



RESOLUTION NO. 41358

1 BY REQUEST OF MAYOR WOODARDS AND COUNCIL MEMBERS
2 DANIELS, USHKA, AND WALKER.

3 A RESOLUTION affirming and adopting the Anti-Displacement Strategy as a
4 guide for options regarding how the City of Tacoma can address
5 displacement of Tacoma residents from their homes and communities.

6 WHEREAS, at the January 22, 2023, Study Session, Mayor Woodards,
7 and Council Members Daniels, Ushka and Walker shared a Council
8 Consideration Request to affirm and adopt the Anti-Displacement Strategy as a
9 guide for options regarding how the City of Tacoma can address displacement
10 of Tacoma residents from their homes and communities, and

11 WHEREAS the Anti-Displacement Strategy outlines housing-related
12 policy and program options and provides recommendations for tracking physical
13 and economic displacement data, and

14 WHEREAS, since the adoption of the Affordable Housing Action Strategy
15 (AHAS) in 2018, the rising cost of housing has spurred a growing focus on
16 mitigating displacement, and

17 WHEREAS, between the beginning of 2019 and the end of 2022,
18 average rent increased by 33 percent, from \$1288 to \$1714, while average
19 home value prices increased from \$331,000 up to \$456,000, or 38 percent, and

20 WHEREAS, in addition, Tacoma is now expected to grow by up to
21 130,000 residents by 2050, potentially increasing the displacement pressure on
22 the city's lowest income residents, and
23
24
25
26



WHEREAS, to address concerns regarding displacement, the City passed Resolution No. 40871 in November 2021, to evaluate options for assisting in preventing displacement of residents using data-informed tools and focusing on households from “low” and “very low” opportunity areas of the city, as defined by the Tacoma Equity Index, as well as Black, Indigenous, and People of Color (BIPOC) households, and

WHEREAS, in accordance with Resolution No. 40871, the Office of Strategy has drafted the Anti-Displacement Strategy; the recommended policies and programs are outlined according to the four objectives identified in the AHAS: Create More Homes for More People; Keep Housing Affordable and in Good Repair; Help People Stay in Their Homes and Communities; and Reduce Barriers for Those Who Often Experience Them, and

WHEREAS the Office of Strategy developed the Anti-Displacement Strategy in partnership with the Office of Equity and Human Rights, Neighborhood and Community Services, Planning and Development Services, Community and Economic Development, Tacoma Public Utilities, and Continuous Improvement by evaluating available data to measure displacement risk and data that the City could use for tracking its outputs to prevent displacement, and

WHEREAS, to help gather insights into best practices the Office of Strategy additionally conducted extensive analysis of the anti-displacement policies and programs the City currently employs and comparative analysis of anti-displacement efforts in cities and states nationwide, and



WHEREAS, work on the Anti-Displacement Strategy has been presented
to the Community Vitality and Safety Committee four times in the past year;
and, City staff have also held individual briefings with all City Council Members
to review the strategy, and; Now, Therefore,

BE IT RESOLVED BY THE COUNCIL OF THE CITY OF TACOMA:

Section 1. That the City Council hereby affirms and adopts the Anti-
Displacement Strategy, as a guide for options regarding how the City of Tacoma
can address displacement of Tacoma residents from their homes and
communities, as recommended by the Office of Strategy, as more specifically set
forth in Exhibit A.

Adopted _____

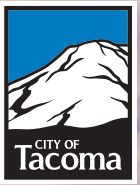
Mayor

Attest:

City Clerk

Approved as to form:

City Attorney



ANTI-DISPLACEMENT STRATEGY

CITY OF TACOMA 2024

TABLE OF CONTENTS

Executive Summary	3
Anti-Displacement Vision, Mission, Values, and Guiding Principles	4
Mission, Vision, and Values	4
Guiding Principles and Associated Metrics	5
The Need	6
Why Does Displacement Matter?	6
Types of Displacement	7
Displacement in Tacoma	8
The Geography of Displacement	8
Displacement and Race	12
What is an Anti-Displacement Policy?	14
The Four AHAS Objectives	15
Create More Homes for More People	15
1.1: Affordability Incentives (AHAS 1.2)*	16
1.2: Expand Inclusionary Zoning (AHAS 1.2)*	17
1.3: Down-payment homebuyer assistance (AHAS 1.7)*	18
1.4: Adding an Additional Unit to Structure or Parcel (AHAS 1.8)	19
1.5: Short-Term Rental Regulation	20
1.6: Land Banking	21
Keep Housing Affordable and in Good Repair	22
2.1: Preservation ordinance (AHAS 2.2)	23
2.2: Right of First Refusal Policy	24
2.3: Tenant Opportunity to Purchase	25
2.4: Housing Preservation Fund (AHAS 2.7)	26
2.5: Improve the livability of existing owner-occupied homes (AHAS 2.3)	27
2.6: Proactive Rental Inspection (AHAS 2.5)*	28
2.7: Support efforts to create a community land trust (AHAS 2.6)	29
2.8: Financial Support for Landlords	30
Help People Stay in Their Homes and Communities	31
3.1: Rental Housing Code (AHAS 3.1)*	32
3.2: Tenant Relocation Fund (AHAS 3.2)*	34
3.3: Housing Assistance (AHAS 3.2)*	35
3.4: Utility Assistance (AHAS 3.2)*	36
3.5: Mortgage Assistance and Foreclosure Prevention (AHAS 3.2)*	37
Reduce Barriers for Those Who Often Experience Them	39
4.1: Community Prioritization	40
4.2: Housing and Land Reparations	41
Appendices	42
Appendix I: What we Heard	42
Appendix II: Cultural Displacement	45
Bibliography	49

Executive Summary

The City of Tacoma adopted its Affordable Housing Action Strategy (AHAS) in 2018 with a focus on creating more affordable housing, preserving affordable housing, keeping people in their homes and in their communities, and providing additional assistance to Tacomans with high barriers to accessing housing. Since the adoption of the AHAS, there has been a growing focus on mitigating displacement, both at the City and Washington State levels.

To begin to address this concern, the City passed Resolution 40871 in November of 2021 which directed the City Manager to evaluate options to assist in preventing displacement of residents using data-informed tools and focusing on households from “low” and “very low” opportunity areas of the city¹, as defined by the Tacoma Equity Index, as well as Black, Indigenous, and People of Color (BIPOC) households.

The current data shows a high level of displacement in the Hilltop neighborhood and parts of South and East Tacoma. Additional data shows that communities of color are at higher risk of being displaced than white residents. These two points of data analysis corroborate each other, as some of the highest displacement areas of Tacoma are also the most racially diverse.

To begin to fulfill the mandate of this resolution and to begin actively addressing the displacement of Tacoma residents, the City has drafted its Anti-Displacement Strategy. The main focuses of this strategy are:

- The data currently available to measure displacement risk
- The data the City will use for tracking its outputs to prevent displacement
- The anti-displacement policies and programs the City is currently employing
- The policies currently under development
- New anti-displacement policies that the City could implement

The bulk of this report outlines 21 anti-displacement policy and program actions separated into the original four AHAS objectives:

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 Those Who Often Experience Them

It is important to note that not all of the policies and programs in this document can be implemented simultaneously, and that some may compete with each other for staff time and monetary resources. Because of this, the Anti-Displacement Strategy is meant to guide the choices the City of Tacoma makes in how it chooses to address displacement. The Strategy lays out the different policy and program options the City could pursue and the data it will collect to guide these choices knowing that it is possible, and even likely, that not every policy or program in the Strategy will be implemented.

¹Low Opportunity areas have worse outcomes because they have more obstacles and barriers to opportunity within the area. These communities have limited access to institutional and societal investments that limit quality of life.



Anti-Displacement Vision, Mission, Values, and Guiding Principles

Vision

Any Tacoma resident who wishes to continue living in Tacoma can find housing in their desired Tacoma neighborhood.

Mission

City of Tacoma anti-displacement programs and policies will reflect the magnitude of need and reasons for Tacoma residents being displaced from their homes or communities.

Values

- **Anti-Racism:** All programs and policies are designed and implemented in accordance with the City's stated goal of becoming an anti-racist city as outlined in Resolution 40622
- **Partnership:** Policies are developed in partnership with the community
- **Alignment:** Programs and policies align with other City priorities outlined in the Affordable Housing Action Strategy, the Climate Action Plan (CAP), and the Homelessness Strategy
- **Diversity of Options:** The range of programs and policies will reflect the range of need in Tacoma
- **Support Growth:** Programs support continued housing market growth by adding housing supply, choice, and affordability
- **Data Driven:** Program and policy development, implementation, and evaluation decisions utilize both quantitative and qualitative data-informed tools
- **Everyone has a Role:** All City programs should identify impacts they may have displacing Tacoma residents

Guiding Principles and Metrics

Guiding Principle	Definition	Metric
Increase and maintain homeownership opportunities	The program or policy directs City resources to assist someone to purchase a home or keep the home they already own.	Number of new long-term designated affordable ownership opportunities created (down payment assistance, construction) or preserved (foreclosure assistance, home repair, mortgage assistance)
Focus on high displacement neighborhoods	The program or policy directs City resources to a specific geography identified as being at high displacement.	Total households served in high displacement census tracts
Increase support for lowest income levels	The program or policy directs City resources to populations at 50% AMI or below.	Number of units created/preserved at or below 50% AMI AND Total Households served at or below 50% AMI
Create affordable housing across all neighborhoods	The program or policy adds long-term designated affordable housing units to geographies in Tacoma that have proportionately fewer such units.	Number of affordable housing units created or preserved by Council District
Increase number of larger units	The program or policy adds units that have 3+ bedrooms.	Number of 3+ bedroom AH units created or preserved
Integrate income levels	The program or policy adds long-term designated affordable housing units to market rate buildings.	# of AH units built in market rate developments
Support individuals to successfully attain and remain in housing	The program or policy includes elements that provide education, supportive services, or resources to keep someone housed or help them become housed.	Individuals served by financial management, homeownership, or other classes and trainings; supportive service programs; financial or non-financial resources that keep them housed or provide them with the knowledge to stay housed or become housed.

The Need

WHY DOES DISPLACEMENT MATTER?



Stable housing is core to the health and wellbeing of individuals and families, from knowing ones' belongings are secure to children attending the same school each year. It is also core to the vibrancy of Tacoma's neighborhoods, allowing residents to participate in and add to the cultural richness of Tacoma. Displacement contributes to worse health and education outcomes for longtime Tacoma residents and erodes the unique qualities of Tacoma's many diverse communities.

Tacoma witnessed the effects of displacement firsthand in 2018 when the Merkle Hotel was purchased and renovated, displacing the low-income tenants, many to the nearby streets and shelters. Three years later, in 2021, KNKX published its three-part series detailing the deaths of over half the previously

displaced Merkle residents². While this is a high-profile example of the very negative impacts of displacement, it is far from unique. Significant amounts of research have connected lower quality housing and displacement from changing neighborhoods to worse health outcomes^{3,4}. This points to the need to improve the livability of neighborhoods while simultaneously implementing measures to help current residents stay and benefit from the improvements. In essence, preventing displacement and promoting housing stability will positively affect the health of Tacoma's most vulnerable residents.

Displaced individuals suffer most, but the community they leave also suffers. Losing the cultural continuity and historic knowledge of long-time residents weakens the strength of the collective. This change in neighborhood makeup is seen most starkly in Hilltop. In 1970 census tract 617 in south Hilltop was 60.6% Black, by 2000 it was 35.4% Black, and by 2020 it was just 21.5% Black. Census tract 613, which makes up central Hilltop north to Division Street, shows a similar pattern; in 1970 it was 33.9% Black, in 2000 it was 33.8% Black, but by 2020 it was just 17.9% Black. Combined these census tracts grew in that same time period by 1,278 people, or 14%⁵. While this demographic change cannot be equated entirely to residents unwillingly being displaced due to changes in housing, this factor is corroborated by sentiment expressed by past and current community outreach efforts in Hilltop.

With increased displacement and the geographic dispersal of longtime residents, local institutions and social networks are likely to suffer. The fracturing of local institutions and networks can affect residents at disproportionate levels, in particular elderly Tacoma residents with long-term ties to the local neighborhood.⁶

As this fracturing accelerates, the community and City itself suffers, losing the knowledge, history, and strength of its residents.

² [A developer forced them out of their building. Three years later, nearly half are dead. | KNKX Public Radio](#)

³ [Unstable Housing and Caregiver and Child Health in Renter Families | Pediatrics | American Academy of Pediatrics \(aap.org\)](#)

⁴ [https://nlihc.org/resource/residents-moving-gentrifying-neighborhoods-experience-worsened-neighborhood-level?utm_source=NLIHC+All+Subscribers&utm_campaign=ab42aee44b-memo_082922&utm_medium=email&utm_term=0_e090383b5e-ab42aee44b-293340866&ct=t\(memo_082922\)](https://nlihc.org/resource/residents-moving-gentrifying-neighborhoods-experience-worsened-neighborhood-level?utm_source=NLIHC+All+Subscribers&utm_campaign=ab42aee44b-memo_082922&utm_medium=email&utm_term=0_e090383b5e-ab42aee44b-293340866&ct=t(memo_082922))

⁵ [Mapping Tacoma Race and Segregation \(washington.edu\)](#)

⁶ Atkinson, R. The hidden costs of gentrification: Displacement in central London. *Journal of Housing and the Built Environment* 15, 307–326 (2000). <https://doi.org/10.1023/A:1010128901782>

Types of Displacement

The Washington State Department of Commerce describes displacement as either physical, economic, or cultural⁷.



