-physical harassment pertains to the court system and judicial discretion in adjudicating behavior; this isn't something that SSHA3P can address.</p>
<p>Create "Pilot Program" variances that allow innovators to try new housing concepts for a year or two, then rule whether it can become permanent or need to comply to standard. Note from Mary: I asked if the suggester was referring to a program like Burien's; they said: Not exactly, but I really like Burien's program too. I was thinking smaller, like a 1-3 year variance to try something new. For instance, my project uses Japanese Capsule-style beds to condense the sleeping area and allow more living area per square foot. There's no real code around this type of thing, so a pilot variance would allow it and put it on the city's radar so they could evaluate it and update the code if it proved a viable model.</p>	<p>Advisory Board member</p>	<p>A demonstration/pilot program providing incentives and flexibility for the development of affordable housing during a defined period for a limited number of projects, providing the City with an opportunity to evaluate potential barriers to the construction of affordable housing and make recommendations on changes to development regulations.</p>	<p>Once variances are granted and a building is built, the variance isn't rescinded. Additionally, the referenced project is already allowed in the City of Tacoma and doesn't need a variance in code to be built. Therefore, a program similar to Burien's Affordable Housing Demonstration Project may make the most sense here.</p>
<p>Develop a self sustaining loan program that developers can use to fund projects at less interest than hard money or other loan types</p>	<p>Advisory Board member</p>	<p>Bridge loan program for affordable housing</p>	
<p>How can we incentivize or allow Tenant Improvements for existing buildings to make empty real estate livable? Flats or dorm style units with shared locker rooms/restrooms & kitchen spaces?</p>	<p>Advisory Board member</p>	<p>Permit fee waiver for rehabbing a commercial space for housing Impact fee waiver for rehabbing a commercial space for housing Utility connection fee waiver for rehabbing a commercial space for housing Alternative design standards for rehabbing a commercial space for housing Expedited permitting for rehabbing a commercial space for housing</p>	
<p>Provide resources or list of what energy incentives are available in order to assist developers into getting across the finish line of new Energy Code Standards?</p>	<p>Advisory Board member</p>	<p>None</p>	<p>It makes the most sense to implement this idea a regional level rather than jurisdiction by jurisdiction. Return to this suggestion when SSHA3P is creating its 2025 work plan and budget.</p>
<p>Note many jurisdictions or moving to a neighborhood and density approach to zoning vs. single family/multi-family. What can we do to complement the MRSC to make standards for smaller versions of multi-family housing that would fit into a neighborhood (formerly single family) zone? Followup info: 1. Washington in general is going away from making any zone a single family zone. In most jurisdictions this allows duplexes some larger jurisdictions may be required to allow up fourplex in any residential zone. 2. Most people think of large apartment complexes when they hear multi-family housing. There's are so many other options that could fit into the character of what a "single family" zone traditionally looks like. There are garden style apartments/cottage communities, tri or four-plex units that are a comparable scale to a modern McMansion, or townhouses. 3. Many jurisdictions don't have the code or language to allow some of these middle housing types so it becomes a tedious process for planning commissions to draft new code. For example it took Milton 6+ meetings to revise the code to allow ADUs. As new laws are passed in Washington that state cities must allow for/accommodate one thing or another, it would be great if someone was ahead of that staying, here is the revised code, here is the intent and here are some ways/language to help you revise your code to allow for this. Keep in mind that these are community unpaid volunteers that are doing the best they can to interpret top down direction.</p>	<p>Advisory Board member</p>	<p>None</p>	<p>The State has created the Department of Commerce to create model legislation for HB 1110.</p>

