



AGENDA

MEETING: Special Meeting and Public Hearing

TIME: Wednesday, October 3, 2018, 5:00 p.m.
(Public Hearing beginning at approximately 5:30 p.m.)

LOCATION: Council Chambers, Tacoma Municipal Building, 1st Floor
747 Market Street, Tacoma, WA 98402

← Location changed
(for Public Hearing)

A. Call to Order and Quorum Call

B. Approval of Agenda and Minutes

- Minutes – September 5, 2018

C. Public Comments

- Comments are accepted on Discussion Items D-1 and D-3, and limited to 3 minutes per person. To provide comments, please sign up.
- Public Hearing Item D-2 begins at approximately 5:30 p.m. To testify, please sign up separately.

D. Discussion Items

1. Affordable Housing Action Strategy

- Description: Review the Affordable Housing Action Strategy recently received by the City Council and how it may inform potential amendments to the Comprehensive Plan and/or development of a planning work program as part of the 2019 Annual Amendments.
- Action: Comment and Guidance
- Staff Contact: Elliott Barnett, 253-591-5389, elliott.barnett@cityoftacoma.org

2. Public Hearing – Draft Accessory Dwelling Unit (ADU) Regulations

- Description: Conduct a public hearing to receive oral testimony; accept written comments through October 5, 2018; and conduct a debriefing immediately after the public hearing to prepare for the follow-up actions at the next meeting.
- Action: Public Hearing and Guidance
- Staff Contact: Lauren Flemister, 253-591-5660, lflemister@cityoftacoma.org

3. Commercial Zoning Update

- Description: Review the scope of and major issues associated with the development of a new commercial zoning framework. (This is an application of the 2019 Annual Amendments.)
- Action: Guidance
- Staff Contact: Stephen Atkinson, 253-591-5531, satkinson@cityoftacoma.org

(Continued on the Back)



E. Communication Items

- (1) The next meeting of the Planning Commission is scheduled for Wednesday, October 17, 2018, at 5:00 p.m., in Room 16; tentative agenda (subject to change) includes: Accessory Dwelling Unit Regulations (Recommendation); Tideflats Interim Regulations (Status); and Open Space Current Use Assessment.
- (2) The next meeting of the Infrastructure, Planning and Sustainability Committee is scheduled on Wednesday, October 10, 2018, 4:30 p.m., in Room 16; tentative agenda (subject to change) includes: Hilltop Links to Opportunity Update; and Sea Level Rise.

F. Adjournment



MINUTES (Draft)

TIME: Wednesday, September 5, 2018, 5:00 p.m.
PLACE: Room 16, Tacoma Municipal Building North 733 Market Street, Tacoma, WA 98402
PRESENT: Stephen Wamback (Chair), Anna Petersen (Vice-Chair), Carolyn Edmonds, Ryan Givens, David Horne, Jeff McInnis, Brett Santhuff, Andrew Strobel
ABSENT: Dorian Waller

A. CALL TO ORDER AND QUORUM CALL

Chair Wamback called the meeting to order at 5:04 p.m. A quorum was declared.

B. APPROVAL OF AGENDA AND MINUTES

Chair Wamback suggested moving discussion item D-2 (Detached Accessory Dwelling Unit Regulations) before D-1 (Future Land Use Map and Buildable Lands Review). The agenda was approved as amended. The minutes for the July 18, 2018 and August 1, 2018 meetings were approved as submitted.

C. PUBLIC COMMENTS

The following citizens provided comments:

- Julie Turner – Ms. Turner noted that in the southern end of the North Slope District there are a lot of non-conforming DADU's. She is perplexed as to why the neighborhood is encouraged to promote density. She suggested that the conditional use permit and amnesty program will be useful in regulating the DADU's and mitigating density. She believed that in some areas of Tacoma this is a great idea, but not in the North Slope where there are narrow streets and it's already over-crowded.
- Karen Rammage – Ms. Rammage noted that she has attended several meetings about affordable housing and she wants to commend Lauren and her team. She believes they've done a great job on getting the intent and needs of the city, and still maintain a relationship with the citizens.
- Doug Crane – Mr. Crane commented that the DADU's are a good idea but the City should put the brakes on this project. He encouraged the Planning Commission to consider the neighbors and how ADU's will affect home ownership in Tacoma. Home ownership is less than 50% of the city. He wanted to make sure that Tacoma is desirable in 10-25 years. He realized Tacoma is trying to keep up with Seattle, but he would like to see higher restrictions on what can be built, and where.
- Patricia Menzies – Ms. Menzies spoke for the homeless population. She wonders if Tacoma is trying to find ways to house people who live here already, and who struggle to afford housing. She asked if there is a way to build with flexibility – such as a tiny house on wheels in exception to DADU's. A home owner who has an RV that can rent to someone else legally, would add a lot of housing and take some pressure off our resources for the homeless. She also suggested allowing a smaller lot size to allow a DADU.
- Bruce Arneklev – Mr. Arneklev commented that the major irrationality of zoning is failure to take advantage of the building on the height. He's working with a housing authority right now. He would like to take advantage of higher zoning, and higher elevations. He commented for Tacoma to "look up" and emulate the far east such as New York for taking advantage of vertical space.

- Joyce Jackman – Ms. Jackman commented that the Narrows Neighborhood Center area is a working class neighborhood that does not want to rezone to multi-family. She stated that many home owners have remodeled their home specifically for retirement. She wanted the Narrows rezoning to come off of the city's Comprehensive Plan.
- Holly Rydel Kelly – Ms. Rydel Kelly commented that there are programs such as in San Francisco for homeless people who are in transition from home to home, that is similar to Air BNB that will host a family while they find a new home to stay in. There could be a tax exemption for people who are interested in these types of programs as an incentive. She doesn't believe DADU's are a permanent solution, but that's not a reality. She wanted to encourage DADU's, but also wanted to think of better ways to address the housing crisis.
- Paula Bond – Ms. Bond lives in the Stadium District in a house built in 1893, in a historical home that her husband and her have been restoring. She noted that the Future Land Use Map (FLUM) was outlined through the center of her home, and someone needs to review the FLUM zoning. She asked staff and the Commission to remember the historical district while considering these changes.
- John Deloma – Mr. Deloma hoped that staff will follow the design guidelines, and avoid having too many residents living in the ADU/DADU's, as it could propose safety issues. He is so surprised why the focus is going towards ADU/DADU's when not even half of Tacoma can afford to build one, compared to focusing on affordable housing. Why is there not a 10% requirement for low income and affordable units. He asked how many apartments are required to house low to mid income. He doesn't believe the City Council knows about this. He wants the focus to be towards affordable housing and units. He wanted the big picture to be looked at, not just the ADU/DADU's.

D. DISCUSSION ITEMS

1. Detached Accessory Dwelling Unit (DADU) Regulations

Lauren Flemister, Planning Services Division, facilitated the Commission's review of the draft amendments to the Land Use Regulatory Code concerning Accessory Dwelling Units (ADUs), with the intent for the Commission to release the draft code for public review and set October 3, 2018 as the date for a public hearing.

Ms. Flemister reviewed the scope of work of the draft code changes. Changes were proposed to the Tacoma Municipal Code (TMC), Sections 13.06.100.C (Land Use Requirements for R Districts), 13.06.100.F (Accessory Building Standards), 13.06.150 (Accessory Dwelling Units), and 13.05.115 (Residential Infill Pilot Program). There were two major subjects being addressed (i.e., Accessory Building Standards and Accessory Dwelling Units), each including a number of subject issues. For each issue, Ms. Flemister provided a brief description of the issue, the existing code provisions, and the proposed code amendments, and facilitated the Commission's review and discussion.

(A) Accessory Building Standards:

Ms. Flemister explained that the proposed code would lower the threshold of "large lot size" from ½ acre to 10,000 square feet (sq. ft.) and allow proportional increase in accessory building footprint for large lots plus 500 sq. ft. if a DADU is one of the accessory buildings.

Commissioners provided the following questions and comments:

- Vice-Chair Petersen referred to page 3 of the proposed code (as included in the agenda packet), regarding TMC 13.06.100.F.6, and suggested it may be necessary to make a note of how one can prove that the pattern dictates that the rear yard is not appropriate, and that there is something different on the property; otherwise the section seems to contradict a previous statement in the code.
- Commissioner Givens referred to TMC 13.06.100.F.1 on page 3 and suggested that "for lots greater than 10,000 sq. ft." should be "for lots 10,000 sq. ft. or greater."

- Commissioner Edmonds referred to the “functional rear yard” provision in TMC 13.06.100.F.6 and commented that it is not unusual for a home to have a side yard larger than the rear yard and such provision may be forcing DADU’s to be in an area that doesn’t make sense. Ms. Flemister commented that if the unit was in the side yard, there could be confusion if there were two reasonably sized structures next to each other. Commissioner Edmonds believed that the DADU should be in the most practical place, and not required to be in a specific place.
- Commissioner Santhuff referred to the provision of extra 500 sq. ft., and wondered if there should be more specific language to encourage the 500 sq. ft. to be used towards a garage for the DADU. Ms. Flemister noted that in the DADU handout manual, she will place a lot of options of diagrams for the public to use as examples and clarification.
- Commissioner Santhuff wondered if someone could have a shed on their property and not a DADU, and not to integrate parking into the lot. Ms. Flemister stated that by the code, they certainly can. She noted that single-family homes are solely responsible for having to maintain the parking for the DADU, even though they don’t have to have parking on site.
- Chair Wamback referred to the additional 500 sq. ft. set forth in TMC 13.06.100.F.1 and recommended to add language of “still subject to the percentages noted above” in the case that people don’t interpret the language correctly.
- Vice-Chair Petersen asked if the 500 sq. ft. was for living space or not. Ms. Flemister explained that there are caps. There are different limiting factors depending on where you’re situating your parcel. There is 1,000 sq. feet for all ADU’s. It would not be preferred for people who have existing garages or sheds with a nice size lot to be locked out of building a DADU. That’s what the 500 sq. ft. bonus is for, which however may not need to be used. We do have maxes on what the dwelling unit can be later. Ms. Flemister explained that this is specifically for the structures.
- Vice-Chair Petersen felt that if the Commission is confused, the public is going to be confused. Ms. Flemister noted that in the public review materials there will be language that can help decode this and put this in layman’s terms.
- Commissioner Strobel would like to know the logic for capping the accessory building space. Ms. Flemister noted that this cap was already in existence, and that it makes sense for people not to have 15 accessory structures that are 200 sq. ft. a piece that are maxing out their lot and they somehow manage to get their 10% minimum usable yard space. She is positive that when that was written it was to avoid and reduce clutter.
- Chair Wamback offered an option to move TMC 13.06.100.F.1 to be combined with the ADU language in TMC 13.06.150, with a simple cross reference saying “except where one of the accessory buildings is an accessory dwelling unit, see the requirements in TMC 13.06.150.” Ms. Flemister noted that she could put this in a table format to address some of the confusion.
- Commissioner Edmonds commented that the owner can use that 1,000 sq. ft. any way they want – if they want an ADU they can only have one ADU, but use the rest of the land any way that they want. Ms. Flemister stated that yes, only one ADU per lot.

(B) Accessory Dwelling Units

(1) Intent

Ms. Flemister continued to talk about TMC 13.06.150 Accessory Dwelling Units. She noted that she cleaned up some of the language on intent, to reflect some of the goals of the Residential Infill Pilot Program and to accurately reflect what ADU’s can accomplish.

(2) Procedures

Ms. Flemister noted that the proposal was to remove the provision of “DADU’s in R-1, R-2, R2-SRD, and HMR-SRD are reviewed under the provisions of the residential Infill Pilot Program.”

(3) Requirements

Occupancy

Ms. Flemister noted that the proposal was to remove the 4-person maximum occupancy requirement in an ADU and refer such requirement to the Minimum Building and Structures Code in TMC Title 2.

Ownership

Ms. Flemister noted that the proposal was to remove the provision regarding title notification that was redundant with the ADU Agreement section and to allow ADU owners to receive rent for the owner-occupied unit.

- Commissioner Givens commented that it gets a little muddy in leasing/renting situations, e.g., renting the main building and the ADU to two families or renting the ADU to one family who either using the unit or renting it out. Ms. Flemister noted that the title notification agreement prohibits the owner from leasing both units. She believed the code to be fairly straightforward and doesn't want to put things in the code that can't be enforced.
- Chair Wamback noted that there needs to be a mechanism to prevent both units from becoming short term rentals.
- Commissioner Strobel asked if this recording process is also to avoid adverse possession issue. Ms. Flemister stated that there is always a potential to title arguments; for example, there is a non-conforming ADU and someone argued about the rights to the title because they've been living there for 18 plus years.
- Commissioner Edmonds commented that the short term rentals are a whole separate issue. She suggested that in the letter to the City Council the Commission point out that that concern has come up in a number of different ways for rentals and that an owner can rent out both, but it would be up to the neighbors to bring it to code enforcement, which is putting a burden on the neighbors.
- Chair Wamback commented that those who build a DADU for long or short term rentals should have to acquire a business license, which is subject to renewals. This way, there will be an automatic check in between that property owner and the city, and the neighbors would not have to be burdened.

Legalization of Nonconforming ADUs

Ms. Flemister noted that the proposal was to clarify the time period for new "amnesty" and specify sections of code that must be complied with to become legal.

(4) Development Standards

Lot Size

Ms. Flemister noted that with the proposed code, a DADU on a lot smaller than the Standard Minimum Lot Size or not meeting the Standard Minimum Lot Width may be authorized through a Conditional Use Permit.

Building Size

Ms. Flemister noted that pertaining to Building Size, the proposed code would use the framework of size definition from TMC 13.06.100.F, change all definitions to habitable building square footage, and categorize size based on a standard lot condition, a small lot condition, and a larger lot condition.

- Commissioner Givens asked if staff could base it off of the property appraisers. Ms. Flemister noted that staff usually doesn't conduct reviews that way; staff looks for solid evidence, but won't do a site check unless it looks suspicious.

- Chair Wamback noted that his struggle with this section is that converting a garage into an ADU would create no additional footprint and help achieve the density goals, but would not be allowed by the code.
- Vice-Chair Petersen commented that the footprint is more important than the square footage from the environmental perspective because it affects the surface and that it would be beneficial to add in the code somewhere about adding to already existing square footage.
- Chair Wamback noted that there is variance for building height, but none for the use of the square footage.
- Commissioner Givens was uncomfortable with tying the size of the ADU to the size of the house, which caters to people who can afford larger houses. He believed tying the ADU size with the lot size is better. Ms. Flemister commented that the limiting factor really becomes the lot. There can still be a decent size ADU, and we don't want people to max out their lots and still have usable yard space.
- Commissioner McInnis commented that limiting to the footprint vs lot area is a cleaner way to go about this.
- Commissioner Strobel offered an option of taking both measurers to see whichever one is greatest or smallest so it gives options for people who have larger homes on a smaller lot or a tiny home on a huge lot.

Height, Setbacks, and Open Space

Ms. Flemister noted that, regarding height, the proposal was to remove daylight obstruction regulations and add text about View Sensitive District; regarding setbacks, to refine language addressing no setbacks on property lines abutting an alley; and regarding open space, to require meeting the minimum usable yard space requirements.

Walkways

Ms. Flemister noted that with the proposed code, walkways would be reduced to three feet.

- Vice-Chair Petersen believed that per the Commission's previous discussion it was to only have a "defined pathway", rather than a specified width.
- Commissioner Givens stated that it should be to the nearest right of way. Ms. Flemister noted that the reason that it did not have the right of way was because not all alleys are created equally, and not all of them are equally lit and there are safety concerns. That's why it specifically stated street and not alley.
- Commissioner Santhuff commented that it's important to have a defined pathway to a street, and it doesn't have to be an alley.
- Commissioner Strobel noted that he would be interested in seeing an option for the nearest right of way and shared use path. If he can put his solid waste and yard waste in the alley, then people can be fine to walk in the alley way.
- Commissioner Edmonds agreed with Commissioner Santhuff that the walkway needed to go to a specific right of way.
- Chair Wamback believed the access should be solely through the property. If you can't use the side yard next to the house, then you shouldn't be having a DADU in the first place.

(5) Design Standards

Ms. Flemister noted that for attached and detached ADUs, the proposed code would add reference to historic district review for ADUs located in historic special review districts, and

that for detached ADUs, the proposed code would also provide performance and quality standards.

- Commissioner Santhuff liked the additional statement but wondered how it will be judged or enforced.
- Commissioner Givens wondered about the appeal process and suggested that there should be some exemption provision from density standards.

At the conclusion of discussion, a motion was made by Commissioner Edmonds and seconded by Vice-Chair Petersen to release the draft code as reviewed and modified by the Commission for public review and set a public hearing date for October 3, 2018. The motion passed unanimously.

(The meeting was recessed at 7:03 p.m., and resumed at 7:12 p.m.)

2. Future Land Use Map (FLUM) and Buildable Lands Review

Stephen Atkinson, Planning Services Division, noted that during the scoping process for the 2019 Annual Amendments, the Commission asked for more information about buildable lands as it pertains to potential rezones. The Buildable Lands information is now being reviewed as part of the FLUM implementation. He explained that Buildable Lands is a midpoint check in, a primary data exercise to determine if growth is occurring as planned, and an assessment tool to determine whether there is sufficient buildable area to accommodate projected growth.

- Commissioner Edmonds noted that the region has been doing buildable lands for a long time and wondered if this is just an update. Mr. Atkinson noted that they are not updating or redoing buildable lands, rather, this will be focused primarily on the work that has already been done in the past.
- Commissioner Edmonds asked, if we've been doing this process of buildable lands for so long, how come zoning and buildable lands are so inconsistent, and were the zoning inconsistencies corrected or changed at the last buildable lands review. Mr. Atkinson answered that the inconsistencies that they are looking at in the land use project are rollover inconsistencies that may have been there for 20 years or longer.
- Commissioner Edmonds asked if the original assumptions and predictions in VISION 2020 were close to what is today, and if the planning process has been worthwhile. Mr. Atkinson noted that in terms of countywide need, Puget Sound Regional Council uses VISION 2040 like Tacoma, but Pierce County uses a 2030 planning horizon. The general conclusion from that report is that county wide, there is a demonstrated sufficient land supply to meet that target.

Mr. Atkinson continued to review such information as the history of the lands and feasibility for developing building projects, the population growth and household units, and the allowed densities. He noted that the city is pushing for a more urban based market scale, and wants to look at the result within the centers, where there are the most land supply and development capacity.

- Commissioner Edmonds asked whether the traffic modeling information is shared with Pierce Transit. Mr. Atkinson answered that as we assign growth to those different areas, we do share those data with various entities.
- Commissioner Givens commented that since 2000 to present, Pierce County was expected to only take on 42%, but has been up to 52% percent. The good news in Tacoma is that we are still growing slowly. In 2018 we are at a ½% growth compared to 2016 with an almost 2% growth.
- Chair Wambach commented that since the 2010 census Tacoma has grown about 5.3%, but the county has grown 12%. He wonders why growth has been bypassing Tacoma and Federal Way areas and happening more on the outskirts. Mr. Atkinson commented that part of our message with the county is that a lot of that is asked on the market and that the rates need to increase. We

are starting to see more projects in the city. There is a question of capacity, and of why the growth is stunted in Tacoma.

- Chair Wamback also commented that a lot of the work that was done 4 years ago has proven to be true. He just wants Tacoma to be prepared for when the growth of population up north begins to shift down south. Mr. Atkinson commented that as we see the growth trends in King County and Seattle, how we add growth down here does go beyond some housing issues. In order to make progress towards growth targets, the majority of the housing built will be multi-family.

Mr. Atkinson continued to review information that translates One Tacoma Comprehensive Plan policies and Zoning to the neighborhood scale. He reviewed the zoning profile and buildable acreage by Neighborhood Council areas, and noted that staff needs to make those rezones depending on what those areas are and how the rezones might affect the overall makeup of the neighborhood councils. His intent was to get some firm direction from the Commission on criteria for a zoning map at the next meeting on September 19th. And in December have a review of the draft zoning map so that in January there can be some neighborhood workshops. The perception of what this means to each neighborhood varies vastly, he noted.

- Chair Wamback commented that he appreciated the maps, graphics, and the breakdown of the data, and the prelude to some obstacles ready to come up. He noted that people are going to want to see what that means at this local level, and what this potentially translates to. He thinks people need to be aware if developers have been successful in amassing parcels. Mr. Atkinson offered to look at different development scenarios to develop a strategy.
- Commissioner McInnis commented that we're looking at this from one lens, such as a planner's lens, and the public is going to be looking at this from the lens of their life. He suggested staff exercise caution when presenting this to the community, so we don't tear the fabrics of the city.
- Commissioner Strobel asked about the status of this subject and the coordination with the county. Mr. Atkinson stated that at this point the buildable lands box has been checked. He expects that in the next two years there will be an advisory committee to weigh in on that approach. The final methodology should be determined by the county.
- Commissioner Strobel commented that if growth is being applied to the Urban Growth Areas and the county is primarily building single homes, we're going to have problems attracting high levels of growth. Mr. Atkinson stated that one of the ongoing differences of opinion is when there is a discussion with housing need. If you're exceeding your levels of growth from the comprehensive plan, does that mean that you're inconsistent with your plan, and not taking reasonable measures for accounting growth, or, is the housing need just a minimum and you can exceed that all you want? If certain jurisdictions are exceeding their targets, then they should be starting to focus more on helping drive that growth to where it is planned in the City of Tacoma.
- Commissioner Givens asked how long the city can stay inconsistent between the Comprehensive Plan and Zoning without violating the Growth Management Act. Mr. Atkinson said the primary thing would be teaming up what information and at what scale do you think would be appropriate as we go out and consider those rezones. We need to convey this in a meaningful way and really understand what the assumptions of zoning and rezones mean to people.

3. Election of Chair and Vice-Chair for 2018-2019

Commissioner Edmonds nominated Chair Wamback for continuing to serve as the Chair. Vice-Chair Petersen seconded the motion. The motion passed unanimously. Commissioner Edmonds nominated Vice-Chair Petersen for continuing to serve as the Vice-Chair. Commissioner Strobel seconded the motion. The motion passed unanimously. Lihuang Wung, Planning Services Division, noted that the terms of the elected Chair and Vice-Chair are from September 2018 to August 2019.

E. Communication Items

Mr. Wung noted that there is an open house on the Sound Transit's Tacoma Dome Link Extension project on September 19th, in the same evening of the Commission's meeting. He suggested that, to allow interested Commissioners and staff adequate time to participate in the open house, the Commission start the meeting one hour earlier, at 4:00 p.m. The Commission concurred.

Mr. Boudet introduced new staff members, including Elliott Barnett (recently promoted senior planner), Larry Harala (recently transferred associate planner), and Mesa Sherriff (newly hired senior planner).

Mr. Boudet mentioned that the Tideflats Interim Regulations currently in effect are expiring in December and the City Council will conduct a study session on September 25th and consider a 6-month extension of the interim regulations with modifications as appropriate. The Planning Commission doesn't have a specific role for the extension but might be asked to weigh in on potential modifications.

Mr. Boudet mentioned that the next Planning Manager's Letter to the Community is scheduled to be distributed in the next few weeks as part of the continuous outreach and community engagement efforts. One of the things to be highlighted is affordable housing. He mentioned that the City Council is expecting to receive the Affordable Housing Action Strategy report in late September. How the report will inform housing related amendments to the Comprehensive Plan as part of the 2019 Annual Amendments is still to be determined.

F. ADJOURNMENT

The meeting adjourned at 8:31 p.m.

****These minutes are not a direct transcription of the meeting, but rather a brief capture. For full-length audio recording of the meeting, please visit:***

http://www.cityoftacoma.org/government/committees_boards_commissions/planning_commission/agendas_and_minutes/



To: Planning Commission
From: Lauren Flemister, Senior Planner
Elliott Barnett, Senior Planner
Subject: **Affordable Housing Action Strategy**
Meeting Date: October 3, 2018
Memo Date: September 26, 2018

Action Requested:

Housing and Planning staff will provide an overview of the Affordable Housing Action Strategy (AHAS) received by the City Council on September 25, 2018, and seek initial input on the potential to integrate planning-related actions into the Commission's work program.

Discussion:

The AHAS recommends a broad range of actions, including several which relate to planning and development. These actions are strongly supported by the Comprehensive Plan which calls for affordable housing choices throughout the City. Full policy analysis, community engagement and implementation of the recommendations will take significant time and effort. The Commission could initiate this review as part of the 2019 Amendments through steps such as updating the Comprehensive Plan Housing Element, incorporating the AHAS as an implementation strategy, and developing a phased planning work program.

Project Summary:

The AHAS is a strategic response to a changing housing market, increasing displacement pressure, and a widespread need for high-quality, affordable housing opportunities for all. The AHAS focuses on how to enhance existing policies and programs to serve more people; identify and deploy additional funding; and establish strong anti-displacement measures to stabilize existing residents over the next 10 years. Its four key objectives are:

1. Create more homes for more people.
2. Keep housing affordable and in good repair.
3. Help people stay in their homes and communities.
4. Reduce barriers for people who often encounter them.

More information is available at www.cityoftacoma.org/Housing.

Prior Actions:

This is the Commission's first discussion of the newly finalized AHAS.

Staff Contact:

Lauren Flemister, Senior Planner – (253) 591-5660, lflemister@cityoftacoma.org
Elliott Barnett, Senior Planner – (253) 591-5389, elliott.barnett@cityoftacoma.org

Attachment:

- Affordable Housing Action Strategy – September 2018 (appendices available online)

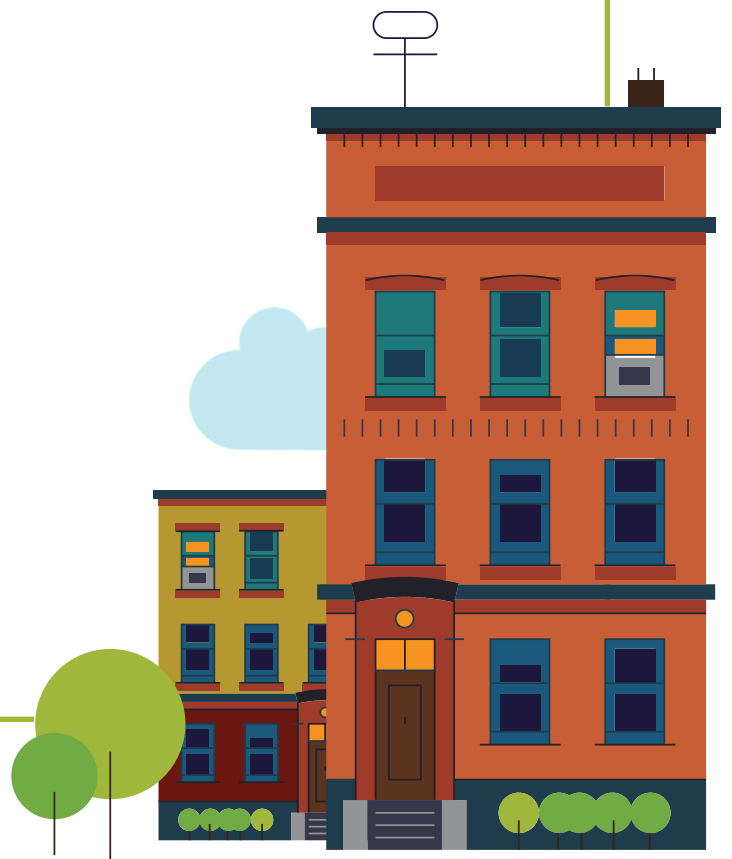
c: Peter Huffman, Director

City of Tacoma

AFFORDABLE HOUSING ACTION STRATEGY



SEPTEMBER 2018



ACKNOWLEDGMENTS

CITY OF TACOMA INTERNAL WORKING GROUP STAFF

Daniel Murillo | Community and Economic Development*
Lauren Flemister | Planning and Development Services*
Tanisha Jumper | Media and Communications
Rebecca Boydston | Council Assistant
Jacinda Steltjes | Community and Economic Development*

Andreta Armstrong | Office of Equity and Human Rights*
Pam Duncan | Neighborhood and Community Services
Randy Lewis | Office of Government Relations
Maria Lee | Media and Communications
Carol Wolfe | Community and Economic Development*

TECHNICAL ADVISORY GROUP

Tess Colby | Tacoma Community Redevelopment Authority / Pierce County
Amanda DeShazo | Tacoma-Pierce County Affordable Housing Consortium
Maureen Fife | Habitat for Humanity
Doug Ito | SMR Architects
Jonathan Jackson | Fair Housing Center of Washington
Katie Johnston | City of Tacoma Office of Management and Budget*
Jeff Klein | Sound Outreach

Jeremiah LaFranca | Master Builders of Pierce County
Michael Mirra | Tacoma Housing Authority
Dr. Ali Modarres | University of Washington-Tacoma
Tory Quinn | Key Bank
Bill Rumpf | Mercy Housing
Andrew Strobel | City of Tacoma Planning Commission
Micah Tucker | Tacoma Housing Authority*

COMMUNITY MEETING VOLUNTEERS

Erica Azcueta | Neighborhood and Community Services
Kristin Ely | Neighborhood and Community Services
Alex Gibilisco | Neighborhood and Community Services
Allyson Griffith | Neighborhood and Community Services
Carol Hassard | Community and Economic Development
Shannon Johnson | Community and Economic Development
Ada Luna | Centro Latino

Vicky McLaurin | Neighborhood and Community Services
Andy Micklow | Planning and Development Services
Brendan Nelson | Peace Community Center
My Nguyen | Community and Economic Development
Becky Padilla | Eastside Neighborhood Council
Chris Suh | Community and Economic Development
Will Suarez | Community and Economic Development

FOCUS GROUP VOLUNTEERS

Troy Christensen | Korean Women's Association
Hieu Nguyen | Korean Women's Association
Via Cao | Korean Women's Association
Srey Chak | Korean Women's Association
Michael Yoder | Associated Ministries
Melissa Moss | Nativity House Day Center

Bailey Meade | Nativity House Day Center
Karin White | YWCA
Lua Pritchard | Asia Pacific Cultural Center
Lyle Quasim | The Black Collective
Hilltop Engagement Committee

PROJECT TEAM

Enterprise Community Partners

Laura Searfoss, AICP
Anna Ravindranath, MSW
Chris Kizzie
Anne Jordan
Jarrod Elwell
James Madden
Jonathan Tarr
Michelle Grainger
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Kevin Ramsey, PhD
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Kevin Gifford
Jessie Hartmann

Frances Wang

The City of Tacoma and project team would like to thank the members of the public and representatives from local and regional organizations for their participation and assistance in developing the AHAS. Your input throughout the process, as well as your assistance in organizing and conducting engagement activities, was instrumental in developing this strategy.

**Members of the City of Tacoma Internal Working Group or Technical Advisory Group who also assisted with community meetings.*

EXECUTIVE SUMMARY

Why did the City of Tacoma develop an Affordable Housing Action Strategy?

The City of Tacoma developed its *Affordable Housing Action Strategy* as an urgent response to a changing housing market, increasing displacement pressure among residents, and a widespread need for high-quality, affordable housing opportunities for all.

While the City of Tacoma has a strong legacy of working to solve its affordable housing challenges, it recognized a need for a more strategic approach to its housing investments—both today and in the future. The City of Tacoma needs to increase housing affordability as a way to maintain the quality of life that the city is known for and ensure housing costs do not worsen as the city grows over time.

The City of Tacoma lacks affordable, high-quality homes for all its residents. Today, nearly 33,000 households in Tacoma pay at least 30 percent of their income on housing costs each month, reducing their ability to pay for other necessities. The cost of rental homes increased by nearly 40 percent and home values nearly doubled since 1990, and within the last few years, these costs have begun to accelerate.

Throughout the broad community outreach that informed the *Affordable Housing Action Strategy*, many Tacoma residents shared that the city's market gains are a source of stress in their lives. Recent spikes in housing costs and a limited supply of housing options have created uncertainty for them, in addition to other barriers. Seniors face long waiting lists at properties built to serve them; families live in overcrowded conditions; and interested homebuyers experience steep costs and competition for homes.

Simply put, the city's housing supply cannot meet the daily needs of its residents, and this needs to change. No one living in Tacoma should have to choose between paying their rent or mortgage and other necessities.

What will this strategy accomplish over the next 10 years?

Guided by the *Affordable Housing Action Strategy*, the City of Tacoma will dramatically increase its investments in new rental and homeownership opportunities and establish broader anti-displacement measures, including preserving affordable units at-risk of converting to market-rate rent and creating comprehensive protections for renters.

Together, this approach has the potential to produce 6,000 new affordable units; preserve 2,300 existing affordable units; and serve an additional 2,200 households by 2028. In total, these new or preserved homes and new services or programs will reach 10,500 households living in the City of Tacoma.

What will the City of Tacoma do over the next 10 years to reach nearly 10,500 households?

Actions within the *Affordable Housing Action Strategy* aim to help Tacomans in every walk of life. Because needs within the City of Tacoma vary—across owners and renters, neighborhoods, incomes, and abilities, among other factors—these actions cover a wide range of needs.

However, the city's need for affordable housing is greatest among households with the lowest incomes and in some cases, with the highest barriers to accessing housing opportunities. The City of Tacoma aims to serve these households through a share of the new units and other resources created through the *Affordable Housing Action Strategy*.