Physical Displacement occurs when the condition of the building changes such that the tenant or homeowner can no longer remain.

- Building Sales (rentals)
- Renovations (rentals)
- Condominium Conversions
- Condemnations
- Deterioration of Owner-Occupied Homes
- Eminent Domain
- Natural Disaster



Economic Displacement relates to increases in housing costs such that the resident is unable to continue living there.

- Rent and Fee Increases
- Living Cost Increases (e.g. property taxes)
- Evictions
- Foreclosures
- Expiring affordable housing covenants

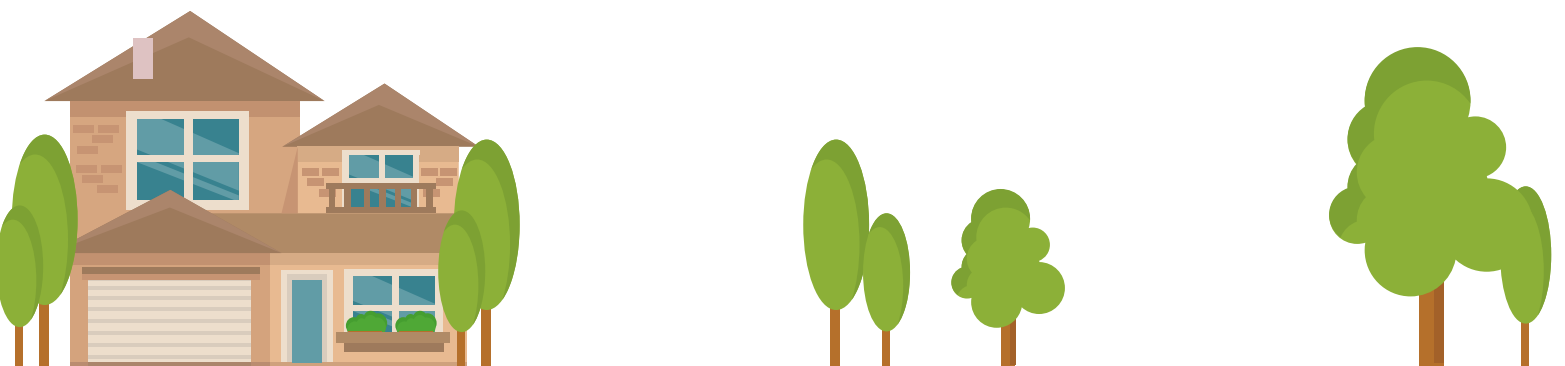


Cultural Displacement occurs when residents feel it necessary to move because the culturally relevant businesses and institutions have left the area and they no longer feel a sense of belonging. This type of displacement most often relates to Black, Indigenous, and People of Color (BIPOC) residents, as the existence of businesses and institutions important to them may not exist in other nearby locations.

- Reduction in number of households of a certain demographic group (race, primary language, age, etc.)
- Reduction in businesses, nonprofits, and institutions that serve specific community or demographic groups.

This strategy addresses the first two kinds of displacement, physical and economic. This is because the policy solutions to them are housing related, whereas the policy solutions for cultural displacement are tied to support for small businesses, cultural institutions, heritage events and arts programming, and language access. While these programs are all very necessary to achieve a vibrant and thriving Tacoma, in order to keep the scope of this strategy focused on housing policies, it only addresses the first two kinds of displacement.

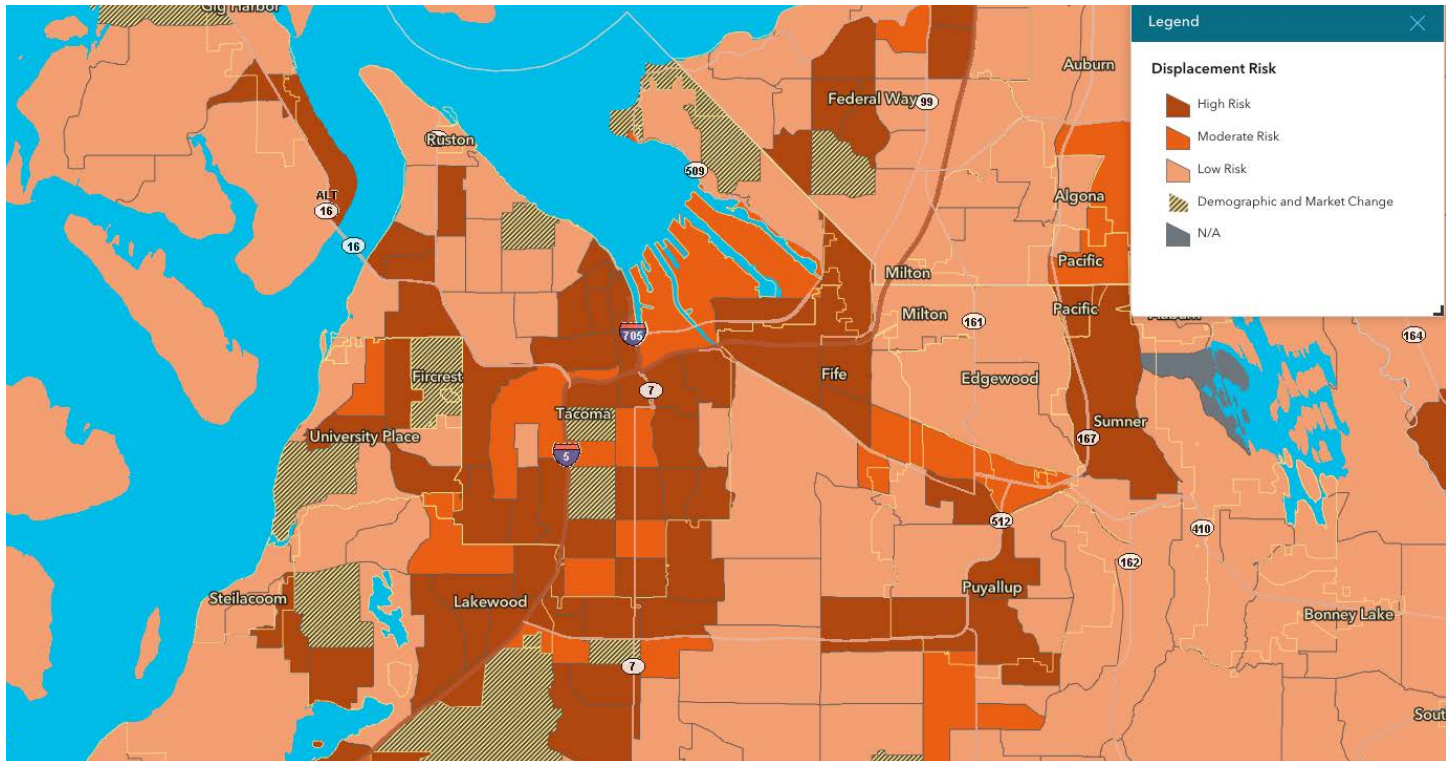
⁷https://www.ezview.wa.gov/Portals/_1976/Documents/housing-resources/Guidance%20for%20Developing%20a%20Housing%20Action%20Plan_Public%20Review%20Draft_062420.pdf



Displacement in Tacoma

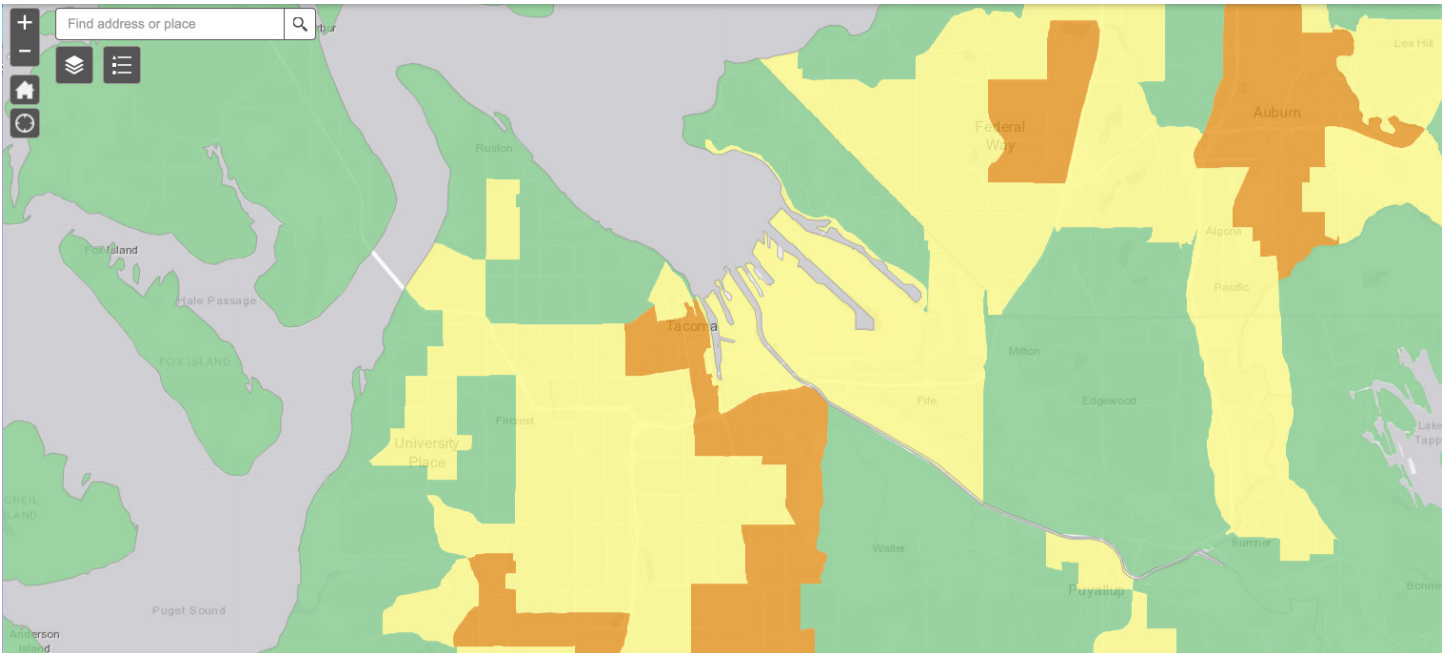
The Geography of Displacement

There are five different mapping tools the strategy relies on to determine which areas of Tacoma are at the highest risk for displacement. By comparing the data inputs these sources use to gauge displacement risk a comprehensive list can be formed of the major displacement risk indicators.



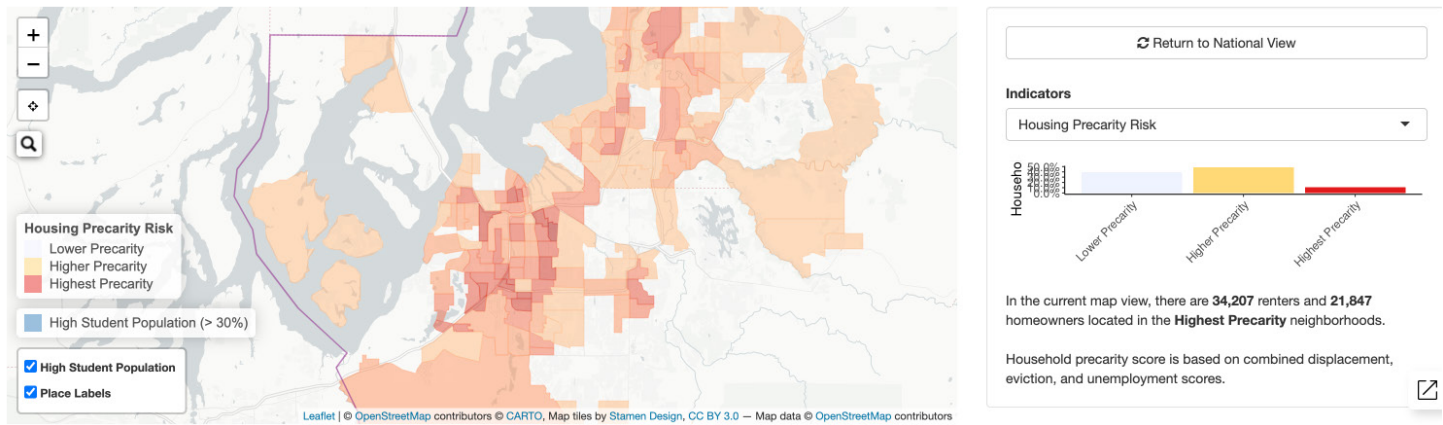
The first, and most recent source, is the Washington State Department of Commerce Displacement Risk Map. This map is currently in the final stages of production and is expected to be completed in the coming months. It does still contribute valuable insight though, in particular because it is the most recently produced data source the strategy uses. This displacement risk map finds that much of Tacoma is at high risk of displacement, including Hilltop, downtown, most of South and East Tacoma, and four census tracts in West Tacoma. The map uses the following indicators of displacement risk:

- BIPOC share of the total population
- Renter share of the total population
- Median household income
- Percent change in the BIPOC population (2010-2020)
- Average Rent in 2015
- Change in average rent between 2010 to 2021



