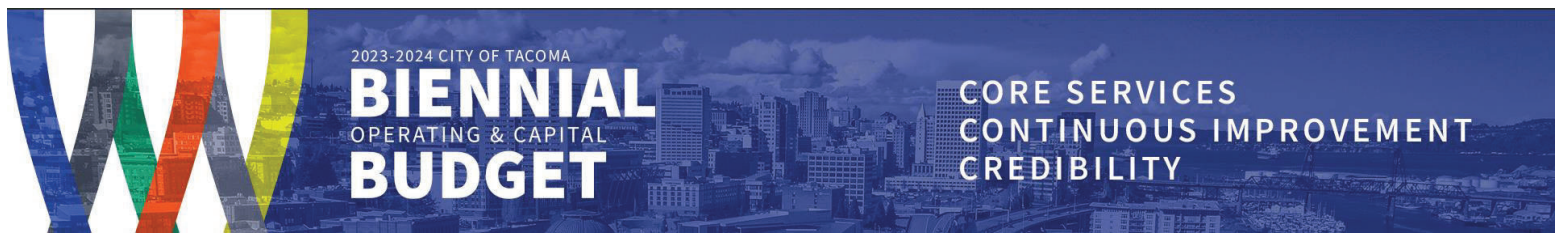


# Community & Economic Development (CED)

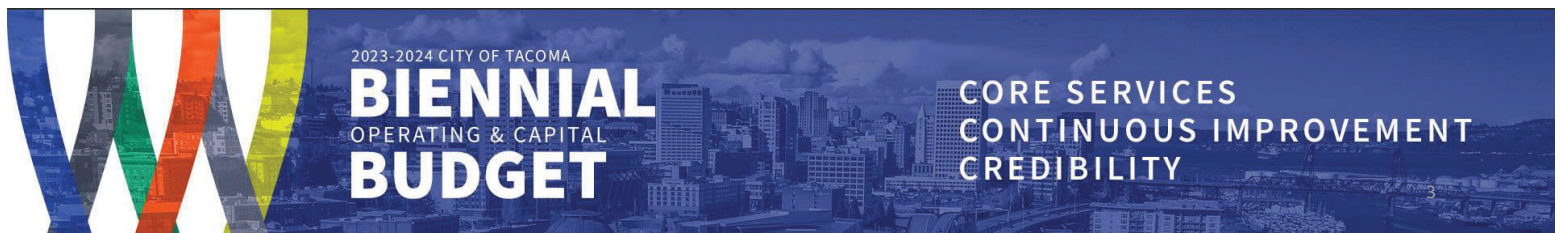
**October 25, 2022**



## Agenda

- **Departmental Overview and Strategy**
  - Departmental Overview
  - 2021-2022 Major Accomplishments
  - Issues and Considerations
  - 2023-2024 Strategy/Goals
  - 2023-2024 Major Initiatives & Proposals
- **Financials and Personnel Overview**

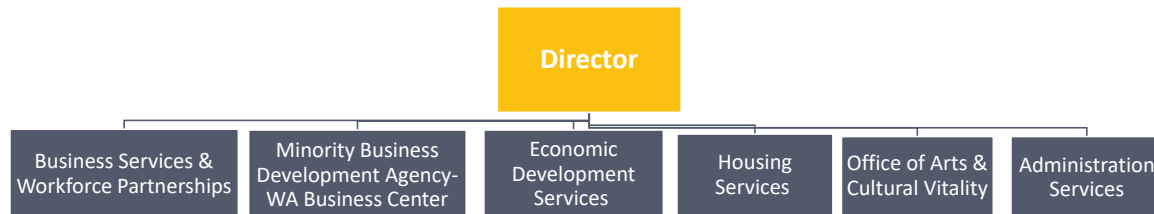
# Overview and Strategy



## Departmental Overview

Facilitate equitable economic growth and opportunity by supporting existing businesses, enabling reinvestment and revitalization, and promoting the attraction and creation of new businesses, living wage jobs, and housing options to enhance the quality of life in the community.