This strategy focuses on how to enhance existing policies and programs that the city is already using to serve more people; cultivate additional funding; and establish strong anti-displacement measures to stabilize existing residents. The *Affordable Housing Action Strategy* outlines four strategic objectives that will guide implementation over the next 10 years:

- 1. Create more homes for more people.**
- 2. Keep housing affordable and in good repair.**
- 3. Help people stay in their homes and communities.**
- 4. Reduce barriers for people who often encounter them.**

Each strategic objective is supported by a set of actions and implementation steps. Targets and their associated level of investment were broadly estimated for each strategic objective. These targets are intended to guide public investments in housing activities and enable the City of Tacoma to track and report its progress along three key metrics:

1. Number of units produced

2. Number of units preserved

3. Number of households served

Finally, the success of the *Affordable Housing Action Strategy* depends on two critical elements. The first critical element is the active participation of all Tacoma residents. Actions will not be successful without policy leadership, changes to the way the city programs and departments operate, and close partnerships with local and regional developers, cultural and nonprofit organizations, financial institutions, philanthropic organizations, and community members.

The other critical element is a large investment of public, philanthropic, and private resources. The total cost to meet the targets in the *Affordable Housing Action Strategy* is significant: as much as \$70 million over the next 10 years. The *Affordable Housing Action Strategy* outlines several ways to cultivate new resources, such as passage of a local tax levy; value capture, and additional authorization of federal Section 108 funds, to help meet its targets. It also recognizes the wealth of resources that already exist within the City of Tacoma and identifies ways to maximize the impact of them.

Background

Many Tacoma residents make difficult financial choices each month—paying higher housing costs (at the expense of other living expenses), living in overcrowded or less than desirable conditions, or dealing with an unexpected housing crisis. Tacoma needs to build and preserve more affordable housing for all its residents and ensure new development benefits everyone.

Why does the City of Tacoma need to address housing affordability?

Many residents in the City of Tacoma have significant unmet housing needs. One measure of housing need is “cost-burden”—or when a household pays more than 30% of their gross income on housing, including utilities. If a household pays more than one-half (50%) of their gross income on housing, that household is “severely cost-burdened.” Cost-burdened households have less for other essentials, like food, clothing, transportation, and medical care. Currently, more than 18,600 renters and 14,000 owners in the City of Tacoma experience cost-burdens.

Everyone benefits from affordable housing. People with the greatest need for it, though, are often working lower-wage occupations or living on fixed incomes, like seniors and persons living with disabilities.

What is the Affordable Housing Action Strategy (AHAS)?

The City is developing more ways to serve more residents with housing needs through its *Affordable Housing Action Strategy* (AHAS). The Community and Economic Development Department is leading the development of the AHAS. The goal of the AHAS is to preserve and increase the number of affordable, available, and accessible housing units throughout the city. The AHAS will explain how the City of Tacoma and its partners will achieve this goal.

What does “affordable housing” mean?

Housing is typically considered affordable if total housing costs do not exceed 30% of a household’s gross income.

The U.S. Department of Housing and Urban Development (HUD) uses an income benchmark—area median income or AMI—for its federal housing programs. The FY17 regional AMI for a family is \$74,500. Using this regional standard likely undercounts the housing affordable within the City of Tacoma, as well as overestimates what the average household can afford. Despite some limitations, a majority of the City’s existing funding is from federal funds, which use HUD-defined AMI to determine eligibility, making it an important measure for the AHAS.

Do “affordable housing” and “subsidized housing” mean the same thing?

Affordable housing and subsidized housing are different, even though they are sometimes used interchangeably. Subsidized housing refers to programs that provide direct payments to individual households or development projects. These payments help their overall housing costs. Typically, to live in subsidized housing, you need to be below a certain income level (and sometimes you need to meet other requirements). Public housing, rental assistance like Section 8, and developments that use Low-Income Housing Tax Credits are examples of subsidized housing.



TECHNICAL ADVISORY GROUP
CITY OF TACOMA AFFORDABLE HOUSING POLICY

September 14, 2018

Mayor Victoria Woodards and City Councilmembers
City of Tacoma
747 Market Street, Twelfth Floor
Tacoma, Washington 98402

Re: City of Tacoma Housing Affordability Action Strategy

Dear Mayor Woodards and City Councilmembers:

I write on behalf of the members of the City's Technical Advisory Group (TAG). City staff convened the TAG to advise them and the consultants from Enterprise Community Partners in the drafting of the report, Affordable Housing Action Strategy. This report reviews Tacoma's crisis shortage of affordable housing. It recommends policies and program to meet the crisis.

We urge the City Council to carefully consider the recommendations and to adopt effective versions of them. We especially direct the Council's attention to those recommendations that would serve the following two purposes. Both are central to any plausible effort to address the crisis:

- establish local sources of funding for the construction, purchase and preservation in Tacoma of affordable housing and so remove more of the City's housing stock from the speculative rental market;
- extend to other parts of the City inclusionary zoning requirements that developers include affordable housing in their market rate mix, and to provide height enhancements and other considerations to make this financially feasible for them to do. (*Please note: one TAG member does not favor mandatory inclusionary zoning*);

TAG members also note, and endorse, the report's sense of urgency that the City's affordable housing crisis requires an effective and timely response. The report's recommendations provide a way to do that. We note that many of the main recommendations resemble those in the 2010 report to the City Council from the City's Affordable Housing Policy Advisory Group. For this reason, the Council can feel an enhanced confidence in those recommendations that now reach the Council again with this more detailed and updated analysis.

TAG members appreciate the effort, expertise and thought by City staff and consultants that produced this report. We appreciate the chance to offer comments throughout their effort. We remain ready to assist the Council and City staff with the work still ahead.

Thank you.

Cordially,

TACOMA HOUSING AUTHORITY



Michael Mirra
Executive Director

TAG MEMBERS:

Tess Colby, Tacoma Community Redevelopment Authority / Pierce County

Amanda DeShazo, Tacoma-Pierce County Affordable Housing Consortium

Maureen Fife, Habitat for Humanity

Doug Ito, SMR Architects

Jonathan Jackson, Fair Housing Center of Washington

Katie Johnston, City of Tacoma Office of Management and Budget

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Jeremiah LaFranca, Master Builders of Pierce County

Michael Mirra, Tacoma Housing Authority

Dr. Ali Modarres, University of Washington-Tacoma

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Bill Rumpf, Mercy Housing

Andrew Strobel, City of Tacoma Planning Commission

Micah Tucker, Tacoma Housing Authority

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SECTION 1

Introduction

The City of Tacoma is known for being one of the safest and most diverse cities in the country. When asked about the city’s future, members of the public summed it up in one word: “potential.”¹ Yet, this future is slowly slipping away for many residents or seems out-of-reach for others.

Why? Because the City of Tacoma lacks affordable, high-quality homes for all its residents. The cost of rental homes increased by nearly 40 percent and home values nearly doubled since 1990, and within the last few years, these costs have begun to accelerate.

Today, nearly 33,000 households in Tacoma pay at least 30 percent of their income on housing costs each month, reducing their ability to meet other needs like transportation, childcare, or healthcare. The City of Tacoma needs to stay affordable to help maintain the quality of life that Tacoma is known for, and to ensure housing costs do not worsen as the city grows over time.

The City of Tacoma developed this *Affordable Housing Action Strategy* (AHAS) as an urgent response to its changing housing market, increasing risk of displacement among residents, and widespread need for high-quality, affordable housing opportunities for all.

The City of Tacoma needs to dramatically increase its investments in new rental and homeownership opportunities and establish broader anti-displacement measures, including preserving affordable units at-risk of converting to market-rate rent and creating permanent protections for tenants.

The AHAS creates four strategic objectives to inform decision making and build stronger partnerships both within and outside of city government:

- 1. Create more homes for more people.**
- 2. Keep housing affordable and in good repair.**
- 3. Help people stay in their homes and communities.**
- 4. Reduce barriers for people who often encounter them.**

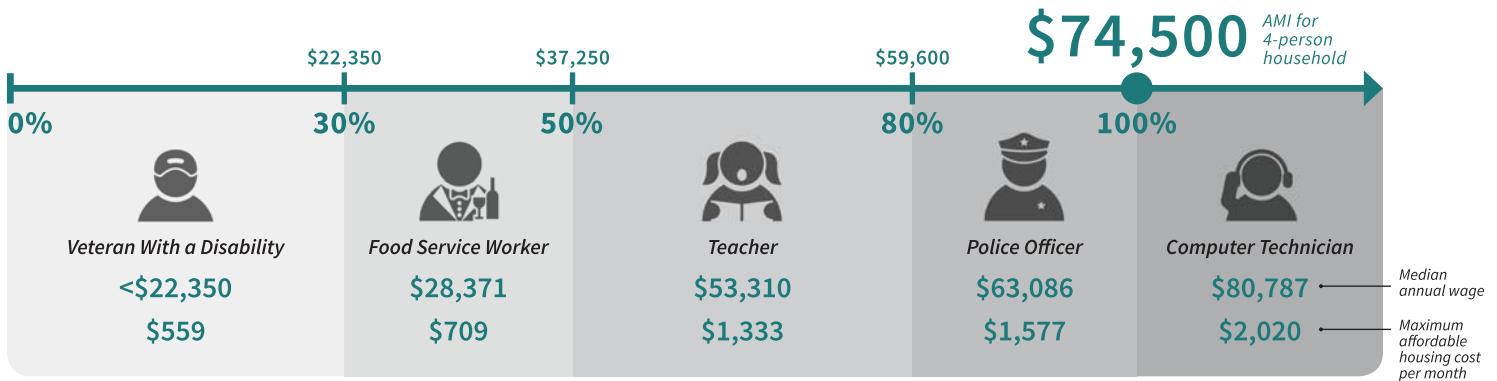
The actions that will achieve these strategic objectives aim to reach Tacomans in every walk of life. Because needs within the City of Tacoma vary—across owners and renters, neighborhoods,

¹ See *Tacoma2025: Shared Vision | Shared Future*. Available at <http://cms.cityoftacoma.org/tacoma-2025/tacoma-2025.pdf>.

incomes, and abilities, among other factors—these actions cover a wide range of needs. Exhibit 1 below illustrates the number of actions items targeting residents across the income spectrum within each of the four strategic objectives.

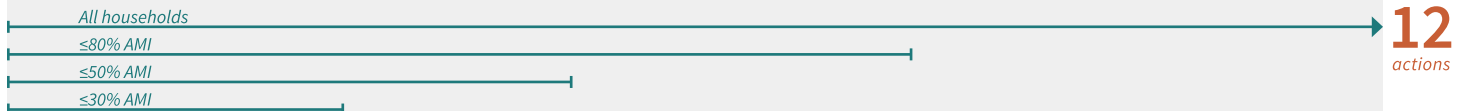
Together, this approach has the potential to produce 6,000 new affordable units; preserve 2,300 existing affordable units; and serve an additional 2,200 households by 2028. In total, it will reach 10,500 households living in the City of Tacoma.

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



STRATEGIC OBJECTIVES AND NUMBER OF SUPPORTING ACTIONS

1 CREATE more homes for more people.



2 KEEP housing affordable and in good repair.



3 HELP people stay in their homes and communities.



4 REDUCE barriers for people who often encounter them.



Sources: U.S. Bureau of Labor Statistics, "Occupational Employment and Wages in Tacoma-Lakewood—May 2017." The median annual wage was calculated by multiplying the mean hourly rate for each occupational group by 2,080, the number of hours for year-round, full-time work. HUD User "Income Limits, FY 2017." Area median income data are based on FY 2017 fair market rents in the HUD-defined Fair Market Rent area.

What are some proposed solutions to ensure all Tacoma residents have an affordable place to live and that new development benefits everyone?



1 CREATE MORE HOMES FOR MORE PEOPLE.

The City of Tacoma needs to considerably increase its supply of affordable housing options, especially for households with the lowest incomes. Actions that would increase the city's supply of affordable homes include:

- Creating dedicated sources of funding—whether general funds, property tax levy, real-estate transaction fees or other methods—that provide the City's Housing Trust Fund with greater and more reliable resources to preserve and build new housing.
- Enhancing incentives—like increased density, reduced parking requirements, and property tax exemptions—to create more income-restricted units in new market-rate development.
- Using city-owned land to provide new opportunities for affordable rental and homeownership development.
- Changing the City of Tacoma's land-use provisions to make it easier to build less costly, small-scale homes, such as accessory dwelling units or duplexes, as well as provide other supports like technical assistance and financial incentives for people who want to create these alternatives.



3 HELP PEOPLE STAY IN THEIR HOMES AND COMMUNITIES.

Many residents in Tacoma already cannot keep up with rising housing costs in the form of higher tax bills or rents. They are often on the verge of making painful decisions about leaving their current home or community and have limited options for assistance. Actions that would help stabilize homeowners and tenants include:

- Ensuring residents have substantial notice for rent increases or lease terminations and establish relocation assistance as part of a comprehensive tenant protections policy.
- Supporting residents or organizations interested in leading or participating in community-based initiatives, including those that protect tenants' rights.
- Exploring creation of a community land trust, leveraging local expertise.
- Creating an additional source of local tax relief to stabilize more homeowners.



2 KEEP HOUSING AFFORDABLE AND IN GOOD REPAIR.

The City of Tacoma needs to take steps to ensure existing affordable housing options remain available to our community. Loss of affordable homes could further burden or displace Tacoma residents. Actions that would preserve and improve the city's existing supply of affordable housing include:

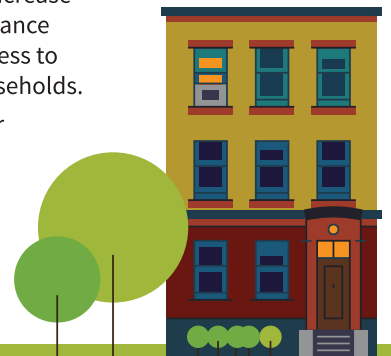
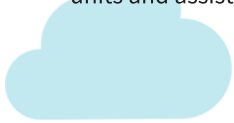
- Making it easier, through a preservation ordinance, for the City of Tacoma or its partners to buy back subsidized properties as their income restrictions expire.
- Exploring creation of a proactive code enforcement program, which would actively inspect properties for health and safety violations.
- Creating a dedicated source of funding to keep rents stable at existing subsidized and unsubsidized housing units and assist residents facing a housing crisis.



4 REDUCE BARRIERS FOR PEOPLE WHO OFTEN ENCOUNTER THEM.

Even when affordable units exist, many residents must overcome significant barriers to access them. Residents mentioned barriers like limited knowledge of housing resources; language barriers; and difficulty qualifying for or securing housing (like meeting security deposit requirements). Actions that make it easier for residents to access housing opportunities, including those in the private housing market, include:

- Streamlining processes for households applying for and using rental assistance.
- Working with landlords to increase participation in rental assistance programs and their willingness to accept "higher-barrier" households.
- Ensuring a portion of new or expanded funding sources can provide services as part of new housing development.



Key Terms

Affordable Housing

Housing is typically considered affordable if total housing costs do not exceed 30% of a household's gross income.

Affordable Housing Action Strategy (AHAS)

The *Affordable Housing Action Strategy* (AHAS) will explain how the City of Tacoma and its partners will safeguard and increase the number of affordable, available, and accessible housing units throughout the city over the next 10 years. Having this type of strategy will help the City of Tacoma serve more residents with housing needs.

Area Median Income (AMI)

The U.S. Department of Housing and Urban Development (HUD) uses an income benchmark—area median income or AMI—for its federal housing programs. The FY17 regional AMI for a family is \$74,500. Using this regional standard likely undercounts the affordable units within the City of Tacoma, as well as overestimates what the

average household can afford. A majority of the City's existing funding is from federal funds, which use HUD-defined AMI to determine eligibility, making it an important measure for the AHAS.

Cost-burden

When a household pays more than 30% of their gross income on housing, including utilities, they are “cost-burdened.” Cost-burdened households have less for other essentials, like food, clothing, transportation, and medical care. Currently, 40% of households in the City of Tacoma experience cost-burdens.

Fair Market Rent (FMR)

The amount of money a property would rent for if it was available now. FMR is used by the U.S. Department of Housing and Urban Development to estimate rents covered by the Housing Choice Voucher program, also known as Section 8.

Fair Market Value

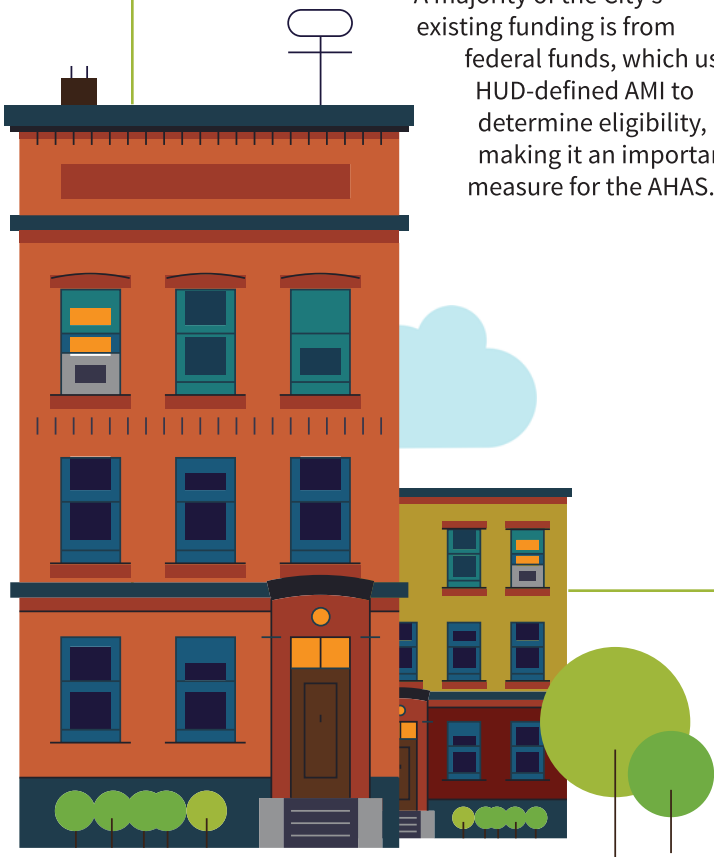
The amount a property would sell for if sold on the open market. In other words, it's the highest price a buyer is willing to pay and lowest price a seller is willing to accept for a property.

Housing Displacement

Housing displacement is closely associated with gentrification, which is characterized by market, economic, and demographic change. When home costs increase, they can price out existing residents of a community. Housing displacement hurts both displaced residents and the community at-large.

Subsidized Housing

Public housing, rental assistance vouchers like Section 8, and developments that use Low-Income Housing Tax Credits are examples of subsidized housing. Subsidized housing lowers overall housing costs for people who live in it. Affordable housing and subsidized housing are different, even though they are sometimes used interchangeably.



RELATIONSHIP TO PAST AND ONGOING EFFORTS

The City of Tacoma has a strong legacy of working to solve its affordable housing challenges. In 2010, the Affordable Housing Policy Advisory Group (AHPAG) made a set of recommendations to City Council. This report carved out a clear set of principles to guide the city's housing investments. These principles included emphasizing the role of affordable housing in promoting civic interests (like economic development and increased prosperity); harnessing the private-sector to assist with affordable housing creation; and making affordable housing a high priority among other community needs.²

These recommendations culminated in the adoption of housing incentives and the creation of more flexible regulations for infill development. The AHAS builds on the legacy of the AHPAG's work, along with other local and regional plans like the *One Tacoma Comprehensive Plan*, *Tacoma2025*, and *HousingHilltop*.

It also builds on the existing programs and policies that already exist or are actively being developed (for a summary of existing programs, see Appendix A). The City of Tacoma, along with its partners, has made direct investments to increase the supply of subsidized housing throughout the city, often as part of mixed-income development. Investments over the last 2–3 years totaled more than \$3 million in public funds and supported five new development projects, rehabilitation of single-family homes, and down-payment assistance to homebuyers.³

Today, the City of Tacoma has approximately 5,500 subsidized units and 3,500 households using rental assistance throughout the city.⁴ Despite this supply and recent investments, the City of Tacoma still lacks enough housing to serve its diverse population.

This strategy focuses on how to enhance existing policies and programs that the city is already using to serve more people; ways to create or use additional funding; and establish strong anti-displacement measures to stabilize existing residents.

² See the Affordable Housing Policy Advisory Group (AHPAG) 2010 report. Available at http://cms.cityoftacoma.org/cedd/housing/AHPAG_Final_Report_Dec_2010.pdf.

³ Data provided by the City of Tacoma, Community and Economic Development Department staff (2018).

⁴ Subsidized units include all public housing units managed by the Tacoma Housing Authority and privately owned properties that receive at least one federal subsidy. Rental assistance includes tenant-based rental assistance vouchers (Section 8/ Housing Choice Vouchers) administered by the Tacoma Housing Authority. Data from THA Real-Estate Development since 2002. Prepared by the Tacoma Housing Authority, February 7, 2018 and National Housing Preservation Database. (2018). See Appendix B for a full discussion of the city's affordable housing supply.

A COMMUNITY-INFORMED, DATA-DRIVEN APPROACH

The AHAS was developed between March and September 2018. The AHAS benefited from the expertise and guidance of a Technical Advisory Group (TAG); dozens of interviews with City of Tacoma staff and local nonprofit and cultural organizations; four focus groups or interviews with persons who have unique housing needs; seven in-person community meetings; and community-wide survey (which captured more than 250 responses).

The AHAS also used a wide range of quantitative data to help identify the key needs and challenges among Tacoma residents (for a full summary of the data analysis, see Appendix B). Information and perspectives collected through the community engagement and outreach process provided additional insight about how specific challenges affect the lives of residents, especially those populations that are not always represented in these conversations (for a full summary of the community engagement activities, see Appendix C).

As part of this project, the City of Tacoma also modeled the results of different market-based policy approaches, like increased density, reduced parking requirements, or property tax exemptions, to understand how they would perform under different market conditions, such as if the City of Tacoma's growth accelerates (as regional growth forecasts suggest) or if growth begins to lag (for a comparison of various policy alternatives that were considered over the course of developing the AHAS, see Appendix D).

HOUSING MARKET POLICY DASHBOARD

As part of developing the AHAS, the City of Tacoma developed its Housing Market Policy Dashboard that compares the performance of market-based tools. To access the dashboard, visit:

<http://tacoma.berk-maps.com/>

The City of Tacoma aims to increase the number of affordable, available, and accessible units through a combination of actions, some of which harness the city's growing market strength to produce new income-restricted units and some of which devote additional public funding to affordable housing development.

Because of the significant unmet need among very and extremely low-income households (which roughly translates into a family of four earning \$37,000 or \$25,000, respectively), a key question as part of this modeling was, "Can market-based tools produce units for income levels with the greatest unmet need?" In short, it is possible to use these tools in a few submarkets within the City of Tacoma, and if coupled with services or other resources like project-based rental assistance when needed, could produce nearly 3,100 units over the next 10 years.

Voices from the Community

As part of developing the AHAS to improve affordable housing, the City of Tacoma talked with residents to understand barriers to securing affordable housing as well as their ideas for improving housing. The City conducted public engagement over 4 months and heard from more than 300 members of the public and stakeholders.

WHAT PUBLIC ENGAGEMENT ACTIVITIES WERE CONDUCTED?

4

FOCUS GROUPS
AND INTERVIEWS

7

LISTENING SESSIONS AND
COMMUNITY MEETINGS

256

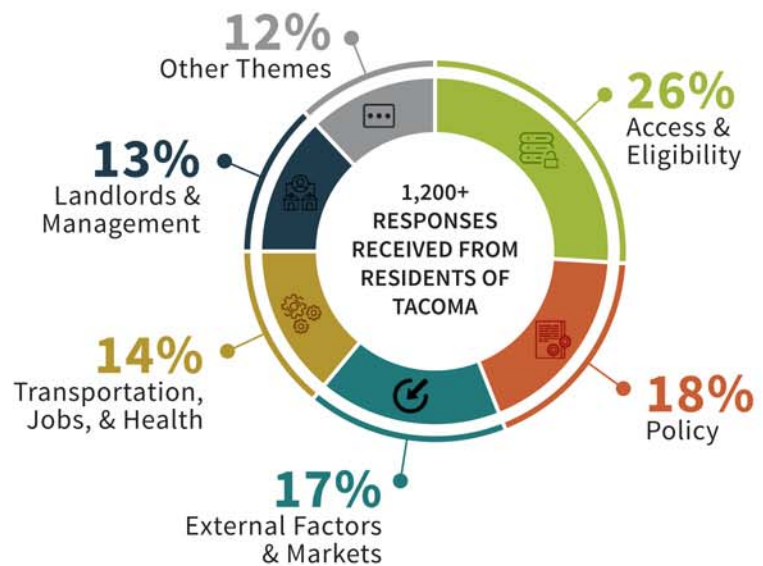
ONLINE SURVEY
RESPONSES

How was this input used?

1. Informed strategic objectives.
2. Shaped specific implementation steps.
3. Provided insight into what key barriers needed to be addressed.

How does the AHAS create ongoing dialogue about affordable housing?

- General communications and outreach.
- Measurement of and reporting on implementation over time.
- In-person meetings with community members and stakeholders to inform implementation of specific actions.



What housing issues are on the top of Tacomans' minds?

Responses summarized by how often they were shared by members of the public.

NEED FOR BETTER MANAGEMENT BY LANDLORDS

67

CONCERNS ABOUT SAFETY

59

BARRIERS DUE TO SECURITY DEPOSITS

56

CONCERNS ABOUT HOMELESSNESS

55

BETTER INCENTIVES TO BUILD HOUSING

49

Sources: City of Tacoma Affordable Housing Survey, Listening Sessions, and Community Meetings, 2018.



Finally, targets and their associated level of investment were broadly estimated for each strategic objective. These targets are intended to guide public investments in housing activities and enable the City of Tacoma to track and report its progress along three key metrics:

- Number of units produced
- Number of units preserved
- Number of households served

PRIORITIES AMONG THE TECHNICAL ADVISORY GROUP

The Technical Advisory Group (TAG) played an integral role in shaping the solutions proposed within the AHAS. As an early step, the TAG identified a short list of actions to further vet through the strategy development process. A majority of these actions comprise the actions within this document.

As the process concluded, the TAG also identified a set of priorities that they would like the City of Tacoma to pursue in the next 1–2 years:

1. creation of a dedicated source of local funding for affordable housing activities;
2. changes to market-based tools (like inclusionary housing and the Multifamily Tax Exemption Program);
3. adoption of a comprehensive tenant protections policy; and
4. advocacy for state and federal legislative actions that support housing affordability.

A NOTE ABOUT THE 10-YEAR TARGETS

Ten-year targets within the AHAS were developed based on real-world examples of local projects, past local investment, or national programs or projects (or a combination of these examples). Different approaches or assumptions could yield different costs or number of units produced or preserved or households served.

For instance, regional affordable housing developers noted that other municipalities in Washington state invest as much as 10 percent of affordable housing project costs. Historically, the City of Tacoma has invested between 2–3 percent of total project costs. If the City of Tacoma invested a larger share of local resources into projects to leverage other public and private funding, it may realize fewer projects (but these projects may be more competitive for state resources).

OPPORTUNITIES FOR CLOSER PARTNERSHIPS

The City of Tacoma cannot achieve its ambitious strategic objectives alone. Everyone—including members of the public—will play a critical role in realizing its ambitious goal to build 6,000 new affordable units; preserve 2,300 affordable units; and serve an additional 2,200 households by 2028.

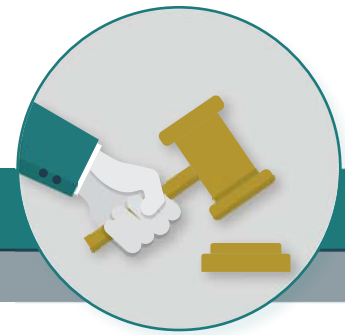
It will need the active support of local and regional developers; Tacoma Housing Authority (THA); foundations; nonprofit and cultural organizations; Washington State Housing Finance Commission; and counterparts at state and federal agencies.

STRATEGIC OBJECTIVES AND ACTIONS

Exhibit 2 summarizes the strategic objectives and their related actions over the next 10 years, organized by implementation lead:

- Tacoma City Council for legislative actions;
- City of Tacoma departments for administrative actions; and
- Partners, who can play a critical role in implementation by leading one of the opportunities for partnership.

Exhibit 2 Summary of Strategic Objectives and Actions by Implementation Lead



LEGISLATIVE ACTIONS

(listed by implementation timeline)

Immediate (1-2 years):

- 1.1 Seed the Tacoma Housing Trust Fund with local sources of funding.**
- 1.2 Modify inclusionary housing provisions to target unmet need and align with market realities.**
- 1.3 Update the Multifamily Tax Exemption Program to increase its impact.**
- 1.4 Leverage publicly and partner-owned land for affordable housing.**
- 2.2 Develop and adopt a preservation ordinance.**
- 3.1 Expand tenants' protections through a comprehensive policy.**
- 3.2 Create a range of resources for households experiencing a housing crisis.**

Short-term (3-4 years):

- 1.9 Establish a dedicated source of funding for the Tacoma Housing Trust Fund.**
- 3.4 Create a source of local tax relief to stabilize more low-income homeowners.**

Numbers correspond to the strategic objectives, which are detailed in Sections 3-6. They do not denote priorities.

Continued on the following page

- 1 CREATE** more homes for more people.
- 2 KEEP** housing affordable and in good repair.
- 3 HELP** people stay in their homes and communities.
- 4 REDUCE** barriers for people who often encounter them.

Exhibit 2 Summary of Strategic Objectives and Actions by Implementation Lead (cont.)



ADMINISTRATIVE ACTIONS

(listed by implementation timeline)

Immediate (1-2 years):

- 1** 1.8 Encourage more diverse types of housing development through relaxed land use standards, technical assistance, and financial incentives (with a focus on technical assistance and relaxed land use standards).
- 1** 1.7 Increase participation in existing first-time homebuyer programs and resources for new homebuyers.
- 1** 1.5 Create consistent standards for fee waiver eligibility and resources to offset waived fees.
- 1** 1.6 Create a process to coordinate public investments, like capital improvements, with affordable housing activities to reduce the overall cost of development.
- 2** 2.1 Develop a system to address derelict properties
- 2** 2.3 Target existing resources to improve the livability of existing owner-occupied homes.
- 3** 3.3 Work with partners to increase community organizing efforts (including for tenants' rights).
- 2** 2.4 Improve tracking and monitoring of existing subsidized and unsubsidized affordable housing properties (with a focus on using publicly available information, like the National Housing Preservation Database).
- 4** 4.3 Integrate culturally competent and trauma-informed practices into new and existing programs.

Short-term (3-4 years):

- 1** 1.10 Use value capture to generate and reinvest in neighborhoods experiencing increased private investment (with a focus on areas with planned or existing transit).
- 1** 1.8 Encourage more diverse types of housing development through relaxed land use standards, technical assistance, and financial incentives (with a focus on creating financial incentives).
- 1** 1.11 Explore innovative, low-cost housing solutions to serve persons experiencing homelessness.
- 1** 1.12 Explore opportunities for increased staff support during the development review process (with a focus on creating more embedded staff).
- 2** 2.5 Explore creation of a proactive rental inspection program.
- 2** 2.4 Improve tracking and monitoring of existing subsidized and unsubsidized affordable housing properties (with a focus on building a more comprehensive inventory of affordable properties).
- 4** 4.4 Earmark a portion of new or expanded sources of local funding to provide support services in new development

Medium-term (5-6 years):

- 1** 1.12 Explore opportunities for increased staff support during the development review process (with a focus on hiring additional staff).

Numbers correspond to the strategic objectives, which are detailed in Sections 3-6. They do not denote priorities.

Continued on the following page

- 1** **CREATE** more homes for more people.
- 2** **KEEP** housing affordable and in good repair.
- 3** **HELP** people stay in their homes and communities.
- 4** **REDUCE** barriers for people who often encounter them.

Exhibit 2 Summary of Strategic Objectives and Actions by Implementation Lead (cont.)



OPPORTUNITIES FOR PARTNERSHIP

(listed by implementation timeline)

Immediate (1-2 years):

- 4 4.1 Streamline processes for households applying for and using rental assistance.
- 4 4.2 Create stronger alignment across the Tacoma-Lakewood-Pierce County Continuum of Care (with a focus on creating stronger connections between programmatic goals, funding streams, and administrative requirements).

Short-term (3-4 years):

- 1 1.9 Establish a dedicated source of funding for the Tacoma Housing Trust Fund.
- 1 1.11 Explore innovative, low-cost housing solutions to serve persons experiencing homelessness.
- 2 2.4 Improve tracking and monitoring of existing subsidized and unsubsidized affordable housing properties.
- 2 2.6 Facilitate efforts to create a community land trust

Medium-term (5-6 years):

- 2 2.7 Create a housing preservation fund.

Long-term (7+ years):

- 4 4.2 Create stronger alignment across the Tacoma-Lakewood-Pierce County Continuum of Care (with a focus on creating a large-scale, regional affordability initiative).

Numbers correspond to the strategic objectives, which are detailed in Sections 3-6. They do not denote priorities.

- 1 **CREATE** more homes for more people.
- 2 **KEEP** housing affordable and in good repair.
- 3 **HELP** people stay in their homes and communities.
- 4 **REDUCE** barriers for people who often encounter them.

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SECTION 2

A Snapshot of Local Housing Market Conditions and Unmet Needs

Located in a dynamic region, the City of Tacoma has not been immune to higher housing costs over the past several decades, with housing costs beginning to accelerate in the last few years.