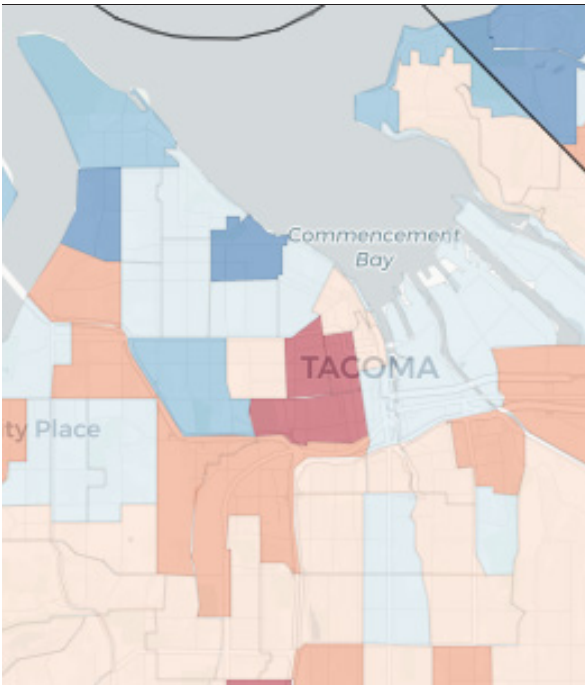
The second source the strategy uses is the Puget Sound Regional Council (PSRC) Displacement Risk Tool published in December of 2019. It indicates that there is high displacement risk in Hilltop, downtown, and sections of South and East Tacoma. Much of the rest of Tacoma is rated as being at moderate risk of displacement, while most of North and West Tacoma are rated as low risk. PSRC followed this mapping tool with a guide to mitigate displacement in August of 2020 that uses the following indicators of displacement risk:

- Significant numbers of cost-burdened low- and moderate-income households
- Home prices and rents in low-income communities and marginalized communities of color are increasing rapidly
- Relatively low supply of long-term affordable homes
- High concentrations of renters

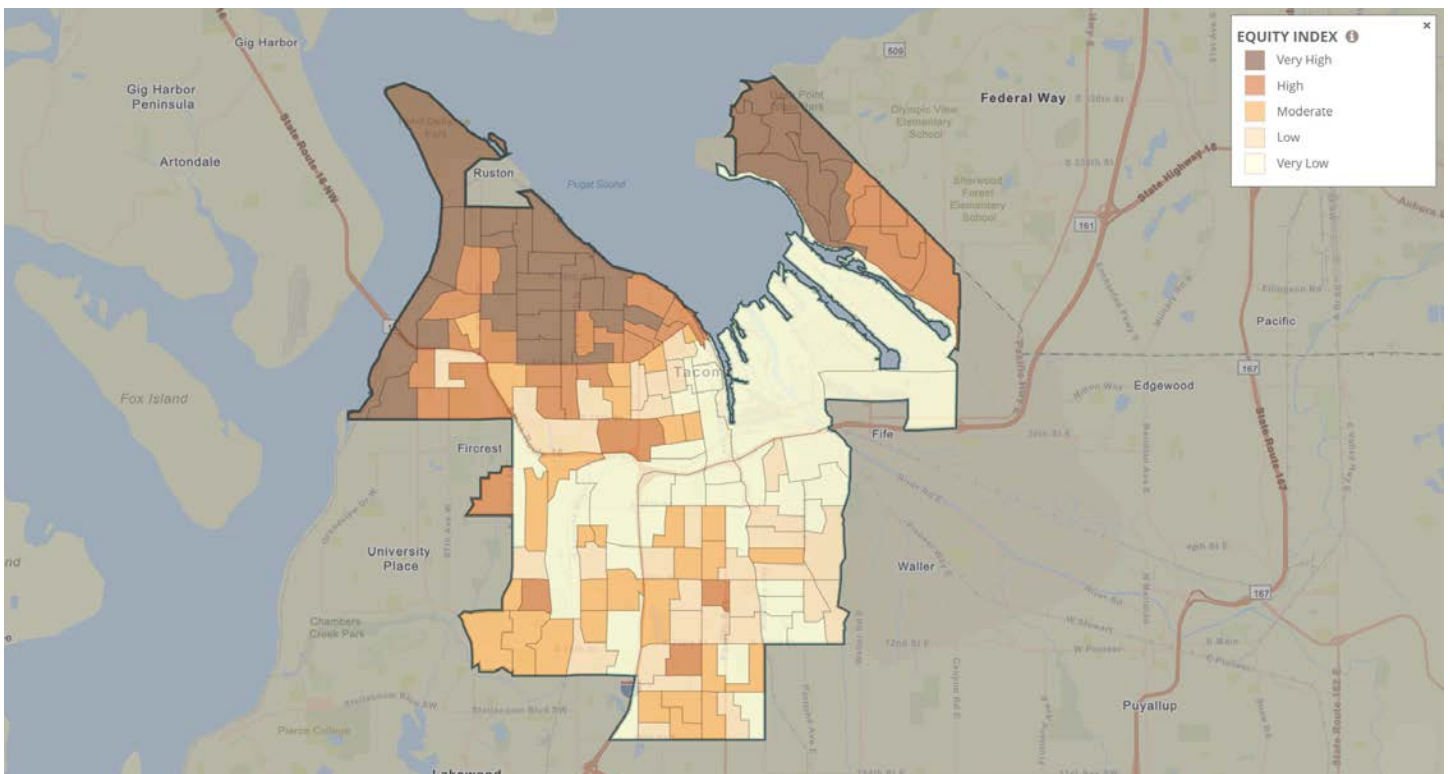


The third source is the Urban Displacement Project out of UC Berkeley, published in July 2021, which more or less corroborates PSRC’s findings with some variation in downtown and East Tacoma ratings. It measures housing precarity scores, which are composites of:

- Eviction risk
- Displacement vulnerability: this is measured as areas with predominantly low-income households
- Pandemic unemployment
- Segregation



The fourth source is the Evictions Study Map, with data from 2004 to 2017. It shows that Hilltop has the highest eviction risk in Tacoma and relatively high eviction risk in areas in South and East Tacoma as well. It specifically measures Relative Eviction Risk, which compares the risk of a tenant being evicted in the designated area compared to the overall combined risk across Pierce, King, Snohomish, and Whatcom counties.



Finally, these findings align with the City of Tacoma’s own Tacoma Equity Index which shows the lowest overall opportunity areas in the city are Hilltop and large sections of East and South Tacoma.

There are two clear takeaways from these maps. First, the indication is that any geographically targeted policies or spending should include the Hilltop neighborhood and parts of East and South Tacoma, as all five maps indicate those as being at the highest risk for displacement. By combining the results of these five maps, the following census tracts emerge as the ones at highest risk for displacement:

- Tract 53053061300 (Hilltop)
- Tract 53053061400 (Hilltop and downtown)
- Tract 53053940007 (East Tacoma)
- Tract 53053940006 (East Tacoma)
- Tract: 53053063300 (East Tacoma)
- Tract 53053063502 (Hosmer)
- Tract 53053062000 (McKinley Hill)
- Tract 53053062801 (Southwest Tacoma along Fircrest border)
- Tract 53053062600 (South Tacoma)
- Tract 53053062900 (South Tacoma)
- Tract 53053063000 (South Tacoma)

In combining the maps, several tracts in West Tacoma also should be considered at moderate risk or displacement, specifically:

- Tract 53053061002 (south side of WA State Route 16)
- Tract 53053060905 (north side of WA State Route 16)
- Tract 53053060904 (east side of Pearl)

Interestingly, while Tacoma's Equity Index was not specifically built to measure displacement risk, because it is well corroborated by the four other maps specifically built for this purpose, it will serve as an effective tool in targeting certain geography based anti-displacement actions.

The second takeaway is that by combining the lists of displacement indicators the maps use a more comprehensive list can be created, specifically:

- A high share of BIPOC residents indicates high displacement risk, since as demonstrated in the next section of this document, communities of color are disproportionately at higher risk of displacement than white community members.
- A high number of renters indicates a higher risk of displacement, as renters' housing costs are more volatile than homeowners' costs.
- A higher number of low-income residents indicates high displacement risk, as these residents will have less money saved to weather any unforeseen costs that could lead to displacement.
- Significant demographic changes, especially race, measured over time are a good way to measure displacement that has already occurred.
- Large average rent increases over time will indicate areas where costs have dramatically risen for renters, thus making them more likely to be displaced.
- A low supply of designated affordable housing means low-income community members are more likely to look outside their community if they are displaced.
- As stated in the 2021 ROOT policy report conducted as part of Home in Tacoma phase 1, "residents with a disability, seniors, single mothers, and people of color have above average poverty rates and are particularly vulnerable to shifting housing costs. Additionally, populations on a fixed income—mainly residents with a disability and seniors—are especially at risk."
- Residents with specific barriers to accessing resources, such as those with limited english proficiency, are also at higher risk of displacement.

Displacement and Race

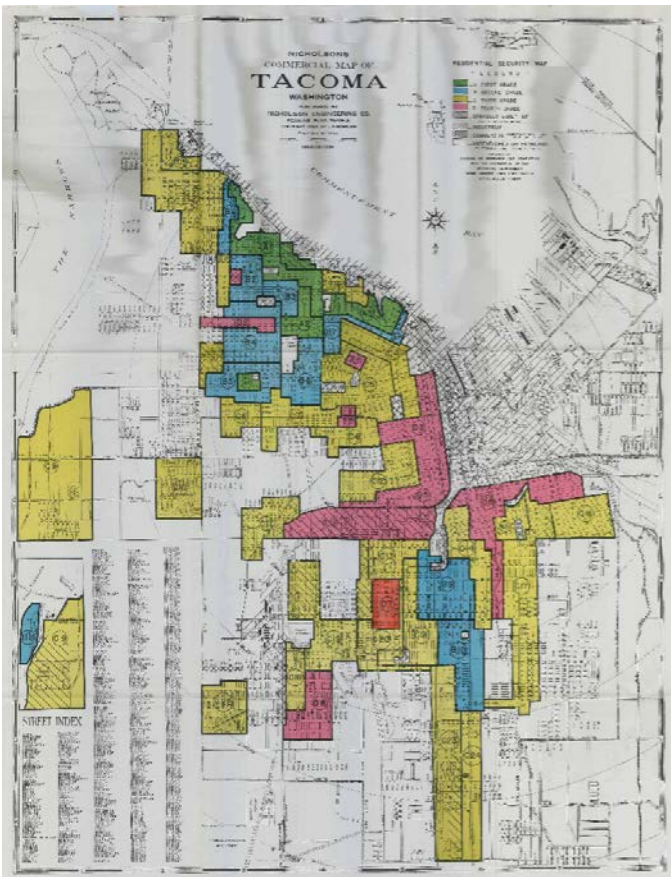
Past housing policies, both at the local and national level, systematically discriminated against BIPOC households, limiting their access to financing and restricting where they could live. Racially restrictive housing covenants and the Tacoma redlining map are two stark local examples of how the effects of past discrimination are still felt today.

1937 Descriptions of Tacoma Neighborhoods

“There are several Negro families (three known) who own property and live in this area. This constitutes a sufficient hazard to justify a 4th grade rating.”

“Three highly respected Negro families own homes and live in the middle block of this area facing Verde Street. While very much above the average of their race, it is quite generally recognized by Realtors that their presence seriously detracts from the desirability of their immediate neighborhood.”

“This might be classed as a ‘Low Yellow’ area were it not for the presence of the number of Negroes and low class Foreign families who reside in the area.”⁸



This image is the redlined map of Tacoma from 1929 and shows the investment grades given to each area. One of the factors that contributed to the grade given was whether, and how many, BIPOC households lived in the area. “Neighborhoods receiving the highest grade of “A”—colored green on the maps—were deemed minimal risks for banks and other mortgage lenders when they were determining who should receive loans and which areas in the city were safe investments. Those receiving the lowest grade of “D,” colored red, were considered ‘hazardous.’” The areas labeled in red as “fourth grade” are today many of the parts of Tacoma that have the highest displacement risk. These are also the only parts of Tacoma where BIPOC residents were permitted to live and where, because of this legacy of restrictive housing policies, many still do.

Two past City reports have found that the effects of these racist policies are still felt today. Combined, the two reports show that BIPOC Tacoma residents, and particularly Black residents, are at higher risk of being displaced, less financially ready for homeownership, and more likely to experience homelessness.

⁸ <https://dsl.richmond.edu/panorama/redlining/#loc=12/47.236/-122.593&city=tacoma-wa>

The SPARC Report, published jointly in 2018 by the City and Pierce County, investigated whether people of color in Pierce County were overrepresented in the region's homeless population. The report confirms that they are, showing that:

- From 2011 to 2016, Black and African-Americans were represented in the Homelessness Management Information System (HMIS) population at a rate of 26.3%, despite only making up 6.6% of the general population in Pierce County.
- Of the 9,501 Tacoma Housing Authority voucher recipients between 2014 and 2016 in a combined sample (i.e., all people who were issued vouchers and moved in combined with those who were issued vouchers but did not move in), 34.2% of the individuals sampled identified as Black, which again is much higher than the Tacoma number of residents that identify as Black or African-American.

The Homeownership Disparity Study, published in 2021, reports several data points that contribute to a higher risk of displacement for Black Tacoma residents:

- "From 1990 to 2020, Black households have experienced a stark trend of decreased homeownership growth for Black households. All other racial groups have either experienced increases or stable rates of home ownership over the past few decades while in contrast, Black households were more likely to become renters and lose ownership of homes."
- "Due to a host of systemic factors including access to education, Black households in Tacoma have the lowest median income compared to all the other races/ethnicities."
- Over 50% of Black, Pacific Islander and Native Hawaiian (PINH), and American Indian and Alaskan Native (AIAN) are not ready for homeownership.
- Homeownership rates vary significantly by race: White – 64.2%, Asian – 59.7%, Hispanic – 41.4%, Black – 34.9%, American Indian and Alaskan Native – 34.9%, Pacific Islander and Native Hawaiian – 32.1%
- Homeowners are significantly less cost burdened than renters.