Policy and Program Ideas

Down Payment Assistance: Providing down payment assistance programs to help low-income households afford homeownership. This can be in the form of grants, forgivable loans, or low-interest loans.	Advisory Board member	Down payment assistance	
Creating additional mitigation funds or grant opportunities for small landlords or nonprofit providers to repair damaged units and keep them online, functional, and decent. Naturally occurring and even some subsidized/old nonprofit units are hemorrhaging due to the massively inflated cost of construction materials, especially acute for small landlords who have conscientiously kept their rents - and therefore, their profits - low in the face of extraordinary increases in the market at large.	Advisory Board member	Landlord damage relief program - providing landlords with funds to repair affordable units	It would be difficult to create a program that could also provide funding for naturally occurring affordable units; therefore this program idea focuses on income-restricted units. Additionally, our sister org SKHHP is working on this issue and we're looking forward to learning from their study and potential program recommendations re: naturally occurring affordable housing.
Washington D.C. established a "Preservation Unit", which consisted of a variety of affordable housing experts and policymakers. The mission for this unit was to identify and preserve existing affordable housing units, find new opportunities for additional affordable housing often through public-private partnerships, and to collect and maintain data on the affordable housing supply. This unit was remarkably successful at preserving housing because they reviewed each building to find out what was needed to preserve the affordable units within it.	Advisory Board member	None	It makes the most sense to implement this idea a regional level rather than jurisdiction by jurisdiction. Return to this suggestion when SSHA3P is creating its 2025 work plan and budget.
We can no longer rely on traditional single family lots as being the main way of becoming a homeowner. Governments should investigate alternative solutions and explore options such as establishing community land trusts or incentivizing ADUs as a valid form of homeownership. While we often talk about rental units when affordable housing is being discussed, it is equally important to investigate how a low-income household might build intergenerational wealth through homeownership and gain access to this though alternative kinds of housing. Note from Mary: I emailed the suggester to ask for ideas on ADU incentives; some examples from a HUD case study include an interest-free loan program for affordable ADUs, and tax exemptions to homeowners on the portion of property rented as an affordable unit	Advisory Board member	Capital funding for CLTs Prioritizing funding for CLTs in existing funding sources Prioritizing CLTs in the disposition of publicly owned land Density bonus for community land trust Permit fee waiver for CLT Impact fee waiver for CLT Utility connection fee waiver for CLT Alternative design standards for CLT Expedited permitting for CLT Density bonus for CLT Parking reductions for CLT	
Policies and/or programs should be created to balance For-Profit and Non-Profit housing developer participation to maximize housing production while also maximizing the spectrum of income levels served. Currently non-profits receive the majority of affordable housing funding even though organizations such as JLARC have strongly recommended greater for-profit participation.	Advisory Board member	None	For-profit organizations can access local funding sources; however they cannot access the State Housing Trust Fund. Revisit this during 2025 legislative agenda development.
Policies should be created to promote transparency via cost certifications of the contractors associated with affordable housing projects. General contractors affiliated with the developer are required to have their costs audited by a CPA and their profits capped by the state. Third party/ disaffiliated general contractors are not. Third party contractors routinely cost 50%-120% more than affiliated contractors.	Advisory Board member	None	For-profit organizations can access local funding sources; however they cannot access the State Housing Trust Fund. Revisit this during 2025 legislative agenda development.
I would like to see some sort of tax incentive for owner-occupied homes. I understand Idaho has something where homeowners pay less than investors on property tax.	Advisory Board member	None	This is a state-level issue due to the Constitution's "uniformity clause" and cannot be addressed on the local level
Adjusted tax rates for second homes or investments. Reason: We need to find ways to level the playing field for those that don't already own homes. Increased homeownership should be the long term goal.	Advisory Board member	None	This is a state-level issue due to the Constitution's "uniformity clause" and cannot be addressed on the local level
Taxes and LIDs need to be structured in a progressive manner that provides more affordability to target groups in greatest need, however abatements and deferral programs must be structured better to minimize unintended access);	Advisory Board member	Tax Increment Financing (TIF)	Making changes to these programs are state-level issues due to the Constitution's "uniformity clause" and cannot be addressed on the local level. However, a program like Tax Increment Financing (TIF) could be analyzed as a policy.
developer/builder debt guarantees in exchange for long-term rent control/stabilization could be an attractive incentive for some in the private sector;	Advisory Board member	None	It's extremely unlikely that local governments would take on the liability required for a debt guarantee. This idea would be more feasible as a state-level program. Revisit during 2025 state legislative agenda development.
Funding, such as 1. 1590 Adoption (1/10th of 1% sales tax), 2. Property tax levy, or 3) Money appropriated from a jurisdiction's general fund into a "Housing Trust Fund" that would be used specifically for housing.	Advisory Board member	Affordable housing property tax levy Housing trust fund funded with general dollars for affordable housing	Cities cannot adopt the 1/10th of 1% sales tax now that Pierce County is collecting it