The City of Tacoma, along with its partners, have made a concerted effort to meet the housing needs of local residents. However, needs among Tacoma residents have increased, while resources to address these needs have declined. As a result, the City and its partners have not produced enough income-restricted housing for its lowest income residents to keep pace with their needs. This section, along with Appendix B, summarizes Tacoma's market conditions, existing supply of affordable housing, and housing needs in more detail.

CHANGING HOUSING MARKET CONDITIONS

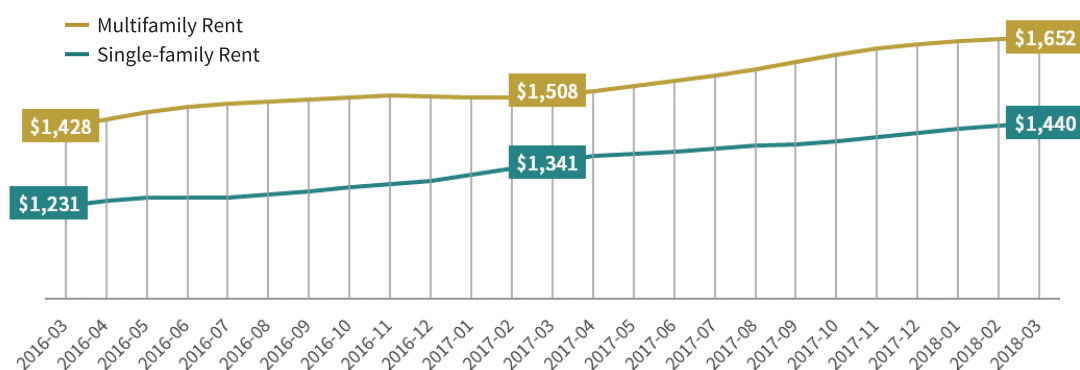
Both rental and for-sale homes are becoming increasingly costly, making it difficult for residents in the City of Tacoma to find an affordable rental unit or buy a home. The City of Tacoma's housing market has changed significantly in recent years, with increases in home values and rents outpacing growth in household income. Long-term and short-term trends in the city's rental and homeownership markets highlight increased pressure on residents due to housing cost increases—changes that largely mirror five-year market dynamics in neighboring jurisdictions.

- Within Tacoma's rental market, the city experienced a steady increase in median rent between 1990 and 2016—the last year for which data is available from the American Community Survey.⁵ Over that time, Tacoma's median rent increased 39 percent (to \$980 in 2016), while median household income only increased by 20 percent.

⁵ 1990 & 2000 Decennial Census and 2005–2016 American Community Survey Public Use Microdata Sample 1-Year Estimates.

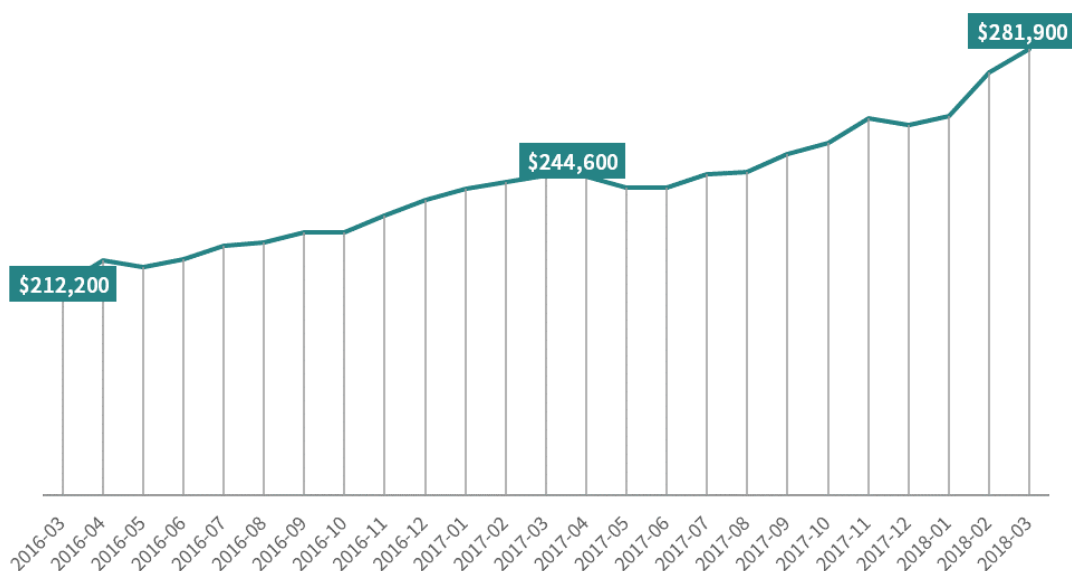
- A snapshot of shorter-term market trends suggests that a renter looking for a unit could face much steeper costs: For a family looking to rent a single-family home, the median rent was \$1,652 as of March 2018—an increase of 16 percent from March 2016.⁶ For a person or family looking to rent a unit in a multifamily apartment building, the median rent was \$1,440 as of March 2018—an increase of 17 percent from March 2016.⁷

Exhibit 3 Median Rent at Single-family and Multifamily Rental Properties, Tacoma (2016–2018)



Source: Zillow, March 2016–2018.

Exhibit 4 Median Home Sale Price, Tacoma (2016–2018)



Source: Zillow, March 2016–2018.

⁶ Zillow, March 2016–2018, Median Rent at Single-Family Rental Properties.

⁷ Zillow, March 2016–2018, Median Rent at Multifamily Rental Properties.

- Between 1990 and 2016, the median value of homes in Tacoma nearly doubled. Short-term, for-sale market trends suggest an even tighter housing market for potential homebuyers. The median home sale price increased by one-third between March 2016 and March 2018, peaking at \$281,900.⁸ Additional data from Zillow suggests that the city's overall for-sale inventory shrank by 43 percent, while home sales experienced a modest increase (9 percent) between March 2016 and March 2018.

CHANGING HOUSING MARKET CONDITIONS

Rents have increased 39% and home values have nearly doubled since 1990, while household income only increased by 20%.

CONCERNS ABOUT DISPLACEMENT

During past planning efforts, residents have expressed concerns that changing market conditions could price out long-time residents or make it difficult to access homeownership opportunities.

LIMITED PUBLIC RESOURCES

Between 2000 and 2017, federal budget cuts resulted in a loss of more than \$2 million in federal funding for local community development and housing investments.

HOUSING COSTS (1990–2016)

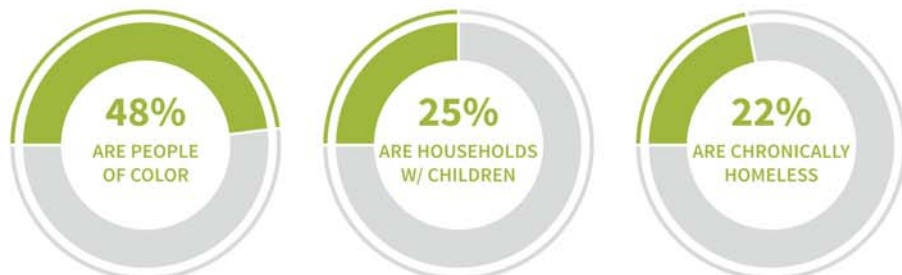


FAIR MARKET RENT

1 Bedroom: \$855
2 Bedroom: \$1,142
3 Bedroom: \$1,662

VULNERABLE RESIDENTS

More than 1,600 people are homeless on any given night in Tacoma–Pierce County:



Sources: 1990 & 2000 Decennial Census, 2005–2016 ACS PUMS 1-Year Estimates; FY17 Fair Market Rents via HUD User; 2018 Point-in-Time Count for Pierce County; Housing Hilltop/2014 Hilltop Subarea Plan; HUD Exchange.

⁸ Zillow, March 2016–2018, Median Sale Price of For-Sale Properties.

AFFORDABLE HOUSING SUPPLY

Tacoma's limited affordable rental supply creates significant unmet need, particularly among extremely low-income households. Despite recent efforts by the City of Tacoma, along with its partners like Tacoma Housing Authority (THA), Catholic Community Services of Western Washington, and Mercy Housing, to increase the city's supply of subsidized or "income-restricted" units, many residents are still in need of affordable options.⁹

Today, Tacoma has an income-restricted supply of approximately 5,500 units and 3,500 rental assistance vouchers.¹⁰ However, Tacoma still lacks enough affordable housing units for households earning 50 percent of area median income or below.

- The City of Tacoma lacks enough rental housing for low-income households.¹¹ Based on a supply gap analysis that accounts for all available and affordable units for households earning 80 percent of area median income or below, the city has a shortfall of about 3,000 units for all low-income households. Examining the rental supply by income range rather than cumulatively demonstrates the need for additional supply for extremely low-income and very low-income households.¹² Unmet need is greatest among extremely low-income households. Today, the city's rental supply can only serve 27 percent of households earning 30 percent of area median income or less. In contrast, the city's rental supply can serve a larger share of very low-income households (81 percent), although a gap still exists for these households, too.¹³
- The city's limited supply of rental housing priced for low-income individuals and families reinforces the importance of its income-restricted housing, which helps keep housing costs manageable for the individuals and families living in it. Privately owned, federally subsidized properties (as many as 3,910 units at 57 properties) and tenant-based rental assistance (about 3,500 vouchers at any given time) provided by THA makes up most of the city's income-

⁹ City-supported investments over the last 2–3 years totaled more than \$3 million in public funds and supported five development projects, including Oak Trace and Bay Terrace (Phase 2), rehabilitation of single-family homes, and down-payment assistance to homebuyers. Data provided by the City of Tacoma, Community and Economic Development Department staff (2018).

¹⁰ Income-restricted housing in Tacoma falls into three main categories: 1) public housing, which receives federal funding to provide housing for eligible households and is managed by the Tacoma Housing Authority (1,535 units); 2) tenant-based rental assistance like Section 8 (~3,500 vouchers); and 3) privately owned housing that receives a federal subsidy (as many as 3,910 units at 57 properties).

¹¹ Extremely low-income corresponds with households earning 30 percent of area median income or below (\$25,100 for a family of four); very low-income corresponds to households earning between 31 and 50 percent of area median income (\$37,300 for a family of four); and low-income corresponds to households earning between 51 and 80 percent of area median income (\$59,700 for a family of four). All income levels are based on HUD-defined categories using FY18 income limits.

¹² Income bands are defined as follows: Households earning 30% or less of area median income; households earning between 31% and 50% of area median income; and households earning between 51% and 80% of area median income.

¹³ 2016 American Community Survey Public Use Microdata Sample 1-Year Estimates.

restricted supply.¹⁴ A large number of the city’s federally subsidized properties serve vulnerable populations—elderly, persons living with disabilities, or both.¹⁵

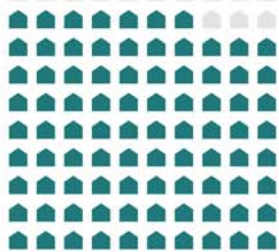
- Loss of subsidized or income-restricted units could put additional pressure on the city’s affordable housing supply. Income-restricted units can be lost through a variety of ways—expiring subsidies, deteriorating quality that ultimately makes them uninhabitable, and owners “opting out” of subsidized housing contracts. Among Tacoma’s existing privately owned, federally subsidized supply, 326 units at 9 properties have subsidies that expire as early as 2021.¹⁶

RENTAL HOUSING SUPPLY & DEMAND

Tacoma has...



87 affordable & available units for every 100 **LOW-INCOME** households



COST-BURDENED HOUSEHOLDS

16% of households (13,386) pay gross **50% OR MORE** of their monthly income on housing costs



40% of households (32,842) pay gross **30% OR MORE** of their monthly income on housing costs

WIDESPREAD, PERSISTENT NEED

The City of Tacoma has a shortage of affordable and available rental units for low-income households. Forty percent of households in Tacoma pay more than 30% of their gross income on housing each month.

Source: 2016 American Community Survey PUMS 1-Year Estimates.

¹⁴ THA Real-Estate Development since 2002. Prepared by the Tacoma Housing Authority, February 7, 2018. National Housing Preservation Database. (2018). Data accessed via <http://preservationdatabase.org>. Tenant-based rental assistance may also be in use at some federally subsidized properties, which may slightly inflate this figure. Nonetheless, it underscores the importance of ensuring these properties stay affordable, because they may also be properties where rental assistance in the form of vouchers are in use.

¹⁵ Of the 41 federally subsidized properties within Tacoma with available data on population served, 26 properties serve the following: elderly residents (13), persons living with disabilities (1), or both (12). Data from the National Housing Preservation Database. (2018). Data accessed via <http://preservationdatabase.org>.

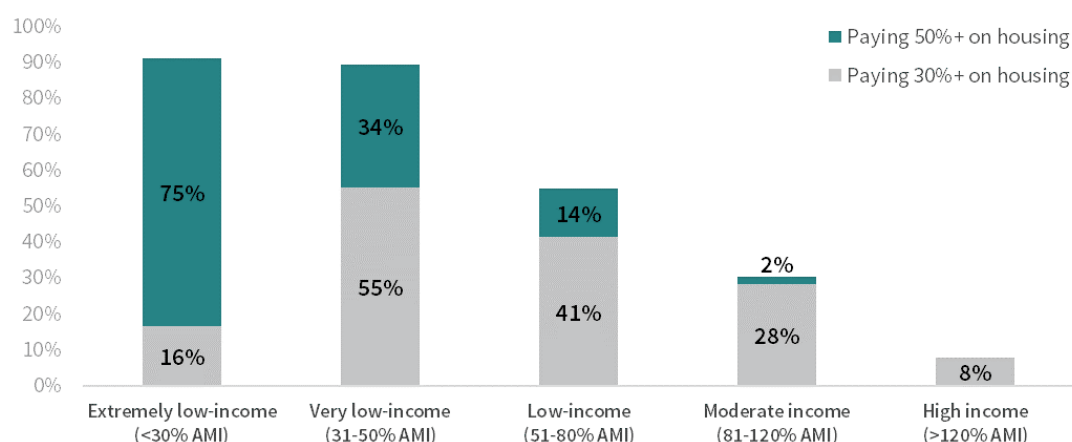
¹⁶ Based on earliest expiration. This count does not include six properties with subsidy expirations in 2018, including those that have passed or properties owned by THA, which are considered affordable in perpetuity. Data from the National Housing Preservation Database. (2018). Data accessed via <http://preservationdatabase.org>.

AFFORDABLE HOUSING NEED

In addition to a limited supply of these rental units, residents face other barriers that make it difficult to access or stay in a home:

- Currently, 40 percent of households in the City of Tacoma experience cost-burdens. Of these households, 16 percent pay more than 50 percent of their gross income on housing each month.¹⁷ These households would be considered “severely cost-burdened.” Cost-burdened households have less for other essentials, like food, clothing, transportation, and healthcare.

Exhibit 5 Cost-burdened Households by Income Level (Share), Tacoma



Source: 2016 American Community Survey Public Use Microdata Sample 1-Year Estimates.

- Many cost-burdened households have characteristics (like renting, having a limited income, or being a special needs population like a senior or veteran) that suggest they are more likely to experience housing displacement. These households are more vulnerable to changes in the city’s housing market, especially if those changes occur rapidly. For instance, one in every four renters and one in every five seniors living in Tacoma are severely cost-burdened. Extremely low-income households represent nearly three-quarters of all severely cost-burdened renters and 42 percent of all severely cost-burdened homeowners.¹⁸
- Interviews and focus groups highlighted other barriers to accessing and being able to stay in that home over time. Staff at Centro Latino reported that their clients encounter dishonest landlords and properties in poor condition and that pose safety concerns, including overcrowding with families doubling or tripling up in one unit. Additionally, many tenants, especially non-English speakers do not know their rights as renters, and routinely face eviction threats from landlords or have limited understanding of their leases.

¹⁷ 2016 American Community Survey Public Use Microdata Sample 1-Year Estimates.

¹⁸ 2016 American Community Survey Public Use Microdata Sample 1-Year Estimates.

ACCESSING HOUSING

In addition to a limited supply of these rental units, residents face other barriers that make it difficult to access or stay in a home:

- Limited knowledge of housing resources and programs.
- Difficulty qualifying for or securing housing due to past criminal history, legal status, or lack of credit.
- Trouble gathering all the documents required for a lease or other assistance programs.
- Mismatch between job opportunities or other essential services, like healthcare, and affordable housing.
- Lack of alignment between unit size or features, such as accessibility features, and current or potential occupant.

Many of these challenges are compounded by language barriers: Non-English speakers frequently encounter these barriers, including a lack of translators and translated documents. Stakeholders reported that individuals without legal status are vulnerable to dishonest landlords and often live in unsafe housing.

HOUSING AFFORDABILITY AND TACOMA'S WORKFORCE

Higher housing costs within the City of Tacoma directly affect the city's workforce, such as residents working retail, hospitality, and healthcare jobs, in addition to residents who directly rely on public assistance.





THA has consistently analyzed the city's workforce in relation to maximum affordable housing costs, using data from a range of federal sources including the U.S. Bureau of Labor Statistics and HUD's Comprehensive Housing Affordability Strategy (CHAS) to complete its calculations.¹⁹

This analysis demonstrates that local wages do not align with rents within the City of Tacoma. Within the city, a "low-income" household earns about \$20 an hour or nearly \$42,000 annually. A very low-income household within the City of Tacoma earns about \$13 an hour, which translates into slightly more than \$26,000 annually. This is only slightly more than the earnings of a minimum wage worker in the city (\$12 an hour). The exhibit below summarizes what Tacoma residents can afford.

Workers earning about \$12 an hour (such as a short-order cook earning \$12.16 an hour or a home healthcare aide earning \$12.10 an hour) could afford monthly housing payments of about \$630.

¹⁹ City of Tacoma's Estimated Rent Burden Housing Need by Income: 2017–2040. Prepared by the Tacoma Housing Authority, January 10, 2018.

Exhibit 6 What Can Tacoma Residents Afford?

			
Family of Three Using TANF \$521 per month	Home Care Aide \$12.10 per hour	Administrative Assistant \$19.18 per hour	Teacher \$21.88 per hour
Maximum Monthly Housing Payment \$143	Maximum Monthly Housing Payment \$631	Maximum Monthly Housing Payment \$1,012	Maximum Monthly Housing Payment \$1,101
Share of Rental Units at or Below \$150 1 percent	Share of Rental Units at or Below \$650 17 percent	Share of Rental Units at or Below \$1,000 52 percent	Share of Rental Units at or Below \$1,000 52 percent

Source: Adapted from analysis prepared by the Tacoma Housing Authority (January 2018); 2012–2016 American Community Survey 5-Year Estimates.

Only a small share of rental units have rents around \$630 (or less). According to 2016 American Community Survey data, 17 percent of rental units within the city have rents less than \$650.²⁰

Households between these two income levels (very low-income and low-income) work as salespeople at retail stores (\$34,000 annually), technicians at medical labs (\$38,000 annually), and financial clerks (\$40,000 annually). These households could afford monthly housing payments between \$778 and \$997, which is slightly higher than the city's median rent of \$980 (as of 2016). About one-half of the city's rental supply has rents below \$1,000—but part of that supply is also intended to serve households at lower income levels.²¹

Households classified as extremely low-income earn less than \$16,000 annually. A household receiving disability benefits or Temporary Assistance for Needy Families (TANF) both earn significantly less annually, about \$9,000 and \$6,000 respectively. THA estimates an affordable monthly housing payment for a person receiving disability benefits to be \$225 and a family of three receiving TANF to be \$143. For perspective, 4 percent of the city's rental units have rents below \$250, and less than 1 percent have rents below \$150.²²

²⁰ 2012–2016 American Community Survey 5-Year Estimates.

²¹ 2012–2016 American Community Survey 5-Year Estimates.

²² 2012–2016 American Community Survey 5-Year Estimates.

SECTION 3

Strategic Objective 1: Create More Homes for More People

The City of Tacoma needs to considerably increase its supply of affordable housing options. The need for affordable housing affects nearly all residents within the city. It spans families looking for larger apartments, seniors looking for a home to serve their daily needs, and local workers trying to live within a reasonable distance of their job.

When households can't find affordable housing options, they face painful tradeoffs. Cost-burdened households have less for other essentials, like food, clothing, transportation, and medical care. Other households may pay more to access better economic opportunities, such as living near transit service, employment, or higher-performing schools, when those options are not widely available throughout a city. Interviews and focus groups with local residents suggest they are already making these types of tradeoffs.

The need for affordable housing, though, is greatest among households with the lowest incomes and in some cases, with the highest barriers to accessing housing opportunities. The City of Tacoma aims to have a share of new units serve these households. A need exists for at least an additional 6,400 units for extremely low-income renters to create enough units for households at this income level.²³

Creating more income-restricted units, as well as having a dedicated source of funding for services when needed, is a critical piece of helping more persons experiencing homelessness move into permanent homes. While this strategic objective won't produce all the units to close this gap among extremely low-income households, it takes some key steps to beginning to better meet their needs. For instance, actions under this strategic objective update the City of Tacoma's inclusionary housing policy and devote more resources to better serve these households.

10-YEAR TARGET:

6,000 NEW UNITS

**TOTAL 10-YEAR
INVESTMENT:**

\$15–\$33 MILLION

²³ 2016 American Community Survey Public Use Microdata Sample 1-Year Estimates.

Finally, the City of Tacoma needs to ensure housing production can keep up with anticipated growth and changing needs among local residents. Regional growth projections suggest that the City of Tacoma will grow at a faster pace over the next decade, adding more than 35,000 new households by 2030, compared with past growth. Much of Tacoma’s housing production has been concentrated among single-family homes and larger, multifamily buildings over the last several years. In addition to increasing its housing supply, the City of Tacoma needs to continue to diversify it.

The remainder of this section summarizes the actions that will create more homes for more people.

ACTION

1.1 Seed the Tacoma Housing Trust Fund with local sources of funding.

The City of Tacoma primarily relies on federal funding to support housing development, services, and infrastructure upgrades, but those federal allocations have been heavily reduced over the last several years. The City's HOME funds, which are the City's primary source of funding for housing production, fell by more than \$1 million since 2010. The City of Tacoma needs more resources to support a range of actions, including creating and preserving rental units; assisting first-time homebuyers; and funding supportive services.



LEGISLATIVE

This action provides an initial upfront investment of \$1.8 million for the Tacoma Housing Trust Fund, which roughly translates into a \$20 per capita investment over the next two years. An initial upfront investment of \$1.8 million would aim to leverage additional public and private funding to add 175 new housing units within the next two years (or fund other activities).

The most straightforward way to make this investment is through a one-time allocation of general funds and revenue from a City Council-initiated revenue source, like a business and occupation tax or business license fees. The City's Office of Management and Budget estimates that business and occupation taxes and business license fees could generate as much as \$9 million and \$1.1 million, respectively, over the next six years.

Income Levels Served:	120% AMI and below, priorities can be created for income levels or special populations
Geographic Scale:	Citywide, priorities can be created for projects near existing or planned transit, job centers, or higher-performing schools
Local Policy Action:	Yes (via budget approval)
Public Funding:	New
Renters, Homeowners, or Both:	Both

ACTION

1.2 Modify inclusionary housing provisions to target unmet need and align with market realities.



LEGISLATIVE

The City of Tacoma encourages private-sector developers to voluntarily include below-market rental apartments or for-sale homes as part of their market-rate development projects by offering them a range of incentives. While these incentives have been used by some developers in recent projects, they are not widely used. The City of Tacoma also recently passed a requirement to include affordable units as part of new development in the Tacoma Mall subarea. Among both these policies, long-term affordability—through a state-mandated affordability period of at least 50 years—is a chief benefit.

Today, both the city's inclusionary housing incentives and requirements focus on homes priced for households earning at or below 80 percent of area median income, which roughly translates into \$60,000 for a family of four. There's a shortage of units for households earning at or below 50 percent of area median income (about \$37,000 for a family of four). Some areas within Tacoma, namely New Tacoma and to a lesser extent, North Tacoma and West End, could support units for these households as part of market-rate development.

This action modifies the city's existing inclusionary housing provisions to require more units for households earning 50 percent of area median income or below in market-rate development. While the Planning and Development Services Department will assess the specific provisions in more detail, modeling suggests the following approach could produce nearly 3,100 income-restricted units over the next 10 years (when used in combination with the 12-year option under the Multifamily Tax Exemption Program):

- Use a mandatory approach, requiring 10 percent of units in development be affordable to households earning at or below 50 percent of area median income.
- Target policy to selected areas within the City of Tacoma, such as New Tacoma, North Tacoma, and West End. Additional areas may be added over time, based on ongoing monitoring and evaluation of the policy using the Housing Market Policy Dashboard.
- Provide 10-foot height increase; 10 percent floor-area-ratio increase; and 25 percent reduction in current parking requirements (in multifamily zones) in exchange for income-restricted units.

- Change fee-in-lieu payments to align with cost of providing an income-restricted unit and to encourage onsite development. Modeling suggests that a fee structure of more than \$30,000 per unit would encourage onsite development. In-lieu fees are typically designed to support housing development when these units are not directly incorporated into a proposed project. Setting the fee based on production cost, the fee-in-lieu could be as high as \$200,000 per unit.

A primary goal of this policy approach is social inclusion, meaning units are built throughout the entire city, particularly in areas where households may not be able to afford to live otherwise. This approach helps operationalize the community values within Tacoma2025 such as equity and opportunity. New Tacoma has the potential to add the most units through these policy changes. Based on analysis of local access to opportunity, this area has higher-performing schools; lower rates of poverty; and better access to transit and walkability—in other words, stronger access to opportunity—compared to other areas of the city. For a full discussion of access to opportunity in Tacoma, see Appendix B.

Income Levels Served:	50% AMI and below
Geographic Scale:	Targeted, based on anticipated development and market conditions
Local Policy Action:	Yes
Public Funding:	None
Renters, Homeowners, or Both:	Both

ACTION

1.3 Update the Multifamily Tax Exemption Program to increase its impact.



LEGISLATIVE

To encourage construction, rehabilitation, or conversion of existing structures, the City of Tacoma offers a property tax exemption to developers who build multifamily housing within the city.

The Multifamily Tax Exemption Program offers both an 8-year option and 12-year option to developers. The 8-year option does not require any affordability. The 12-year option requires that developers reserve 20 percent of units for renters earning 80 percent of area median income or below and homebuyers earning 115 percent of area median income or below.

Since the program's inception, a majority of developers have opted for the 8-year tax exemption, rather than produce income-restricted units—although more projects are beginning to use the 12-year option. Even when developers incorporate income-restricted units in their projects, they can “opt-out” of their tax exemption (and related income restrictions) at any time without penalty.

This action aligns changes to the Multifamily Tax Exemption Program with changes to the inclusionary housing policy. One of these changes is only offering the 12-year option in areas where the City of Tacoma plans to also implement mandatory inclusionary housing. This change would help produce as many as 3,100 income-restricted units over the next 10 years (when used in combination with proposed changes to inclusionary housing provisions outlined within the AHAS).

This action also creates a notification requirement for property owners using the 12-year option, who want to terminate their income-restrictions before the 12-year period ends. When used in tandem with an “early warning” system to track other subsidized or unsubsidized affordable properties, the City of Tacoma can use this notice requirement to help track and stabilize these properties.

Income Levels Served:	50% AMI or below
Geographic Scale:	Targeted, based on anticipated development and market conditions
Local Policy Action:	Yes
Public Funding:	None
Renters, Homeowners, or Both:	Both

ACTION

1.4 Leverage publicly and partner-owned land for affordable housing.

The City of Tacoma, along with Pierce County, Tacoma Housing Authority, Tacoma Public Schools, and Tacoma Public Utilities, controls land or other surplus properties that could be used for new affordable homes.

This action establishes a comprehensive land disposition policy that clearly outlines its goals for use of publicly owned land, including creating a priority for affordable housing development. Without being overly prescriptive, it should also create additional criteria to assess specific sites: location (e.g., multifamily zones and/or higher-opportunity areas), readiness for development, size, and value.

The policy should articulate a consistent process for developers to access publicly owned land and surplus property, such as through semi-annual solicitations (in coordination with other solicitations like the Tacoma Community Redevelopment Authority's Affordable Housing Developer Notice of Funding Availability (NOFA)). This policy should also include a well-coordinated internal process across city departments and designate a lead agency to administer it, ideally Real Property Services within the Public Works Department.



LEGISLATIVE

Income Levels Served:	80% AMI and below
Geographic Scale:	Citywide
Local Policy Action:	Yes
Public Funding:	None
Renters, Homeowners, or Both:	Both

ACTION

1.5 Create consistent standards for fee waiver eligibility and resources to offset waived fees.



ADMINISTRATIVE

The Planning and Development Services Department helps offset the cost of new affordable housing development by waiving some or all the fees associated with development review. Today, these decisions occur in an informal way, as there is no established process to support fee waiver policies.

This action creates standard guidelines that identify which affordable housing properties are eligible for fee waivers; a schedule to determine what portion of fees can be waived; and a formal application process for interested developers to request these funds. This action will also maintain the existing funding that already exists to offset fees for affordable housing development within Tacoma today and increase this resource over time.

Income Levels Served:	80% AMI and below
Geographic Scale:	Citywide
Local Policy Action:	None
Public Funding:	Existing and new
Renters, Homeowners, or Both:	Both

ACTION

1.6 Create a process to coordinate public investments, like capital improvements, with affordable housing activities to reduce the overall cost of development.

The City of Tacoma invests millions of dollars in new sidewalks, pavement, curbs, and gutters across neighborhoods. Private developers also make these types of improvements—sometimes called “offsite improvements”—as part of individual projects. In these cases, the developer pays for these improvements.

Local affordable housing developers shared that these costs have a significant impact on their overall development costs, sometimes requiring them to rethink how a project may look as a way to avoid costly upgrades.

This action creates a process to coordinate public investments, like installation of sidewalks or gutters, with affordable housing activities to help ease the cost of offsite improvements for developers. For instance, this process may prioritize capital improvements around planned affordable housing development or on publicly owned property reserved for affordable housing. It may also assess the compatibility of capital improvements for affordable housing (such as integration of housing into other community facilities, like libraries or community centers). Once established, this process will become part of developing the City’s Capital Improvement Plan and occur on an ongoing basis.

**ADMINISTRATIVE**

Income Levels Served:	80% AMI and below
Geographic Scale:	Citywide
Local Policy Action:	None
Public Funding:	Existing
Renters, Homeowners, or Both:	Both

ACTION

1.7 Increase participation in existing first-time homebuyer programs and resources for new homebuyers.



ADMINISTRATIVE

Homebuying is still an important avenue to build wealth, especially intergenerational wealth. The City of Tacoma needs to ensure its existing homeownership programs continue to serve residents interested in purchasing a home. The City offers first-time homebuyers down-payment assistance to increase the reach of Washington state's Home Advantage Program and its pre- and post-purchase housing counseling services. Last year, these programs helped about 15 residents within the City of Tacoma purchase homes.

As home sale prices within Tacoma increase, these resources will serve fewer households, making it increasingly difficult to use these programs to promote homeownership.

This action increases homebuyers' participation in first-time homebuyer programs and resources available to them. The City of Tacoma will use additional local monies to supplement down-payment assistance, helping close the gap between what existing public programs enable a family to purchase and current for-sale prices. The City of Tacoma may prioritize its supplemental down-payment assistance in areas with higher for-sale prices or higher-opportunity areas like those with higher-performing schools.

The City of Tacoma will also work with local anchor institutions and other large-scale employers to develop employer-assisted housing programs. Employer-assisted housing (EAH) is an employer-provided benefit, usually designed to assist employees in becoming homeowners near their places of employment. EAH programs often provide grants for down-payment assistance, low-interest loans, matched dollar savings plans, credit counseling, and homebuyer education.

Income Levels Served:	120% AMI and below
Geographic Scale:	Citywide, priorities can be created for higher opportunity areas
Local Policy Action:	None
Public Funding:	Existing and new
Renters, Homeowners, or Both:	Homeowners

ACTION

1.8 Encourage more diverse types of housing development through relaxed land use standards, technical assistance, and financial incentives.

Building a wider range of housing options is one way to support broader affordability within the City of Tacoma. Smaller homes, like cottage-style homes or accessory dwelling units, typically cost less to construct and maintain, making them a good option for seniors or families interested in supplementing their household income. The City of Tacoma is already examining ways to make it easier to build a wider range of housing products, especially smaller scale options, throughout the city.

This action provides technical assistance and financial incentives to help interested residents and organizations produce smaller scale homes. Specifically, the City of Tacoma will develop a pre-approved set of construction drawings. These drawings will enable property owners using these construction drawings to by-pass some components of the review process. The City will also identify ways to lower the cost of developing these units. One option would be to reduce the overall development costs through waived permitting fees and property tax abatements, which could help encourage homeowners to build these units; an additional construction loan in exchange for affordability requirements would help ensure smaller scale units will increase Tacoma's subsidized supply.



ADMINISTRATIVE

Income Levels Served:	All, priorities can be created for income levels or special populations
Geographic Scale:	Citywide
Local Policy Action:	Yes (for land use changes)
Public Funding:	New (for incentives)
Renters, Homeowners, or Both:	Both

ACTION

1.9 Establish a dedicated source of funding for the Tacoma Housing Trust Fund.



LEGISLATIVE

Local housing trust funds typically receive dedicated sources of public funding to support housing activities for low- and moderate-income households. While the City of Tacoma has the structure for a housing trust fund, this fund does not have a dedicated source of funding to capitalize it. Given the City's declining federal resources, limited affordable housing supply, and displacement threat to residents, the City of Tacoma needs to establish a dedicated source of funding for its trust fund.