While this report focuses on homeownership, renters are at higher risk of displacement, meaning populations that are not able to afford to purchase a home are also at higher risk of displacement. With disproportionate numbers of renters being BIPOC residents, this means Tacoma's BIPOC communities are at higher risk of being displaced.

By comparing the neighborhoods of Tacoma that are at high risk of displacement to the races that have been most subjected to historic housing discrimination and are currently at higher risk of displacement, the connection between race and displacement risk becomes clear. In 2020, it was Hilltop and parts of East Tacoma that ranked as having the highest percentages of BIPOC residents;¹⁰ these are the same neighborhoods, as shown above, that are at highest risk of displacement.

Because this work shows a clear connection between past racist housing policies and displacement, consideration of race should be at the forefront of any City policy or increase in funding meant to address displacement.

¹⁰ [Mapping Tacoma Race and Segregation \(washington.edu\)](https://www.washington.edu/research/mapping-tacoma-race-and-segregation/)

What is an Anti-Displacement Policy?

There are two important distinctions to make in defining an anti-displacement policy before describing the proposed policy and program actions. First, the difference between an anti-displacement policy and a more general affordable housing policy, and second, the scope of the policies and programs included in this strategy.

Anti-Displacement vs. Affordable Housing Policies

The original Affordable Housing Action Strategy calls for 12 different policy actions to create more affordable housing. The creation of more affordable housing is necessary, and the City must continue to prioritize this. However, creation of units, along with any policies that ease the development process, does not directly address displacement. The difference between an anti-displacement strategy and a more general affordable housing strategy is that the former specifically targets people already living in Tacoma, and often specific groups of people (demographic, geography), whereas the latter does not.

There are many current affordable housing programs that the City administers that are not anti-displacement focused. These include funding for designated affordable units through the Housing Division, the 12-year Multifamily Tax Exemption (MFTE) program, priority review permitting for affordable housing projects, and the Surplus Land Policy. This does not make these programs any less important or less effective in creating affordable housing. If they were to be deployed to mitigate displacement in Tacoma though, they would have to be either geographically targeted at Tacoma neighborhoods at higher risk of displacement or at demographic groups at higher risk of displacement.

Scope of Anti-Displacement Policies

Many policies at the City, State, and Federal level can help mitigate displacement, whether they are tied directly to housing or not. The policies included in the City's Anti-Displacement Strategy must be led by the City and relate directly to housing.

Examples of policies outside this scope that could mitigate displacement include supporting the creation of local high paying jobs, increasing the minimum wage, or providing funding to food banks.



Objective 1:

Create More Homes for More People

The actions in Objective 1 are:

- 1.1: Affordability Incentives (AHAS 1.2)*
- 1.2: Expand Inclusionary Zoning (AHAS 1.2)*
- 1.3: Down-payment homebuyer assistance (AHAS 1.7)*
- 1.4: Adding an Additional Unit to Structure or Parcel (AHAS 1.8)
- 1.5: Short-Term Rental Regulation
- 1.6: Land Banking

* indicates existing program

High housing costs can cause significant harm to local residents. The original AHAS recognized that “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.”

The Anti-Displacement Strategy recognizes that cost-burdened households may also be forced to leave their community, disrupting their lives, support systems, and the people closest to them.

Tacoma is expected to grow by up to 130,000 residents by 2050¹¹, increasing the displacement pressure on the lowest income Tacomans. As the population increases, there is not currently enough housing at the range of prices necessary to prevent further displacement. The Anti-Displacement Strategy calls for creating more homes specifically targeted to Tacomans at risk of displacement.

The actions in this objective call for several zoning reforms to increase the number of below market-rate units produced by the private sector, the strategic acquisition of land with the purpose of building affordable housing in areas at high risk of displacement, and increasing support for homeownership.

SETTING THE STAGE WITH ZONING

Creating a diverse range of housing types at varying costs can decrease displacement by providing more housing options for Tacoma residents wishing to stay in their community but who may no longer be able to reside in their current residence.

The City is currently in the process of eliminating single family zoning, or “up-zoning,” through its Home in Tacoma initiative, in order to achieve this goal and accommodate future expected population growth. This up-zone will not directly produce housing but will instead create the conditions for more housing diversity, in terms of size, cost, and choice. This will in turn support other affordable housing and anti-displacement policies, such as creating homeownership opportunities or expanding inclusionary zoning.

¹¹ <https://www.psrc.org/media/1723>

1.1: Affordability Incentives (AHAS 1.2)*

Currently the City offers a range of incentives to developers if they add affordable units to their development. These fall into three general categories: land use regulatory code, development permit application services, and tax incentives.

The land use regulatory code incentives are separated into four broad categories that vary based on the growth vision for each area: the downtown regional center, private upzones, planned residential developments, and mixed-use centers. The greatest potential for creating affordable units is in the most densely zoned areas. Expansion of these programs is being explored as part of Home in Tacoma Phase 2 and could be further expanded and part of future Comprehensive Plan updates. Possible expansions include incentives such as increased height or greater density in exchange for affordable units.

To mitigate displacement, additional incentives could be considered for developers who build affordable housing in neighborhoods at high risk of displacement or developers who utilize a community prioritization policy to ensure new affordable units are rented or sold to current residents at risk of displacement or past residents who were already displaced.

Both the permit application services and tax incentives that currently exist are effective City programs for creating affordable housing and should not be considered as anti-displacement policies.

Guiding Principles: Increase and maintain homeownership opportunities, Create affordable housing across all neighborhoods, Integrate income levels, Focus on High Displacement Neighborhoods, Increase Number of Larger Units

Timeframe: Low- and Mid-Scale residential areas in 2023-24 via Home in Tacoma, Mixed Use Centers and Downtown in 2024-25 via the Comp Plan update

AMI: 50-80%

Performance measure/Evaluation metric: Number of units created by AMI level

Status as of 2024 Adoption: Exist and Under Development

Lead Department: Planning and Development Services



1.2: Expand Inclusionary Zoning (AHAS 1.2)*

Inclusionary Zoning (IZ) can require or incentivize private developers to build a share of new market-rate developments as affordable housing, or to pay a comparable amount into the City's housing trust fund to build affordable housing off-site.

Tacoma currently has two forms of IZ. The first can be used throughout the city if a developer wants to increase their unit density via a residential upzone, a planned residential development, or amend the floor area ratio of the development. To do this they can add affordable units or pay a fee in lieu. By the end of 2022, two projects had done this, both opting to pay the fee in lieu, netting the City a total of \$234,185.

The other IZ is geographic and located in the Tacoma Mall Regional Growth Center - Madison District. It requires developments to have 10% of the units be affordable at 50% AMI for rental units or 80% AMI for ownership units. The affordability period is 50 years with annual reporting to the City's Community and Economic Development department. At the end of 2022, four projects were under development, totaling 88 units, 10 of which are at the affordable rate. See the map below detailing where the IZ applies:



The City should explore expanding where the IZ is mandatory, increase the fee-in-lieu in order to incentivize development of affordable units, and expand the number of development bonuses offered to developers in order to make it more feasible for them to build affordable units. This should be explored in 2024-25 through the Comprehensive Plan update in the downtown, mall area, and mixed-use-centers (MUCs).

Guiding Principles: Increase and maintain homeownership opportunities, Create affordable housing across all neighborhoods, Integrate income levels, Focus on High Displacement Neighborhoods, Increase Number of Larger Units

Timeframe: Low- and Mid-Scale residential areas in 2023-24 via Home in Tacoma, Mixed Use Centers and Downtown in 2024-25 via the Comp Plan update

AMI: 50-80%

Performance measure/Evaluation metric: Number of units created by AMI level

Status as of 2024 Adoption: Exist and Under Development

Lead Department: Planning and Development Services

1.3: Down-payment homebuyer assistance (AHAS 1.7)*

The demand for single-dwelling structures within the City of Tacoma has driven the cost of buying a home beyond the means of many residents. The equity that is generated by a household through owning a home at terms that are affordable to them is an essential component to establishing stability, and historically to building wealth. Reducing the cost-of-entry at the front-end can help provide this opportunity.

Since at least 2014 the City has intermittently contracted with the Washington State Housing Finance Commission to administer a program that provides financial assistance to first-time homebuyers in the form of second, subordinate loans to provide down payment and closing cost assistance in cooperation with local mortgage lenders and the Federal Housing Administration.



The program is administered by the Commission statewide, with the City matching the amount of assistance provided by the Commission to assist the Tacoma recipients with up to a total of \$20,000 in forgivable debt per borrower. The target population to be eligible is households with incomes at or below 80% of AMI who are either first-time homebuyers or have not owned or purchased a home in the three years prior to closing the second mortgage and who will occupy the home as their principal residence. The financial assistance is paired with preceding and post-purchase financial counseling by HUD-certified housing counselors. In June of 2023, the WSHFC current contract ended, and the City is implementing a new down payment assistance program that will be administered internally.

Guiding Principles: Increase and maintain homeownership opportunities; Support individuals to successfully attain and remain in housing, Focus on high-displacement neighborhoods

Timeframe: Fall 2023

AMI: 80% and below

Performance measure/Evaluation metric: Households served

Status as of 2024 Adoption: Under Development

Lead Department: Community and Economic Development

1.4: Adding Additional Units to a Structure or Parcel (AHAS 1.8)

Accessory Dwelling Units (ADUs) and Detached Accessory Dwelling Units (DADUs) are smaller separate units on the same lot as a single-dwelling structure. They are sometimes referred to as mother-in-law units. Increasing the number of ADUs and DADUs is an opportunity to create more middle housing that is more affordable than the larger homes currently available.

There are several ways the City can reduce the cost of building ADUs and DADUs, including offering a set of preapproved designs, adding extra permit desk assistance, reducing or eliminating utility hookup fees, or reducing or eliminating existing site requirements. These strategies could be geographically targeted to high displacement risk areas of the City or could be offered citywide as a more general, but still worthy, affordable housing strategy.

Site development requirements – vehicular access, emergency vehicle access, solid waste vehicle access, sewer and water service, building code, and energy code – need to be studied further in order to facilitate ease of adding an additional unit in order to reduce the costs of adding such a unit.

There are two specific ways that ADUs and DADUs could reduce the risk of displacement. First, low-income homeowners will likely not have the necessary financial resources to construct a DADU or renovate part of their existing home into an ADU. However, renting out space on their property to a market rate tenant could be a substantial source of income, reducing the risk that they are priced out of their home. The City or a community partner could offer the necessary upfront financing for such a homeowner to build an ADU or DADU in order to begin renting out that space and earning extra income. Such a form of financial assistance should be paired with project management support, financial education, and training on the rental housing code.

Second, financing could instead be offered to middle- or upper-income homeowners to build an ADU or DADU if they agree to rent it out to a low-income resident or family. This second financing strategy would require ongoing monitoring to ensure compliance. This option could explore working with a community partner, such as the Tacoma Housing Authority, to connect homeowners with low-income tenants and do ongoing monitoring. Both forms of financing could be offered as grants or low-interest loans.

Guiding Principles: Increase and maintain homeownership opportunities, Create affordable housing across all neighborhoods, Focus on High Displacement Neighborhoods, Integrate Income Levels

Timeframe: Mid-mod or biennial budget development

AMI: 50-80% AMI

Performance measure/Evaluation metric: Total number of DADUs/ADUs created and number created to serve low-income residents

Status as of 2024 Adoption: Preliminary work under development

Stakeholder Departments: Community and Economic Development, Planning and Development Services, Tacoma Public Utilities, and possible third-party program administration

1.5: Short-Term Rental Regulation

Regulating the short-term rental market is meant to prevent displacement when units are being rented on websites such as Airbnb or VRBO to the extent that it limits the rental options available for local residents. This problem most often occurs in towns with high levels of tourism. Cities can confront this problem in one of two ways, either by restricting landlords' abilities to rent out units short-term, or by offering property owners incentives to convert short-term rentals to long-term rentals for the local workforce.

In Tacoma, residents can offer short-term rentals of their homes, parts of their homes, or ADUs with some restrictions. Entire dwellings, one to two guest rooms, and ADUs can be short-term rentals in all districts in the city. Renting more than two guest rooms requires an approved conditional use permit and is restricted to residential districts that allow duplex, triplex, and multifamily dwellings. Further, an ADU must have the owner living either in the ADU or house to rent one out as short-term rental. There are otherwise very few limitations on short-term rentals, nor are there incentive programs to convert these units to longer-term rentals.

There is not strong enough evidence that STRs currently suppress the Tacoma rental market enough to warrant a stricter policy. However, they could in the future, and it is worth continued monitoring. Additionally, several Washington jurisdictions including San Juan County, Chelan County, and Gig Harbor have implemented stricter STR regulations. It is worth monitoring their success and considering whether they have effectively curbed any displacement caused by short-term rentals as well as assessing the number of short-term rentals in Tacoma and what types of units are most frequently rented out.