# Departmental Overview



## CED Return on Investment

### Profit-making center for the City

- Generated millions of dollars in construction sales and property tax and from Convention Center Marriott, Hailey Apartments, Old City Hall and Town Center projects
- Facilitated revenue through Permit Fees, on-going sales, Real Estate Excise and Business & Occupation tax revenue through direct assistance to property owners, developers and commercial enterprise
- Leveraged \$10 million in competitive and contracted non-entitlement funding for housing, and economic and business development from the federal and State governments

### Addressing City cross-departmental needs and livability

- Contributed \$1.5 million from UDAG funds to LID Trust for temporary homeless shelter
- Firsthand knowledge of community concerns and solution facilitator
- Active engagement with businesses and neighborhoods to assist in crime reduction essential to enable success through the Tacoma Police Department's problem-oriented, place-based approach
- Deliver public art, community engagement and creative placemaking projects throughout the city in response to City initiatives and goals

# Affordable Housing Major Accomplishments 2021-2022

- Enabled significant new investment in previous City-owned and private property and facilitated enactment of additional funding through the 1590 sales tax for affordable housing and assisted with acquisition of Aspen Court and Heron Apartments
- Facilitated investment of \$770 million in 34 new projects representing 3,076 units in Mixed-Use Centers through the Multi-Family Tax Exemption Program
- Provided foreclosure prevention for 88 households, 60% non-white and completed 26 single-family rehabilitation projects to date
- Established over 170 affordable housing units and funded an additional 622 to date in 2022 for future development
- Negotiated acquisition of County property for use as temporary shelter and mixed-use housing

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## Affordable Housing Trust Fund

Applicant	Project Name	Type of Project	Address	Population Served	# of Units	Funding Award	Total Project Cost
Tacoma/Pierce County Habitat for Humanity	Proctor Place	16 Homeownership units	67th and S. Proctor	60-80% AMI	16	\$550,000	\$6,185,205
Low Income Housing Institute	Lincoln District Phase 1	Permanent Supportive Housing for Seniors	711 S. 38th St	Seniors, 50% or less AMI	78	\$1,500,000	\$31,174,970
Shiloh Baptist/New Life Housing	Shiloh Redevelopment	Permanent Supportive Housing	815 S 13th / 1206-1208 S I	30-50% AMI	60	\$1,500,000	\$28,172,072
Korean Womans Association	15 <sup>th</sup> and Tacoma	New Construction, Senior Multi Family Rental	1347 15 <sup>th</sup> Avenue S.	Seniors, 50% or less AMI	86	\$2,100,000	\$37,979,703.
Horizon Housing Alliance	Hilltop Lofts	Permanent Supportive Housing	1124 M.L.K. Jr. Way	30-60% AMI	57	\$368,480	\$16,152,025
<b>Total</b>						<b>\$5,918,480</b>	<b>\$119,663,975</b>

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# AHAS Budget Summary

AHAS Objective 1: Create More Homes for More People		
Affordable Housing Acquisition	CED	\$2.5M
Affordable Housing Equity-Accessibility Infrastructure	PW	\$500k
Add Contract and Program Auditor for Affordable Housing Programs	CED	\$212k
Increase Staff: Engineering Procurement & Grants Manager	PW	\$44k
Impact Fees - Affordable Housing Subsidy for Affordable Housing (Mid MOD)	PW	\$175k
Priority Review Permitting for Affordable Housing	PDS	\$288k
<b>TOTAL</b>		<b>\$3.7M</b>

AHAS Objective 2: Keep Homes Affordable and in Good Repair		
Maintain Program Technician for Single Family Rehab Program	CED	\$180k
Allocate CDBG Revenue for Housing Rehabilitation Program	CED	\$1.4M
<b>TOTAL</b>		<b>\$1.58M</b>

AHAS Objective 3: Keep People in their Homes and Communities		
Tenant Relocation Increase	OEHR	\$80k
First-time Homebuyer Assistance Program	CED	\$500k
<b>TOTAL</b>		<b>\$580k</b>

AHAS Objective 4: Reduce Barriers for those who often Encounter Them		
Maintain Emergency & Temporary Shelter Capacity	NCS	\$10.5M
Expand Emergency & Temporary Shelter Capacity	NCS	\$1.8M
Expand Tacoma Rescue Mission Men's Shelter Project	NCS	\$3.5M
Expand Tacoma Rescue Mission Shelter Project Operating Cost	NCS	\$300k
<b>TOTAL</b>		<b>\$16.1M</b>