PARTNERSHIPS

This action establishes a long-term, dedicated source of funding for the Tacoma Housing Trust Fund through voter-approved sources. The city has several options to create a reliable source of capital for its housing trust fund:

- **Property tax levy.** The state of Washington allows towns, cities, or counties experiencing a significant shortage of affordable housing to impose a property tax levy of up to 50 cents per \$1,000 of assessed value for 10 years. The City's Office of Management and Budget estimates that a property tax levy (at the maximum rate allowed by state law of \$0.50 per \$1,000 of assessed value) would generate as much as \$11 million over the next six years. Washington cities that have passed a property tax levy, like Bellingham and Vancouver, have set their levy rates at \$0.36 per \$1,000 of assessed value.
- **Sales tax levy.** The state of Washington allows towns and cities to impose a sales tax levy of up to 0.1 percent for affordable housing and related services. A majority (60 percent) of this tax must fund construction of affordable housing or maintenance and operating costs of affordable housing developments. The remainder of these funds can be used for services (including mental and behavioral health services). Using this levy would align with the city's needs among very and extremely low-income households, as this funding needs to serve households earning 60 percent of area median income or lower.
- **Real-estate excise taxes (REET).** Taxes generated through real-estate transactions are commonly used to support housing trust funds. The state of Washington allows cities to pass several different types of real-estate excise taxes, including one for housing specifically for persons experiencing homelessness (REET 2) and one for affordable housing (REET 4). In order to use REET 4 for affordable housing, however, the Washington State Legislature will need to modify its requirements, namely removing the requirement to approve REET 3 before being able to use REET 4.²⁴

²⁴ In order use REET 4, a county must have adopted REET 3 in 2003; only one county in the state adopted REET 3. As a result, this requirement would need to be lifted for the city to use REET 4.

While past measures to pass a property tax levy failed in Tacoma in 2001 and 2005, unmet housing needs among residents are gaining increased attention and could provide a renewed interest in mobilizing a successful ballot measure campaign.

Public engagement activities highlighted a few additional considerations that will need to be addressed as this action is implemented. While many stakeholders acknowledged more resources are necessary for housing-related activities, they also shared concerns about the regressive nature of using property or sales tax levies. Another consideration was understanding if separate levies—one for housing construction and renovations and one for services, drawing on a similar model used by the City of Los Angeles and Los Angeles County—would garner more support among members of the public.

One early implementation step—conducting a poll of local and regional residents about their general support for a levy and support for different potential uses—will help the City of Tacoma and its partners better understand these considerations.

A FLEXIBLE RESOURCE

One of the biggest benefits of a dedicated housing trust fund is its flexibility. Municipalities may structure their funds as either grants or revolving loan funds, and they can fund a range of activities, including support services, rental production and preservation, and homeownership. A dedicated housing trust fund could unlock several benefits for the City of Tacoma: increased housing production (via 4 percent tax credit-financed projects), ability to provide deeper subsidies, and affordability periods beyond federal compliance periods, to name a few.

Income Levels Served:	120% AMI and below, priorities can be created for income levels or special populations
Geographic Scale:	Citywide, priorities can be created for projects near existing or planned transit, job centers, or higher-performing schools
Local Policy Action:	Yes
Public Funding:	New
Renters, Homeowners, or Both:	Both

EXAMPLE: VANCOUVER, WA

In advance of a vote on its housing levy (Proposition 1), Vancouver launched a widespread public education campaign, “Bring Vancouver Home.” Ten local nonprofits raised \$100,000 through \$10,000 donations to support the campaign. Outreach efforts included designing a website, television ads, door knocking, lawn signs, four mailers, four community forums, and meetings with community leaders and activist groups. Professional campaign staff was hired to lead this campaign.

ACTION

1.10 Use value capture to generate and reinvest in neighborhoods experiencing increased private investment (with a focus on areas with planned or existing transit).



ADMINISTRATIVE

Many parts of Tacoma, like Downtown and the Stadium District, are experiencing unprecedented private investment. Additionally, large-sale public investments, like the Link Extension, will generate additional private investments in neighborhoods like Hilltop.

The City of Tacoma can use “value capture” to capture a portion of economic gains from private investment and reinvest a portion of these gains back into communities. Value capture works well in areas where private investment is anticipated, like around large-scale public infrastructure improvements, like the Link Extension, transit-oriented development, or in federally designated Opportunity Zones.

This action establishes new or expands existing value capture districts to leverage the economic growth created from public investments and lower overall development costs. Many of the value capture tools available in Washington state are better-suited to support infrastructure than housing production or preservation activities. For instance, tools like Local Revitalization Financing or Local Infrastructure Project Area could assist with the cost of offsite, public-realm improvements, which local affordable housing developers noted add significant costs to their projects. Exhibit 7 outlines some of the City of Tacoma’s options to implement value capture under state law.

Income Levels Served:	80% AMI and below
Geographic Scale:	Targeted, priorities can be created for areas with existing or planned transit or anticipated growth
Local Policy Action:	Yes
Public Funding:	None
Renters, Homeowners, or Both:	Both

Exhibit 7 Value-capture Options Under Washington State Law

PROGRAM	SUMMARY	CREATED	CONSIDERATIONS
Community Revitalization Finance (CRF)	Cities, towns, counties, and port districts can create a tax “increment area” and finance public improvements within the area by using increased revenues from local property taxes generated within the area.	2011	Requires approval of local taxing districts
Hospital Benefit Zone (HBZ)	This program is designed to leverage increment local sales tax to encourage private business development and development of a hospital within a “hospital benefit zone” for hospitals that are looking to construct or expand new facilities.	2006	No longer accepting applications and would require future legislative action for renewal.
Local Revitalization Financing (LRF)	The LRF program authorizes jurisdictions to create a “revitalization area” (RA) and allows increases in local sales and tax revenues and local property tax revenues generated from within the revitalization area to be used for payment of bonds issued for financing local public improvements within the revitalization area. The program is currently being used in Tacoma. The program is also available at the local level without the state contribution.	2009	Caps annual state contribution at \$500,000.
Local Infrastructure Project Area (LIPA)	This program allows certain increases in local property tax revenues generated from within the district to be used for payment of bonds issued for financing local public improvements within the LIPA. This program provides for the transfer of development rights (TDRs) from rural farm and forest lands to cities to be used within the LIPA.	2011	Excludes sales taxes.
Local Improvement District (LID)	Cities and towns can create Local Improvement Districts (LID). A LID is a special assessment district where property owners that receive benefits from a public investment are taxed an additional incremental amount. The additional amount can be used to finance capital improvement projects.	1987	Requires agreement among property owners and a narrowly defined public benefit project.

Source: *Proposed strategies to increase housing affordability and stem displacement on Hilltop. Study prepared for the City of Tacoma (2017).*

ACTION

1.11 Explore innovative, low-cost housing solutions to serve persons experiencing homelessness.



ADMINISTRATIVE

Homelessness within Tacoma–Pierce County is becoming increasingly pervasive and visible. Creating units for persons experiencing homelessness is a critical piece of helping more people move into permanent homes. New housing production from other actions are intended to help provide more homes for persons experiencing homelessness, at least in part.



PARTNERSHIPS

Other housing solutions like tiny homes or canvas-sided homes can supplement these units, providing more immediate housing solutions that can be scaled to meet changing demands among the region's homeless population at any given time. This action explores ways to create housing solutions for persons experiencing homelessness, which can be developed more quickly and at a lower cost (to both the public and person living in the home).

In other communities, these solutions have been generated and implemented by local nonprofits or faith-based institutions, often using more creative funding sources, like crowdsourcing websites or gathering private sponsorship for each home. The City of Tacoma may develop a pilot program to encourage local organizations to pursue these types of solutions or work with partners, like the Greater Tacoma Community Foundation or University of Washington–Tacoma, to host a competition for low-cost models that serve persons experiencing homelessness.

Income Levels Served:	30% AMI and below
Geographic Scale:	Citywide and regional
Local Policy Action:	None
Public Funding:	New (if city-led)
Renters, Homeowners, or Both:	Renters

ACTION**1.12 Explore opportunities for increased staff support during the development review process.**

Many nonprofit developers affirmed that time equals money during the development process. The longer administrative processes take, the more costs a project can incur. The Planning and Development Services Department consistently strives to shorten its development review timeline and conduct its review within six weeks. Yet, review by other departments or additional rounds of review can lengthen the timeline for development approvals.

This action explores opportunities for increased staff support during the development review process. The development process could be streamlined in a range of ways:

- A project coordinator that assists with expedited permitting for affordable housing developments or other housing priorities (like infill development).
- Additional “embedded staff” from other departments with subject-matter expertise. Because these staff members work in close coordination with Planning and Development Services staff and primarily focus on permit review, they often can help streamline the development review process.
- On-call contract labor that can assist with development review on an as-needed basis.

Income Levels Served:	All
Geographic Scale:	Citywide
Local Policy Action:	None
Public Funding:	New
Renters, Homeowners, or Both:	Both

**ADMINISTRATIVE**

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SECTION 4

Strategic Objective 2: Keep Housing Affordable and in Good Repair

Today, as many as 9,000 households live in a home that receives some sort of public subsidy. Countless others live in homes that offer affordable rents to lower-income households, but do not have any requirements to keep rents from being increased over time. Because of increasing demand for these units and large-scale public investments, like the Link Extension, the City of Tacoma's existing affordable housing supply—both subsidized and unsubsidized—is at-risk of being lost.

Loss of Tacoma's affordable housing stock, even in part, would begin to offset any new housing production and increase unmet need among residents. Among Tacoma's existing federally subsidized supply, a total of 1,588 units at 30 privately owned properties have subsidies that expire by 2028.²⁵ These expirations amount to losing approximately 160 units each year. For comparison, only about 100 subsidized units were built on average over the last few years within Tacoma. At this rate of loss, the City of Tacoma's supply gap could grow substantially by 2028.

Expiring subsidies at subsidized properties are not the only way that affordability can be lost. It can also be lost through:

- Subsidized housing contract “opt-outs,” where a property owner terminates their housing contract prior to its scheduled end date.
- General increases in housing costs, which make more opportunities out-of-reach for local residents.
- Deteriorating property conditions, which ultimately make a home unsafe or uninhabitable (or both) for the family or person living in it.

10-YEAR TARGET:

**2,300 PRESERVED
UNITS**

**TOTAL 10-YEAR
INVESTMENT:**

\$10–\$24 MILLION

²⁵ National Housing Preservation Database, 2018.

Potential homebuyers and existing homeowners aren't immune to potential losses in affordability. The City of Tacoma's overall inventory of for-sale homes shrank over the last few years. In March 2018, the median home sale price was nearly \$282,000—much higher than what most low- or moderate-income households could easily afford.

Homeowners are also at-risk of losing their ability to stay in their homes, because of higher costs associated with home maintenance, utilities, and property taxes. This is especially true among the more than 14,000 homeowners who are already paying above what's typically considered affordable for their existing homes (30 percent of their gross income or more).

Loss of existing affordable housing options—whether through higher costs, health and safety concerns associated with poor conditions, or loss of affordability requirements—are closely tied to displacement. Two ways to proactively address displacement is to stabilize the properties that already offer affordable rents or help lower the costs of owning a home.

The City of Tacoma needs to proactively ensure existing affordable rental and homeownership opportunities are not lost, as well as invest in aging properties to improve their overall quality. The remainder of this section summarizes the actions that will help keep housing affordable and in good repair.

ACTION

2.1 Develop a system to address derelict properties.

At any given time, there are 300–400 derelict properties within the City of Tacoma. A derelict property is unfit for a person to live in—a determination made by a code compliance officer. Members of the public shared how these properties affect their neighborhoods, citing concerns about blight and public safety during community meetings.

The ownership of these properties influences what the City of Tacoma can do to address them. In many cases, the property owner has abandoned their property, but still retains ownership, making it difficult to gain direct access to these properties. In some cases, a property owner could not afford their utility bills and their utilities have been shut off. In other cases, a bank owns the property and may be willing to negotiate a transfer or donation to the city. One home was recently donated to the Tacoma Community Redevelopment Authority for rehabilitation and resale to a low-income homebuyer. The Tacoma Community Redevelopment Authority is partnering with Habitat for Humanity to complete this work.

This action explores ways to more systematically gain access to derelict properties and renovate and resell them. For instance, the City of Tacoma could expand its local definition of “chronic nuisance property” to include abandoned properties where nuisance activity exists and financial institutions and lien holders as responsible parties. The City of Spokane uses similar distinctions, along with receivership, which enables them to take control of abandoned properties, clear their titles, and ultimately, renovate them. Additionally, changes to the state legal framework, stronger partnerships with financial institutions, and additional resources to rehabilitate these properties would also help address them.



ADMINISTRATIVE

Income Levels Served:	All
Geographic Scale:	Citywide
Local Policy Action:	Yes
Public Funding:	Existing and new
Renters, Homeowners, or Both:	Homeowners

ACTION

2.2 Develop and adopt a preservation ordinance.



LEGISLATIVE

This action creates a comprehensive policy for the City of Tacoma's preservation activities. Having a preservation ordinance will help the City of Tacoma prioritize resources for preservation activities and help keep apartment buildings affordable if a property owner decides to terminate income-restriction requirements at a property.

A strong preservation ordinance would include the following provisions:

- **Notification.** Require property owners of a rental building with a local, state, or federal subsidy that plan to opt-out of their contract or other affordability restrictions, refinance, or sell their property to notify the City of Tacoma within a set period of time. Many communities use 12 months as a common notice period. In higher-cost markets, some communities are extending their notice period to 18 or 24 months, to give them more time to assemble the financing or other resources needed to purchase a property.
- **Right-of-first-refusal.** Allow the City of Tacoma or a partner, like THA or mission-driven developer, to buy these publicly supported properties before private buyers can purchase them on the open market.
- **Priorities for preservation.** Outline priorities for preserving expiring properties, such as those for specific populations, like seniors or persons living with disabilities; near existing or planned transit; or in higher-opportunity areas.

A preservation ordinance will be especially important as the City of Tacoma and its partners invest more local funds in new affordable housing development, which would be covered by this new law.

Income Levels Served:	80% AMI and below
Geographic Scale:	Citywide, priorities can be created for properties near existing or planned transit or in higher opportunity areas
Local Policy Action:	Yes
Public Funding:	New
Renters, Homeowners, or Both:	Both

ACTION

2.3 Target existing resources to improve the livability of existing owner-occupied homes.

Many homeowners in Tacoma are struggling with monthly housing costs, like rising property tax or utility bills, or long-term maintenance of their home. Some homeowners, like seniors on fixed incomes, cannot make needed repairs to their properties, and if their properties are not well-maintained, these homeowners may receive a code violation from the City of Tacoma.

Code compliance is typically viewed as a punitive measure—one that requires a property owner to resolve a code violation, pay a costly fine, or sometimes both. When used to target existing programs designed to help homeowners in need, code compliance can serve as a way to connect these households to the local resources that can assist them.

This action coordinates existing local programs, such as the City of Tacoma’s Single-Family Rehabilitation Program and utility assistance and weatherization programs available through Tacoma Public Utilities, with ongoing code compliance efforts.

Stronger connections to public utility assistance may also help address the proliferation of derelict properties in Tacoma. According to Neighborhood and Community Services staff, some properties are classified as “derelict,” because the utilities in the home have been shut off. By using code compliance efforts to help better target resources, some property owners may be able to remain in their homes and some may be able to get their utilities restored.



ADMINISTRATIVE

Income Levels Served:	80% AMI and below
Geographic Scale:	Citywide, priorities can be created for areas with higher numbers of cost-burdened households
Local Policy Action:	None
Public Funding:	Existing
Renters, Homeowners, or Both:	Homeowners

ACTION

2.4 Improve tracking and monitoring of existing subsidized and unsubsidized affordable housing properties.



ADMINISTRATIVE



PARTNERSHIPS

This action creates an “early warning system” that tracks properties at-risk of losing their affordability, due to expiring subsidies, opting out of local programs like the Multifamily Tax Exemption Program, or higher rents. This type of system will help the City of Tacoma and its partners understand when and where subsidies are scheduled to expire and market conditions are changing (which could affect unsubsidized affordable properties). With this information, the City of Tacoma can work directly with individual property owners to understand their property needs and provide public or private funding and technical assistance (as needed).

In some communities, these monitoring systems are maintained by universities or academic research centers. For instance, the Institute for Housing Studies at DePaul University in Chicago and the Shimberg Center for Housing Studies at the University of Florida both maintain housing inventories. Housing these monitoring systems at academic institutions provides benefits like access to a wider range of data, technological infrastructure, and expertise to evaluate market conditions (among other risk factors). While the City of Tacoma is developing a more robust inventory and tracking system, it will use publicly available data from public sources, like the National Housing Preservation Database, to track federally subsidized properties in the immediate-term.

Income Levels Served:	All, if including unsubsidized affordable properties
Geographic Scale:	Citywide, priorities can be created for properties near transit or job centers, or higher-performing schools
Local policy action:	None
Public funding:	New
Renters, Homeowners, or Both:	Both

ACTION

2.5 Explore creation of a proactive rental inspection program.

Within Tacoma, changing housing market conditions are forcing families and persons into risky living situations. According to local residents and organizations, some are living in homes with safety problems or in overcrowded conditions. With few alternatives, these types of issues often go unreported. Renters may fear retaliation from their landlords for reporting problems or losing their home (due to code violations that threaten their health and well-being).

Like many other cities, the City of Tacoma uses a combination of referrals and ongoing visual inspections to identify code violations. However, this process cannot account for health and safety issues inside of a property. In response to this reality, many communities are creating proactive rental inspection programs. These programs are designed to protect residents, particularly renters, by ensuring their homes meet minimum health and safety standards.

This action explores creation of a proactive rental inspection program. One concern that stakeholders noted was that this type of program has the potential to displace residents, in the event an inspection finds significant health and safety issues. Stakeholders noted the importance of having resources available for households that may need to move as a result of this program, which are being created or expanded through other actions in the AHAS.



ADMINISTRATIVE

Income Levels Served:	All
Geographic Scale:	Citywide
Local Policy Action:	Yes
Public Funding:	Existing and new
Renters, Homeowners, or Both:	Both

ACTION

2.6 Facilitate efforts to create a community land trust.



PARTNERSHIPS

A community land trust is a community-based organization that helps provide affordable housing in perpetuity by owning the land and leasing it to the families that live in the houses on that land. Depending on the size of and participation in the land trust, it could serve anywhere from 8 to 80 families and individuals annually.

Having a community land trust in Tacoma would stabilize existing homeowners who opt-in to the land trust and preserve future homeownership opportunities in areas where housing costs are escalating. In addition to keeping housing costs stable, community land trusts extend decision making power about future development to local residents. Those within the land trust and those within the community typically make up a large share of the trust's board.

Some organizations within Tacoma–Pierce County have begun to explore using this model throughout the city and county for long-term affordability of homeownership opportunities. This action supports efforts among local and regional partners to create a community land trust, including identifying ways to use the City's assets (like public land) to support this effort.

Income Levels Served:	100% AMI and below
Geographic Scale:	Citywide, focus could be created for specific neighborhoods where housing costs are escalating
Local Policy Action:	None
Public Funding:	New
Renters, Homeowners, or Both:	Homeowners

ACTION

2.7 Create a housing preservation fund.

The City of Tacoma and its partners will need reliable access to funding in order to preserve housing at-risk of converting to market-rate rents. Having this funding will help public and mission-driven organizations act fast to stabilize a subsidized or otherwise affordable property. This action creates a preservation fund, a dedicated source of funding that the City of Tacoma and its partners can use to acquire properties or offer low-interest financing to keep rents stable, make property improvements, and extend or attach affordability periods to these properties.

This fund will ensure expiring units, along with unsubsidized affordable properties, are not lost due to deteriorating property conditions, expiring subsidies, or subsidy opt-outs. An investment of between \$3–\$5 million over the next 10 years could preserve as many as 1,100 units (or more than 60 percent of those units in properties scheduled to expire over that timeframe). In many communities, private developers, financial institutions, or philanthropic foundations (or a combination of these entities) have led development of this type of fund.



PARTNERSHIPS

Income Levels Served:	80% AMI and below
Geographic Scale:	Citywide, priorities can be created for properties near existing or planned transit or in higher opportunity areas
Local Policy Action:	None
Public Funding:	New
Renters, Homeowners, or Both:	Renters

PROTECTING EXISTING AFFORDABLE UNITS

Because it will take time to fundraise for a preservation fund, what can the City of Tacoma do in the interim to ensure existing expiring units are not lost?

It can use some existing regional resources as an immediate way to preserve at-risk properties. Both the Regional Equitable Development Initiative and the Strong Communities funds could assist with acquisition and preservation of existing multifamily rental properties. Another option is to work with financial institutions to bring a Real-Estate Investment Trust to the area to assist with strategic acquisition of properties at-risk of losing their affordability.

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SECTION 5

Strategic Objective 3: Help People Stay in Their Homes and Communities

Many Tacoma residents expressed concern around the potential effects of higher housing costs—namely that changing market conditions could price out long-time residents and community-based businesses from their neighborhoods or make it difficult to stay in or buy a home within Tacoma.

A 2018 incident within the City of Tacoma highlights how changes in ownership at properties that have historically offered affordable rents to lower-income households, including those on fixed incomes, can create stress and uncertainty. One resident being displaced as part of renovations at Tiki Apartments described the situation as “a disaster situation, for all of us.”²⁶

Residents facing these circumstances often have little notice and few alternatives within Tacoma. Due to changing market conditions, this situation has the potential to become more common among Tacoma residents, especially in increasingly desirable areas like Downtown Tacoma or Hilltop. In short, loss of existing affordable units would almost certainly further burden or displace Tacoma residents.

Many residents within Tacoma are already vulnerable to rapid changes in the housing market. Many households that are already paying a large portion of their incomes toward housing have characteristics that make it more difficult for them to resist displacement: being a renter, having a limited income, or being a special needs population like a senior or veteran.

For instance, one in every four renters and one in every five seniors living in Tacoma are severely cost-burdened, paying more than one-half of their gross income toward housing each month.

10-YEAR TARGET:

**1,200 HOUSEHOLDS
SERVED**

**TOTAL 10-YEAR
INVESTMENT:**

\$3–\$4 MILLION

²⁶ www.thenewstribune.com/news/local/news-columns-blogs/matt-driscoll/article209395059.html.

Extremely low-income households represent nearly three-quarters of all severely cost-burdened renters and 42 percent of all severely cost-burdened homeowners.²⁷

The City of Tacoma needs to help both renters and owners stay in their homes and communities through stronger anti-displacement measures. These types of measures include tenant protections, expanded participation in existing stabilization programs, and more resources to help households facing a housing crisis or homeowner struggling with their tax bills. The remainder of this section summarizes the actions that will help people stay in their homes and communities.

²⁷ 2016 American Community Survey Public Use Microdata Sample 1-Year Estimates.

ACTION

3.1 Expand tenants' protections through a comprehensive policy.

Tacoma City Council made an important statement about protecting tenants through passage of an emergency ordinance in Summer 2018. However, these provisions will sunset in Fall 2018. Conversations are already underway to create a permanent tenant protections policy.

The policy under consideration would (among other things):

- Extend notice periods for rent increases; lease terminations; and the need to vacate due to renovations.
- Prohibit discrimination based on source of income.
- Require landlords to provide a summary of rights and past code violations to tenants.
- Create an option to pay security deposits and last month's rent in installments.
- Establish relocation assistance.

In addition to these provisions, the City should also consider expanding this policy (either as part of an expanded policy in 2018 or over time) to:

- Set standards for "just cause" evictions.
- Require culturally competent practices like providing materials in multiple languages.
- Create a right-to-return preference in publicly funded programs or projects.

Once this policy is in place, the City of Tacoma will need to create an effective structure to:

- Educate tenants and landlords on their rights and responsibilities, such as creating a tenants' bill of rights.
- Resolve complaints quickly.
- Provide additional resources to support residents (such as short-term rental assistance or relocation resources).

Some community-based organizations, such as the Asia Pacific Cultural Center, Centro Latino, and the Korean Women's Association, already play this role for their constituents today, and other expertise on tenant rights and fair housing regulations exists in organizations like the Washington State Tenants' Union and Fair Housing Center of Washington. One option would be to build the enforcement structure around the existing network of community-based organizations, providing them with additional funding to create landlord-tenant liaisons.

Income Levels Served:	All
Geographic Scale:	Citywide
Local Policy Action:	Yes
Public Funding:	New (for relocation assistance)
Renters, Homeowners, or Both:	Renters



LEGISLATIVE

ACTION

3.2 Create a range of resources for households experiencing a housing crisis.



LEGISLATIVE

A housing crisis can take many forms: facing an eviction or foreclosure, experiencing an unexpected rent increase, or having a lease end without warning. When families in Tacoma experience these types of crises, they have limited, easy-to-use options to help them.

Having resources available, like short-term housing or utility assistance or legal services, can make the difference between a family staying in their home and becoming homeless or having a permanent mark on their credit history that could make it more difficult to find another place to live in the future.

This action increases the funding available for households in need of immediate help during a housing crisis. In the 2019–2020 biennium budget, City Council should include a line item for emergency housing assistance to support short-term housing and utility payments and legal services to individuals and families at-risk of involuntary displacement or facing an eviction or foreclosure. An investment of \$400,000–\$700,000 would provide resources for 200 households over the next two years (depending on the how the assistance is provided).

Income Levels Served:	80% AMI and below, priorities can be created for special populations (e.g., persons experiencing homelessness, seniors, veterans, families with children, people with special needs, domestic violence survivors, populations with limited English proficiency)
Geographic Scale:	Citywide, priorities can be created for areas with a high concentration of immigrants and service providers
Local Policy Action:	Yes
Public Funding:	New
Renters, Homeowners, or Both:	Both

ACTION

3.3 Work with partners to increase community organizing efforts (including for tenants' rights).

A critical piece of realizing these housing activities—and ensuring they reflect the needs and values of local communities within the city—is an organized and engaged public.

When members of the public are organized, it's easier to discuss and identify challenges more quickly, collaborate on housing solutions, and share information on existing housing resources. Being organized is especially important when a housing crisis occurs, like when affordability requirements no longer apply at a property.

This action supports local efforts to organize members of the public and community groups. The City of Tacoma has some established groups, and a few others are beginning to organize around a collective set of affordable housing priorities. One recently formed group is the Moral Voice Initiative, a faith-based group focused on affordable housing advocacy. This group has a four-pronged platform that aligns with several actions within the AHAS.²⁸ The Moral Voice, along with other groups, can help mobilize broader public support for specific actions over time. The City of Tacoma will also continue to collaborate with members of the public and advocacy groups as they implement specific actions.



ADMINISTRATIVE

Income Levels Served:	All
Geographic Scale:	Citywide
Local Policy Action:	None
Public Funding:	None
Renters, Homeowners, or Both:	Both

²⁸ The full report, authored by Associated Ministries, is available at <https://associatedministries.org/wp-content/uploads/2018/07/AM-Report-Housing-Hope.pdf>.

ACTION

3.4 Create a source of local tax relief to stabilize more low-income homeowners.



LEGISLATIVE

As housing values increase, homeowners face higher property tax bills—costs that are often difficult to absorb for a senior on a fixed income or among homeowners already paying a large share of their income on their housing costs.

Several resources, like rehabilitation loans, property tax exemptions and deferrals, and utility assistance are available for seniors and persons living with disabilities. However, some homeowners don't use these programs (reportedly due to their structure as a deferral), and some homeowners are not eligible for them.

This action explores creation of a local tax relief program or other tax relief tools for long-time homeowners to help lower their overall housing costs and keep them in their homes. This program could also provide a grant back to eligible homeowners to help offset higher property taxes.

Income Levels Served:	80% AMI and below
Geographic Scale:	Neighborhoods where housing costs are escalating
Local Policy Action:	Yes
Public Funding:	New
Renters, Homeowners, or Both:	Homeowners

SECTION 6

Strategic Objective 4: Reduce Barriers for People Who Often Encounter Them

By 2028, the AHAS envisions that the City of Tacoma will have built 6,000 affordable homes and preserved 2,300 additional units. Equally important is reducing the barriers that keep people out of these units in the first place or make it difficult for them to stay in their homes over time.

Unfortunately, even when affordable units exist, some residents must overcome significant barriers to access them. As a result, producing and preserving affordable homes is not enough. Barriers to accessing these homes need to be addressed in order for all Tacoma residents to benefit from the other actions within the AHAS.

There's no "one-size-fits-all" approach to meet the diverse needs of populations living in the City of Tacoma. Yet, conversations with different groups highlighted a set of common barriers that can be considered and systematically integrated into how policies and programs are designed and implemented:

- **Limited knowledge of existing resources.** Many members of the public noted difficulties in understanding what types of assistance may be available to them, as well as their eligibility for different programs. Service providers and persons experiencing homelessness both affirmed the valuable role that peer navigators can play in helping assess a person's eligibility for mainstream assistance programs, as well as help them look for housing and meet with landlords.
- **Language barriers.** Non-English speakers frequently encounter lack of translators and translated documents. In some instances, tenants may want to report something in their apartment that needs repair but are not always able to effectively communicate with their landlords or the City's code compliance staff. They often seek assistance from cultural organizations to assist with translating and understanding documents, including notices related to their housing situation.

10-YEAR TARGET:

1,000 HOUSEHOLDS
SERVED

TOTAL 10-YEAR
INVESTMENT:

\$3-\$7 MILLION

- **Past trauma.** Service providers shared how past trauma for groups like survivors of domestic violence or persons who previously lived on the streets colors their personal experience and daily interactions, including interactions with case workers, landlords, and peers. They noted a need for training in trauma-informed approaches to better serve people who have experienced trauma, including minimizing trauma-inducing practices in delivering services.
- **Qualifying for or using housing assistance, like a Section 8 voucher.** Many members of the public noted challenges ranging from gathering all the necessary documents to apply for assistance to getting timely information about their assistance application to finding a landlord willing to accept their assistance without asking for a large security deposit. Some populations, like individuals without legal status, are not eligible for most government rental assistance, making them particularly vulnerable to dishonest landlords and unsafe housing situations.

The City of Tacoma needs to deliberately take steps to ensure that these barriers do not serve as impediments to accessing new or existing housing opportunities, including those in the private housing market. The remainder of this section summarizes the actions that will help people who often encounter barriers access homes.

ACTION

4.1 Streamline processes for households applying for and using rental assistance.

One common refrain from members of the public who want to use existing rental assistance programs was how each part of the process to apply for and use it posed a new challenge.

When applying for rental assistance, they shared how it is hard to navigate the various programs and gather even basic materials, like identification, to complete applications. After they applied for rental assistance or other types of support, they shared how it was hard to receive consistent, timely information about the status of their requests. And if they received rental assistance, like a Section 8 voucher, they shared how they faced new challenges, such as finding a landlord willing to accept it or unattainable requests, like providing two to three times their rent as a security deposit.

This action streamlines processes for people applying for and using rental assistance, especially systemic barriers for persons with limited literacy or English-language proficiency. Ways to streamline processes may include:

- Creation of a common in-take application (available in multiple languages) for service providers to use.
- Ability to apply and recertify eligibility online (including a way to track the status of requests and other information).
- Additional peer navigators to assist people applying for housing assistance (along with mainstream assistance programs, such as TANF).
- Expanded partnerships with landlords through local and regional programs to increase their willingness to accept higher-barrier households.



PARTNERSHIPS

Income Levels Served:	80% AMI and below
Geographic Scale:	Citywide and regional
Local Policy Action:	None
Public Funding:	New
Renters, Homeowners, or Both:	Renters

ACTION

4.2 Create stronger alignment across the Tacoma-Lakewood-Pierce County Continuum of Care.



PARTNERSHIPS

On any given night, about 1,600 people are without a place to sleep in Tacoma–Pierce County, and nearly six times that many people were documented in Homeless Management Information System (HMIS), a regional database that captures people seeking help, in 2017. The Tacoma-Lakewood-Pierce County Continuum of Care, a U.S. Department of Housing and Urban Development program to address homelessness, provides a range of housing solutions for persons experiencing homelessness or at-risk of becoming homeless within the region.

This action ensures that programmatic goals, funding streams, and administrative requirements across the City of Tacoma, City of Lakewood, and Pierce County (which make up the Continuum of Care) are well-coordinated.

Specific opportunities for closer alignment include:

- Funding the Coordinated Entry System and requiring all referrals go through this system.
- Actively participating in the regional Landlord Liaison Program.
- Streamlining requirements across service providers, including exploring performance-based contracts.

Stakeholders also emphasized a need for greater regional coordination on homelessness and the related need for more affordable housing within Pierce County. They expressed a hope that stronger coordination through the Continuum of Care would grow into a regional push to address the region's broader affordability challenges. They also expressed a desire to see leaders in the City of Tacoma, with their counterparts in other jurisdictions within Pierce County, play an active role in convening a regional, cross-sector conversation on these issues.

Income Levels Served:	50% AMI and below
Geographic Scale:	Regional
Local Policy Action:	None
Public Funding:	Existing
Renters, Homeowners, or Both:	Both

ACTION

4.3 Integrate culturally competent and trauma-informed practices into new and existing programs.

Members of the public and service providers shared how lack of understanding about a person's cultural background or past trauma can create misunderstandings or barriers to helping them, particularly during pressing situations. For instance, several members of the public feel more comfortable reporting issues about their homes to representatives at local cultural organizations than to local government officials or housing authority staff.