Guiding Principles: Create affordable housing across all neighborhoods

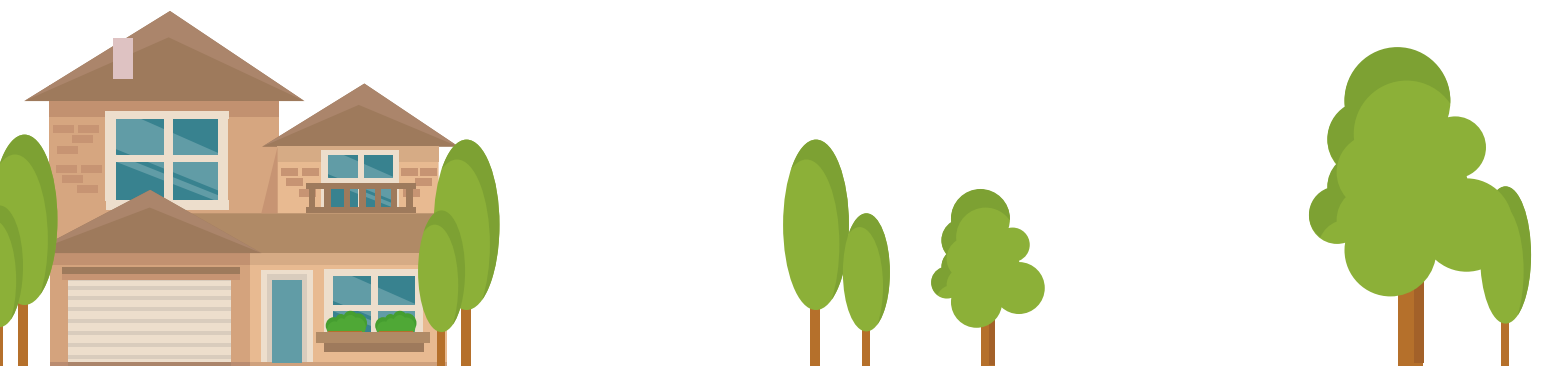
Timeframe: Restrictions could be implemented at any time, conversion incentives requiring financial support would need to be at Mid-mod or during the biennial budget development process

AMI: All

Performance measure/Evaluation metric: Number of STRs converted to long-term rental properties

Status as of 2024 Adoption: New

Lead Department: Planning and Development Services, Tax and Licensing



1.6: Land Banking

This action would dedicate resources to purchasing land or buildings in priority areas to develop affordable housing. Priority areas should be in areas at high risk of displacement or near access to amenities such as schools and transit. Upon purchase of the land the City could sell it at market rate to a developer in order to recoup its initial investment or sell it at below market rate to increase the housing affordability levels in that development. Prior to purchase, the City must allocate sufficient funds to properly maintain the property until it sells it or transfers ownership to an affordable housing developer.

In the 2023-24 budget, \$2.5 million was reserved for this purpose and an additional \$1.5 million was allocated as part of the 2023 Washington State legislative session.

Guiding Principles: Increase and maintain homeownership opportunities, Focus on high-displacement neighborhoods, Integrate income levels, Create affordable housing across neighborhoods, Increase support for lowest income levels

Timeframe: Varies: The frequency and duration of acquisitions and dispositions of property will depend on availability of resources and the schedules of any proposed projects.

AMI: 80% and below

Performance measure/Evaluation metric: Affordable units created on acquired properties

Status as of 2024 Adoption: Under Development

Lead Department: Community and Economic Development

Objective 2:

Keep Housing Affordable and in Good Repair

The actions in Objective 2 are:

- 2.1: Preservation ordinance (AHAS 2.2)
- 2.2: Right of First Refusal Policy
- 2.3: Tenant Opportunity to Purchase
- 2.4: Housing Preservation Fund (AHAS 2.7)
- 2.5: Improve the livability of existing owner-occupied homes (AHAS 2.3)
- 2.6: Proactive Rental Inspection (AHAS 2.5)*
- 2.7: Support efforts to create a community land trust (AHAS 2.6)
- 2.8: Financial Support for Landlords

* indicates existing program

Loss of Tacoma's current affordable housing stock, even in part, could offset any new housing production and increase unmet need among residents. 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.

Between 2019 when the AHAS was implemented and June 2023, the City had preserved 230 homes, all through the single-family home repair program. This number is far below the original AHAS goal of preserving 2300 units by 2028. It is in this area that the City has achieved the least, especially regarding preserving affordable rental units.

A loss of currently affordable housing can happen for several reasons, including:

- Subsidized housing contract “opt-outs,” where a property owner terminates or doesn't renew their housing contract prior to its scheduled end date;
- Sale of lower rent multifamily housing and the subsequent increase in rent for current residents;
- Deteriorating property conditions, which ultimately make a home unsafe or uninhabitable (or both) for the family or person living in it.

This objective explores increasing the number of home repairs the City completes in order to support low-income homeowners, strategies to keep existing multifamily buildings affordable, support for a community land trust, and starting a rental inspection program to ensure health and safety concerns don't cause displacement.



2.1: Preservation ordinance (AHAS 2.2)

A preservation ordinance would help the City of Tacoma prioritize resources for preservation activities and help keep apartment buildings affordable if a property owner sells a building that meets certain predetermined high-priority criteria. Such an ordinance would:

- Implement a notice of intent to sell requirement that would 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 it, or sell their property to notify the City of Tacoma and their tenants within a set period of time. Note that the financial penalty for not advising the City of a sale must be high enough to ensure compliance.
- Require property owners of privately owned buildings that meet certain predetermined criteria such as being near transit, in high-displacement neighborhoods, having an expiring affordability covenant, or of a certain age or size to notify the City of Tacoma within a set period of time.
- Track qualifying properties based on selected outlined criteria.

A preservation ordinance could be passed as a standalone policy; however, it will be significantly strengthened if it is adopted in concert with the three policies described below: a right of first refusal policy, a tenant opportunity to purchase act, and a preservation fund.

Guiding Principles: Focus on high displacement neighborhoods, Support individuals to successfully attain and remain in housing, Create affordable housing across Tacoma

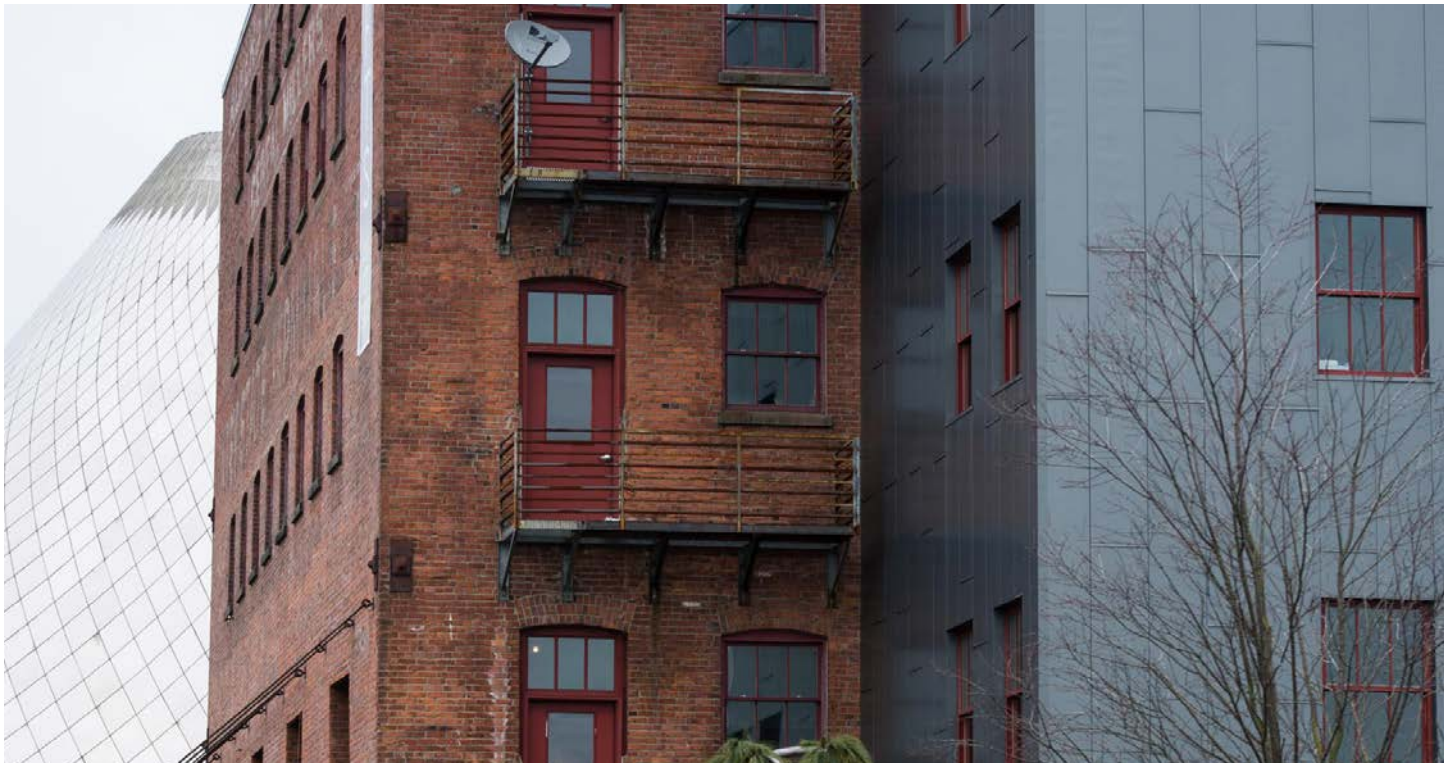
Timeframe: At Council's direction

AMI: 80% and below

Performance measure/Evaluation metric: Number of units preserved

Status as of 2024 Adoption: New

Lead Department: Community and Economic Development



2.2: Right of First Refusal Policy

Right of first refusal policies can be used in two contexts to preserve the stock of rental housing. First, they can help preserve the ongoing affordability of dedicated affordable rental housing by giving priority consideration to mission-oriented buyers when the owner of a subsidized rental property decides to stop participating in a subsidy program. Second, they can be applied to existing unsubsidized multifamily rental properties, helping to preserve the availability of rental units and in some cases facilitate conversion to dedicated affordable rentals.

The City could consider passing a policy that requires the seller of the property to give notice of intent to sell. After the City receives the notice, specified entities dedicated to building affordable housing would have a set amount of time in which they would be able to purchase the building at market rate before the building goes on the open market.

The City would need to determine the period of time organizations would have to decide whether to purchase the building; the specific organizations that would be allowed to make such a purchase; and the process to determine the market rate sales price, this could be determined by the seller or by a third-party appraiser.

Guiding Principles: Focus on high displacement neighborhoods, Create affordable housing across Tacoma

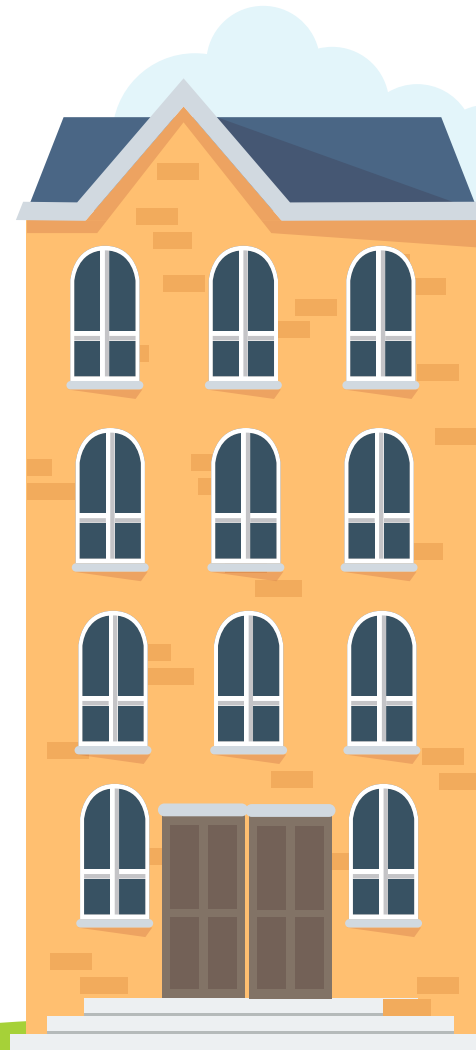
Timeframe: At Council's direction

AMI: 80% and below

Performance measure/Evaluation metric: Number of units preserved

Status as of 2024 Adoption: New

Lead Department: Community and Economic Development





2.3: Tenant Opportunity to Purchase Act (TOPA)

TOPAs are a very specific type of right of first refusal policy, in that when a multi-unit building is put up for sale, the existing tenants have the right to purchase the property at the market price and then convert the units to condos or a cooperative. Tenants already living in a building that is planned to be sold should be included as a designated entity eligible to purchase the building in a right of first refusal policy. However, in practice, this process typically involves tenants working with a third-party developer that makes repairs and manages the property after the purchase. It can also require significant financial assistance be provided to the tenant group due to the complex nature of the real estate transaction. For this policy to be maximally effective, the City would need to ensure this technical finance and property management expertise exists to assist any tenants groups that form.

This can also be a strategy to drive homeownership, if the tenants choose to convert their units into a condo or co-op ownership model. Again, this will likely require outside technical assistance from a third-party.

The most well-known TOPA is in Washington D.C., which has existed since 1980, and as of 2013 had preserved an estimated 1400 units of affordable housing. The D.C. TOPA has been successful in large part because of the financial support the program receives from the city's Housing Production Trust Fund. Other cities such as Berkeley, Minneapolis, New York, Portland, Oakland, and Los Angeles having recently implemented or are considering similar legislation.¹²

Guiding Principles: Increase homeownership opportunities, Focus on high displacement neighborhoods, Create affordable housing across Tacoma, Support Individuals to Successfully Attain and Remain in Housing

Timeframe: At Council's direction

AMI: 80% and below

Performance measure/Evaluation metric: Number of units preserved

Status as of 2024 Adoption: New

Lead Department: Community and Economic Development

¹² <https://shelterforce.org/2020/07/24/giving-tenants-the-first-opportunity-to-purchase-their-homes/>

2.4: Housing Preservation Fund (AHAS 2.7)

The City of Tacoma and its partners will need reliable access to funding to preserve housing at-risk of being converted to market-rate units. Having this funding will help public and mission-driven organizations act fast to stabilize a subsidized or otherwise affordable multifamily 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.