Policy and Program Ideas

Policies related to HB 1220. Jurisdictions are now explicitly adding emergency shelter and housing and transitional housing into their codes (as they have to) and are creating a process for which it can be built. Lakewood and Puyallup have considered requiring a CUP, adding in operating agreements b/w providers and the city, also spacing requirements between es/eh/th, and requiring proximity to transit requirements. Perhaps this is not a focus of SSHA3P, but it can affect meeting the requirements of accounting for affordable housing across SSHA3P jurisdictions.	Advisory Board member	Recommendations on policies regarding permanent supportive and transitional housing, including conditional use permits, operating agreements, spacing requirements, and proximity to transit requirements.	Policies regarding emergency shelter and emergency housing are outside of SSHA3P's scope. Policies regarding permanent supportive and transitional housing are within scope.
Establishing a public bank	Advisory Board member	None	Local government cannot create a public bank. Revisit during 2025 state legislative agenda development.
Alleviate cost of construction	Advisory Board member	Permit fee waiver for affordable housing Impact fee waiver for affordable housing Utility connection fee waiver for affordable housing Alternative design standards for affordable housing Expedited permitting for affordable housing Density bonus for affordable housing Parking reductions for affordable housing	
Create a program within SSHA3P jurisdictions for private landlords to use a system to do background checks for affordable housing tenants. (For example, contracting with PCHA or THA to use their background check system.)	Advisory Board member	None	It makes the most sense to implement this idea a regional level rather than jurisdiction by jurisdiction. Return to this suggestion when SSHA3P is creating its 2025 work plan and budget.
Supplemental fund for people with funds from Covenant Homeownership Account to make them more competitive	Advisory Board member	None	It would be premature to create a supplemental fund for a program that has not yet been stood up or evaluated for effectiveness.
Supplemental fund for purchase price or rate buydowns	Advisory Board member	Down payment assistance (DPA)	
Homebuyer assistance program with assistance for first-time buyers and a more robust program for first-generation homebuyers From a followup email: Support would be anything that gives these specific buyers an advantage in the marketplace: - Provide earnest money through closure (to qualify this could not be a loan, but perhaps a trust that reverted after a year). - Buy points off a mortgage (this would allow the buyer to borrow more) - Waiver of fees or taxes (this would provide more profit to the seller) - Pay PMI (Would allow the buyer to borrow more, huge boost to lower incomes with no down payment.) - Pay some or all of closing costs (again, more profit for the seller)	Advisory Board member	Downpayment assistance for first-generation homebuyers Funding for assistance/counseling for first-time homebuyers	There are already counseling programs out there for first-time homebuyers; it would make more sense to support and market those rather than create a new one for each jurisdiction.
Competition with cash reward for best housing idea	Advisory Board member	Housing idea competition - reward for best housing concept/idea	
Can we reach out to local banks and find a way to partner with them through nonprofits. To incentivize homeownership? This way the rates can be lower by using guaranteed funds put aside by our local government? When people finance their loans through FHA or FHA down payment assistance, the rates are typically higher and they have mortgage insurance that increases their monthly payments vs. financing conventionally. I'm suggesting we somehow partner with multiple small lenders that can count pool of funds our city/county etc put together to be used as a gift for our buyers to help them build and establish generational wealth.	Advisory Board member	None	The easiest way to implement this idea would be to expand WSHFC's Habitat for Humanity Opportunity Program, which provides loans to people receiving down payment assistance (DPA) from specific DPA programs. This would require partnership/advocacy at the state level.
There is not enough housing across the board in Pierce County.	Advisory Board member	None	Not a specific policy/program recommendation
Social housing models that house all income rent is 30% of your income across the board. Minneapolis and Vienna have examples	Advisory Board member	Land banking/acquisition program Affordable housing property tax levy	It's highly unlikely that a local government would build and operate housing. Additionally in the US, housing authorities are already filling a role to build and operate publicly owned housing. It would be more feasible to support the work of housing authorities by increasing the amount of funding available or creating a land banking/acquisition program.
Policy and programs to addressing inability to save for down payments or move in costs set income households such as SSDI	Advisory Board member	Down payment assistance (DPA) Move-in cost assistance program	
Right now much of Pierce is under evacuation warning. We need to think about how we build with fire resistance in mind more then ever. Building houses that go away in a fire when that's part of our future will cost more housing in the future.	Advisory Board member	Fire resistance building code requirements Funders' prioritizing funding for projects that use fire-resistant materials	
Funding for infrastructure improvements needed for the development of affordable housing	Advisory Board member	Funding for infrastructure improvements needed for the development of affordable housing	
ACCESSIBILITY			