**Total New Budget Proposals to Support the  
Affordable Housing Action Strategy**

**\$21.96M**

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## Economic & Business Development Major Accomplishments 2021-2022

- Supported family-wage job creation through business attraction and expansion (*including TOTE Headquarters and the U.S. General Services Administration and reactivation and location of SAFE Boats Tacoma Shipyard and Sound Credit Union expansion*)
- Established the Maritime Blue Incubator
- Provided training and technical assistance to over 1,000 businesses through the Minority Business Development Agency
- Received an additional five-year funding commitment from the U.S. Department of Commerce for the Minority Business Development Agency

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## Business & Workforce Partnerships

### Major Accomplishments 2021-2022

- Underwrote and awarded \$7.5M in loans and grants to 548 businesses and 31 non-profits over 55% of which were BIPOC-owned and 71% in low- and very-low opportunity areas
- Initiated and modeled first KIVA crowd source loan program in WA with Spaceworks
- Initiated and Implemented the National League of Cities Healthcare Career Pathways in partnership with Workforce Central, Tacoma Housing Authority, Clover Park College and Anchor Institutions
- Established Equity In Contracting Advisory Committee
- Increased use in 2021 of Minority & Disadvantaged Business Enterprise in Public Works Contracting by 59% (+13) in the number of awards and 69% (\$3.86M) in amounts awarded to Tacoma's small, minority, and woman owned businesses

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## Arts & Culture

### Major Accomplishments 2021-2022

**Tacoma Creates** Support to non-profit Arts, Culture, Science & Heritage organizations to increase access to cultural programming in Tacoma

- \$4.2Million distributed to 51 cultural organizations who produced over 1,000 programs and events.
  - 74% of these programs were FREE for all participants. 38% focused on Youth Education
- \$4.7 million to be distributed to 57 cultural organizations in 3<sup>rd</sup> funding cycle for 2022-23.
- Partnership programs with Tacoma Public Schools and Tacoma Public Library include after-school classes at schools and cultural presentations at branches increasing access to neighborhood programming

**Public Art & Community Engagement** Increasing community impact through partnership

- Public Art Reaching Community (PARC) Trained 14 artists in public art and community engagement in collaboration with Metro Parks
- Black Lives Matter Mural completed in partnership with City Council, OEHR, and Tacoma Art Museum.
- Storm Drain Murals, Traffic Box Art Wraps, and Lushootseed Language Stamps in sidewalks in partnership with Environmental Services and Public Works

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# Issues & Considerations

- Real Estate / Construction Constraints
  - Vacant parcels and existing structures
  - Lack of available sites for manufacturing & processing Adaptive re-use and redevelopment of commercial properties
  - Increasing construction costs
- Assisting development of Permanent Supportive Housing and identification and assurance of on-going funding resources for operations & services
- Facilitating expanded capacity to develop, own and operate affordable housing
- Land banking for future affordable housing development

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# Issues & Considerations

- Controlling the pace and mitigating the potential negative impacts of gentrification while implementing economic development, creative placemaking strategies, and neighborhood vitality activities
- Focusing the use of the commercial revolving loan fund for larger and leveraged transactions
- Training & Technical Assistance to BIPOC-owned businesses to meet the goals of the Equity in Contracting Program and create economic resilience
- Managing the increasing demand for CED services – including Office of Arts & Cultural Vitality for Public Art Efforts -- with constrained resources and staff

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## 2023-2024 Strategy/Goals

- Enhancing livable wage job creation, specifically related to the Green Economy and the Information Technology sectors
- Enabling the development of commercial & industrial buildings and sites
- Providing & Coordinating Technical Assistance with partner organizations to micro and minority owned businesses and completion of the BIPOC Business Alliance study
- Managing the increasing demand for CED services including Office of Arts & Cultural Vitality (OACV) with constrained resources and staff
- Increase equitable community engagement in civic initiatives and projects through public art