Creating a Preservation Fund would greatly strengthen a Preservation Ordinance, Right of First Refusal policy, and Tenant Opportunity to Purchase Act, as it would assist mission driven organizations in purchasing the buildings.



Guiding Principles: Increase homeownership opportunities, Focus on high displacement neighborhoods, Support individuals to successfully attain and remain in housing, Create Affordable Housing across Tacoma

Timeframe: Mid-mod and biennial budget development

AMI: 80% and below

Performance measure/Evaluation metric: Number of units preserved

Status as of 2024 Adoption: New

Lead Department: Community and Economic Development

2.5: Improve the livability of existing owner-occupied homes (AHAS 2.3)

The City has two types of home repair programs for Tacoma residents with incomes at or below 80% AMI. The two types of home repair programs are minor repairs (up to \$15,000) and major repairs (\$15,000-\$60,000). The minor home repair program is administered by subrecipients while the major repair program is administered by the Tacoma Community Redevelopment Authority (TCRA). The City allocates approximately \$1.6 million combined for these two program types each year. The TCRA administered program served 62 households between 2019 and June 2023 while the subrecipient administered programs have served 168 in that same time period. The minor repair program provides funds as grants and the major repair program provides funds as low interest deferred loans.

Additional money could be directed to this program to increase the total number of repairs in Tacoma or to repair homes in high displacement neighborhoods.

Guiding Principles: Increase and maintain homeownership opportunities, Focus on high displacement neighborhoods, Create affordable housing across all neighborhoods, Support individuals to successfully attain or remain in housing

Timeframe: Now

AMI: 30-80% homeowners

Performance measure/Evaluation metric: Homes repaired

Status as of 2024 Adoption: Existing Program

Lead Department: Community and Economic Development

2.6: Proactive Rental Inspection (AHAS 2.5)*

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.

While such a program could prevent displacement by mitigating health risks, it could also cause people to be displaced if a residence is deemed unlivable. Thus, such a program would need to be tied to relocation assistance dollars, a prioritization policy, or another mechanism to rapidly rehouse the affected tenant.

Guiding Principles: Focus on high displacement neighborhoods

Timeframe: Mid-mod or biennial budget development

AMI: All

Performance measure/Evaluation metric: Number of units preserved

Status as of 2024 Adoption: New

Lead Department: Multiple departments and possible partnership with a contracted agency or community partner



2.7: Support efforts to create or expand a community land trust (AHAS 2.6)

A Community Land Trust (CLT) is a multi-stakeholder organization that owns land for the permanent benefit of community housing. CLTs often sell or rent homes with various restrictions in order to maintain long-term affordability. CLTs are typically formed by nonprofits or foundations and receive support from local governments. They are not new to Washington: there are around 17 community land trusts in Washington State, and many are part of the Northwest Community Land Trust Coalition.

There have been several recent attempts to start a CLT in Pierce County in the last several years. The City should support efforts to form a CLT and help resource a new CLT using existing City programs such as funding sources or the surplus land policy.

Because of the complexity of CLTs, specifically the board structure, required technical knowledge around real estate finance and asset management, and high land costs, the City should consider seeding a CLT with the startup money to begin operating, prior even to purchasing any land or selling any homes. The City would need to properly evaluate the ability of the nascent CLT to use the money though to ensure the seed money isn't wasted. Later, once the CLT is ready to acquire and manage property, the City can consider allocating additional funding or land to the CLT to help it grow.

Guiding Principles: Increase and maintain homeownership opportunities, Focus on high displacement neighborhoods, Support individuals to successfully attain and remain in housing

Timeframe: Active monitoring of community efforts

AMI: 80% and below

Performance measure/Evaluation metric: Number of units created or preserved

Status as of 2024 Adoption: New

Lead Department: Cross-departmental support needed

2.8: Financial Support for Landlords

The City could offer tax incentives, grants, or low-interest loans for the maintenance and rehabilitation of unsubsidized affordable rental properties. Jurisdictions can assist these owners by offering property tax incentives that hold the taxable assessed value of the property at pre-improvement levels for a set period of time, or otherwise reduce or limit the amount of taxes owed. Eligibility for the incentive should be contingent on an agreement to maintain affordable rents for a specified period of time or to put the property under rent regulation that slows escalation of rent levels.

During outreach, landlords suggested that any such program be limited to landlords with fewer total properties and only landlords that themselves reside in Tacoma.

Guiding Principles: Increase support for lowest income levels, Focus on high displacement neighborhoods

Timeframe: At Mid-mod or biennial budget development process

AMI: 70% and below

Performance measure/Evaluation metric: Number of units preserved

Status as of 2024 Adoption: New

Lead Department: Community and Economic Development



Objective 3:

Help People Stay in Their Homes and Communities

The actions in Objective 3 are:

- 3.1: Rental Housing Code (AHAS 3.1)*
- 3.2: Tenant Relocation Fund (AHAS 3.2)*
- 3.3: Housing Assistance (AHAS 3.2)*
- 3.4: Utility Assistance (AHAS 3.2)*
- 3.5: Mortgage Assistance and Foreclosure Prevention (AHAS 3.2)*

* indicates existing program

This objective in the Anti-Displacement Strategy further focuses the City on AHAS action 3.1 - Expand tenants' protections through a comprehensive policy and AHAS action 3.2 - Create a range of resources for households experiencing a housing crisis.

The cost of housing has increased significantly since the AHAS was implemented in 2019. Between the beginning of 2019 and the end of 2022 average rent increased by 33%, from \$1288 to \$1714, while average home value prices increased from \$331,000 up to \$456,000, or 38%. Such price increases can displace residents from their homes or force them to forgo other necessary spending in order to stay housed. During outreach, residents expressed that the majority of displacement they are seeing is due to economic reasons.

Keeping a family housed is much less expensive than rehousing them once they are living on the street. One-time cash assistance can meet this need. The City has five current financial support programs helping to mitigate displacement: rental assistance, housing assistance, utility assistance, the tenant relocation fund, and mortgage and foreclosure assistance. All five of these, or a combination of several, could be expanded in size in order to reach more total Tacoma residents in need of cash assistance to stay housed. They could also be expanded and then targeted toward specific neighborhoods at high risk of displacement. The funding sources for these programs vary, some sources being permanent while others are temporary.

The City can also help people stay in their homes through legal protections under the Rental Housing Code (RHC) and educational assistance for tenants and landlords provided by the Landlord-Tenant program administered by the Office of Equity and Human Rights (OEHR). The RHC has been expanded twice since it was adopted in 2018 and should be continually monitored in consideration of future expansions.





3.1: Rental Housing Code (AHAS 3.1)*

On November 20, 2018, the Tacoma City Council passed the Rental Housing Code (RHC) TMC 1.95 providing protections for tenants and specific guidance to landlords who operate residential rental businesses in Tacoma. The RHC also includes a provision for housing relocation assistance to qualifying tenants and has an enforcement mechanism to investigate complaints and ensure compliance, whereas the State law does not.

The RHC provides protections for tenants and provides specific guidance to landlords who own or operate residential rental property in Tacoma City limits. The RHC regulations are meant to balance the needs of the landlords and tenants to ensure safe, healthy, and thriving rental housing in Tacoma. The City recognizes that the renting of residential

property is a commercial venture where owners and landlords must evaluate risk, profit, and loss, but providing housing for Tacoma residents directly impacts the quality of life at the most basic level, and therefore requires regulations to ensure that it is equitably undertaken. The RHC strives to ensure housing security for current and future Tacoma residents and addresses potential retaliation against tenants who make complaints about housing conditions.

The City now has two staff members in OEHR that administer the Landlord-Tenant program, enforce the RHC, convene the landlord-tenant stakeholder advisory group, and manage the Tenant Relocation Fund. Since the original passage of the RHC, it was updated on October 21, 2021 to include Just Cause Eviction (JCE) standards and again on July 11, 2023, to include additional tenant protections and further guidance to Tacoma landlords.

Staff continues to work with landlords, tenants, and with other jurisdictions to understand what additional RHC updates could further reduce displacement risk as the rental housing market grows and changes. Further changes should be considered on a regular basis as the rental market changes and new concerns from tenants and landlords arise.

Just Cause Eviction Requirements

The City of Tacoma adopted Just Cause Eviction requirements on October 1, 2021, updating RCW 1.95.070 – Notice to Vacate. The purpose is to protect tenancies from being terminated without a justifiable reason. This update to the RHC outlines the 16 legal reasons a tenancy can be terminated:

1. *Nonpayment of Rent*: 14-Day Notice to Pay or Vacate
2. *Breach of Lease*: 10-Day Notice to Comply or Vacate
3. *Waste/Nuisance/Illegal Activity*: 3-Day Notice to Quit
4. *Landlord or Immediate Family to Occupy Unit*: 90-Day Notice to Vacate
5. *Intent to sell*: 90-Day Notice to Vacate
6. *Demolish, Substantially Rehabilitate, Change of Use*: 120-Day Notice to Vacate
7. *Conversion to Condominiums*: 120-Day Notice to Vacate
8. *Premises Are Condemned*: 30-Day Notice to Vacate or sooner (if the local agency's order requires less)
9. *Shared Space (with owner)*: 20-Day Notice to Vacate except when the landlord has four or more tenants in the same rental dwelling
10. *Transitional Housing*: 30-Day Notice to Vacate
11. *Failure to Sign New Lease/Rental Agreement*: 30-Day Notice to Vacate
12. *Application fraud*: 30-Day Notice to Vacate
13. *Repeated Lease Violations*: 60-Day Notice to Vacate
14. *Sex Offender*: 60-Day Notice to Vacate
15. *Sexual Harassment*: 20-Day Notice to Vacate
16. *Holdover Occupants Not on Rental Agreement*: 30-Day Notice to Vacate

Guiding Principles: Increase support for lowest income levels; Support individuals to successfully attain and remain in housing

Timeframe: Any Time

AMI: All

Performance measure/Evaluation metric: Households served

Status as of 2024 Adoption: Existing Program

Lead Department: Office of Equity and Human Rights



3.2: Tenant Relocation Fund (AHAS 3.2)*

Under Tacoma Municipal Code 1.95, eligible tenant households are entitled to receive relocation assistance of \$2,000 to assist in the costs of moving in situations where they are being displaced due to demolition, substantial rehabilitation, or change in use of their rented residence. The relocation cost is a 50-50 split between the property owner and the City of Tacoma, each paying \$1000.

To receive relocation assistance, tenants must meet several requirements:

- Qualify as low-income: total combined income for all occupants of the housing unit cannot exceed 50% of the area median income for a household of that size.
- Reside in the housing unit at the time the owner notified the City of Tacoma about the planned change in property.

There are several ways this program could be expanded to further mitigate displacement in Tacoma:

When a Tacoma community member must leave their home immediately due to a property being deemed uninhabitable by code enforcement, they often do not immediately receive the necessary resources to pay for temporary housing (i.e. hotel rooms) or secure permanent housing. Under the Residential Landlord Tenant Act (RLTA) the landlord has seven days to pay relocation assistance dollars, meaning the residents may spend those seven days living on the streets. The City previously had a contract in place with a local nonprofit that would assist tenants with securing temporary housing or help pay moving costs until the relocation payment came through. The City could reinstate this contract.



Additionally, the City could pass an ordinance to increase the dollar amount paid by the City and landlord so that a recipient receives more than \$2000 total in relocation assistance.

Finally, other cities have relocation assistance programs that serve residents beyond 50% AMI. Tacoma should research these other programs and consider implementing something similar if deemed appropriate.

Guiding Principles: Increase support for lowest income levels, Support individuals to successfully attain and remain in housing

Timeframe: Varies depending on how the program is expanded

AMI: 50% AMI or less

Performance measure/Evaluation metric: Households served

Status as of 2024 Adoption: Existing Program

Lead Department: Office of Equity and Human Rights

3.3: Housing Assistance (AHAS 3.2)*

The Housing Assistance program is financial assistance and programming used to help people stay housed. Programs funded by the City that offer these programs often use supportive housing and on-site services as an intervention to improve the housing stability for individuals. Examples of Housing Assistance are assistance with searching for housing, life skill development, housing stability plan development, relocation support services, purchasing furniture, risk mitigation/damage repair, obtaining necessary identification or documents required for leases, access to healthcare, and help paying rent or other monthly costs. Along with this assistance, most programs also provide direct case management services, resource specialists, or peer counseling who work directly with the household in need, so they are not alone in the process of searching for and obtaining housing.

This is an existing City program administered by the Neighborhood and Community Services department mostly through contracts with local nonprofits and service providers that support the City's housing service programs. The City's homeless strategy envisions shifting funding currently dedicated to sheltering to housing services over the next five years including funding for financial support such as rental assistance, relocation support, and help paying fees and deposits necessary for accessing and maintaining housing.

The City could increase funding to the housing assistance contracts already in place and require that every housing services program has a housing assistance budget line item. In the short-term the City could increase funding for its existing contracts to enhance the current recipients' programs, while in the longer-term, the City could expand its number of contracts in order to meet the changing needs of the community and better address displacement risk.

Guiding Principles: Increase support for lowest income levels, Support individuals to successfully attain and remain in housing

Timeframe: Biennial Budget Development

AMI: Varies based on program, 80% or below.