Service providers also emphasized the importance of using trauma-informed practices when designing programs and developing homes to serve survivors of trauma. Service providers who served survivors of domestic violence noted the importance of building mutual trust and a need to have housing available throughout the entire city. While some service providers understand these dynamics, culturally competent and trauma-informed practices need to be the rule rather than the exception in government and other publicly funded programs.

This action integrates culturally competent and trauma-informed practices into the City of Tacoma's existing and new programs (including those that receive funding from the City). This action will expand municipal staff's and service providers' understanding of how trauma affects a person (or community); train staff to recognize trauma; and identify and integrate program-specific practices into local and regional programs. The City of Tacoma may conduct an audit of its programs to identify ways to incorporate culturally competent practices, such as ensuring written materials are in plain language (or "laymen's terms") and available in multiple languages and providing the option to complete forms orally.



ADMINISTRATIVE

Income Levels Served:	All
Geographic Scale:	Citywide
Local Policy Action:	None
Public Funding:	New
Renters, Homeowners, or Both:	Both

ACTION

4.4 Earmark a portion of new or expanded sources of local funding to provide support services in new development.



ADMINISTRATIVE

Much of the City of Tacoma's unmet need is among extremely low-income households, followed by very low-income households. While needs vary across these income groups, some people at this income level, including persons exiting homelessness or persons living with disabilities, typically require wrap-around, supportive services. Other populations, like seniors, may benefit from onsite services or living close to these services.

This action provides a portion of new or expanded local funding for services in new development, including units produced using existing or updated market-based tools. These services are a critical part of creating a stable home for lower income households, and resources need to be available to support these households as new units are developed.

Income Levels Served:	50% AMI and below, priorities can be created for special populations (e.g., persons experiencing homelessness, seniors, veterans, families with children, people with special needs, domestic violence survivors, populations with limited English proficiency)
Geographic Scale:	Citywide
Local Policy Action:	Yes (as part of new funding decisions)
Public Funding:	New
Renters, Homeowners, or Both:	Both

SECTION 7

Implementing the Affordable Housing Action Strategy

The AHAS provides comprehensive direction for the City's affordable housing initiatives, addressing the city's changing housing market, increased risk of displacement, and widespread need for high-quality, affordable rental and homeownership opportunities.

This strategy sets an ambitious goal for the City of Tacoma to serve 10,500 households over the next 10 years by building or preserving 8,300 affordable units and serving an additional 2,200 households through expanded programs and services, including anti-displacement measures. The Implementation Plan (see Exhibit 8–Exhibit 11) at the end of this section outlines how each strategic objective in the AHAS will be implemented over time. The remainder of this section highlights additional steps the City of Tacoma and its partners can take to ensure implementation is successful, both today and in the future.

LAYING THE FOUNDATION FOR SUCCESSFUL IMPLEMENTATION

Implementation is the primary focus of the AHAS. Implementing the AHAS extends beyond the specific actions that the City of Tacoma will take over the next 10 years. The City of Tacoma also needs to undertake a set of actions that will help build a strong foundation for the long-term success of the AHAS. These actions fall into four broad categories:

Ongoing Education and Outreach

Implementation of the AHAS will require an ongoing and deliberate effort to continue a two-way dialogue on existing and emerging housing challenges within the City of Tacoma. The City of Tacoma or its partners may:

- **Launch a public education campaign.** While many members of the public recognize the pressing need to address housing affordability within Tacoma, a broader communications campaign will build widespread support for actions within the AHAS over time. This campaign can explain the benefits of affordable housing and specific actions being used to increase or preserve homes within Tacoma, as well as address displacement pressure. This campaign may develop compelling stories and educational materials and use a range of outreach tactics, including traditional and social media, to reach Tacoma residents. This action could be accomplished in tandem with building broader public outreach and support for creating a dedicated source of revenue for affordable housing activities.
- **Host “lunch and learns.”** These informal, information sessions may review and discuss the actions within the AHAS to help City of Tacoma staff, partners, and members of the public better understand the ideas and actions within the AHAS.
- **Hold additional community meetings.** Development of the AHAS benefited from several community meetings, among other engagement activities that gathered additional perspectives. Often, community conversations end when a planning process concludes. The City of Tacoma may host additional quarterly public meetings to share progress on implementation of the AHAS and gather additional input on the implementation of specific actions as they are being designed.
- **Organize an annual housing summit.** Due to the widespread interest in affordable housing within the City of Tacoma, the City and its partners may organize an annual housing summit. This summit would provide a central place to learn about and apply for existing (or new) housing programs; share local success stories; and gather emerging needs from members of the public.

Staffing

In addition to direct investments, the actions within the AHAS have implications for staffing within different departments within the City of Tacoma. Having enough staff to implement the AHAS is critical for successful implementation and meeting the needs of Tacoma residents over time. As these actions are implemented, the City of Tacoma needs to evaluate existing staff capacity and identify areas where additional capacity or specialized expertise would be necessary to effectively implement an action. The City of Tacoma may also create better strategic alignment across city departments to implement the strategic objectives outlined in the AHAS. This alignment could result in existing or new staff members carrying out different functions and closer coordination of existing or new programs and funding or other resources.

- **Coordination and accountability.** Many of the functions to support housing programs and policy development are spread across multiple City departments, namely Community and Economic Development; Planning and Development Services; Neighborhood and Community Services; Tacoma Community Redevelopment Authority; and the City’s partners. As a result

of these diffused functions, the City of Tacoma needs a process or structure to ensure implementation is well-coordinated. To build this coordination and related accountability, the City of Tacoma and its partners may:

- **Convene a strategy implementation team.** This group would be responsible for advocating for changes in their respective departments or organizations that would advance the objectives in the AHAS, coordinating implementation of specific actions, and monitoring and reporting progress to City Council and members of the public more broadly. In addition to this team, the City could also dedicate a staff person to coordinate implementation of the AHAS, similar to how it approached implementation of *Tacoma2025*.
- **Report progress on an ongoing basis.** The Tacoma City Council may receive quarterly reports that detail the progress on the actions being implemented over time, including key programmatic changes and new projects or resources being used as result of actions from the AHAS. By consistently measuring and reporting progress, municipal staff will be able to quickly identify the need for course corrections to ensure the City of Tacoma meets its ambitious targets.
- **State-level partnerships.** At the state level, the City of Tacoma will continuously advocate for state-level legislative actions that create a more supportive environment for production and preservation of affordable housing opportunities. It will draw on the recommendations in the 2017 report prepared by the Housing Affordability Response Team to help guide these efforts (available at www.commerce.wa.gov/wp-content/uploads/2017/07/HART-Housing-Affordability-2017.pdf). At the federal level, the City of Tacoma will continue to advocate for maintaining and expanding critical funding programs, such as CDBG, HOME, the Low-Income Housing Tax Credit, and resources that fund opportunity, like New Market Tax Credits and Opportunity Zones. The City of Tacoma will also align its local resources with state and federal ones to maximize their impact.
- **Local capacity for affordable housing development.** Many of the actions within the AHAS require increased community development capacity, especially among local nonprofit partners. In addition to the actions within the AHAS, the City of Tacoma needs to cultivate expertise among existing nonprofits and stand-up new entities, like a Community Development Corporation, that can assist with longer-term efforts. The City of Tacoma may:
 - Help local community partners pursue resources, such as federal Section 4 funding or philanthropic support, for capacity-building efforts.
 - Continue to provide Community Housing Development Organization operating funds to local nonprofits to grow local development capacity.
 - Build local and regional capacity to develop affordable housing, especially permanent supportive housing, through stronger partnerships and other capacity-building efforts.

Funding

Accomplishing the goals outlined in this strategy will require a significant investment, as much as \$70 million over the next 10 years.

It will require that the City of Tacoma, along with its partners, continue to devote existing resources to support the actions within the AHAS. It will also require that the City of Tacoma, along with its partners, devote significantly more funding and resources in service to this effort.

On a biannual basis, the City of Tacoma and its partners could devote between \$7 million and \$25 million to support the actions outlined in the AHAS and increase its public investments to support additional actions over time.

The City of Tacoma will continue to invest in housing activities using federal funds and work to increase its local resources through actions that seed and create a dedicated source of funding for the Tacoma Housing Trust Fund and allocate additional resources for households experiencing a housing crisis. At the same time, partners can assist by leading actions like establishing a preservation fund and piloting low-cost housing solutions for persons experiencing homelessness. Making this level of investment will make an affirmative statement to Tacoma residents that creating high-quality, affordable housing opportunities for all is a local priority.

Recognizing the need for a significant investment for successful implementation, the AHAS proposes developing new revenue sources to increase monies for affordable housing activities. These local revenue sources include using City Council–approved sources (like a business and occupation tax), value capture, and federal Section 108 financing. The City of Tacoma will also regularly pursue competitive public, private, and philanthropic funding opportunities to support implementation.

Milestones

Strategic objectives in the AHAS will be pursued over four timeframes: immediate (1–2 years); short-term (3–4 years); medium-term (5–6 years); and long-term (7+ years).

Notable milestones that will be accomplished within the first two years of implementation include:

- Adopting changes to the City of Tacoma’s inclusionary housing policy and Multifamily Tax Exemption Program
- Adding or preserving as many as 2,000 housing units
- Serving as many as 500 households through new or expanded programs
- Creating a dedicated resource for households experiencing a housing crisis, like an unanticipated rent increase, eviction, or foreclosure
- Building better alignment across the Tacoma-Lakewood-Pierce County Continuum of Care
- Tracking and reporting progress on implementation of the AHAS

EVALUATING IMPLEMENTATION OVER TIME

To support long-term implementation, the City of Tacoma needs a process to continuously monitor, evaluate, and adapt these actions to changing market conditions or needs among residents over time. It also needs a process to measure and report implementation progress on the targets within the AHAS.

To assist with monitoring, evaluation, and reporting, the City of Tacoma may:

- **Evaluate market-based incentives using its online dashboard.** As part of developing the AHAS, the City of Tacoma developed its Housing Market Policy Dashboard to help evaluate the performance of market-based tools. This dashboard will help ensure that these incentives can be monitored and adjusted over time, including as market conditions change. To visit the dashboard, go to <http://tacoma.berk-maps.com/>.
- **Develop a two-year implementation checklist.** The City of Tacoma will need to translate the implementation steps into a biannual workplan that spans the various City departments and partners working on these actions. Developing this workplan, organized as a checklist, can serve as the process by which the strategy implementation team outlines its two-year milestones, assesses and reports progress on targets, and identifies adjustments to actions within the AHAS. This workplan can serve as the primary deliverable of the strategy implementation team and can be used to inform each budget cycle to ensure actions for affordable housing activities are well-resourced.
- **Create a biannual scorecard that reports performance.** The AHAS sets 10-year targets for each strategic objective, with a goal to reach 10,500 households by 2028. These targets enable the City of Tacoma to track and report its progress along three key metrics::
 - Number of units produced
 - Number of units preserved
 - Number of households served

Targets will be integrated into and measured through Results 253, the City's performance monitoring and reporting system (see <https://data.cityoftacoma.org/stat/goals/jbp4-pw8n/>).

The City of Tacoma may also develop and release a biannual report card that highlights the city's overall two-year progress on these metrics.

Exhibit 8 Strategic Objective 1: Actions to Create More Homes for More People

HOW WILL THIS ACTION BE IMPLEMENTED?	WHEN WILL WORK HAPPEN?	WHO CAN LEAD IMPLEMENTATION?	WHO CAN ASSIST WITH IMPLEMENTATION?
ACTION 1.1 Seed the Tacoma Housing Trust Fund with local sources of funding.			
<ul style="list-style-type: none"> Earmark \$1.8 million for affordable housing activities in the 2019–2020 biennium budget cycle. Work with local partners to set priorities for how to use this funding. Update Affordable Housing Developer Loan NOFA guidelines, underwriting standards (if needed), and solicitation process to align with local funding priorities. Identify separate revenue source (in place of or in addition to general funds). 	Immediate (1–2 years)	Tacoma City Council	<ul style="list-style-type: none"> City Manager's Office Office of Management and Budget Community and Economic Development Department Tacoma Community Redevelopment Authority Tacoma Housing Authority Local and regional developers
ACTION 1.2 Modify inclusionary housing provisions to target unmet need and align with market realities.*			
<ul style="list-style-type: none"> Work with developers and other stakeholders to refine the policy proposal outlined in the AHAS. Develop draft legislative language. Establish revised inclusionary housing policy. Conduct outreach to developers about new tools, including what projects they affect, where they apply, and how to use them. Identify lead department to monitor performance of new policy and regularly report on performance to City Council. Work with the Tacoma Housing Authority to provide project-based vouchers to support the rents at these units (as needed). 	Immediate (1–2 years)	Tacoma City Council	<ul style="list-style-type: none"> Planning and Development Services Department Community and Economic Development Department Local and regional developers Residents living in proposed target areas Tacoma Housing Authority
ACTION 1.3 Update the Multifamily Tax Exemption Program to increase its impact.*			
<ul style="list-style-type: none"> Offer 12-year option in areas where revised inclusionary housing policy applies (by eliminating 8-year option in those areas). Revise Multifamily Tax Exemption Program guidelines to create a notice provision for property owners using the 12-year option who opt out of it. Incorporate properties using the 12-year option into the city's "early warning" system. 	Immediate (1–2 years)	Tacoma City Council	<ul style="list-style-type: none"> Community and Economic Development Department Property owners Tenants Local and regional nonprofits
ACTION 1.4 Leverage publicly and partner-owned land for affordable housing.			
<ul style="list-style-type: none"> Develop draft language for a comprehensive land disposition policy for publicly owned land. Adopt a comprehensive land disposition policy for publicly owned land. Evaluate near-term opportunities for affordable housing on city-owned land, using existing baseline data on vacant or publicly owned parcels that could be used for development or sale. Complete inventory of publicly and partner-owned land (as part of public land study led by Forterra). Evaluate opportunities for affordable housing development on an ongoing basis, using findings from the City of Tacoma's forthcoming public land study and land disposition policy. 	Immediate (1–2 years)	Tacoma City Council	<ul style="list-style-type: none"> Public Works Department Community and Economic Development Department Tacoma Housing Authority Tacoma Public Schools MetroParks Pierce County Forterra Local and regional developers

Note: An asterisk (*) denotes a priority action among Technical Advisory Group members.

Continued on the following page

Exhibit 8 Strategic Objective 1: Actions to Create More Homes for More People (cont.)

HOW WILL THIS ACTION BE IMPLEMENTED?	WHEN WILL WORK HAPPEN?	WHO CAN LEAD IMPLEMENTATION?	WHO CAN ASSIST WITH IMPLEMENTATION?
ACTION 1.5 Create consistent standards for fee waiver eligibility and resources to offset waived fees.			
<ul style="list-style-type: none"> Allocate additional local funding to offset waived fees (e.g., general funds, Tacoma Housing Trust Fund, etc.). Develop criteria for eligible projects (such as share of income-restricted units in development, income levels served, location [near transit or services], etc.). Coordinate solicitation and evaluation of projects seeking fee reductions or waivers with other local solicitations for housing funds, such as Tacoma Community Redevelopment Authority's annual NOFA. Conduct outreach to affordable housing developers about available resources and selection process. 	Immediate (1–2 years)	Planning and Development Services Department Public Works Department	<ul style="list-style-type: none"> Community and Economic Development Department Tacoma Housing Authority Local and regional developers
ACTION 1.6 Create a process to coordinate public investments, like capital improvements, with affordable housing activities to reduce the overall cost of development.			
<ul style="list-style-type: none"> Map key decision making and timelines associated with developing the city's Capital Improvement Plan and ongoing community-development activities (e.g., NOFA solicitation, CBDG investments, etc.). Create criteria to assess public infrastructure related to affordable housing development, including target areas for affordable housing policies or programs or planned affordable housing developments. Develop coordinated process that can be used as part of capital improvement planning. Identify lead department to integrate coordinated process into the Capital Improvement Plan. 	Immediate (1–2 years)	City Manager's Office	<ul style="list-style-type: none"> Planning and Development Services Department Environmental Services Department City Manager's Office Community and Economic Development Department Tacoma Public Utilities
ACTION 1.7 Increase participation in existing first-time homebuyer programs and resources for new homebuyers.			
<ul style="list-style-type: none"> Proactively partner with community-based groups to market existing programs to interested homebuyers, focusing on areas where residents are at-risk of displacement. Allocate additional local funding (e.g., general funds, Tacoma Housing Trust Fund, etc.) to supplement down-payment assistance offered through existing homebuyer assistance programs. Work with local anchor institutions or other large-scale employers to create "Live Near Your Work" or other employer-assisted housing programs. 	Immediate (1–2 years)	Community and Economic Development Department	<ul style="list-style-type: none"> Homeownership Center of Tacoma Washington State Housing Finance Commission Habitat for Humanity City Manager's Office Anchor institutions Large-scale employers
ACTION 1.8 Encourage more diverse types of housing development through relaxed land use standards, technical assistance, and financial incentives.			
<ul style="list-style-type: none"> Evaluate current land-use regulations and identify ways to support a wider range of housing types through existing or modified zoning classifications and areas of higher opportunity. Conduct outreach to residents in areas where changes may occur to discuss proposed changes and adjust recommendations accordingly. Develop technical assistance programs, such as a set of pre-approved construction drawings for small-scale housing products (like accessory dwelling units). Develop additional incentives to support development of infill, such as fee waivers and construction cost grants. Engage national experts, like the Incremental Development Alliance, to cultivate local expertise in small-scale development. 	Immediate (1–2 years) Short-term (3–4 years)	Planning and Development Services Department	<ul style="list-style-type: none"> Tacoma City Council Community and Economic Development Department

Note: An asterisk (*) denotes a priority action among Technical Advisory Group members.

Continued on the following page

Exhibit 8 Strategic Objective 1: Actions to Create More Homes for More People (cont.)

HOW WILL THIS ACTION BE IMPLEMENTED?	WHEN WILL WORK HAPPEN?	WHO CAN LEAD IMPLEMENTATION?	WHO CAN ASSIST WITH IMPLEMENTATION?
ACTION 1.9 Establish a dedicated source of funding for the Tacoma Housing Trust Fund.*			
<ul style="list-style-type: none"> Convene an advisory group of local partners to develop a financing plan and articulate the potential uses of the fund. Conduct a poll of local and regional residents to understand their support for different potential uses (and adjust financing plan accordingly). Pass an emergency ordinance and adopt financing plan (per state law). Work with partners on a public education campaign to educate members of the public on the importance of a dedicated source of funding. 	Short-term (3–4 years)	Tacoma City Council	<ul style="list-style-type: none"> City Manager's Office Office of Management and Budget Community and Economic Development Department Tacoma residents
ACTION 1.10 Use value capture to generate and reinvest in neighborhoods experiencing increased private investment (with a focus on areas with planned or existing transit).			
<ul style="list-style-type: none"> Study the feasibility of creating a value-capture tool tailored to areas experiencing increased private investment, including areas with or planned high-capacity transit. Use findings of study to identify and establish appropriate value-capture mechanism(s). Work with local residents in neighborhoods where value-capture is being used to discuss potential investments. Coordinate investments with capital improvement planning. 	Short-term (3–4 years)	Community and Economic Development Department Office of Management and Budget	<ul style="list-style-type: none"> Planning and Development Services Department Tacoma City Council Public Works Department State of Washington Residents living in proposed value capture areas
ACTION 1.11 Explore innovative, low-cost housing solutions to serve persons experiencing homelessness.			
<ul style="list-style-type: none"> Work with local and regional foundations and anchor institutions to discuss opportunities to support low-cost housing solutions. Identify resources to host a design competition or solicit for proposals to develop housing prototypes. Identify resources (including City funding) to support pilot projects. Work with the Tacoma Housing Authority to provide project-based vouchers to support the rents at these units. 	Short-term (3–4 years)	Community and Economic Development Department Neighborhood and Community Service Department	<ul style="list-style-type: none"> Local and regional philanthropic organizations Anchor institutions Service providers Tacoma Housing Authority Pierce County Persons experiencing homelessness
ACTION 1.12 Explore opportunities for increased staff support during the development review process.			
<ul style="list-style-type: none"> Assess existing staff capacity to accommodate increased development, including new affordable housing development. Identify ways to increase existing staff capacity to handle increased workload, such as creating “embedded” staff positions; creating a project expeditor; or using contract labor to assist with heavier workloads. Identify ways to offset costs related to hiring new staff or expanding capacity through contract labor. 	Short-term (3–4 years) Medium-term (4–6 years)	City Manager's Office	<ul style="list-style-type: none"> Planning and Development Services Department Fire Department Community and Economic Development Department Public Works Department Local and regional developers

Note: An asterisk (*) denotes a priority action among Technical Advisory Group members.

Exhibit 9 Strategic Objective 2: Actions to Keep Housing Affordable and In Good Repair

HOW WILL THIS ACTION BE IMPLEMENTED?	WHEN WILL WORK HAPPEN?	WHO CAN LEAD IMPLEMENTATION?	WHO CAN ASSIST WITH IMPLEMENTATION?
ACTION 2.1 Develop a system to address derelict properties.			
<ul style="list-style-type: none"> Continue to identify changes to the City and state legal framework that would streamline access to derelict properties. Consider legislative changes to the City's local nuisance and building laws to provide better access to derelict properties. Advocate for changes to state law that create more tools and resources to address derelict properties. Work with private financial institutions, like banks, to identify candidates to rehabilitate and resell to qualified buyers. Work with Tacoma Public Utilities to identify properties at-risk of losing utility services and target outreach to property owners (via code compliance) accordingly. 	Immediate (1–2 years)	Neighborhood and Community Services Department	<ul style="list-style-type: none"> Community and Economic Development Department Local and regional nonprofits Private financial institutions Tacoma Public Utilities Faith-based institutions
ACTION 2.2 Develop and adopt a preservation ordinance.			
<ul style="list-style-type: none"> Establish a preservation working group (with representation from City staff and key stakeholders, including tenants' groups, landlords, and the development community) to coordinate the City's work on affordable housing preservation. Identify clear priorities for the City's preservation efforts (e.g., preventing displacement, protecting specific vulnerable groups, maintaining affordability near transit or high-performing schools). Develop draft legislative language. Establish preservation policy. 	Immediate (1–2 years)	Tacoma City Council	<ul style="list-style-type: none"> Community and Economic Development Department Office of Equity and Human Rights Property owners Tenants Local and regional nonprofits Cultural organizations Tacoma Housing Authority
ACTION 2.3 Target existing resources to improve the livability of existing owner-occupied homes.			
<ul style="list-style-type: none"> Create set-aside for referrals from code enforcement (within existing federally funded programs). Establish an internal process to connect homeowners to resources (via code enforcement). Partner with nonprofit organizations to conduct targeted outreach to older adults and persons living with disabilities to increase their participation in existing tax relief and energy efficiency programs. 	Immediate (1–2 years)	Community and Economic Development Department Neighborhood and Community Services Department	<ul style="list-style-type: none"> Property owners Tacoma Public Utilities Local and regional nonprofits Homeowners
ACTION 2.4 Improve tracking and monitoring of existing subsidized and unsubsidized affordable housing properties.			
<ul style="list-style-type: none"> Used publicly available tools, like the National Housing Preservation Database, to start tracking properties with expiring subsidies. Engage academic institutions and other entities that could help operate an "early warning" system. Work with stakeholders to define the system's focus, including housing types and geographic areas to be tracked (in coordination with preservation ordinance). Collect and regularly update data from local, state, and federal sources to create an inventory of existing affordable properties. Share information about at-risk properties to guide deployment of public preservation funding and technical assistance. Conduct outreach to existing property owners of subsidized and unsubsidized properties to discuss financial needs. Direct existing federal or regional resources to provide interim financing options to property owners. Update at-risk property inventory on a regular basis. 	Immediate (1–2 years) Short-term (3–4 years)	Community and Economic Development Department Anchor institutions (academic)	<ul style="list-style-type: none"> Property owners Tenants Washington State Finance Commission U.S. Department of Housing and Urban Development Regional Office

Note: An asterisk (*) denotes a priority action among Technical Advisory Group members.

Continued on the following page

Exhibit 9 Strategic Objective 2: Actions to Keep Housing Affordable and In Good Repair (cont.)

HOW WILL THIS ACTION BE IMPLEMENTED?	WHEN WILL WORK HAPPEN?	WHO CAN LEAD IMPLEMENTATION?	WHO CAN ASSIST WITH IMPLEMENTATION?
ACTION 2.5 Explore creation of a proactive rental inspection program.			
<ul style="list-style-type: none"> • Apply lessons from code compliance pilot program to determine need for additional study on the design and implementation of rental inspection programs in other jurisdictions. • Design proactive rental inspection program, including staffing needs, fee structure, inspection schedule, ways to connect persons to existing or new resources, and culturally competent practices. • Solicit input on the program design from a range of stakeholders (e.g., landlords, tenants' groups, local nonprofits and cultural organizations, City staff, etc.). • Establish and administer proactive rental inspection program. 	Short-term (3–4 years)	Neighborhood and Community Services Department	<ul style="list-style-type: none"> • Community and Economic Development Department • Property owners and managers • Tenants' rights organizations • Local and regional nonprofits • Cultural organizations
ACTION 2.6 Facilitate efforts to create a community land trust.			
<ul style="list-style-type: none"> • Work with lead entity and local organizations to determine organizational and operational decisions that will shape the land trust's overall structure and geographic service area. • Identify land throughout Tacoma suitable for donation or strategic acquisition, using the public land inventory created through the City's forthcoming public land study by Forterra. 	Short-term (3–4 years)	Local and regional nonprofits	<ul style="list-style-type: none"> • Community and Economic Development Department • Public Works Department • Forterra • Cultural organizations • Residents living in target areas for community land trust
ACTION 2.7 Create a housing preservation fund.			
<ul style="list-style-type: none"> • Convene an advisory group of local partners to articulate the potential uses of the fund (in coordination with other preservation activities). • Work with private-sector and philanthropic partners and developers to develop the fund's guidelines. • Provide municipal funding as part of capitalizing the preservation fund. • Conduct outreach to existing property owners and local nonprofits about using this resource. 	Medium-term (5–6 years)	Private financial institutions Local and regional philanthropic organizations	<ul style="list-style-type: none"> • Community and Economic Development Department • Local and regional nonprofits • Local and regional developers • Property owners • Residents living at target properties

Note: An asterisk () denotes a priority action among Technical Advisory Group members.*

Exhibit 10 Strategic Objective 3: Actions to Help People Stay in Their Homes and Communities

HOW WILL THIS ACTION BE IMPLEMENTED?	WHEN WILL WORK HAPPEN?	WHO CAN LEAD IMPLEMENTATION?	WHO CAN ASSIST WITH IMPLEMENTATION?
ACTION 3.1 Expand tenants' protections through a comprehensive policy.*			
<ul style="list-style-type: none"> Coordinate additional policy provisions with the Office of Equity and Human Rights. Establish an enforcement structure, leveraging relationships at existing cultural and nonprofit organizations. Coordinate with local, regional, and state organizations to provide education, resources, and legal advice and representation to tenants. Make information on tenants' rights available in multiple languages. Convene tenants, landlords, property managers, and other stakeholders on a semi-regular basis to understand effectiveness of tenant protections and identify adjustments to the policy or enforcement structure (as needed). 	Immediate (1–2 years)	Tacoma City Council	<ul style="list-style-type: none"> Office of Equity and Human Rights Fair Housing Center of Washington Washington State Tenants' Union Cultural organizations Tacoma Housing Authority Landlords
ACTION 3.2 Create a range of resources for households experiencing a housing crisis.			
<ul style="list-style-type: none"> Identify and allocate general fund dollars for emergency housing assistance to support short-term housing and utility payments and legal assistance in the next budget cycle. Explore and identify a dedicated source (or sources) of funding for emergency housing assistance. Work with cultural and nonprofit organizations to publicize available assistance and generate referrals. Establish process for accessing some resources (e.g., relocation assistance) through a comprehensive tenant protections policy. 	Immediate (1–2 years)	Tacoma City Council	<ul style="list-style-type: none"> Office of Equity and Human Rights Fair Housing Center of Washington Washington State Tenants' Union Cultural organizations Tacoma Housing Authority Landlords
ACTION 3.3 Work with partners to increase community organizing efforts (including for tenants' rights).			
<ul style="list-style-type: none"> Solicit organizing expertise, including working with community leaders to solicit private or philanthropic funding to support leadership development, seed grants, etc. Actively participate in organizing efforts with community members. Work with organized groups to disseminate information about existing housing programs and resources. Work with organized groups to gather information to improve existing housing programs or resources (as necessary). 	Immediate (1–2 years)	Office of Equity and Human Rights	<ul style="list-style-type: none"> Faith-based institutions Fair Housing Center of Washington Washington State Tenants' Union Cultural organizations Tacoma Housing Authority
ACTION 3.4 Create a source of local tax relief to stabilize more low-income homeowners.			
<ul style="list-style-type: none"> Commission study to understand costs of extending various forms of tax relief to homeowners (e.g., property owners whose assessed taxes increased by a certain percentage). Use study findings to design a local tax relief program or other tools. Actively conduct outreach to long-time homeowners to participate in local tax relief programs. 	Short-term (3–4 years)	Tacoma City Council	<ul style="list-style-type: none"> Office of Management and Budget Nonprofit organizations Cultural organizations Community and Economic Development Pierce County Tax Assessors' Office

Note: An asterisk (*) denotes a priority action among Technical Advisory Group members.

Exhibit 11 Strategic Objective 4: Actions to Reduce Barriers for People Who Often Encounter Them

HOW WILL THIS ACTION BE IMPLEMENTED?	WHEN WILL WORK HAPPEN?	WHO CAN LEAD IMPLEMENTATION?	WHO CAN ASSIST WITH IMPLEMENTATION?
ACTION 4.1 Streamline processes for households applying for and using rental assistance.			
<ul style="list-style-type: none"> • Provide additional funding to increase the availability of peer navigators to assist people applying for and using housing assistance, including gathering specific information about housing needs and preferences or documents. • Investigate common issues that people encounter when applying for housing assistance, such as screening requirements or unattainable security deposits. • Work with landlords and higher barrier populations to identify more flexible screening requirements (based on research of common barriers). • Increase participation in Pierce County's Landlord Liaison Program by conducting direct outreach to landlords. • Create and maintain a central database of participating landlords (in conjunction with creation of the City's "early warning" system to assist with preservation activities). 	<p>Immediate (1–2 years)</p>	<p>Tacoma Housing Authority</p>	<ul style="list-style-type: none"> • Human Services, Pierce County • Service providers • Cultural organizations • Community Development and Economic Development • Office of Equity and Human Rights • Landlords
ACTION 4.2 Create stronger alignment across the Tacoma-Lakewood-Pierce County Continuum of Care.			
<ul style="list-style-type: none"> • Develop an annual set of common goals, priority populations, and funding priorities. • Work with service providers to audit existing administrative requirements and identify conflicting or burdensome requirements. • Develop common language that can be used in contracts among service providers working within the region (based on the findings from the audit). • Convene local and regional partners to discuss interest in creating a broader regional initiative around regional housing affordability, including homelessness. • Establish a cross-sector regional initiative to address regional housing affordability. 	<p>Immediate (1–2 years)</p> <p>Long-term (7+ years)</p>	<p>Neighborhood and Community Services (in partnership with other jurisdictions in the Continuum of Care)</p>	<ul style="list-style-type: none"> • Human Services, Pierce County • City of Lakewood • Service providers, including those participating in Coordinated Entry • Community Development and Economic Development • Tacoma City Council
ACTION 4.3 Integrate culturally competent and trauma-informed practices into new and existing programs.			
<ul style="list-style-type: none"> • Audit City programs to identify ways to incorporate culturally competent and trauma-informed practices and make adjustments as necessary. • Sponsor semi-regular trainings on cultural competence. • Develop a pool of staff or contractors with demonstrated experience in culturally competent and trauma-informed practices. • Include cultural competency as selection criteria for service providers receiving public funding. 	<p>Immediate (1–2 years)</p> <p>Ongoing</p>	<p>Office of Equity and Human Rights</p>	<ul style="list-style-type: none"> • Neighborhood and Community Services • Community and Economic Development • Service providers • Cultural organizations • Tacoma Housing Authority
ACTION 4.4 Earmark a portion of new or expanded sources of local funding to provide support services in new development.			
<ul style="list-style-type: none"> • Include services as a potential use for the Tacoma Housing Trust Fund. • Create set-aside within the Tacoma Housing Trust Fund for support services in subsidized projects. • Develop selection process and criteria to award funding to new development projects. • Conduct outreach to developers about the availability of this funding, including how to apply for it. 	<p>Short-term (3–4 years)</p> <p>Ongoing</p>	<p>Community and Economic Development</p>	<ul style="list-style-type: none"> • Neighborhood and Community Services • Service providers • Cultural organizations • Local and regional developers • Tacoma Housing Authority

Note: An asterisk (*) denotes a priority action among Technical Advisory Group members.