Policy and Program Ideas

Make background checks illegal for landlords (buyers do not get background checked).	Advisory Board member	Disallow background checks for renters	
Encourage all new housing developments to have some percentage of truly accessible units	Advisory Board member	<p>Require universal design standards for a certain percentage of units in a building</p> <p>Permit fee waiver for using universal design standards in a certain percentage of units</p> <p>Impact fee waiver for using universal design standards in a certain percentage of units</p> <p>Alternative design standards for using universal design standards in a certain percentage of units</p> <p>Expedited permitting for using universal design standards in a certain percentage of units</p> <p>Density bonus for using universal design standards in a certain percentage of units</p> <p>Parking reductions for using universal design standards in a certain percentage of units</p>	
Provide preference points for new or rehab construction projects that include accessible design	Advisory Board member	Prioritizing projects for existing funding sources that incorporate universal design standards	
Ensure all new housing projects have an affirmative marketing plan to ensure the least likely to apply are aware of the opportunity.	Advisory Board member	<p>Require affirmative marketing plans for new affordable housing projects</p> <p>Require affirmative marketing plans for all new housing projects with a certain number of units</p>	
Use cultural and language appropriate services (such as community-based organizations and/or trusted messengers) to get information out to people regarding housing services.	Advisory Board member	<p>Require affirmative marketing plan for affordable housing projects that includes partnerships with CBOs and trusted cultural messengers</p> <p>Prioritize developers with affirmative marketing plans that include partnerships with CBOs and trusted cultural messengers</p>	