Performance measure/Evaluation metric: Households served

Status as of 2024 Adoption: Existing Program

Lead Department: Neighborhood and Community Services

3.4: Utility Assistance (AHAS 3.2)*

Tacoma Public Utilities (TPU) and Environmental Services offer utility assistance for income eligible households. The Discount Rate Program provides a 35% discount to seniors (age 62 and older) or customers who are receiving qualifying disability income up to 45% of the AMI. All customers with household income up to 60% AMI may be eligible for the Bill Credit Assistance Plan (BCAP). However, households cannot be enrolled in both programs at the same time.

Enrollment in BCAP provides an automatic credit on each bill. The amount of the automatic credit is based on the number of services billed directly by TPU and can be up to \$511 annually. Households can achieve additional bill credits with full, on-time payment. Combined credits provide up to \$1,003 in annual utility assistance. Payment arrangements can be made to extend the due date of the bill if more time is needed to achieve the additional credit. Households may also apply for utility assistance from other community programs and still achieve the additional credit.

Customers enrolled in the Discount Rate Program and BCAP are eligible to receive a one-time credit towards their utility bill for completing a financial education program with an authorized community partner.

The TPU Customer Service Office is actively working to increase enrollment in both programs to benefit more households. The goal is to have at least 10,000 households enrolled in BCAP by the end of 2024.

Guiding Principles: Increase support for lowest income levels, Support individuals to successfully attain and remain in housing

Timeframe: Available now

AMI: 45% for the Discount Rate Program and 60% for the Bill Credit Assistance Plan

Performance measure/Evaluation metric: Households served

Status as of 2024 Adoption: Existing Program

Lead Department: Tacoma Public Utilities, Customer Solutions Office



3.5: Mortgage Assistance and Foreclosure Prevention (AHAS 3.2)*

The State of Washington passed the Foreclosure Fairness Act, which requires lenders to offer homeowners financial counseling options. According to recent research, the Washington's Foreclosure Fairness Act has helped hundreds of homeowners to modify their loans and avoid displacement. Tacoma's foreclosure prevention counseling and mortgage assistance program began in 2020 as a result of funding to respond to the impacts of the Covid-19 Pandemic. The program had funding through December 2023. A total of \$1.43 million was allocated to the program to help eligible households affected by the pandemic with foreclosure prevention counseling and mortgage assistance payments. The program provides up to four months of mortgage assistance – with a \$16,000 cap – paid directly to the loan servicer, bank or mortgage company of households who live in the city limits of Tacoma, have experienced loss of employment or reduction in wages due to COVID-19, and have an income at or below 80% AMI for Pierce County.

Ongoing resources are needed to maintain the program past December 2023. This program has proved critical to keeping people in their homes when additional sources of assistance have been hard to access.

Guiding Principles: Increase and maintain homeownership opportunities; Support individuals to successfully attain and remain in housing

Timeframe: 2024 Budget Development

AMI: 80% AMI and below

Performance measure/Evaluation metric: Households served

Status as of 2024 Adoption: Existing Program

Lead Department: Community and Economic Development

PROPERTY TAX RELIEF

During outreach, residents expressed the idea of a property tax relief program several times, and it was considered for inclusion in the Anti-Displacement Strategy. There are programs that provide this form of assistance, including Atlanta's Legacy Resident Retention Program that is funded philanthropically¹³ and available exemptions at the Washington State¹⁴ and Pierce County levels.¹⁵

Washington State law has provisions for property tax exemption and property tax deferral programs for senior citizens and people with disabilities; this is administered by counties. One route the City could take is to add legislative agenda items to expand property tax exemption programs managed by Pierce County (especially for low income and/or low income and long-term residents). This path would have many policy directions and examples from other states. Currently, the City does not have the authorization to run a separate or more robust tax exemption system and enacting these legislative changes would require significant lobbying efforts by the City.

The City could create a program to provide property tax relief. To develop that program, it would be necessary to research examples in Washington and identify program structure, eligibility (poor or infirmed) along with other policy criteria, potential scale, administrative structures, and funding. The benefit of the exemption route is that it does not erode the City property tax levy (however since the levy would be spread across less assessed value it may raise some tax rates). The program for tax relief would need to come from existing or new revenues and would have to be considered against other possible uses for the limited funding.

At present, property tax relief is not included as an anti-displacement action because of its overlap with existing County and State allowances and because of the strong possibility of needing to rely on a third party for philanthropic participation.

¹³ [Legacy Resident Retention Program // Atlanta Beltline](#)

¹⁴ [Exemptions & deferrals | Washington State Department of Revenue](#)

¹⁵ [Property Tax Exemptions & Deferrals | Pierce County, WA - Official Website \(piercecountywa.gov\)](#)

Objective 4:

Reduce Barriers for People Who Often Encounter Them

The actions in Objective 4 are:

- 4.1: Community Prioritization policy
- 4.2: Housing and Land Reparations

Barriers to housing were historically created very purposefully with the intent of barring BIPOC residents from living in certain parts of Tacoma or from attaining homeownership. These included restrictive deed covenants permitting only Caucasian residents to live in specific Tacoma neighborhoods, denying capital to loan applicants based on the Tacoma redlining map, and general discrimination based on what are now protected classes. While these purposeful barriers are now illegal, significant barriers still exist for the residents they harmed because of the decades of purposeful housing discrimination.

Often the racist denial of housing led to residents being displaced, furthering exacerbating the harm of the initial discrimination. This denial also led to the concentration of BIPOC community members in certain neighborhoods, such as Hilltop. While on one hand this concentration created strong social networks within these communities, it also made these communities more vulnerable to displacement pressures as economic conditions have changed and housing costs have increased.

The two policy actions in this Objective aim to begin to address the ongoing barriers to housing BIPOC community members still face because of the previous purposeful discrimination.



4.1: Community Prioritization

Prioritization policies give previously displaced households, descendants of previously displaced households, households displaced due to urban renewal projects, or households currently at high risk of displacement priority in applications for subsidized housing or down-payment assistance. Such a policy could be targeted toward census tracts or specific neighborhoods in Tacoma at high risk of displacement or could be implemented citywide.

A prioritization policy would allow affordable housing developers and any organization that receives City funds to build or manage affordable housing to set aside a certain number of units for current or past residents of the designated neighborhood. Additionally, the City could require affordable housing developers to use affirmative marketing, meaning that they would have to proactively market open units to members of the surrounding neighborhood.

Such a policy would mean that as new affordable units came online, neighborhood residents would be more easily able to attain housing stability by living in these units while also being able to stay in their chosen neighborhood. Furthermore, by allowing previous residents or their descendants priority access, it would begin to address the harms of the displacement that already occurred.

The City should implement a prioritization policy focused on Tacoma census tracts with the highest risk of displacement to prioritize current or past residents of those neighborhoods for future housing units.

Guiding Principles: Focus on high-displacement neighborhoods

Timeframe: At Council's direction

AMI: 70% AMI and below for rental units, 80% AMI and below for homeownership

Performance measure/Evaluation metric: Households served

Status as of 2024 Adoption: New

Lead Department: Community and Economic Development

4.2: Housing and Land Reparations

Reparations are payments made to those who have historically been denied access to wealth, housing, and opportunity. Broadly, reparations have been proposed as a direct mechanism to address historical wealth and opportunity gaps. In recent years, the policy focus has been on African American or Black households, and American descendants of slaves. Housing and land reparations make such payments through property ownership mechanisms rather than direct cash payments.

Because reparations are direct monetary payments to households who have previously experienced discrimination and barriers to opportunity, they have the potential to mitigate displacement through home purchases. However, there is limited academic research on how previous reparations policies in the U.S. have successfully, or unsuccessfully, mitigated displacement. Historically, the United States has given reparations to Native Americans and Native Hawaiians for unjustly seized land and for previously interned Japanese residents. Some of these policies have been in the form of land rights rather than money. For example, the Hawaiian Homes Commission Act of 1920 established a land trust for Native Hawaiians and allowed people of 50% Hawaiian ancestry by blood to lease homesteads from the federal government for 99 years at a time for a total of \$1. However, much of this land was remote and unfit for development.

Although Native American and Native Hawaiian reparations programs have been largely unsuccessful, more recently, in 2021, the city of Evanston, Illinois developed a reparations program for Black residents and the descendants of Black residents who faced housing discrimination due to city policies. The program's goal is to keep Black residents in their neighborhoods and bring those who were previously displaced back to the neighborhood.

Evanston's City Council voted in March 2021 to approve the Local Reparations Restorative Housing Program, which grants qualifying Black households up to \$25,000 for down payments or home repairs. To qualify for the program, Black residents must either have lived in Evanston between 1919 and 1969 or be a direct descendant of someone who did. However, people who do not meet these criteria may apply if they can prove they faced housing discrimination due to city policies or practices after 1969. To garner funds for their reparations program, the Evanston City Council established a reparations fund with the first \$10 million in revenue coming from the City's tax on the sale of recreational marijuana.

The City of Tacoma could establish a Reparations Committee to further research historic housing discrimination in Tacoma, conduct local community outreach, research ongoing efforts at implementing reparations elsewhere in the U.S., explore possible local funding sources, and determine the most appropriate form of recompense. The makeup of the committee and appointment process for members would need to be determined, but to be successful would need to include community members with lived experience and knowledge of the history of housing discrimination in Tacoma. Several resources exist that could begin to guide such a committee in this work, including the national nonprofit First Repair⁹ and the African American Redress Network.^{10, 16}

Guiding Principles: Support individuals to successfully attain and remain in housing, Increase support for lowest income levels, Increase and maintain homeownership opportunities

Timeframe: Mid-mod of biennial budget development process

AMI: All

Performance measure/Evaluation metric: Households served

Status as of 2024 Adoption: New

Lead Department: Office of Equity and Human Rights

¹⁶ <https://belonging.berkeley.edu/affordable-housing-local-reparations-black-americans-case-studies>

APPENDIX I: WHAT WE HEARD

Community outreach regarding concerns about displacement has been conducted ongoingly for multiple years through initiatives done in the Hilltop, Home in Tacoma, the 2023 RHC updates, and targeted engagement specific to the development of the Anti-Displacement Strategy. Key relevant takeaways from each of these engagement efforts are included below.

Hilltop Neighborhood Revitalization Strategy Area (NRSA), 2021

- Stakeholders expressed strong support for measures to increase the development of affordable housing, with a particular emphasis on the creation of a community land trust and leveraging publicly and partner-owned land for affordable housing.
- Creating a community preference policy for both rental and homeownership opportunities is a priority.
- The overwhelming majority of stakeholders interviewed prioritized increasing participation in first-time homebuyer programs and early financial preparation to help residents qualify for loans.
- There was broad support for increasing tenant protections and education, as well as creating a proactive rental inspection program.
- Stakeholders stressed the need to streamline processes for households applying for and using rental assistance, and the need to incorporate affirmative marketing tactics into local policies and programs.

Home in Tacoma Outreach, 2021-2023

- There is broad concern about the need to address housing, and for getting housing growth right. The most fundamental message is about balance between the amount and pace of neighborhood change and impacts and meeting housing goals.
- Provide support for homeowners building ADUs. This sentiment was expressed in multiple settings, for example, “provide financing to homeowners to build ADUs and have payments start only after the ADU is finished and rented. For low-income homeowners, have no payments until the house is sold or refinanced.” - Home in Tacoma Ideas Wall
- Prioritize homeownership and minimize short-term rentals and people renting out extra houses.
- Prioritize local ownership over absentee ownership.
- “Downtown apartments and condos should include 10% to 20% mixed income housing and not just expensive housing. Downtown has the amenities to serve everyone, make it nice and affordable for everyone.” - Home in Tacoma Ideas Wall
- “Co-ops could also be a great fit for homeowners to access their equity to develop their plots, retaining part ownership and even building units for themselves on the land to age in place.” - Home in Tacoma Ideas Wall
- “Allow more buildings for seniors that are affordable for lower income seniors” – comment from South Tacoma Open House event
- Desire for affordable and right-sized units for families (larger units, 2-3 bedrooms)

- Ensure housing is added across Tacoma.
- Displacement is happening now. Neighborhoods that were affordable are becoming more expensive, and this is increasing pressure on the people who live there, especially people with low or fixed incomes and people facing multiple barriers, such as BIPOC, criminal records, special needs, seniors, and single parent households.
- Residents are concerned that this trend will continue or worsen because the root causes are continuing – population growth, people with higher incomes moving to Tacoma, incomes not keeping pace with rising housing costs.

Rental Housing Code Outreach, 2023

- Small landlords are much more vulnerable to market fluctuations, meaning any landlord stabilization policies should be targeted to those with fewer units.
- Many renters are moving to shared housing in order to save money, or conversely, many homeowners are renting rooms in their house in order to supplement their income.
- Incomes aren't rising at the same rate as recent inflation or housing costs.

Hilltop Action Coalition, March 27, 2023

- Economic displacement is the most common cause of people having to leave their homes.
- Financial support for landlords is not popular, but if it is a policy, it should be targeted to landlords that they themselves live in Tacoma.
- It is important to implement and utilize multiple programs at once since different people experience displacement pressures differently.
- Affordability bonuses in market rate development should produce affordable units of the same quality as the market rate units.
- The HAC expressed support for a Proactive Rental Inspection program.

Affordable Housing Action Strategy Technical Advisory Group, March 29, 2023

- Support commercial developments to keep businesses that were already in the community.
- City funding of incentives for developments should require property owners to use affirmative marketing to reach the surrounding community.
- The more neighborhoods that are a mix of renters and owners the better.
- New small developers may need technical assistance to successfully build their first projects.