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## 2023-2024 Strategy/Goals

- Promote Racial Equity Action Plan (REAP) goals by maintaining and enhancing the diversity of CED staff
- Improving community outreach & engagement with Global Majority, Minoritized and underrepresented Business Owners/Entrepreneurs.
- Engage with workforce partners to promote Green Economy skill development with improved access to under-represented populations for area residents to fill labor gaps and further Resource Conservation & Climate Plan Goals

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## 2023-2024 Strategy/Goals

- Promote wealth creation in the BIPOC community through homeownership and "Black Home" Initiative
- Continuance of Single-family rehabilitation program
- Use of Loan advances for Equity In Contracting Payrolls
- Training & Technical Assistance to BIPOC and disadvantaged businesses to meet the goals of the Equity in Contracting Program

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## Continued Program Emphasis 2023-2024

- Increase and diversify location and types of affordable housing
- Tacoma Creates Voter Approved Sales Tax Initiative
- Expand programs of the Minority Business Development Agency
- Complete and implement Green Economy Study recommendations
- Complete BIPOC Business Alliance Study

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# Major Initiatives and Proposals 2023-2024

- Affordable Housing Development (+\$14M)
- Acquire Land /Buildings for Affordable Housing (+\$2.5M)
- Down Payment Assistance (+\$500K)
- Disparity Study (+\$300K)
- Equity in Contracting Staffing, Trainings & Architectural & Engineering Expansion (+\$260K)
- Green Economy Staffing & Implementation, 1FTE (+\$256K)
- Jobs 253 (+\$150K)

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# Financials and Personnel



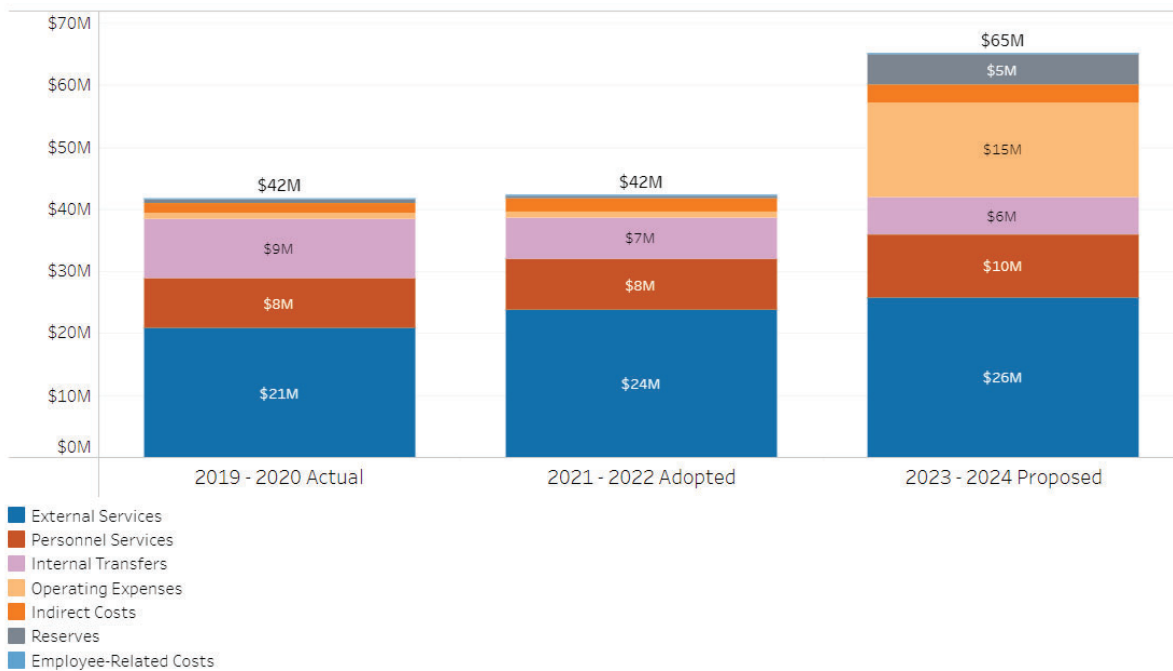
# Financials by Fund



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# Financials by Cost Category



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# Community & Economic Development