City of Tacoma

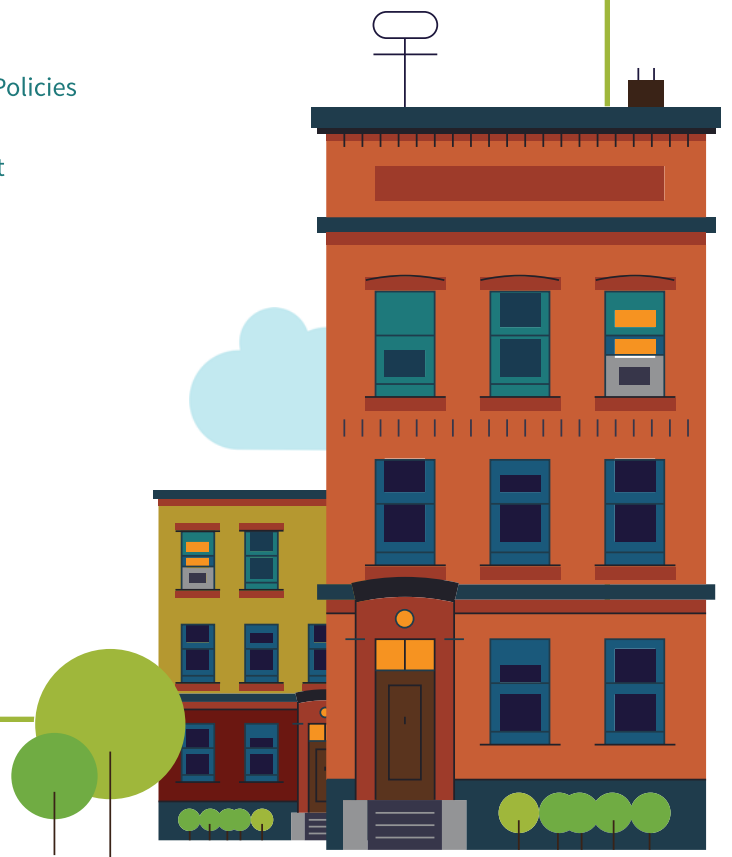
AFFORDABLE HOUSING ACTION STRATEGY



Appendices

- Appendix A Summary of Selected Programs and Policies
- Appendix B Data Summary
- Appendix C Summary of Community Engagement
- Appendix D Evaluation of Policy Approaches
(from June 2018 TAG Meeting)

SEPTEMBER 2018



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To: Planning Commission
From: Lauren Flemister, Senior Planner, Planning Services Division
Subject: **Public Hearing – Accessory Dwelling Unit (ADU) Regulations**
Meeting Date: October 3, 2018
Memo Date: September 26, 2018

Action Requested:

Conduct a public hearing to receive oral testimony on the draft “Accessory Dwelling Unit (ADU) Regulations”; continue to accept written comments through October 5, 2018; and conduct a debriefing immediately after the hearing to ask any clarifying questions and request further research on any additional issues, in preparation for receiving the Findings of Fact and Recommendations Report at the October 17th meeting.

Project Summary:

The draft “Accessory Dwelling Unit (ADU) Regulations” would amend the Tacoma Municipal Code, Sections 13.06.100, 13.06.150, and 13.05.115, to allow detached ADUs (or DADUs), in addition to the already allowed attached ADUs, as of right, in single-family zoning districts (R-1, R-2, R-2SRD and HMR-SRD Districts).

In response to the acute housing need and concerns of displacement in the City, as well as the level of community interest, the City Council passed Resolution No. 39886 in December 2017 requesting the Planning Commission to modify the Municipal Code to increase the number of DADUs. Subsequent conversations with the Infrastructure, Planning, and Sustainability Committee, as well the Planning Commission, have redirected efforts toward increasing capacity by allowing DADUs outright in single-family zoning districts. This will end DADUs as a part of the Residential Infill Pilot Program and move DADUs into a comprehensive ADU code that covers detached and attached types.

The complete text of the proposed amendment and all relevant background information are provided in the Public Hearing Review Packet (attached), which is also posted on the project website at www.cityoftacoma.org/DADU.

Environmental Evaluation:

Pursuant to Washington Administrative Code (WAC) 197-11 and Tacoma's SEPA procedures, a Preliminary Determination of Environmental Nonsignificance was issued on September 12, 2018 (SEPA File Number LU18-0252), based upon a review of an environmental checklist. The City will reconsider the preliminary determination based on timely public comments regarding the checklist and determination that are received by 5:00 PM on October 5, 2018 and unless modified, the preliminary determination will become final on October 12, 2018.

Notification

Notification for the public hearing has been conducted to reach a broad-based audience, through the following efforts:

1. **Public Notice** – The public hearing notice (attached in the Public Hearing Review Packet) has been distributed to over 1,000 individuals and entities on the Planning Commission's mailing list that include the City Council, Neighborhood Councils, business district associations, civic organizations, environmental groups, the development community, the Puyallup Tribal Nation, adjacent jurisdictions, major employers and institutions, City and State departments, and other interested parties.
2. **Library** – A request was made to the Tacoma Public Library on September 18, 2018 to make the public hearing notice available for patrons' review at all branches.
3. **News Media** – The City of Tacoma issued a News Release on September 24, 2018. An online advertisement was placed on The News Tribune, scheduled to run during the week of September 24, 2018. A legal notice was published on the Tacoma Daily Index on September 17, 2018.
4. **60-Day Notices** – A "Notice of Intent to Adopt Amendment 60 Days Prior to Adoption" was sent to the State Department of Commerce (per RCW 36.70A.106) on September 13, 2018. A similar notice was sent to Joint Base Lewis-McChord (per RCW 36.70A.530(4)) on September 26, 2018, asking for comments within 60 days of receipt of the notice.
5. **Tribal Consultation** – A letter was sent to the Chairman of the Puyallup Tribe of Indians on September 20, 2018 to formally invite the Tribe's consultation on the proposed ADU Regulations.

Prior Actions:

- 9/5/2018 – Review of Draft Code and Direction
- 8/1/2018 – Issue Review and Direction
- 7/18/2018 – Review of Scope for DADU Codification
- 5/16/2018 – Review of the Scope of Residential Infill Pilot Program Phase II
- 3/1/2017 – Review of Round 1 Application of the Pilot Program and Lessons Learned
- 9/21/2016 – Review of the Handbook Design and Program Next Steps
- 2014-2015 – Review of the 2015 Annual Amendment Package

Staff Contact:

- Lauren Flemister, Senior Planner, lflemister@cityoftacoma.org, 253-591-5660

Attachment:

- Public Hearing Review Packet

c: Peter Huffman, Director



NOTICE OF PUBLIC HEARING

PLANNING COMMISSION PUBLIC HEARING

ACCESSORY DWELLING UNITS (ADU) – PERMANENT REGULATIONS

Wednesday, October 3, 2018, 5:30 p.m.

City Council Chambers
Tacoma Municipal Building
747 Market Street
Tacoma, WA 98402

How to provide comments?

1. Testify at the hearing on **October 3**; and/or
2. Provide written comments by 5:00 p.m., **Friday, October 5, 2018**, via:
 - E-mail: planning@cityoftacoma.org; or
 - Letter: Planning Commission
747 Market Street, Room 345
Tacoma, WA 98402

Subject of the Public Hearing

Proposed amendments to the Tacoma Municipal Code that would:

- Allows Detached Accessory Dwelling Units (DADUs) in single-family and mixed-residential zoning districts (R-1, R-2, R-2SRD and HMR-SRD Districts), where they were previously only allowed through the Residential Infill Pilot Program;
- Streamlines measurement of ADU size;
- Provides a Conditional Use Permit process for lots that do not meet minimum Standard Lot Size and Lot Width to still request an ADU;
- Clarifications on height limitation in VSD and design review in historic districts;
- Adds a requirement to ensure ADU projects do not eliminate required open space;
- Modifies the walkway requirement to provide additional flexibility;
- Eliminates the majority of the existing design standards for DADUs while maintaining a provision for administrative design review based on performance and quality;
- Update to intent language that better addresses housing choice and sustainability;
- Updates timeline and requirements for legalizing pre-existing, unpermitted ADUs (amnesty program);
- Allows larger accessory buildings on lots greater than 10,000 square feet (this allowance previously applied only to lots greater than ½-acre).



The City of Tacoma does not discriminate on the basis of disability in any of its programs, activities, or services. To request this information in an alternative format or to request a reasonable accommodation, please contact the Planning and Development Services Department at (253) 591-5056 (voice) or (253) 591-5820 (TTY).

747 Market Street, Room 345 ■ Tacoma, WA 98402 ■ (253) 591-5682 ■ FAX (253) 591-5433 ■ <http://www.cityoftacoma.org/planning>

Background

In response to the acute housing need and concerns of displacement in the City, as well as the level of community interest, City Council passed Resolution No. 39886 in December 2017 requesting the Planning Commission to modify Tacoma Municipal Code (TMC) 13.05.115 to increase the number of Detached Accessory Dwelling Units (DADUs).

Subsequent conversations with the Infrastructure, Planning, and Sustainability Committee, as well as the Planning Commission, have redirected efforts toward increasing capacity by allowing DADUs outright in single family zoning districts. This will end DADUs as a part of the pilot program and move DADUs into a comprehensive Accessory Dwelling Units (ADU) code that covers detached and attached types.

Next Steps

These draft permanent regulations are currently being considered by the Planning Commission. Following the public hearing, the Planning Commission will review all public input received and consider any potential modifications before making a recommendation to the City Council. The City Council is expected to consider this issue in November and December and make its final decision on the permanent regulations before the end of the year.

Environmental Review

A Preliminary Determination of Nonsignificance (DNS) for the proposed permanent regulations has been issued based on the completion of an environmental checklist. Comments on the DNS must be submitted by 5:00 p.m., Friday, October 5, 2018. Unless modified by the City, the DNS will become final on October 12, 2018. The DNS and the environmental checklist are available at the website below.

Attachments

1. Staff Report
2. Proposed Amendments to TMC – Accessory Dwelling Unit Regulations (“Changes Tracked” Version)
3. Proposed Amendments to TMC – Accessory Dwelling Unit Regulations (“Clean” Version)

Where to Get More Information

For more information about the proposal, please visit:

www.cityoftacoma.org/DADU

Staff Contact

Lauren Flemister
Senior Planner
(253) 591-5660

lflemister@cityoftacoma.org

Accessory Dwelling Unit (ADU) Regulations

Staff Analysis Report

In response to the acute housing need and concerns of displacement in the City, as well as the level of community interest, City Council passed Resolution No. 39886 in December 2017 requesting the Planning Commission to modify Tacoma Municipal Code (TMC) 13.05.115 to increase the number of Detached Accessory Dwelling Units (DADUs).

Subsequent conversations with the Infrastructure, Planning, and Sustainability Committee, as well the Planning Commission, have redirected efforts toward increasing capacity by allowing DADUs outright in single family zoning districts. DADUs will cease to be a part of the pilot program and all code concerning DADUs will move into a comprehensive Accessory Dwelling Units (ADU) code that covers detached and attached types.

Project Summary

Project Title:

Accessory Dwelling Unit (ADU) Regulations

Location:

Citywide.

Current Land Use and Zoning:

Changes applicable in R-1, R-2, R2-SRD, and HMR-SRD.

Staff Contact:

Lauren Flemister, lflemister@cityoftacoma.org, 253-591-5660

Summary of Changes:

- Allows Detached Accessory Dwelling Units (DADUs) in single-family and mixed-residential zoning districts (R-1, R-2, R-2SRD and HMR-SRD Districts), where they were previously only allowed through the Infill Pilot Program
- Streamlines measurement of ADU size
- Provides a Conditional Use Permit process for lots that do not meet minimum Standard Lot Size and Lot Width to still request an ADU
- Clarifications on height limitation in VSD and design review in historic districts
- Adds a requirement to ensure ADU projects do not eliminate open space
- Modifies the walkway requirement to provide additional flexibility
- Eliminates the majority of the existing design standards for DADUs while maintaining a provision for administrative design review based on performance and quality
- Update to intent language that better addresses housing choice and sustainability
- Updates timeline and requirements for legalizing pre-existing, unpermitted ADUs (amnesty program)
- Allows larger accessory buildings on lots greater than 10,000 square feet (this allowance previously applied only to lots greater than ½-acre)

Planning and Development Services

City of Tacoma, Washington

Peter Huffman, Director



Lauren Flemister

lflemister@cityoftacoma.org

<http://www.cityoftacoma.org/planning>

2. Background

In December 2015, the City Council adopted code enacting the Pilot Program, as part of a package of Affordable/Infill Housing code updates. The following infill housing types were reviewed under the Pilot Program:

- Detached Accessory Dwelling Units in single-family zoning districts
- Two-family development on corner lots in the R-2 Single-family District
- Small-scale multifamily development in the R-3 District
- Cottage Housing in most residential districts

The intent of the program was to promote innovative residential infill while ensuring that such infill demonstrates high quality building and site design that is responsive to and harmonious with neighborhood patterns and character.

The Pilot Program was designed for a maximum of three of each infill housing types to be developed (potentially up to 12 in total) through the Pilot Program. (See Exhibit “C”)

Through the application process in early 2017, which has been called Round 1A, the City received 16 project applications, involving three housing types: Detached Accessory Dwelling Units, Cottage Housing, and Two-family Development on Corner Lots. The Project Review Committee comprised of staff and citizen volunteers met on April 27, 2017 to evaluate the applications and recommend up to three projects of each type to move forward to the permitting process. The public was invited to observe the deliberations and offered the opportunity to comment prior to the meeting. During the first part of the Round 1A Selection of Projects, the three available Detached Accessory Dwelling Units in single-family zoned districts were all selected. One space was filled in the Cottage Housing category.

After the initial interest produced by public outreach, a rolling deadline was established. In that time, a two-family housing project was approved. The review committee met on April 30, 2018. Currently, the program spaces are as follows:

Available

Two Two-family Developments on corner lots in the R-2 Single-family District are open.

All **three** Small-scale Multifamily developments are open.

Two Cottage housing developments (in most residential districts) are open.

Currently Closed

All **three** Detached Accessory Dwelling Units positions are filled.

As of April 2017, no DADU spaces have been open. Robust community interest in applying for DADUs has continued unabated during the time since the first review committee meeting. Based on the acute housing need in the City and the level of community interest, City Council passed Resolution No. 39886 in December of 2017 requesting the Planning Commission to modify TMC 13.05.115 to Accessory Dwelling Unit (ADU) Regulations

9/14/2018

increase the number of DADUs allowed and to review design standards and review processes for the entire Pilot Program.

Subsequent conversations with the Infrastructure, Planning, and Sustainability Committee, as well the Planning Commission have redirected efforts toward increasing capacity by allowing DADUs outright in single family zoning districts and addressing other areas of the Pilot Program as part of the implementation strategy for the Affordable Housing Action Strategy, as part of the 2018–2019 Planning Work Program.

Proposed Code Changes

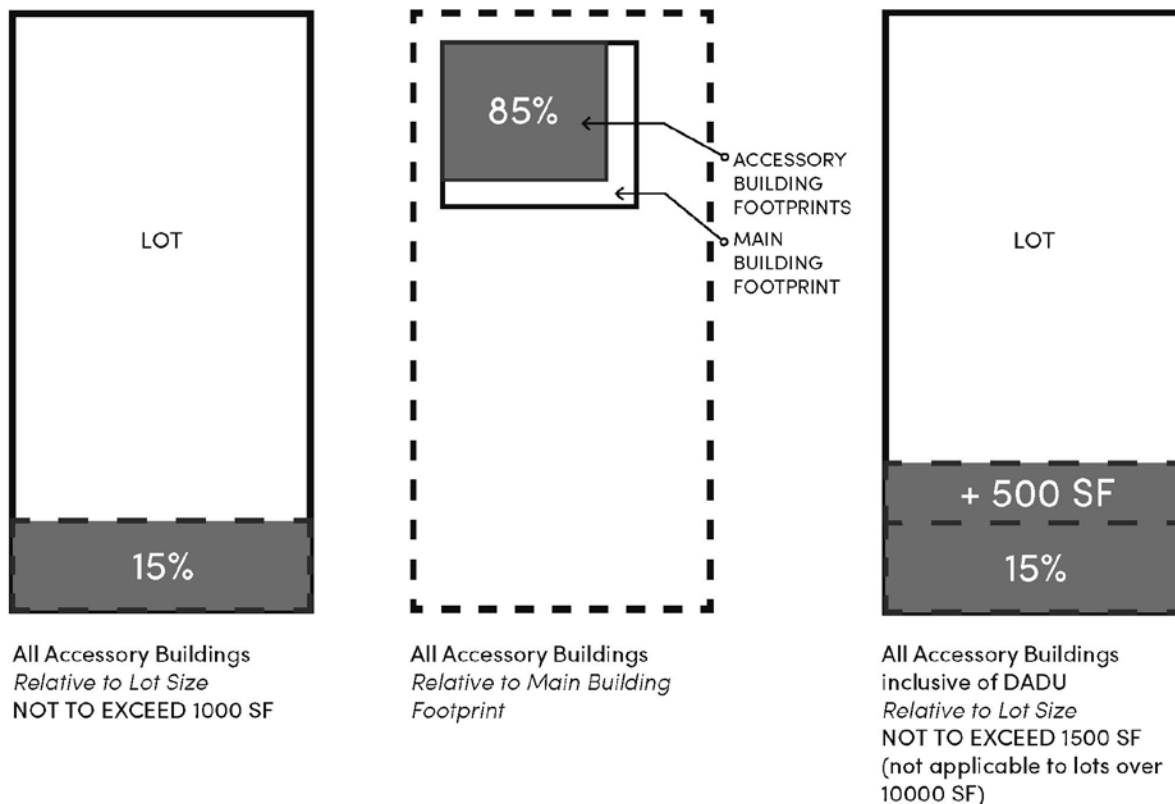
13.06.100.F Accessory Building Standards

Size of All Accessory Structures

Existing Code: Footprints of accessory buildings cannot exceed 85% of the footprint of the main building and cannot exceed 15% of the square footage of the lot. Allows for all accessory building footprints that include a DADU to total 1,500 square feet. For ½ acre or greater lots, allows accessory buildings to be 10 of lot square footage.

Proposed Code: Lowers large lot size from ½ acre to 10,000 square feet. An additional 500 square feet of total footprint square footage is permitted if a DADU is one of the accessory buildings.

Accessory Buildings
(For lots under 10,000 square feet)



Size of Accessory Dwelling Units

Relocates to Development Standards subsection in 13.06.150

Accessory Building Location

Streamlines language regarding allowance of accessory building in front yard (location of ADU addressed in 13.06.150)

13.06.150 Accessory Dwelling Units

Intent

Refines language to address with overarching goals of housing choice and sustainability and aligns with modified design standard approach.

Procedures

Accessory Dwelling Unit Agreement

Existing Code: Requires owner of property containing ADU to record its existence with the County, stating legal description, affirmation of residence in main building or ADU, and compliance with requirements and conditions

Proposed Code: Adds the word "notification" to match existing process and documentation

Restricted Districts

Existing Code: ADUs only permitted in single-family residential districts through Residential Infill Pilot Program

Proposed Code: Removes R-1, R-2, R2-SRD, and HMR-SRD and Residential Infill Pilot Program provision

Requirements

Occupancy

Existing Code: Maximum number of occupants – 4 people

Proposed Code: Limited by Minimum Building and Structures Code – Title 2

Ownership

Existing Code: Property owner must live in main building or ADU and ADU must share a parcel with the main building

Proposed Code: Removes redundancy with ADU Agreement section and strikes regulation of rent on occupied unit

Legalization of Nonconforming ADUs

Existing Code: Allows for “amnesty” period to bring nonconforming ADUs

Proposed Code: Updates time period for new “amnesty” period. Defines sections of Code that must be complied with to become legal.

Development Standards – Subsection created

Lot Size

Existing Code: Lot must meet Standard Lot Size and Standard Minimum Lot Width

Proposed Code: A DADU on a lot smaller than the Standard Minimum Lot Size or not meeting the Standard Minimum Lot Width may be authorized through a Conditional Use Permit (C.U.P.)

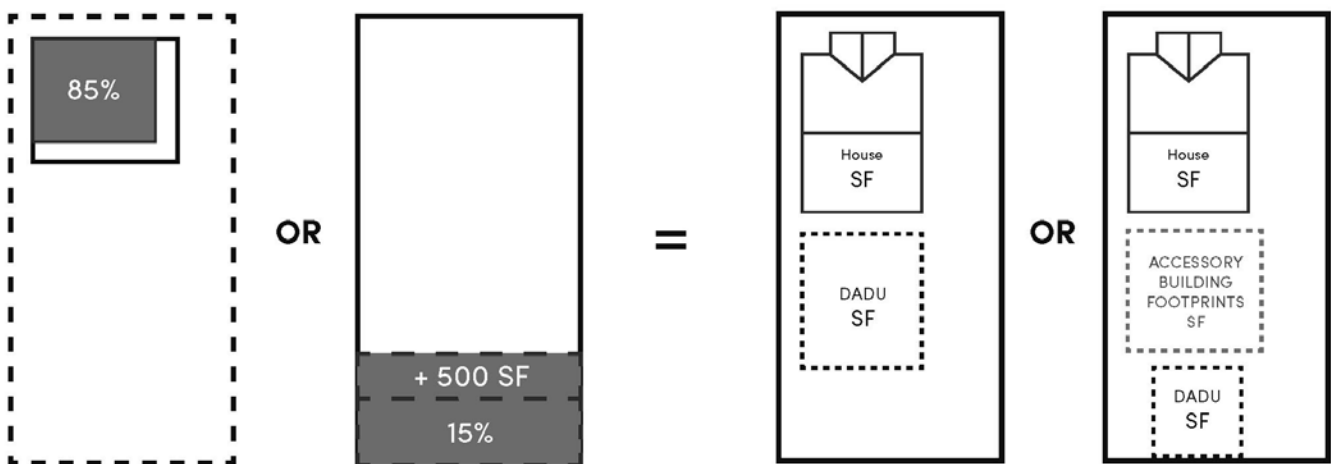
(Building) Size

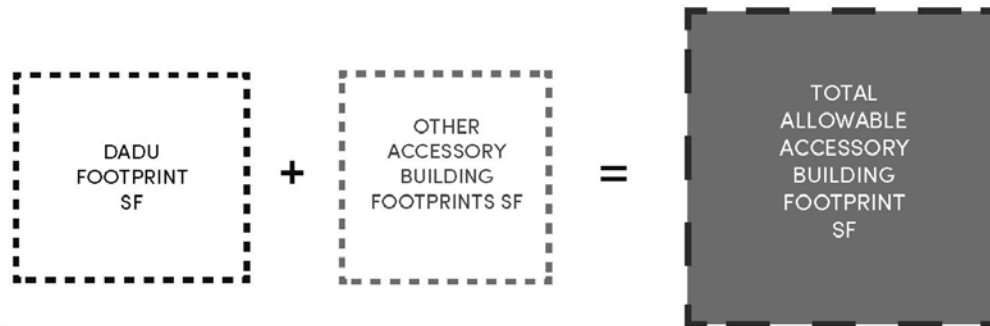
Existing Code: Size not to exceed 40 percent of the total square footage of main building and ADU combined

Proposed Code: Moved and used framework of size definition from 13.06.100.F. Standardized use of percentages and changes all measurements relative to lot size and building footprint. Building footprint of the ADU cannot exceed 85% of the main building footprint. A detached ADU can be 15% of the lot area plus 500 square feet, minus any square footage of other accessory buildings.

- Standard Lot – ADU not to exceed 1,200 square feet
- Smaller Lot – ADU not to exceed 800 square feet
- Larger Lot – ADU not to exceed 1,500 square feet

Size of Accessory Dwelling Unit





NOT TO EXCEED
 1200 SF - MINIMUM STANDARD LOT
 800 SF - LESS THAN MINIMUM STANDARD LOT
 1500 SF - LARGER THAN 10,000 SQUARE FEET

Height

Existing Code: 18 feet using Building Code Methodology. Cannot be taller than main house based on idea of subservience. Conversions may be taller than 18 feet with C.U.P. Explains series of conditions and requirements to be met if ADU is obstructs daylight at 45 degree daylight plane.

Proposed Code: Removes daylight obstruction regulations. Adds text about View Sensitive District.

Setbacks

Refines language addressing no setbacks on property lines abutting an alley.

Proposed Code: Explains compliance when a conversion does not meet setbacks

Open Space – Subsection created

Proposed Code: In order to avoid completely maxed out lots, each proposal must maintain or provide outdoor or yard space consistent with 13.06.100.D.7 Minimum Usable Yard Space

Walkways

Existing Code: Must be 4 feet and composed of “distinct” materials

Proposed Code: Removes width requirement for walkway to allow for flexibility.

Design Standards

Attached ADUs

Existing Code: Requires design of ADU to match main home and provides direction on entrance orientation and location

Proposed Code: Adds reference to historic district review for ADUs located in historic special review districts.

Detached ADUs

Existing Code: Required complementary architectural design based on colors, materials, windows, and roof design. Provides direction on entrance orientation and location.

Proposed Code: Strikes previous design guidance. Provides performance and quality standards. Adds reference to historic district review for ADUs located in historic special review districts.

13.05.115 Residential Infill Pilot Program

- Strikes any reference to DADUs
- Refines submittal language

3. Policy Framework

One Tacoma Comprehensive Plan – Urban Form Chapter

One Tacoma Comprehensive Plan – Policies H1.2, H1.4, H1.6

4. Objectives

- Create detached accessory dwelling unit (DADU) permanent regulations, which will amend existing ADU code, before the end of 2018.
- Create permanent regulations for DADUs that are responsive to the needs of various populations and implement the learnings from the Residential Infill Pilot Program (hereinafter referred to as the Pilot Program) and best practices in the region, while creating a high quality standard and an easily navigable process

5. Options Analysis

The Planning Commission could choose to create permanent regulations that strongly align with existing code sections. However, the desire to provide clear standards that result in quality with ease of entry and navigation through processes will likely require further analysis and significant modifications to the structure and content of the code.

All options will require the elimination of detached accessory dwelling units from the Pilot Program code section (TMC 13.05.115).

6. Impacts Assessment

Impacts associated with accessory dwelling units are likely to be similar or less than a comparable unit of another size. Site specific impacts, such as parking or environmental issues, are unknown, as project sites and uptake are to be determined.

7. Outreach Summary

A comprehensive outreach plan has been developed by PDS and MCO staff. The initial outreach effort will seek to spread awareness of DADUs being removed from the Pilot Program and being

Accessory Dwelling Unit (ADU) Regulations

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allowed outright before the end of the year. A second part of the outreach will seek to publicize the changes to the code and allowance of DADUs in single family zones.

August 2018 – November 2018 – Awareness and information sharing around legislative process

December 2018 – Quarter One of 2019 – Promotion of DADU Program

Key Stakeholders

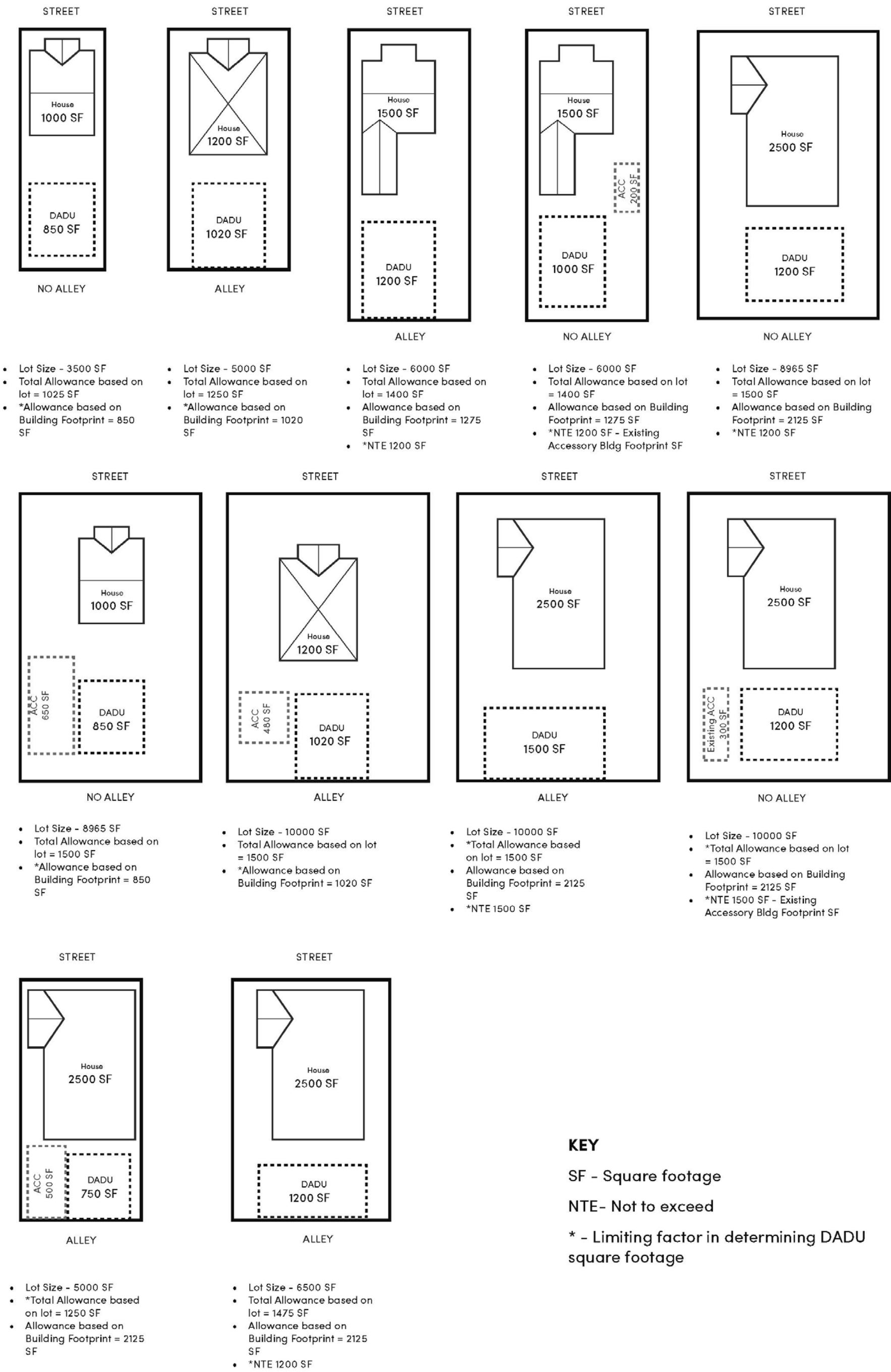
- Neighborhood Councils
- Community Organizations
- Homeowners
- PDS-held List of Interested Parties
- Master Builders' Association of Pierce County and American Association of Architects
- Planning Commission mailing list

Outreach Tools

- Ongoing
 - Social Media
 - Website Updates
 - Printed Collateral to hand out at meetings, front counter
- Before Code Amendment Process Completion
 - News Release for public hearing, comment, and general program information
 - Tacoma Report
 - City Line
 - Scala Page
 - Workshop with Community Members to discuss potential community utilization
 - Neighborhood Council meeting attendance
- After Code Amendment Process Completion
 - On-hold messaging
 - "How-to" Workshop/Panel with DADU Infill Pilot Program applicants

8. Supplemental Information

Detached Accessory Dwelling Unit – Calculating Size





Accessory Dwelling Unit Regulations

DRAFT LAND USE REGULATORY CODE CHANGES

SEPTEMBER 14, 2018

Summary of Changes

- Allows Detached Accessory Dwelling Units (DADUs) in single-family and mixed-residential zoning districts (R-1, R-2, R-2SRD and HMR-SRD Districts), where they were previously only allowed through the Residential Infill Pilot Program
- Streamlines measurement of ADU size
- Provides a Conditional Use Permit process for lots that do not meet minimum Standard Lot Size and Lot Width to still request an ADU
- Clarifications on height limitation in VSD and design review in historic districts
- Adds a requirement to ensure ADU projects do not eliminate required open space
- Modifies the walkway requirement to provide additional flexibility
- Eliminates the majority of the existing design standards for DADUs while maintaining a provision for administrative design review based on performance and quality
- Update to intent language that better addresses housing choice and sustainability
- Updates timeline and requirements for legalizing pre-existing, unpermitted ADUs (amnesty program)
- Allows larger accessory buildings on lots greater than 10,000 square feet (this allowance previously applied only to lots greater than ½-acre)

These proposed amendments include modifications to the following sections of **Title 13, Land Use Regulatory Code**:

Chapter 13.06 – Zoning

13.06.100.C – Land use requirements (for Residential Districts)

13.06.100.F – Accessory building standards

13.06.150 – Accessory dwelling units

Chapter 13.05 – Land Use Permit Procedures

13.05.115 – Residential Infill Pilot Program

Note: These amendments show all of the changes to existing Land Use regulations. The sections included are only those portions of the code that are associated with these amendments. New text is underlined and text that has been deleted is shown as ~~strikethrough~~.

Chapter 13.06 – Zoning

13.06.100.C Land use requirements.

* * *

4. Use table abbreviations.

P = Permitted use in this district.
TU = Temporary Uses allowed in this district subject to specified provisions and consistent with the criteria and procedures of Section 13.06.635.
CU = Conditional use in this district. Requires conditional use permit, consistent with the criteria and procedures of Section 13.06.640.
N = Prohibited use in this district.