Attachment B

		Overall Effort			Overall Impact		
		Mary	Jason	Subcommittee	Mary	Jason	Subcommittee
1	Transfer of Development Rights (TDR)	2.60	2.00		0.53	0.84	
2	Alternative design standards						
3	Over the counter permit approval for plans that have already been approved within the same jurisdiction	3.20	1.80		0.26	0.47	
4	Reduced fees for plans that have already been approved within the same jurisdiction						
5	Expedited permitting for plans that have already been approved within the same jurisdiction	3.20	1.00		0.26	0.84	
6	Rapid re-zone for affordable housing when the Comprehensive Plan has underlying zoning that is more favorable for development	3.20	2.60		0.21	0.84	
7	Cost recovery program for developers when building permits timelines are exceeded	2.40	1.60		0.47	0.37	
8	Reduced parking requirements near public transit	3.60	2.00	4.00	0.53	0.89	1.11
9	Fee-in-lieu program for frontage improvements	3.20	1.40		0.74	0.58	
10	Short plat threshold increase	3.80	3.20		0.37	0.58	
11	Changing density calculations from net to gross	3.80	2.40		0.37	0.58	
12	Increasing number of lots allowed on shared access road	3.80		3.40	0.11		1.84
13	Option to credit the cost of extending utility infrastructure to a developer's utility connection fee	3.20			0.00		
14	Contract with third parties to offer an expedited permitting option for an additional fee	3.20	1.60		0.47	0.58	
15	Impact fee waiver for smaller buildings						
16	Permit fee waiver for smaller buildings	3.20	1.60		0.37	0.58	
17	Utility connection fee waiver for smaller buildings	3.20	2.00		0.37	0.58	
18	Alternative design standards for smaller buildings	3.60	2.60		0.63	0.58	
19	Expedited permitting for smaller buildings	3.20	2.00		0.63	0.58	
20	Multifamily Property Tax Exemption (MFTE)	2.80	2.20		1.16	1.21	
21	Parking stall size requirements for multifamily buildings	3.20	1.80	1.60	0.37	0.58	0.26
22	Permit fee waiver for ADU	3.20	1.60		0.26	0.58	
23	Impact fee waiver for ADU						
24	Utility connection fee waiver for ADU	3.20	2.00		0.26	0.58	
25	Alternative design standards for ADU	3.60			0.42		
26	Expedited permitting for ADU	3.20	1.60	2.80	0.42	0.84	1.42
27	Aligning design review requirements across jurisdictions for ADUs	3.60	0.40		0.42	0.84	
28	Permit fee waiver for middle housing	3.20	1.60		0.26	0.58	
29	Impact fee waiver for middle housing						
30	Utility connection fee waiver for middle housing	3.20	2.00		0.26	0.58	
31	Height bonus for middle housing	3.60		3.60	0.42		0.74
32	Parking requirements for middle housing						
33	Lot size requirements for middle housing	3.60			0.42		
34	Expedited permitting for middle housing	3.20	2.00		0.42	0.84	
35	Allowing middle housing in jurisdictions that are not subject to HB 1110	3.40		2.40	0.42		2.84
36	Permit fee waiver for affordable housing	3.20	1.40		0.79	0.79	
37	Impact fee waiver for affordable housing	2.00	1.20		1.21	0.74	
38	Alternative design standards for affordable housing	3.60	2.40	2.20	1.21	0.79	1.05
39	Utility connection fee waiver for affordable housing	3.20	1.60		1.00		0.74
40	Density bonus for affordable housing	3.60	2.40	3.40	1.21	1.00	2.79
41	Parking reductions for affordable housing	3.60	2.00		1.21	0.79	
42	Expedited permitting for affordable housing	3.20	1.60		1.21	0.53	
43	Density bonus for affordable housing in high opportunity areas	3.60			1.21		
44	Surplus land policy for affordable housing	3.20	2.00	0.60	0.47	1.32	1.21
45	Land banking/acquisition program	0.40	0.00		1.42	1.32	
46	A demonstration/pilot program providing incentives and flexibility for the development of affordable housing during a defined period for a limited number of projects, providing the City with an opportunity to evaluate potential barriers to the construction of affordable housing and make recommendations on changes to development regulations.	2.00		1.60	0.68		3.05
47	Bridge loan program for affordable housing	0.80	0.00		1.37	0.68	
48	Tax Increment Financing (TIF)	2.60			1.05		
49	Affordable housing property tax levy	2.20	0.40		0.84	1.47	
50	Housing trust fund funded with general dollars for affordable housing	0.60	1.20		1.37	1.63	
51	Housing idea competition - reward for best housing concept/idea	2.60		0.00	0.00		0.74
52	Funding for infrastructure improvements needed for the development of affordable housing	0.60	0.80		1.16	0.79	
53	Recommendations on policies regarding permanent supportive and transitional housing, including conditional use permits, operating agreements, spacing requirements, and proximity to transit requirements.	3.60			0.58		
54	Capital funding for community land trusts	0.60		2.40	1.37		2.05

KEY*	
Effort	
> 2.5	Low effort
1.5 - 2.5	Medium effort
0 - 1.5	High effort
Impact	
>1.0	High impact
0.5 - 1.0	Medium impact
0 - 0.5	Low impact