5. District use table.

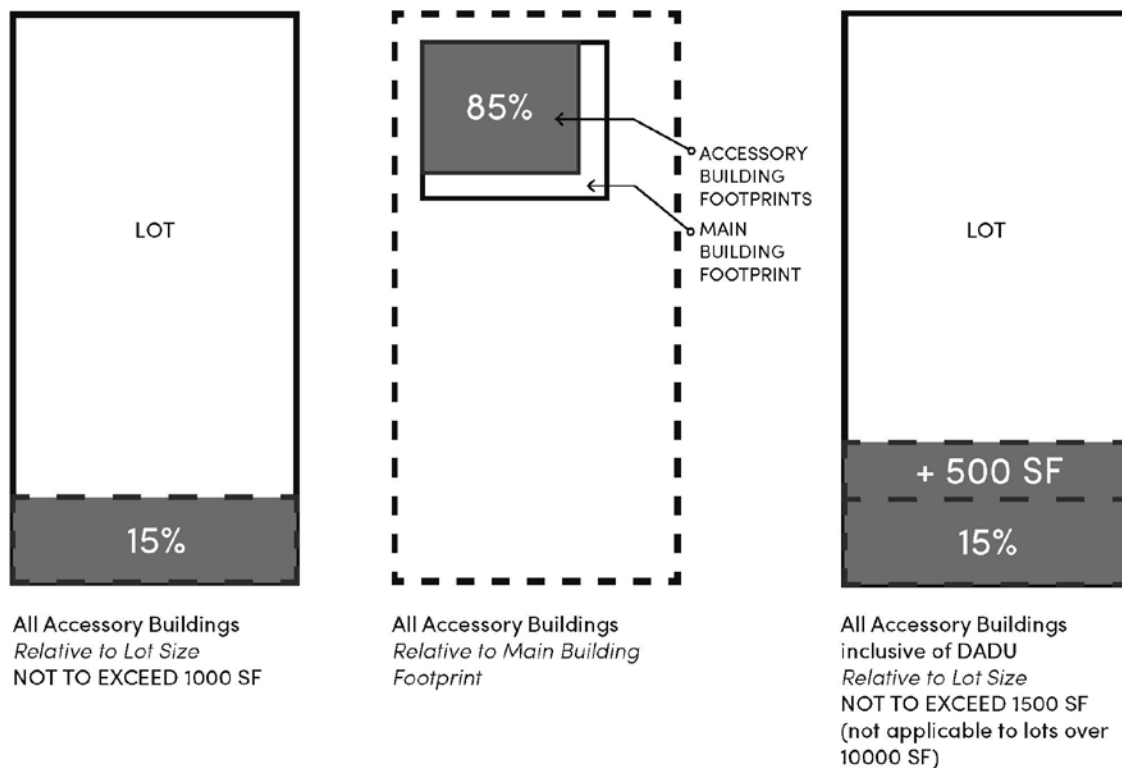
Uses	R-1	R-2	R-2SRD	HMR-SRD	R-3	R-4-L	R-4	R-5	Additional Regulations ¹
* * *									
Dwelling, accessory (ADU)	P ²	P ²	P ²	P ²	P	P	P	P	Subject to additional requirements contained in Section 13.06.150. In all residential districts ADUs require the issuance of an ADU permit. In the R-1, R-2, R-2SRD and HMR-SRD districts, detached ADUs are subject to the provisions of the Residential Infill Pilot Program (Section 13.05.115).
* * *									
<p>Footnotes:</p> <p>¹ For historic structures and sites, certain uses that are otherwise prohibited may be allowed, subject to the approval of a conditional use permit. See Section 13.06.640 for additional details, limitations and requirements.</p> <p>² Certain land uses, including two-family, townhouse, <u>and</u> cottage housing, and Detached Accessory Dwelling Units in certain districts, are subject to the provisions of the Residential Infill Pilot Program. See Section 13.05.115.</p>									

* * *

13.06.100.F. Accessory building standards. Accessory buildings permitted per Section 13.06.100.C.4, such as garages, sheds, detached accessory dwelling units (DADUs), common utility and laundry facilities, and business offices and recreational facilities for mobile home/trailer courts and multi-family uses, are subject to the following location and development standards:

1. The total square footage of all accessory building footprints shall be no more than ~~85% percent~~ of the square footage of the main building footprint and no more than 15 ~~percent~~% of the square footage of the lot, not to exceed 1,000 square feet. For lots greater than 10,000 square feet, the total square footage of all accessory building footprints shall be no more than 10 percent of the square footage of the lot (the other limitations applicable to smaller properties outlined above shall not apply). If one of the accessory buildings is a Detached ADU, an additional 500 square feet may be added to the allowed total square footage of all accessory building footprints.~~In addition,~~

Accessory Buildings
(For lots under 10,000 square feet)



2. Size of Accessory Dwelling Units. See Section 13.06.150 for ADU standards.

~~the total building footprint square footage of structures accessory to a single family dwelling shall not exceed 1,000 square feet, except where properties contain a detached accessory dwelling unit, in which case, the total square footage of accessory building footprints (including the detached ADU)~~

~~shall be no more than 1,500 square feet. See Section 13.06.150 for ADU standards. For lots greater than 1/2 acre (21,780 square feet), the total square footage of all accessory buildings shall be no more than 10 percent of the square footage of the lot (the 85 percent main building and 1,000/1,500 square foot limitations for smaller properties shall not apply).~~

~~23.~~ A stable shall be located at least 25 feet from any street right-of-way line and at least seven and one-half feet from any side lot line. The capacity of a private stable shall not exceed one horse for each 20,000 square feet of lot area.

~~34.~~ Except for an approved Accessory Dwelling Unit (ADU – see Section 13.06.150), an accessory building shall contain no habitable space. Plumbing shall not be permitted in an accessory building without a finding by the Building Official that such plumbing is not to be utilized in conjunction with habitable space within the accessory building or will not permit the accessory building to be utilized as habitable space.

~~45.~~ Detached accessory buildings shall be located on the same lot or parcel on which the main building is situated. A detached accessory building may remain on a lot or parcel where no main building exists: (1) in the event the main structure on a lot is damaged or for other reason, is required to be removed; or (2) if the property is subdivided in such a manner that the detached accessory building would be located on a separate building site. In either case, a building permit for construction of a main structure shall be required to be obtained within one year of removal or division of property and substantial construction completed in accordance with the plans for which the permit was authorized.

~~56.~~ Detached accessory buildings shall be located behind the front wall line of the main building on a lot, and shall not be located in the required side yard setback area of the main building.

a. For through lots, if there is an established pattern of "functional front and rear yards," detached accessory buildings shall be allowed in the "functional rear yard." A "functional rear/front yard" shall be defined by the established pattern of the block, based on the orientation of existing dwellings and location of existing detached buildings. If there ~~is~~ no defined pattern, a locational variance shall be required to allow the accessory structure in the front yard. The required front setback for such an accessory building shall be the same as for a primary building as set forth in TMC 13.06.100.D.6.~~either the standard front yard setback for the zoning classification or the average of the accessory and/or main building setbacks provided on the adjacent lots, whichever is smaller. However, if such accessory building includes vehicular doors facing and accessing the adjacent street, the building or portion of the building with such doors shall be setback at least 20 feet.~~

~~67.~~ For garages that include vehicular doors facing the front property line, the building or portion of the building with such doors shall be setback at least 20 feet from the front property line or private road easement.

~~78.~~ Detached accessory buildings located on corner lots shall provide the main building side yard setback along the corner side property line.

~~89.~~ Commercial shipping and/or storage containers shall not be a permitted type of accessory building in any residential zoning district. Such storage containers may only be allowed as a temporary use, subject to the limitations and standards in Section 13.06.635.

~~109.~~ Parking quantity requirements and additional development standards are provided in Sections 13.06.602 and 13.06.510, including subsection 13.06.510.A.6.

* * *

13.06.150 Accessory dwelling units.

A. Intent. Accessory dwelling units (hereinafter referred to as “ADUs”) are intended to:

1. Provide homeowners with a means of providing for companionship and security.
2. Add ~~affordable-small footprint, lower cost~~ units to the existing housing supply.
3. Make housing units within the City available to low and moderate income people.
4. Provide an increased choice of housing that responds to changing needs, lifestyles (e.g., young families, retired), environmental sustainability, and modern development technology.
5. ~~Contribute toProtect~~ neighborhood stability, and protect property values by creating avenues for additional income, aging-in-place, and the meeting of personal and property needs, and the single-family residential appearance by ensuring that ADUs are installed in a compatible manner under the conditions of this section.
6. Maintain residential appearance by ensuring that ADUs are of sound quality and generally consistent with neighborhood patterns.
- ~~67.~~ Increase density in order to better utilize existing infrastructure and community resources and to support public transit and neighborhood retail and commercial services.

B. Procedures. Any property owner seeking to establish an ADU in the City of Tacoma shall apply for approval in accordance with the following procedures:

1. Application. Prior to installation of an ADU, the property owner shall apply for an ADU permit with Planning and Development Services. A complete application shall include a properly completed application form, floor and structural plans for modification, and fees as prescribed in subsection B.2 below.
2. Fees. Fees shall be required in accordance with Section 2.09.020. Upon sale of the property, a new owner shall be required to sign a new affidavit and to register the ADU, paying the applicable fee in accordance with Section 2.09.020.

3. Accessory dwelling unit agreement. The owner of any property containing an ADU shall record with the Pierce County Auditor an accessory dwelling unit notification agreement for the ADU. Such agreement shall be in a form as specified by Planning and Development Services, and shall include as a minimum: (a) the legal description of the property which has been permitted for the ADU; (b) affirmation that the owner shall occupy either the main building or the ADU, and agrees to all requirements provided in subsection C.; and (c) the conditions necessary to apply the restrictions and limitations contained in this section.

The property owner shall submit proof that the accessory dwelling unit notification agreement has been recorded prior to issuance of an ADU permit by Planning and Development Services. The accessory dwelling unit agreement shall run with the land as long as the ADU is maintained on the property. The property owner may, at any time, apply to Planning and Development Services for a termination of the accessory dwelling unit agreement. Such termination shall be granted upon proof that the ADU no longer exists on the property.

4. Permit. Upon receipt of a complete application, application fees, proof of recorded accessory dwelling unit agreement, and approval of any necessary building or other construction permits, an ADU permit shall be issued.

5. Inspection. The City shall inspect the property to confirm that minimum and maximum size limits, required parking and design standards, and all applicable building, health, safety, energy, and electrical code standards are met.

6. Violations. A violation of this section regarding provision of ownership shall be governed by subsection C.4, and a violation of provision of legalization of nonconforming ADUs shall be governed by subsection C.7. Violations of any other provisions shall be governed by Section 13.05.100.

7. ADUs shall be exempt from density calculations.

~~7. Detached ADUs in the R-1, R-2, R2-SRD and HMR-SRD Districts are reviewed under the provisions of the Residential Infill Pilot Program per TMC 13.05.115. Such applications shall provide for notification of property owners within 100 feet.~~

C. Requirements. The creation of an ADU shall be subject to the following requirements, which shall not be subject to variance.

1. Number. One ADU shall be allowed per residential lot as a subordinate use in conjunction with any new or existing single family detached dwelling in the City of Tacoma.

2. Occupancy. ~~The maximum number of occupants in an ADU shall be 4 persons.~~ Maximum occupancy ~~may be further~~ shall be limited by the Minimum Building and Structures Code in Title 2.

3. Composition. The ADU shall include facilities for cooking, living, sanitation, and sleeping.

4. Ownership. The property owner (i.e., title holder or contract purchaser) must maintain his or her occupancy in the main building or the ADU. ~~Owners shall record a notice on title which attests to their occupancy and attests that, at no time, shall they receive rent for the owner-occupied unit.~~ Falsely attesting owner-residency shall be a misdemeanor subject to a fine not to exceed \$5,000, including all statutory costs, assessments, and fees. In addition, ADUs shall not be subdivided or otherwise segregated in ownership from the main building.

5. Parking. No off-street parking is required for the ADU. If additional ADU parking is provided, such parking shall be located in the rear portion of the lot and shall not be accessed from the front if suitable access to the rear is available, such as an abutting right-of-way that is or can practicably be developed. If access is not practicably available to the rear yard, subject to determination by the City Engineer, then vehicular access to the front may be developed subject to the limitations in Section 13.06.510.A.6.

6. Home occupations. Home occupations shall be allowed, subject to existing regulations. However, if both the main building and the ADU contain home occupations, only one of the two is permitted to receive customers on the premises.

7. Short-term rental. The use of an ADU as a short-term rental shall be allowed, subject to compliance with Sections 13.06.150 and 13.06.575.

8. Legalization of Nonconforming ADUs. Nonconforming ADUs existing prior to the enactment of these requirements may be found to be legal if the property owner applies ~~ed~~ for an ADU permit prior to December 31, ~~1995~~2020, and brings the unit up to Minimum Housing Code standards in Section 2.01 of the Building Code. In addition, all nonconforming ADUs must meet all of the standards within Subsection C. Requirements, as well as Subsection D.4 Location. After January 1, ~~1996~~2021, owners of illegal ADUs shall be guilty of a misdemeanor and, upon conviction thereof, subject to a fine not to exceed \$1,000, including all statutory costs, assessments, and fees, plus \$75 per day after notice of the violation has been made. The burden of proof falls on property owners in any dispute regarding the legality of the unit. All owners of illegal ADUs shall also be required to either legalize the unit or remove it.

D. ~~Bulk, Location and Design Requirements~~Development Standards. The creation of an ADU shall be subject to the following ~~development standards~~requirements:

1. Minimum Lot Size.

a. For Attached ADUs on lots that do not meet the minimum standard lot size ((no less than 7,500 square feet in the R-1 District, or less than 5,000 square feet in all other residential districts) for the zoning district, the lot must meet the minimum Level 1 Small Lot size requirement for single-family detached dwellings in the applicable zoning district (for example, in the R-2 zoning district a single-family lot must be at least 4,500 with Small Lot Design Standards, to be eligible to have an ADU). Attached ADUs that do not increase the building envelope of the existing structure are exempt from this requirement.

b. For Detached ADUs, the lot must meet the minimum Standard Lot size ~~(no less than 7,500 square feet in the R-1 District, or less than 5,000 square feet in all other residential districts)~~, and Standard Minimum Lot ~~w~~Width (50 feet). A Detached ADU on a lot smaller than the minimum Standard Lot size and/or Standard Minimum Lot width may be authorized through the issuance of a Conditional Use Permit.

2. ADU Size.

The building footprint of the ADU cannot exceed 85% of the main building footprint. If a detached ADU is being built, the building footprint of the ADU can be 15% of the lot area plus 500 square feet, minus any square footage of other accessory buildings on the same lot.

a. For minimum Standard lots, the ADU is not to exceed 1200 square feet. ~~The ADU shall not exceed 40 percent of the total square footage of the main building and the ADU combined, after modification or construction. An ADU shall not contain more than 1,000 square feet. In addition, detached ADUs shall meet the standards of 13.06.100.F. Accessory building standards.~~

b. For lots smaller than the minimum Standard Lot size (for example, 5,000 square feet in the R-2 Zoning District), the ADU is not to exceed 800 square feet.

c. For lots greater than 10,000 square feet, the ADU is not to exceed 1,500 square feet.

d. In addition, detached ADUs are considered accessory buildings and thus are also subject to the general size limitations set forth in TMC 13.06.100.F Accessory building standards.

85%

OR

+ 500 SF

15%

House SF

DADU SF

OR

House SF

ACCESSORY BUILDING FOOTPRINTS SF

DADU SF

DADU FOOTPRINT SF

+

OTHER ACCESSORY BUILDING FOOTPRINTS SF

=

TOTAL ALLOWABLE ACCESSORY BUILDING FOOTPRINT SF

NOT TO EXCEED
 1200 SF - MINIMUM STANDARD LOT
 800 SF - LESS THAN MINIMUM STANDARD LOT
 1500 SF - LARGER THAN 10,000 SQUARE FEET

3. Height. Attached ADUs are considered part of the primary structure and thus are subject to the same height limitations applicable to the primary structure. The maximum height for detached ADUs shall be 18 feet, measured per the Building Code, except in View Sensitive Districts where the height limit shall be 15 feet. Detached ADUs shall be no taller than the main house. The conversion of an existing accessory structure taller than 18 feet may be authorized through issuance of a Conditional Use Permit. ~~In such cases, the structure shall not intercept a 45-degree daylight plane inclined into the ADU site from a height of 15 feet above existing grade, measured from the required 5 foot setback line; and, second story windows facing abutting properties, and within 10 feet of the property line, shall be constructed in a manner to prevent direct views into the neighboring property, through such methods as clerestory windows, or semi-translucent glass.~~

4. Location. The ADU shall be permitted as a second dwelling unit added to or created within the main building or, when allowed, permitted as a detached structure located in the rear yard.

5. Setbacks. Attached ADUs are considered part of the primary structure and thus are subject to the same setback standards applicable to the primary structure. Detached ADUs shall be setback a minimum of 5 feet from the side and rear property lines, excepting that no setback from the alley shall be required. - Existing buildings being converted to Detached ADUs, which do not meet the required setbacks, shall comply with all applicable City of Tacoma Codes adopted at the time of permit application.

6. Open Space. While no additional yard space is required for sites with an ADU, the proposal must maintain or provide usable and functional outdoor or yard space consistent with TMC 13.06.100.D.7 Minimum Usable Yard Space.

7. Walkways. For ADUs with a separate exterior entrance, a pedestrian walkway shall be provided between the ADU and the nearest public sidewalk, or where no sidewalk exists, the nearest public street right-of-way. The walkway shall be composed of materials that are distinct from any adjacent vehicle driving or parking surfaces. The walkway may function as a shared pedestrian/vehicle space provided that it is constructed of distinct materials and is located along an exterior edge of a driving surface.

E. Design Standards. The creation of an ADU shall be subject to the following design requirements:

61. Design - Attached ADUs. An attached ADU shall be designed to maintain the architectural design, style, appearance, and character of the main building as a single-family residence. If an attached ADU extends beyond the current footprint or existing height of the main building, such an addition must be consistent with the existing façade, roof pitch, siding, and windows. Only one entrance is permitted to be located in the front façade of the dwelling. If a separate outside entrance is necessary for an attached ADU, it must be located either off the rear or side of the main building. Such entrance must not be visible from the same view of the building which encompasses the main entrance to the building and must provide a measure of visual privacy. Any attached ADU proposed within a historic district is subject to the requirements and standards set forth in TMC 13.07 Landmarks and Historic Special Review Districts.

72. Design - Detached ADUs. A detached ADU shall be designed to complement the architectural design, style, appearance, and character of the main building by utilizing complementary colors and finish materials, window styles, and roof design to the main building. The entrance door to a detached ADU shall not face the same property line as the entrance door to the main building except when the entrance door to the ADU is located behind the rear wall of the main building. The Detached ADU structure shall be the only accessory structure allowed on the parcel, though it can be integrated into a structure that includes a garage or other non-habitable space. A Detached ADU shall be designed so that the overall building design, material selection, and detailing ensure performance and are consistent with or exceed the quality of construction in the surrounding area. Any Detached ADU proposed within a historic district is subject to the requirements and standards set forth in TMC 13.07 Landmarks and Historic Special Review Districts.

8. Walkways. For ADUs with a separate exterior entrance, a pedestrian walkway shall be provided between the ADU and the nearest public sidewalk, or where no sidewalk exists, the nearest public street right-of-way. The walkway shall be at least 4 feet wide and composed of materials that are distinct from any adjacent vehicle driving or parking surfaces. The walkway may function as a shared pedestrian/vehicle space provided that it is constructed of distinct materials, is located along an exterior edge of a driving surface, and vehicles are not permitted to park on the walkway.

* * *

Chapter 13.05 – Land Use Permit Procedures

13.05.115 Residential Infill Pilot Program

A. Purpose. To promote innovative residential infill development types, while ensuring that such development demonstrates high quality building and site design that is responsive to and harmonious with neighborhood patterns and character. In addition, the Pilot Program is intended to develop a body of successful, well-regarded examples of innovative residential infill in order to inform a later Council decision whether to finalize development regulations and design standards for some or all of these infill housing types.

B. Term. The Pilot Program will commence when infill design guidelines illustrating in graphic format the intent and requirements of this section have been developed, with input from the Planning Commission, and authorized by the Director.

The Pilot Program will be reassessed as directed by the City Council or by the Director. Once three of any of the categories has been completed, no additional applications will be accepted for that category until further Council action has been taken.

C. Applicability. The provisions of this section apply to the following categories of residential infill:

- ~~1. Detached Accessory Dwelling Units within the R-1, R-2, R-2SRD and HMR-SRD Districts,~~
- ~~21.~~ Two-family or townhouse development within the R-2 District,
- ~~23.~~ Multifamily development within the R-3 District, and
- ~~34.~~ Cottage Housing development within any residential district except the HMR-SRD District.

D. The pertinent provisions of TMC 13.06 regarding residential districts, the development and permitting requirements described therein, as well as any other pertinent section of the TMC shall apply.

E. There shall be a minimum distance of 1,000 feet separating pilot program housing developments within the same category.

~~F. Only one Detached Accessory Dwelling Unit may be developed within designated Historic Districts under the Pilot Program.~~

~~GE.~~ Submittals. Proponents of any of the above innovative residential infill development types shall submit the following:

- ~~1. A~~Site plan(s) showing proposed and existing conditions.
- 2. Building elevations from all four sides, showing proposed and existing conditions.

3. A massing study.
4. Photographs of any existing structures that will be altered or demolished in association with the proposal, as well as photographs of the structures on adjacent parcels.
5. A narrative and any supporting exhibits demonstrating how the project will be consistent with the Pilot Program intent and the provisions of this section.
6. Demonstration that the proposal would meet all pertinent TMC requirements, including those contained in TMC 13.06.100.
7. A complete application, along with applicable fees, for any required land use permits, including conditional use and Accessory Dwelling Unit permits. Such processes may require public notification or meetings.
8. The Director reserves the right to request additional information and documentation prior to beginning the City's review.

* * *

Accessory Dwelling Unit Regulations

DRAFT LAND USE REGULATORY CODE CHANGES

SEPTEMBER 14, 2018

Summary of Changes

- Allows Detached Accessory Dwelling Units (DADUs) in single-family and mixed-residential zoning districts (R-1, R-2, R-2SRD and HMR-SRD Districts), where they were previously only allowed through the Residential Infill Pilot Program
- Streamlines measurement of ADU size
- Provides a Conditional Use Permit process for lots that do not meet minimum Standard Lot Size and Lot Width to still request an ADU
- Clarifications on height limitation in VSD and design review in historic districts
- Adds a requirement to ensure ADU projects do not eliminate required open space
- Modifies the walkway requirement to provide additional flexibility
- Eliminates the majority of the existing design standards for DADUs while maintaining a provision for administrative design review based on performance and quality
- Update to intent language that better addresses housing choice and sustainability
- Updates timeline and requirements for legalizing pre-existing, unpermitted ADUs (amnesty program)
- Allows larger accessory buildings on lots greater than 10,000 square feet (this allowance previously applied only to lots greater than ½-acre)

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13.06.100.C – Land use requirements (for Residential Districts)

13.06.100.F – Accessory building standards

13.06.150 – Accessory dwelling units

Chapter 13.05 – Land Use Permit Procedures

13.05.115 – Residential Infill Pilot Program

Note: These amendments show all of the changes to existing Land Use regulations. The sections included are only those portions of the code that are unchanged or associated with these amendments; existing, changed code is not visible, as this is a clean version of the document. Existing code can be found online, referencing the above sections.

Chapter 13.06 – Zoning

13.06.100.C Land use requirements.

* * *

4. Use table abbreviations.

P = Permitted use in this district.
TU = Temporary Uses allowed in this district subject to specified provisions and consistent with the criteria and procedures of Section 13.06.635.
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N = Prohibited use in this district.

5. District use table.

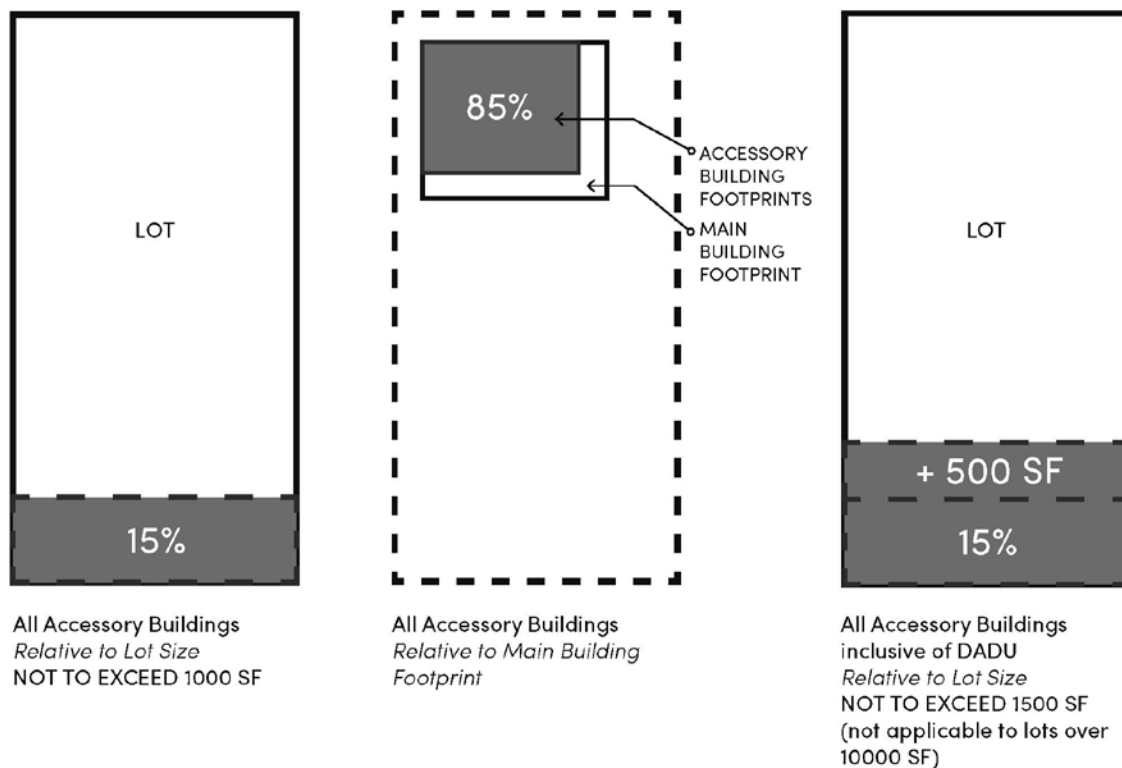
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Dwelling, accessory (ADU)	P	P	P	P	P	P	P	P	Subject to additional requirements contained in Section 13.06.150. In all residential districts ADUs require the issuance of an ADU permit.
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Footnotes: ¹ For historic structures and sites, certain uses that are otherwise prohibited may be allowed, subject to the approval of a conditional use permit. See Section 13.06.640 for additional details, limitations and requirements. ² Certain land uses, including two-family, townhouse, and cottage housing in certain districts, are subject to the provisions of the Residential Infill Pilot Program. See Section 13.05.115.									

* * *

13.06.100.F. Accessory building standards. Accessory buildings permitted per Section 13.06.100.C.4, such as garages, sheds, detached accessory dwelling units (DADUs), common utility and laundry facilities, and business offices and recreational facilities for mobile home/trailer courts and multi-family uses, are subject to the following location and development standards:

1. The total square footage of all accessory building footprints shall be no more than 85 percent of the square footage of the main building footprint and no more than 15 percent of the square footage of the lot, not to exceed 1,000 square feet. For lots greater than 10,000 square feet, the total square footage of all accessory building footprints shall be no more than 10 percent of the square footage of the lot (the other limitations applicable to smaller properties outlined above shall not apply). If one of the accessory buildings is a Detached ADU, an additional 500 square feet may be added to the allowed total square footage of all accessory building footprints.

Accessory Buildings
(For lots under 10,000 square feet)



2. Size of Accessory Dwelling Units. See Section 13.06.150 for ADU standards.

3. A stable shall be located at least 25 feet from any street right-of-way line and at least seven and one-half feet from any side lot line. The capacity of a private stable shall not exceed one horse for each 20,000 square feet of lot area.

4. Except for an approved Accessory Dwelling Unit (ADU – see Section 13.06.150), an accessory building shall contain no habitable space. Plumbing shall not be permitted in an accessory building without a finding by the Building Official that such plumbing is not to be utilized in conjunction with habitable space within the accessory building or will not permit the accessory building to be utilized as habitable space.

5. Detached accessory buildings shall be located on the same lot or parcel on which the main building is situated. A detached accessory building may remain on a lot or parcel where no main building exists: (1) in the event the main structure on a lot is damaged or for other reason, is required to be removed; or (2) if the property is subdivided in such a manner that the detached accessory building would be located on a separate building site. In either case, a building permit for construction of a main structure shall be required to be obtained within one year of removal or division of property and substantial construction completed in accordance with the plans for which the permit was authorized.

6. Detached accessory buildings shall be located behind the front wall line of the main building on a lot, and shall not be located in the required side yard setback area of the main building.

a. For through lots, if there is an established pattern of “functional front and rear yards,” detached accessory buildings shall be allowed in the “functional rear yard.” A “functional rear/front yard” shall be defined by the established pattern of the block, based on the orientation of existing dwellings and location of existing detached buildings. If there is no defined pattern, a locational variance shall be required to allow the accessory structure in the front yard. The required front setback for such an accessory building shall be the same as for a primary building as set forth in TMC 13.06.100.D.6.

7. For garages that include vehicular doors facing the front property line, the building or portion of the building with such doors shall be setback at least 20 feet from the front property line or private road easement.

8. Detached accessory buildings located on corner lots shall provide the main building side yard setback along the corner side property line.

9. Commercial shipping and/or storage containers shall not be a permitted type of accessory building in any residential zoning district. Such storage containers may only be allowed as a temporary use, subject to the limitations and standards in Section 13.06.635.

10. Parking quantity requirements and additional development standards are provided in Sections 13.06.602 and 13.06.510, including subsection 13.06.510.A.6.

* * *

13.06.150 Accessory dwelling units.

A. Intent. Accessory dwelling units (hereinafter referred to as “ADUs”) are intended to:

1. Provide homeowners with a means of providing for companionship and security.
2. Add small footprint, lower cost units to the existing housing supply.
3. Make housing units within the City available to low and moderate income people.
4. Provide an increased choice of housing that responds to changing needs, lifestyles (e.g., young families, retired), environmental sustainability, and modern development technology.
5. Contribute to neighborhood stability and protect property values by creating avenues for additional income, aging-in-place, and the meeting of personal and property needs.
6. Maintain residential appearance by ensuring that ADUs are of sound quality and generally consistent with neighborhood patterns.
7. Increase density in order to better utilize existing infrastructure and community resources and to support public transit and neighborhood retail and commercial services.

B. Procedures. Any property owner seeking to establish an ADU in the City of Tacoma shall apply for approval in accordance with the following procedures:

1. Application. Prior to installation of an ADU, the property owner shall apply for an ADU permit with Planning and Development Services. A complete application shall include a properly completed application form, floor and structural plans for modification, and fees as prescribed in subsection B.2 below.
2. Fees. Fees shall be required in accordance with Section 2.09.020. Upon sale of the property, a new owner shall be required to sign a new affidavit and to register the ADU, paying the applicable fee in accordance with Section 2.09.020.
3. Accessory dwelling unit agreement. The owner of any property containing an ADU shall record with the Pierce County Auditor an accessory dwelling unit notification agreement for the ADU. Such agreement shall be in a form as specified by Planning and Development Services, and shall include as a minimum: (a) the legal description of the property which has been permitted for the ADU; (b) affirmation that the owner shall occupy either the main building or the ADU, and agrees to all requirements provided in subsection C.; and (c) the conditions necessary to apply the restrictions and limitations contained in this section.

The property owner shall submit proof that the accessory dwelling unit notification agreement has been recorded prior to issuance of an ADU permit by Planning and Development Services. The accessory dwelling unit agreement shall run with the land as long as the ADU is maintained on the property. The property owner may, at any time, apply to Planning and Development Services for a termination of the accessory dwelling unit agreement. Such termination shall be granted upon proof that the ADU no longer exists on the property.

4. Permit. Upon receipt of a complete application, application fees, proof of recorded accessory dwelling unit agreement, and approval of any necessary building or other construction permits, an ADU permit shall be issued.

5. Inspection. The City shall inspect the property to confirm that minimum and maximum size limits, required parking and design standards, and all applicable building, health, safety, energy, and electrical code standards are met.

6. Violations. A violation of this section regarding provision of ownership shall be governed by subsection C.4, and a violation of provision of legalization of nonconforming ADUs shall be governed by subsection C.7. Violations of any other provisions shall be governed by Section 13.05.100.

7. ADUs shall be exempt from density calculations.

C. Requirements. The creation of an ADU shall be subject to the following requirements, which shall not be subject to variance.

1. Number. One ADU shall be allowed per residential lot as a subordinate use in conjunction with any new or existing single family detached dwelling in the City of Tacoma.

2. Occupancy. Maximum occupancy shall be limited by the Minimum Building and Structures Code in Title 2.

3. Composition. The ADU shall include facilities for cooking, living, sanitation, and sleeping.

4. Ownership. The property owner (i.e., title holder or contract purchaser) must maintain his or her occupancy in the main building or the ADU. Falsely attesting owner-residency shall be a misdemeanor subject to a fine not to exceed \$5,000, including all statutory costs, assessments, and fees. In addition, ADUs shall not be subdivided or otherwise segregated in ownership from the main building.

5. Parking. No off-street parking is required for the ADU. If additional ADU parking is provided, such parking shall be located in the rear portion of the lot and shall not be accessed from the front if suitable access to the rear is available, such as an abutting right-of-way that is or can practicably be developed. If access is not practicably available to the rear yard, subject to determination by the City Engineer, then vehicular access to the front may be developed subject to the limitations in Section 13.06.510.A.6.

6. Home occupations. Home occupations shall be allowed, subject to existing regulations. However, if both the main building and the ADU contain home occupations, only one of the two is permitted to receive customers on the premises.

7. Short-term rental. The use of an ADU as a short-term rental shall be allowed, subject to compliance with Sections 13.06.150 and 13.06.575.

8. Legalization of Nonconforming ADUs. Nonconforming ADUs existing prior to the enactment of these requirements may be found to be legal if the property owner applies for an ADU permit prior to

December 31, 2020, and brings the unit up to Minimum Housing Code standards in Section 2.01 of the Building Code. In addition, all nonconforming ADUs must meet all of the standards within Subsection C. Requirements, as well as Subsection D.4 Location. After January 1, 2021, owners of illegal ADUs shall be guilty of a misdemeanor and, upon conviction thereof, subject to a fine not to exceed \$1,000, including all statutory costs, assessments, and fees, plus \$75 per day after notice of the violation has been made. The burden of proof falls on property owners in any dispute regarding the legality of the unit. All owners of illegal ADUs shall also be required to either legalize the unit or remove it.

D. Development Standards. The creation of an ADU shall be subject to the following development standards:

1. Minimum Lot Size.

a. For Attached ADUs on lots that do not meet the minimum standard lot size ((no less than 7,500 square feet in the R-1 District, or less than 5,000 square feet in all other residential districts) for the zoning district, the lot must meet the minimum Level 1 Small Lot size requirement for single-family detached dwellings in the applicable zoning district (for example, in the R-2 zoning district a single-family lot must be at least 4,500 with Small Lot Design Standards, to be eligible to have an ADU). Attached ADUs that do not increase the building envelope of the existing structure are exempt from this requirement.

b. For Detached ADUs, the lot must meet the minimum Standard Lot size, and Standard Minimum Lot width (50 feet). A Detached ADU on a lot smaller than the minimum Standard Lot size and/or Standard Minimum Lot width may be authorized through the issuance of a Conditional Use Permit.

2. ADU Size.

The building footprint of the ADU cannot exceed 85% of the main building footprint. If a detached ADU is being built, the building footprint of the ADU can be 15% of the lot area plus 500 square feet, minus any square footage of other accessory buildings on the same lot.

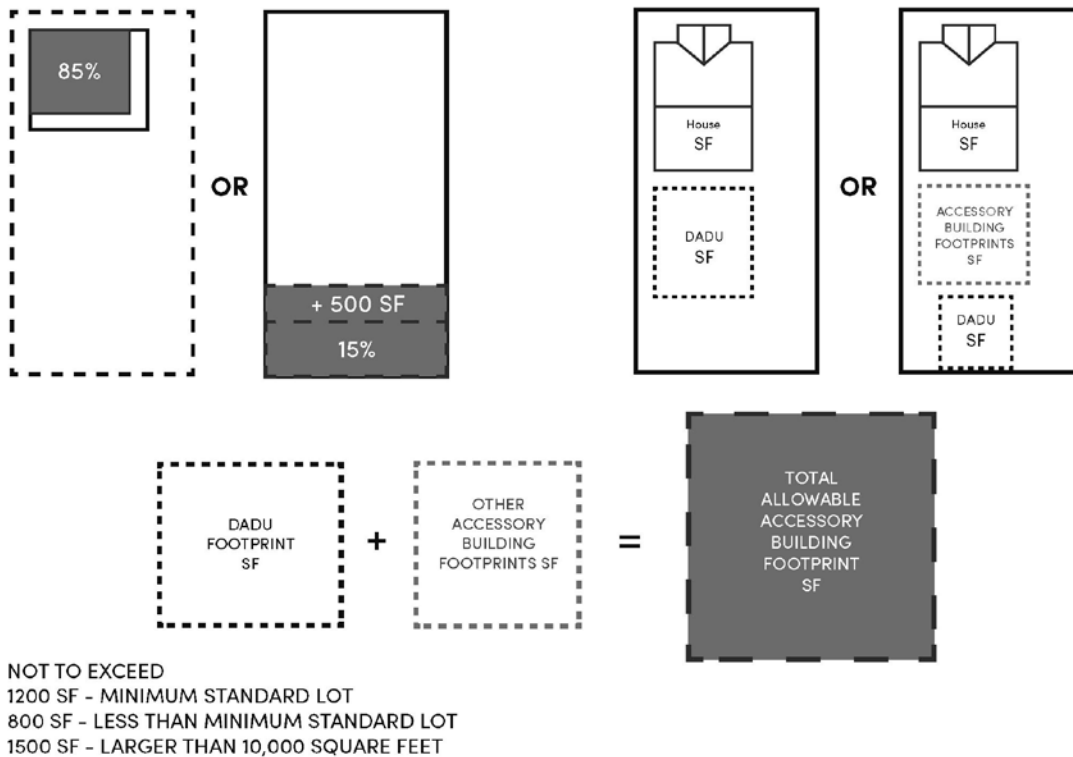
a. For minimum Standard lots, the ADU is not to exceed 1200 square feet.

b. For lots smaller than the minimum Standard Lot size (for example, 5,000 square feet in the R-2 Zoning District), the ADU is not to exceed 800 square feet.

c. For lots greater than 10,000 square feet, the ADU is not to exceed 1,500 square feet.

d. In addition, detached ADUs are considered accessory buildings and thus are also subject to the general size limitations set forth in TMC 13.06.100.F Accessory building standards.

Size of Accessory Dwelling Unit



3. Height. Attached ADUs are considered part of the primary structure and thus are subject to the same height limitations applicable to the primary structure. The maximum height for detached ADUs shall be 18 feet, measured per the Building Code, except in View Sensitive Districts where the height limit shall be 15 feet. Detached ADUs shall be no taller than the main house. The conversion of an existing accessory structure taller than 18 feet may be authorized through issuance of a Conditional Use Permit.

4. Location. The ADU shall be permitted as a second dwelling unit added to or created within the main building or, when allowed, permitted as a detached structure located in the rear yard.

5. Setbacks. Attached ADUs are considered part of the primary structure and thus are subject to the same setback standards applicable to the primary structure. Detached ADUs shall be setback a minimum of 5 feet from the side and rear property lines, excepting that no setback from the alley shall be required. Existing buildings being converted to Detached ADUs, which do not meet the required setbacks, shall comply with all applicable City of Tacoma Codes adopted at the time of permit application.

6. Open Space. While no additional yard space is required for sites with an ADU, the proposal must maintain or provide usable and functional outdoor or yard space consistent with TMC 13.06.100.D.7 Minimum Usable Yard Space.

7. Walkways. For ADUs with a separate exterior entrance, a pedestrian walkway shall be provided between the ADU and the nearest public sidewalk, or where no sidewalk exists, the nearest public street right-of-way. The walkway shall be composed of materials that are distinct from any adjacent vehicle driving or parking surfaces. The walkway may function as a shared pedestrian/vehicle space provided that it is constructed of distinct materials and is located along an exterior edge of a driving surface.

E. Design Standards. The creation of an ADU shall be subject to the following design requirements:

1. Design – Attached ADUs. An attached ADU shall be designed to maintain the architectural design, style, appearance, and character of the main building as a single-family residence. If an attached ADU extends beyond the current footprint or existing height of the main building, such an addition must be consistent with the existing façade, roof pitch, siding, and windows. Only one entrance is permitted to be located in the front façade of the dwelling. If a separate outside entrance is necessary for an attached ADU, it must be located either off the rear or side of the main building. Such entrance must not be visible from the same view of the building which encompasses the main entrance to the building and must provide a measure of visual privacy. Any attached ADU proposed within a historic district is subject to the requirements and standards set forth in TMC 13.07 Landmarks and Historic Special Review Districts.

2. Design – Detached ADUs. A Detached ADU shall be designed so that the overall building design, material selection, and detailing ensure performance and are consistent with or exceed the quality of construction in the surrounding area. Any Detached ADU proposed within a historic district is subject to the requirements and standards set forth in TMC 13.07 Landmarks and Historic Special Review Districts.

* * *

Chapter 13.05 – Land Use Permit Procedures

13.05.115 Residential Infill Pilot Program

A. Purpose. To promote innovative residential infill development types, while ensuring that such development demonstrates high quality building and site design that is responsive to and harmonious with neighborhood patterns and character. In addition, the Pilot Program is intended to develop a body of successful, well-regarded examples of innovative residential infill in order to inform a later Council decision whether to finalize development regulations and design standards for some or all of these infill housing types.

B. Term. The Pilot Program will commence when infill design guidelines illustrating in graphic format the intent and requirements of this section have been developed, with input from the Planning Commission, and authorized by the Director.

The Pilot Program will be reassessed as directed by the City Council or by the Director. Once three of any of the categories has been completed, no additional applications will be accepted for that category until further Council action has been taken.

C. Applicability. The provisions of this section apply to the following categories of residential infill:

1. Two-family or townhouse development within the R-2 District,
2. Multifamily development within the R-3 District, and
3. Cottage Housing development within any residential district except the HMR-SRD District.

D. The pertinent provisions of TMC 13.06 regarding residential districts, the development and permitting requirements described therein, as well as any other pertinent section of the TMC shall apply.

E. There shall be a minimum distance of 1,000 feet separating pilot program housing developments within the same category.

F. Submittals. Proponents of any of the above innovative residential infill development types shall submit the following:

1. Site plan(s) showing proposed and existing conditions.
2. Building elevations from all four sides, showing proposed and existing conditions.
3. A massing study.
4. Photographs of any existing structures that will be altered or demolished in association with the proposal, as well as photographs of the structures on adjacent parcels.

5. A narrative and any supporting exhibits demonstrating how the project will be consistent with the Pilot Program intent and the provisions of this section.

6. Demonstration that the proposal would meet all pertinent TMC requirements, including those contained in TMC 13.06.100.

7. A complete application, along with applicable fees, for any required land use permits, including conditional use and Accessory Dwelling Unit permits. Such processes may require public notification or meetings.

8. The Director reserves the right to request additional information and documentation prior to beginning the City's review.

* * *



To: Planning Commission
From: Stephen Atkinson, Principal Planner
Subject: **Commercial Zoning Update – Phase 1**
Meeting Date: October 3, 2018
Memo Date: September 26, 2018

Action Requested:

Staff is seeking guidance from the Commission on an initial outline for the Commercial Zoning Framework.

Discussion:

At the Commission's meeting on October 3, staff will present initial analysis and preliminary recommendations on an outline for the Commercial Zoning Framework. These discussion elements include:

1. The alignment of land use designations, commercial typologies, and zoning classifications,
2. Current development standards across commercial districts, and
3. Planned Development Business Districts.

Staff is seeking input from the Commission on the preliminary recommendations and the development standard topics to be addressed within the framework.

Project Summary:

In 2015, the City completed an update to the Comprehensive Plan, One Tacoma, which includes a policy direction to preserve and enhance walk-friendly, pedestrian oriented design where those elements currently exist and to support a transition to a more walk-oriented, pedestrian-friendly street and building design along transit streets and within business districts.

The Commercial Zoning Update (CZU) will amend Tacoma's General and Neighborhood Commercial zoning district use and development standards to improve consistency with these policies and to better represent the diverse contexts and character of the City's commercial areas.

This project is to be conducted through two phases. The first phase, to be concluded in 2019, will develop a new framework for the City's Commercial Zoning Districts. The second phase, to be concluded in 2020, will implement the including the potential recommendations to delete, modify, or add new zoning districts and to update development standards.



Prior Actions:

- 5/2/2018 – Reviewed draft scope of work.
- 6/4/2018 – Conducted a public hearing on the proposed scope of work for 2019 Amendments.
- 6/20/2018 – Approved an amended scope of work and recommended the work program to the City Council Infrastructure, Planning and Sustainability Committee.

Staff Contact:

Stephen Atkinson, Principal Planner, (253) 591-5531, satkinson@cityoftacoma.org.
Mesa Sherriff, Senior Planner, (253) 591-5480, msherriff@cityoftacoma.org

Attachment:

- Discussion Outline – Commercial Zoning Update Phase 1

c: Peter Huffman, Director

Commercial Zoning Update – Phase 1

Discussion Outline

October 3, 2018

Discussion Item 1: Alignment of Land Use Designations, Commercial Typologies, and Zoning Classifications

A. Overview

Staff's initial review and conclusion is that the correlation between the commercial areas identified in the Comprehensive Plan and the Districts established in the zoning code is inconsistent, lacking a clear follow through.

The Comprehensive Plan describes three core, non-mixed use center commercial areas. In application, the City's existing commercial areas exhibit even greater differentiation and variety of contexts. The Plan designation should typically have multiple zoning options to account for these varied contexts and policy intent. However, the zoning code generally relies on only two commercial districts to account for both the policy intent and the varied urban contexts. These districts include the C-1 General Neighborhood Commercial District and the C-2 General Community Commercial District. The Transition District (T) and the Planned Development Business District (PDB) are primarily used as site rezones, serving a narrower purpose, and not as core area-wide districts.

The Comprehensive Plan identifies the following intent for the Commercial Land Use Designations and implementing zoning:

COMPREHENSIVE PLAN FUTURE LAND USE DESIGNATIONS	CORRESPONDING ZONING
Neighborhood Commercial This designation is characterized primarily by small-scale neighborhood businesses with some residential and institutional uses. Uses within these areas have low to moderate traffic generation, shorter operating hours, smaller buildings and sites, and less signage than general commercial or mixed-use areas. There is a greater emphasis on small businesses and development that is compatible with nearby, lower intensity residential areas. <i>Target Development Density: 14–36 dwelling units/net acre</i>	C-1 General Neighborhood Commercial District T Transitional District
General Commercial This designation encompasses areas for medium to high intensity commercial uses which serves a large community base with a broad range of larger scale uses. These areas also allow for a wide variety of residential development, community facilities, institutional uses, and some limited production and storage uses. These areas are generally located along major transportation corridors, often with reasonably direct access to a highway. This designation is characterized by larger-scale buildings, longer operating hours, and moderate to high traffic generation. <i>Target Development Density: 45–75 dwelling units/net acre</i>	PDB Planned Development Business District HM Hospital Medical District C-2 General Community Commercial District

A. *Comprehensive Plan Commercial Typologies*

The Commercial Districts section of the Urban Form Chapter identifies several typologies of commercial areas. This section provides somewhat greater differentiation of commercial areas, including the following:

- **Convenience corners** are small commercial nodes distributed throughout Tacoma's neighborhoods, often along historic streetcar routes. These nodes are generally developed at a neighborhood scale, up to 3 stories in height, but more typically 1–2 stories, and serviced by on-street parking and small off-street lots. Convenience corners provide access to daily services, including religious services and small businesses, in close proximity to residential neighborhoods, as well as gathering places for community interaction and mingling, and focal points of neighborhood identity. Due to their small size, convenience corners are more widely dispersed throughout the City. Convenience Corners are not typically zoned for significant growth, but rather to retain and enhance the existing services.
- **Neighborhood Commercial** districts are characterized primarily by small-scale neighborhood businesses with some residential and institutional uses. Uses within these areas have low to moderate traffic generation, shorter operating hours, smaller buildings and sites, and less signage than general commercial or mixed-use areas. There is a greater emphasis on small businesses and development that is compatible with nearby, lower intensity residential areas. Building heights typically range from 1 to 3 stories. Neighborhood Business Districts typically exhibit a higher concentration of commercial uses than a convenience corner and service a broader area.
- **General Commercial** districts encompass medium to high intensity commercial uses which serves a large community base with a broad range of larger scale uses. These areas also allow for a wide variety of residential development, community facilities, institutional uses, and some limited production and storage uses. These areas are generally located along major transportation corridors, often with reasonably direct access to a highway. This designation is characterized by larger-scale buildings, longer operating hours, and moderate to high traffic generation.

C. *Zoning Code*

Tacoma Municipal Code Chapter 13.06 Zoning provides the following intent statements for the commercial zoning classifications:

1. **T Transitional District.** This district is intended as a transition between commercial or institutional areas and residential areas. It may also provide a transition between residential districts and commercial districts on arterial street segments supported by the Comprehensive Plan. It primarily consists of office uses with negligible off-site impacts. It is characterized by lower traffic generation, fewer operating hours, smaller scale buildings, and less signage than general commercial areas. Residential uses are also appropriate. A T Transitional District may, in

limited circumstances, also be applied to locations that meet the unique site criteria of the Comprehensive Plan. This classification is not appropriate inside a designated mixed-use center.

2. C-1 General Neighborhood Commercial District. This district is intended to contain low intensity land uses of smaller scale, including office, retail, and service uses. It is characterized by less activity than a community commercial district. Building sizes are limited for compatibility with surrounding residential scale. Residential uses are appropriate. Land uses involving vehicle service or alcohol carry greater restriction. This classification is not appropriate inside a plan designated mixed-use center or single-family intensity area.

3. C-2 General Community Commercial District. This district is intended to allow a broad range of medium- to high-intensity uses of larger scale. Office, retail, and service uses that serve a large market area are appropriate. Residential uses are also appropriate. This classification is not appropriate inside Comprehensive Plan designated mixed-use centers or low-intensity areas.

4. PDB Planned Development Business District. This district is intended to provide limited areas for a mix of land uses that includes warehousing, distribution, light assembly, media, education, research, and limited commercial. The developments in this district are intended to have fewer off-site impacts than would be associated with industrial or community commercial areas. Retail uses are size limited and signage is reduced. These areas should be designed for improved residential compatibility on boundaries by landscaping and other design elements. Sites should have reasonably direct access to a highway or major arterial. This district is not appropriate inside Comprehensive Plan designated mixed-use centers or low-intensity areas.

D. Current Zoning Application Examples

The following examples illustrate the diverse and contrasting areas in which the C-2 General Commercial Zoning is currently applied. These examples range from small Convenience Corner Commercial areas to large, freeway oriented shopping centers.

In addition, the C-1 Neighborhood Commercial Zoning is often also applied to a similar range of commercial areas, with the exception of the large shopping center. However there are examples of C-1 zoning being used for grocery stores and some larger box retail or as part of a larger area-wide commercial zoned area, such as the area on Pacific Avenue south of 84th.

Example 1: N Proctor and N 34th



Zoning: C2/C2-VSD

Similar Sites: Fern Hill, E 56th and McKinley.

Other similar sites zoned C-1:
46th and Orchard, N 26th and Alder, S 23rd and Wilkeson, S 48th and Yakima, S 56th and Park

Typical Characteristics: older low-rise buildings, mix of uses, neighborhood retail, small lots, street parking

Example 2: Old Town Business District, N 30th/McCarver/ N Carr



Zoned: C2- VSD

Similar Sites: 6th Ave between Proctor and Alder, Center between Madison and Union, Pacific Avenue between 46th and 56th

Typical Characteristics: 1-3 story historic structures, mixed occupant adaptive reuse, period specific architectural details, small lots, street parking, some street front off street parking

Example 3: S Hosmer and S 74th St



Zoned: C2-STGPD

Similar Sites: Center Street and Mullen St, 6th between Pearl and Mildred, S Tacoma Way between 74th and 80th, Pacific Avenue South of 91st.

Typical Characteristics: Large lots, heavy traffic, 1 story big-box retail, strip malls, visible surface parking

E. Preliminary Recommendations:

- Improve Consistency of policy intent, land use designation and zoning classifications.
- Realign the Land Use Designations and Commercial Typologies
 - Neighborhood Commercial Land Use Designation
 - Convenience Corner District
 - Neighborhood Commercial District
 - General Commercial Land Use Designation
 - Commercial Corridor District
 - Freeway/Interchange Commercial District

Discussion Item 2: Development Standards Across Districts

A. Overview.

The following tables identify two types of development standards that apply to the Commercial Districts, those that serve to impact the differentiation of the districts, and standards that are negligible or do not serve to differentiate the districts. In general, the factors that most differentiate the districts are the allowed uses and building floor area. The implication of this universality of the zoning standards is that the current code does not account for the full range of issues addressed within the policy intent. Second, that numerous rezones have occurred to allow a specific use, but in effect the resulting zoning allows buildings at a scale that may not be supported by policy.

Has Impact

Zone: Description:	Min. Lot Area (sf)	Building Coverage (bldg. coverage / lot x 100)	Max. height (ft) *1	Max. Floor Area (sf) *4	Tree Canopy Coverage
T Transitional District	0 non-residential; 1,500 square feet per residential unit	None, non-residential; Residential max. bldg. coverage in accordance with the R-4L	35	20,000	30%
C-1 General Neighborhood Commercial	0	None non-residential; Residential maximum building coverage in accordance with the R-4 District	35	30,000	30%
C-2 General Community Commercial	0		45	45,000	20%
PDB Planned Development Business	0		45	7,000	20%

Negligible/No impact

Zone: Description:	Setback Front (ft) *2	Setback Side (ft) *3	Setback Rear (ft) *3	Parking *5	Design standards specific to zone	Parking standards specific to zone
T Transitional District	0	0	0	by use	no	no
C-1 General Neighborhood Commercial	0	0	0	by use	no	no
C-2 General Community Commercial	0	0	0	by use	no	no
PDB Planned Development Business	0	0	0	by use	no	no

B. Other Standards that Apply to Mixed-Use Districts

Like the Mixed-use Districts, the Commercial Districts allow for stand-alone residential use as well as multi-story mixed use buildings. However, the development standards that are addressed within the Mixed-use Districts are different than those addressed in other Commercial Districts. These additional standards include:

- Maximum setbacks
- Street level use restrictions
- Parking location and quantity reductions
- Corner Site building design

C. Preliminary Recommendation:

- Staff recommends creating a more consistent, standardized approach to the topics addressed through the zoning and development standards. Currently, different municipal code chapters and zoning districts address both similar and distinct topics. This lack of uniformity renders the zoning less legible for users and the general public.

Secondly, staff recommends that the initial draft framework include, at a minimum, the following subjects. With Commission input and concurrence, staff would then develop options and examples for each of these topics and how they currently and may apply within the proposed zones. The Commission would still retain an ability to determine which of these categories, or other categories, would move forward into the final recommendation.

- Use
 - Typical Land Uses
 - Building Types
 - Street-level Uses
- Scale
 - Maximum Size of Use
 - Height
 - Building Coverage
 - Maximum Floor Area Ratio
- Site and Building Design
 - Street-level Building Design, Residential and Non-residential
 - Parking Location
 - Connectivity (Internal and External)
- Off-Site Impacts and Transitions
 - Parking Quantity
 - Parking Access
 - Landscaping and Buffering
 - Trip Generation

Discussion Item 3: Planned Development Business District (PDB)

A. Overview of the Issue

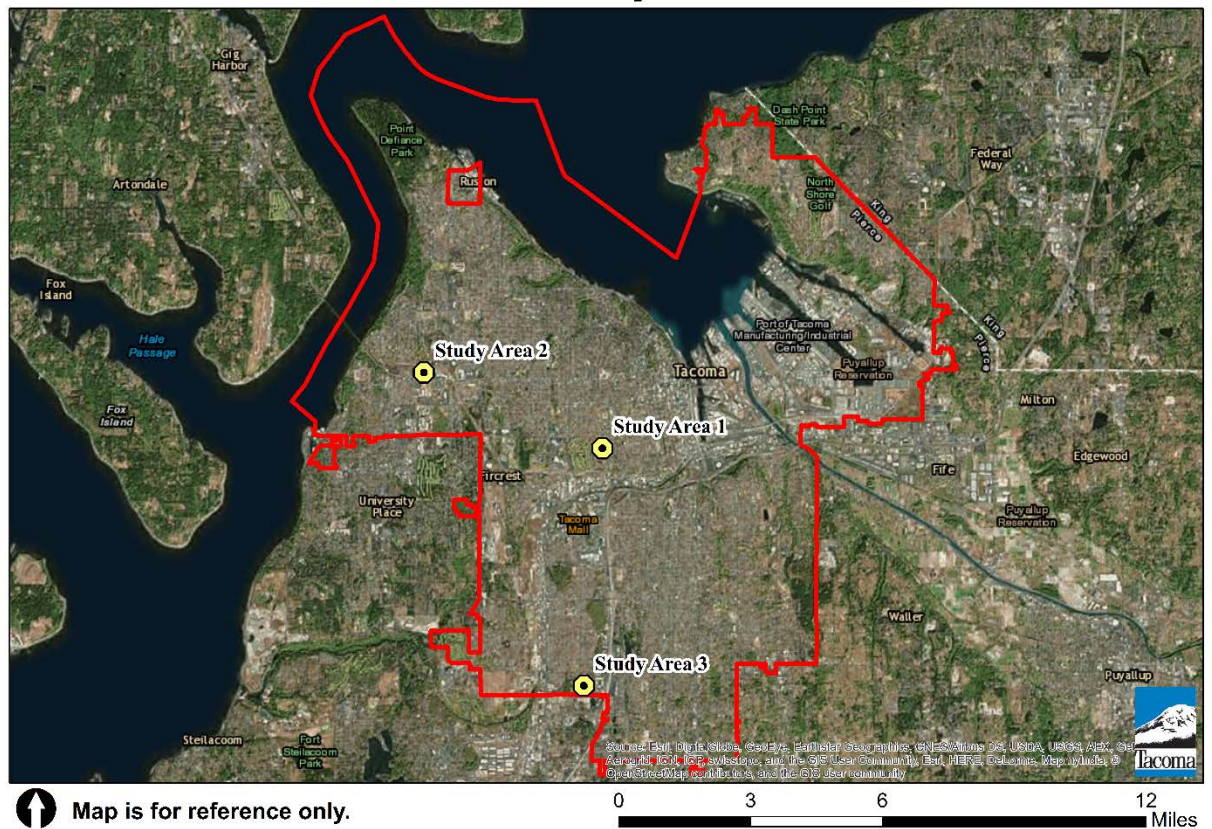
In 2017 staff presented an issue report and recommendations pertaining to the PDB zoning. Staff highlighted the following issues relating to the PDB Zoning.

- Inconsistent or unclear relationship between intent and zoning.
- Not fully commercial or industrial enough to be effective for either use type.
- The allowed uses do not respond to the context of the areas zoned for PDB.
- Intent for larger scale development, but low impact.
- Allow some uses that are only otherwise allowed in the industrial districts.

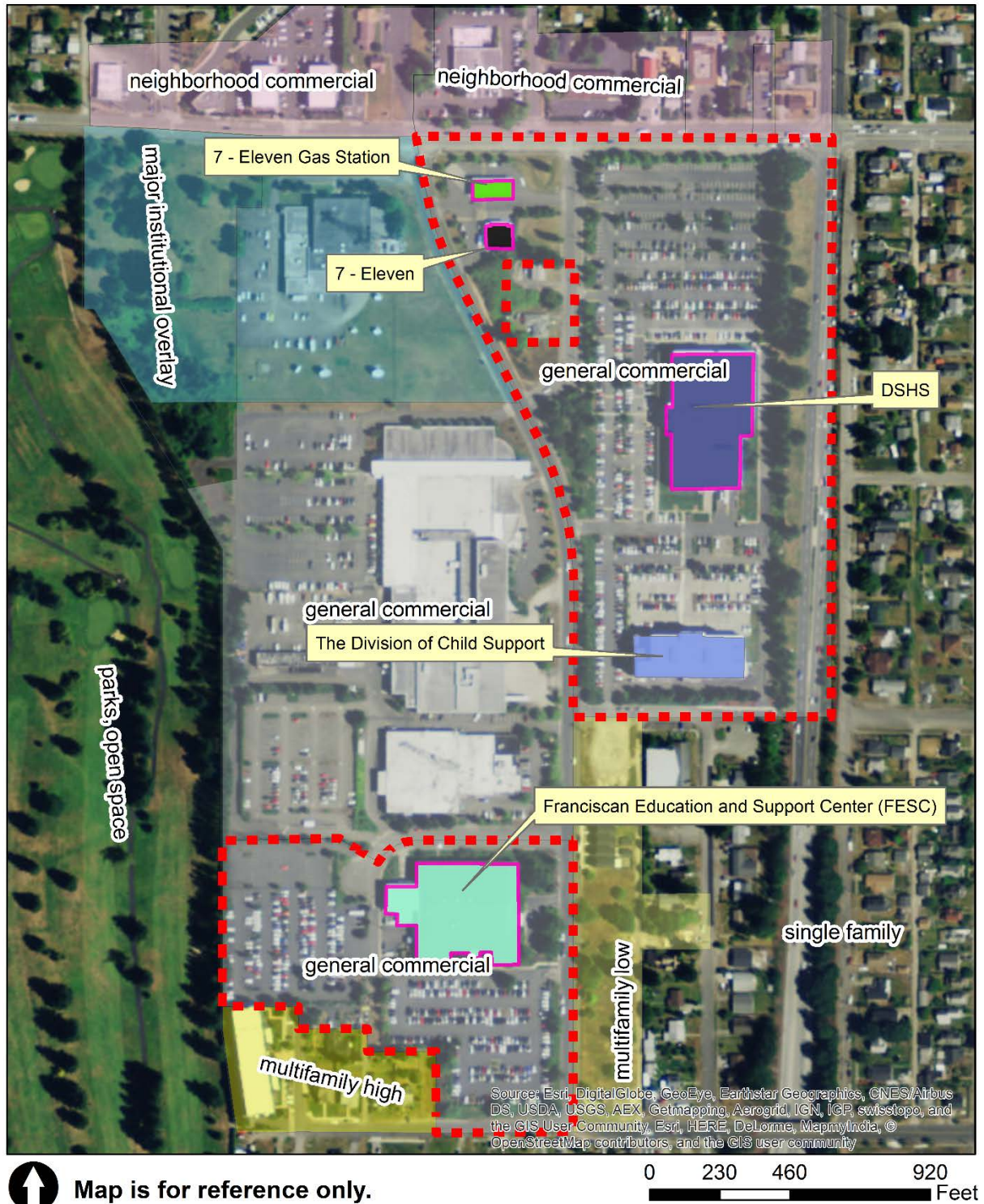
In addition, staff received several requests from property owners to consider rezones to either M-1 Light Industrial Zoning or to C-2 General commercial. One of these rezone requests was adopted as part of the 2018 Amendments (S 80th Street, identified as area 3 in the map below).

B. Examples

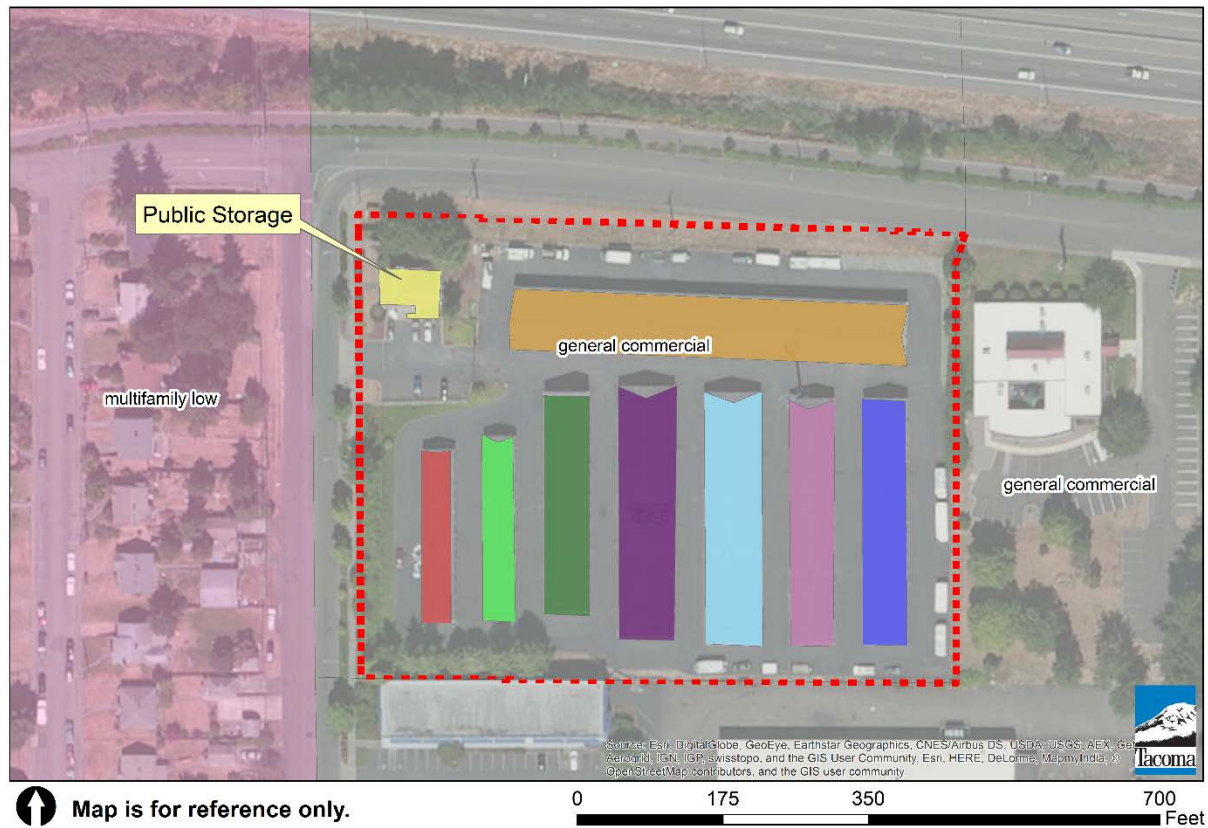
City of Tacoma | Planning and Development Services
PDB Study Areas



Study Area 1: PDB Future Land Use



City of Tacoma | Planning and Development Services
Study Area 2: PDB Future Land Use



C. Preliminary Recommendation

1. Remove the PDB Zone from the zoning framework
2. Consider appropriateness of light industrial/low impact uses within the general commercial zoning districts.
3. Consider larger scale use intent within the potential C-3 Freeway/Interchange Commercial Zone