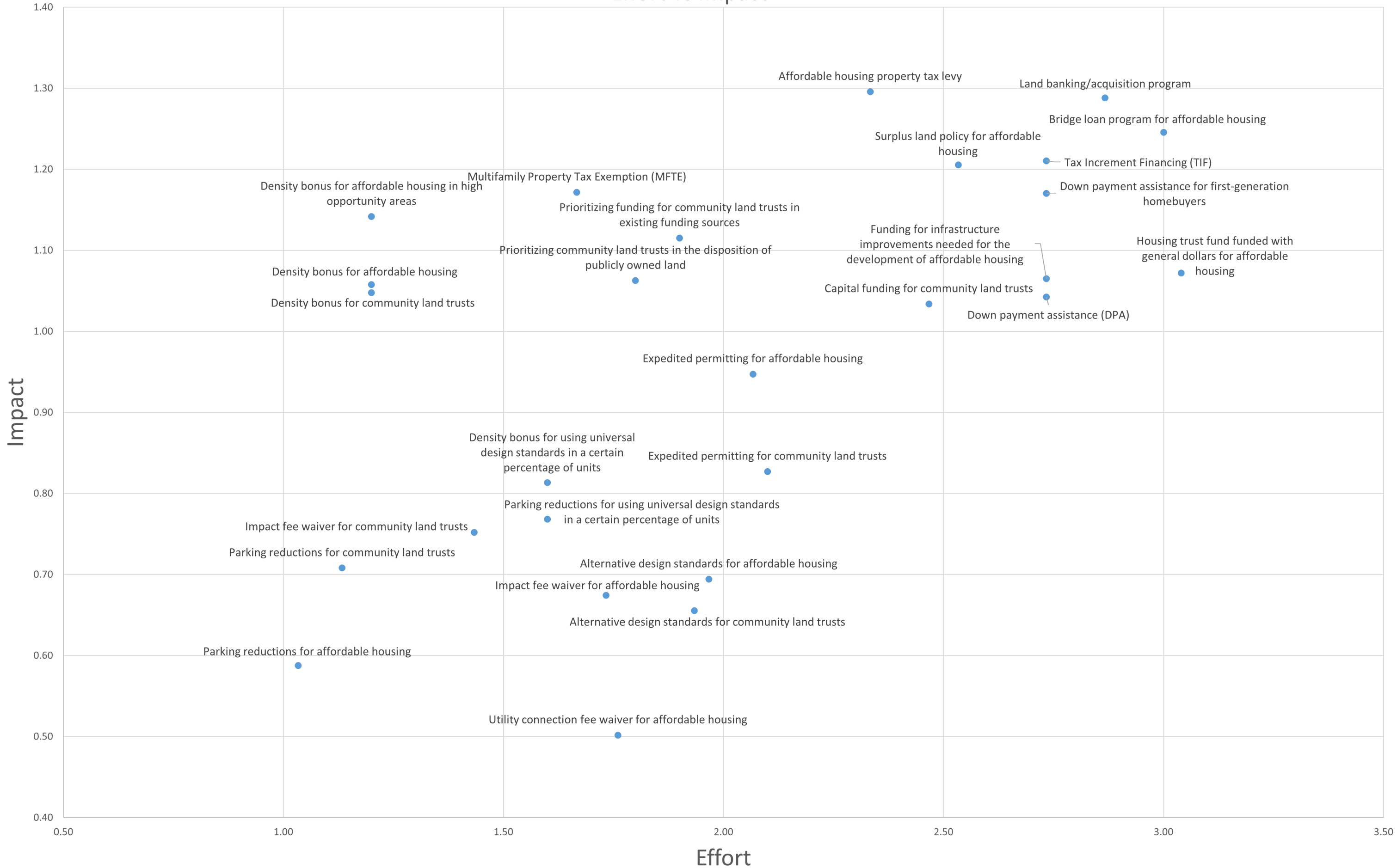
*These cut-offs are meant to help compare scores and easily identify policies that require more or less effort. They are chosen based on the distribution of staff scores and are by no means scientific cut-offs.

*Note: In this attachment, a higher effort score indicates lower effort, and a lower effort score indicates higher impact.

55	Prioritizing funding for community land trusts in existing funding sources	4.00				1.16		
56	Prioritizing community land trusts in the disposition of publicly owned land	3.20				1.16		
57	Density bonus for community land trusts	3.60	1.60			1.16	1.42	
58	Permit fee waiver for community land trusts	3.20	1.20	3.00		0.95	0.79	1.53
59	Impact fee waiver for community land trusts	2.00	1.20			1.16	1.00	
60	Utility connection fee waiver for community land trusts	3.20		1.00		0.95		1.21
61	Alternative design standards for community land trusts	3.60	2.00			1.16	1.21	
62	Expedited permitting for community land trusts	3.20	2.00			1.16	1.00	
63	Parking reductions for community land trusts	3.60	2.40	1.00		1.16	1.21	1.21
64	Permit fee waiver for new or rehabbed shared housing	3.20	1.40			0.37	0.79	
65	Impact fee waiver for new or rehabbed shared housing							
66	Utility connection fee waiver for new or rehabbed shared housing	3.20				0.37		
67	Alternative design standards for new or rehabbed shared housing	3.60	1.40			0.58	0.47	
68	Expedited permitting for new or rehabbed shared housing	3.20	1.40	2.80		0.58	0.47	1.16
69	Funding for shared housing programs	1.40				0.26		
70	Permit fee waiver for rehabbing a commercial space for housing	3.20	1.40			0.42	0.79	
71	Impact fee waiver for rehabbing a commercial space for housing							
72	Utility connection fee waiver for rehabbing a commercial space for housing	3.20				0.42		
73	Alternative design standards for rehabbing a commercial space for housing	3.60	1.40			0.42	0.58	
74	Expedited permitting for rehabbing a commercial space for housing	3.20	1.60			0.42	0.58	
75	Down payment assistance (DPA)	0.40				1.16		
76	Down payment assistance for first-generation homebuyers	0.40				1.16		
77	Funding for assistance/counseling for first-time homebuyers	1.80		2.00		0.37		0.63
78	Move-in cost assistance program for renters	1.60		0.00		0.74		0.63
79	Landlord damage relief program - providing landlords with funds to repair affordable units	1.20				0.42		
80	Fire resistance building code requirements							
81	Funders' prioritizing funding for projects that use fire-resistant materials							
82	Disallow background checks for renters	3.60				0.68		
83	Require universal design standards for a certain percentage of units in a building	3.20	1.40	2.00		0.21	0.21	2.11
84	Permit fee waiver for using universal design standards in a certain percentage of units	3.20	0.80			0.05	0.79	
85	Impact fee waiver for using universal design standards in a certain percentage of units							
86	Alternative design standards for using universal design standards in a certain percentage of units	3.60	2.60	3.40		0.11	0.79	1.26
87	Expedited permitting for using universal design standards in a certain percentage of units	3.20	2.00			0.11	0.79	
88	Density bonus for using universal design standards in a certain percentage of units	3.60	1.80			0.47	1.26	
89	Parking reductions for using universal design standards in a certain percentage of units	3.60	1.80	4.00		0.47	1.26	1.32
90	Prioritizing projects for existing funding sources that incorporate universal design standards	4.00	1.80			0.11	0.74	
91	Require affirmative marketing plans for new affordable housing projects	3.60				0.79		
92	Require affirmative marketing plans for all new housing projects with a certain number of units	3.60		1.20		0.63		1.58
93	Require affirmative marketing plan for affordable housing projects that includes partnerships with CBOs and trusted cultural messengers	3.60		0.80		0.84		0.58
94	Prioritize developers with affirmative marketing plans that include partnerships with CBOs and trusted cultural messengers	4.00				0.84		

*Note: In this attachment, a higher effort score indicates lower effort, and a lower effort score indicates higher effort.

Effort vs Impact



*Note: In this attachment, a higher effort score indicates higher effort, and a lower effort score indicates lower effort.

Attachment D

Policies and Programs Selected by the Work Plan Subcommittee for Discussion

- Density bonus for affordable housing
- Incentives for universal design standards (e.g. density bonus, parking reductions)
- Impact fee cost and flexibility, including frontage improvement requirements
- Parking standards
- Parking reductions for affordable housing
- Design standards (density, height, setbacks, etc)
- Process improvement
 - Expedited permitting for affordable housing
 - Long-term process improvement for permitting
 - Service level agreement with penalties