Tacoma-Pierce County Coalition to End Homelessness, April 28, 2023

- Community members expressed support for the City helping fund or resource a Community Land Trust, possibly through strategic land acquisitions.
- The Coalition expressed serious concerns about the high levels of rent increases Tacoma renters have experienced in the last several years.
- Strong support was expressed for creative forms of housing such as social housing, co-housing, and contracting with nonprofits to house people at risk of homelessness in ADUs.
- The Coalition expressed concern that more resources are needed for elderly Tacoma residents at risk of becoming homeless.
- An ongoing concern is that “vulture buyers” from outside Tacoma are buying up single family residences and turning them into rental properties.
- The term “affordable” is not well defined.

AHAS TAG subcommittee, May 17, 2023

- Classes on predatory purchasing could be valuable for Tacoma homeowners who may be receiving inquiries about purchasing their houses at below market value.
- Ongoing dialogue with residents at risk of displacement is key.
- It will be important to work with the school district to understand displacement pressures that families and children face.
- Working with the County will be important to understand broader county-wide trends.
- The term “residential displacement” will help distinguish the difference between people and businesses being displaced.
- The ADS needs to include indicators of displacement.
- Ongoing use of GIS tools to map displacement will be important to better understand trends and displacement occurs over time.
- Doing an impact versus effort analysis of the displacement actions is important.
- The more ownership that is created the less pressure there will be on the rental market.
- Large 3+ bedroom units are important for families.



APPENDIX II: CULTURAL DISPLACEMENT

Cultural and commercial displacement are not addressed in this strategy as the policy and program solutions to these two issues are outside the scope of housing. However, the City does currently have several programs meant to mitigate these issues. Below is a list and brief description of these programs.

Tacoma Creates

Administered by the Office of Arts and Cultural Vitality, Tacoma Creates is a voter approved sales tax (1/10th of one percent) passed in 2018 that provides funding opportunities to non-profit organizations whose missions are to advance arts, culture, heritage, and/or science. This includes but is not limited to presentations, workshops, exhibitions, events, festivals, youth education programs, and educational programs for all ages. All programming supported by Tacoma Creates must take place within the city of Tacoma, and organizations must be based in Tacoma to apply for funding.

Tacoma Creates offers two forms of funding:

- Comprehensive Organizational Support is meant to sustain and enhance nonprofit programming related to the Tacoma Creates mission. This support can be up to 15% of an organization's annual budget.
- Impact Funding is a matching grant of between \$3,000 and \$60,000 to support a single or multiple programs that advance the Tacoma Creates mission.

In the 2023-24 program year, Tacoma Creates is contracting with 65 cultural organizations, for a combined total of over \$5.5 million.

Tacoma Creates is meant to foster greater inclusiveness, increase diversity, and broaden access to and participation in arts, culture, heritage, and science experiences. By supporting Tacoma organizations offering cultural programming, Tacoma Creates works to mitigate the loss of these organizations and thus the communities they serve. While Tacoma Creates does not fund individual artists directly, the organizations receiving Tacoma Creates funding employ hundreds of artists and creative workers, helping them to be able to continue to live and work in Tacoma.

Equity in Contracting Program

The Equity in Contracting (EIC) program exists to create and sustain a competitive and fair business environment for contracting, procurement and consulting opportunities that include small businesses owned by minority, women, and socially and economically disadvantaged people. The EIC program offers access to contracting and procurement opportunities, as well as guidance and technical assistance, to historically underutilized businesses interested in providing supplies, services and public works support to the City of Tacoma.

For certified businesses, the Equity in Contracting program helps to increase access and opportunity when it comes to contracting with the City of Tacoma.

The EIC team also provides assistance to prime contractors in locating certified sub-contractors who can help meet the EIC utilization requirements of public work and improvement projects.

For both the certified sub-contractor and prime contractors, EIC staff offer assistance in obtaining business management and administrative skills by partnering with experienced programs and individuals who in turn share their knowledge and expertise. Regular workshops are also offered for businesses interested in participating in the EIC program.

Language Access Services

The City is implementing the City of Tacoma Language Access Plan to better serve Tacoma residents with limited English proficiency. The Language Access Plan is working to achieve this through improved department data, translation and interpretation services, ensuring any information related to local emergencies is properly translated, and working with Community Ambassadors with connections to Tacoma residents with limited English proficiency.

- **Improved Data:** The City has 22 staff Language Access Leads representing each City department that are working as a cohort to gather the data each department needs to provide accurate language services in a timely manner. For that, and as per the recommendation of the Department of Justice, staff are gathering four factor analysis and point of contact data.
- **Translation and Interpretation:** Ten new language services providers are being onboarded that will meet the City's needs in terms of the translation and interpretation of vital information and other documents. The City is also exploring new services like multilingual phone lines and apps for first responders.
- **Emergency Response:** Another priority is language access for emergency services, specifically, adopting a comprehensive approach that covers emergencies related to utilities, urban waters, and other environmental services.
- **Community Ambassadors:** The implementation focuses on the work with Community Transcreation Ambassadors in order to ensure that the language services are culturally appropriate to the communities being served. Community Ambassadors are multilingual leaders in their own communities that have an extensive network and are trusted messengers and are appointed by their communities. They support the language services requiring a participatory component, in part to provide residents with meaningful access to services and programs beyond translation. Currently, City staff work with Ambassadors from the Hispanic/Latine, Russian, Ukrainian, Vietnamese, and Cambodian communities and are working to onboard Ambassadors from the Korean community soon.

Ensuring that every Tacoma resident, regardless of English language capabilities, has access to City services is key to preventing cultural displacement because it is most often BIPOC and non-English speaking communities that are at highest risk for this form of displacement.

Minority Business Development Agency (MBDA) – Washington Business Center

The MBDA Business Center, located in Tacoma, is operated by the City and is part of a national network of funded centers in major cities meant to work with minority business enterprises to generate increased financing and contract opportunities and create and retain jobs. The MBDA's goal is to promote the growth of minority-owned businesses through the mobilization and advancement of public and private sector programs, policy, and research.

The MBDA does not solely work in Tacoma, but is located here, managed by City staff, and provides valuable assistance to Tacoma based businesses working in the city and throughout the Washington state. Types of assistance the MBDA provides include business resilience grants, small business technical assistance, resources to fulfill government procurement contracts, connections to business financing agencies and programs, and connections to mentorship opportunities.

Neighborhood Business Districts

Tacoma's Community and Economic Development Department provides technical assistance to Neighborhood Business Districts (NBDs) and targeted retail areas - with a focus on retail retention and recruitment and mixed-use development.

Where there is a cluster of businesses in a walkable neighborhood, the business and property owners may choose to organize to participate in activities that enhance the experience for their customers. City staff provide assistance to NBD associations in the areas of communication and outreach, capacity-building and board development; promotional and marketing strategy assistance; assistance with prioritizing physical improvements; and identifying and providing resources to assist with the growth and diversification of its economic base.

As of October 2023, there were 15 NBDs: 6th Avenue, Dome Business District, Fern Hill, Hilltop, Lincoln, McKinley Hill, Oakland Madrona, Old Town, Pacific Avenue, Portland Avenue, Proctor, Ruston Point Defiance, South Tacoma, Stadium, and Tacoma Narrows.

Neighborhood Planning Program

The Neighborhood Planning Program (NPP) provides enhanced planning and development support to help communities create strong, vibrant, and diverse neighborhoods. Led by residents from the neighborhood and informed by community engagement processes, the NPP considers immediate ways to make neighborhood surroundings more livable. The goal of a neighborhood planning process is not just creating and implementing a plan, the process itself is also a tool to help improve communities through building community capacity, constituent energy, relationships/partnerships, and co-creation opportunities for residents to shape their neighborhoods.

The program works through a six-step process:

1. Internal & External Coordination: NPP staff connect and coordinate with external partners (organizations and agencies) and internal Tacoma staff to identify existing programs and available resources to implement projects.
2. Launch Engagement: Staff complete extensive community engagement and outreach to collect initial input on key neighborhood issues, form the steering group, and identify interested residents, business and property owners, and other neighborhood stakeholders.
3. Project Idea Generation: Steering group and community events, online survey, and targeted outreach generate broad categories of potential projects and actions.
4. Project Specific Prioritization: Tacoma staff lead topic-specific community events to prioritize actions based on the initial projects identified by the community. The steering group works to combine community ideas and identify the most important projects and begin to form project committees to implement specific actions.
5. Plan Vetting & Adoption: Tacoma staff bring draft plan recommendations back to the community and internal partners to ensure the plan reflected what was heard and included projects that could feasibly be implemented.
6. Implementation: Staff and City Council identify funding and strategies for "quick win" projects and work with community-led project committees to begin implementation.

To date the NPP has worked in the McKinley and Proctor neighborhoods and plans to begin outreach around the South Tacoma Way Mixed Use Center and Business District in early 2024.

Participatory Budgeting

Participatory Budgeting (PB) is a democratic process in which the community decides how to spend a set amount of the City's budget to benefit their community. A steering committee of community members develops a scoped process with the City to help fellow community members submit ideas on how to spend that money. Community members then turn ideas into specific project ideas and vote on which they'd like to fund. The City then funds and implements the proposal(s) voted on.

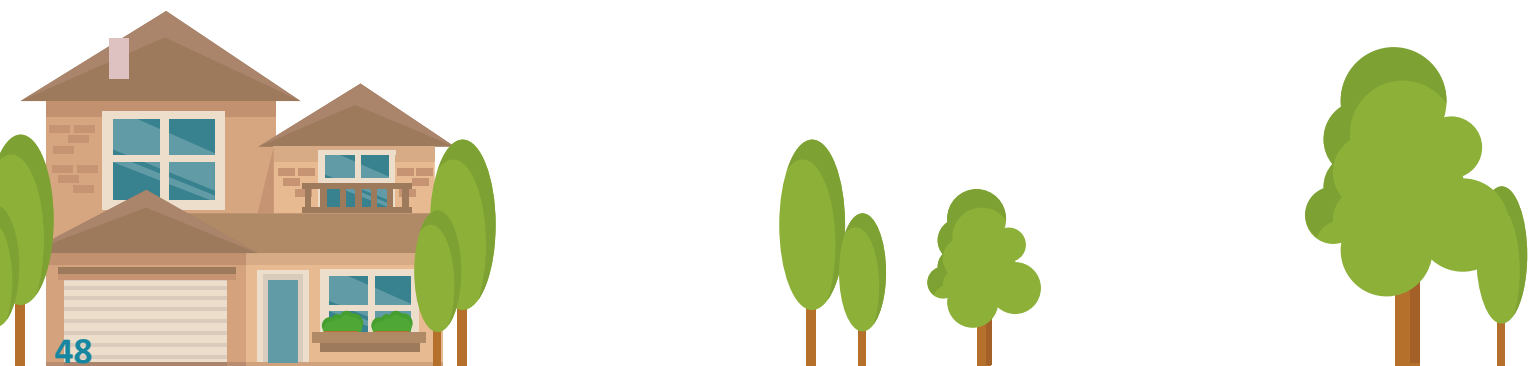
In October 2023, residents from District 4 in East Tacoma voted to spend \$1 million on creating community connections through a grant program funding cultural events, out-of-school youth programming, and community activities for one year.

Through the active engagement of residents in getting to shape their communities, they are actively able to shape their neighborhoods, meaning they will be less likely to leave their community because they no longer feel at home there.

Special Events Grants

The City's Special Events Grants provide funding to events in Tacoma to produce free, inclusive, all ages events, meant to reflect the diverse communities and cultures throughout Tacoma. Funding may be used for infrastructure, traffic control, performers, marketing, or other related costs for events. Applications are reviewed and selected by the City's Events & Recognition Committee (CERC), a community member committee embedded within the Tacoma Venues and Events (TVE) department.

In 2023 the committee granted \$125,000 of special events funding for 23 organizations. Events focused on music, performing arts, youth activities, multicultural traditions, heritage, literary and visual art, environmental and cultural education, food, and dance.



BIBLIOGRAPHY

A developer forced them out of their building. Three years later, nearly half are dead. (2021, December 8). KNKX Public Radio. <https://www.knkx.org/south-sound/2021-12-08/a-developer-forced-them-out-of-their-building-three-years-later-nearly-half-are-dead>

Affordable Housing as Local Reparations for Black Americans: Case Studies | Othering & Belonging Institute. (n.d.). Belonging.berkeley.edu. <https://belonging.berkeley.edu/affordable-housing-local-reparations-black-americans-case-studies>

Atkinson, R. The hidden costs of gentrification: Displacement in central London. Journal of Housing and the Built Environment 15, 307–326 (2000). <https://doi.org/10.1023/A:1010128901782>

Atlanta BeltLine. (2023, September 8). Legacy Resident Retention Program // Atlanta Beltline. Atlanta Beltline. <https://beltline.org/the-project/affordable-housing-on-the-beltline/legacy-resident-retention-program/>

City of Tacoma Housing Division. (n.d.). Hilltop Neighborhood Revitalization Strategy Area. City of Tacoma.

Displacement Risk Map. (n.d.). Washington State Department of Commerce. Retrieved October 11, 2023, from <https://experience.arcgis.com/experience/d26f4383cab3411cb45f39ddfc666b74/>

Dones, M., Richard, M., Wilkey, C., Yampolskaya, S., & Olivet, J. (2018). SPARC Tacoma Report. Supporting Partnerships for Anti-Racist Communities.

ECONorthwest, & BDS Planning and Urban Design. (2021). Analysis of Systemic Disparities in Achievable Housing Options. City of Tacoma.

Equity Index. (2023). Cityoftacoma.org. https://cityoftacoma.org/government/city_departments/equity_and_human_rights/equity_index

Exemptions & deferrals | Washington State Department of Revenue. (n.d.). <https://propertytax.dor.wa.gov/programs/exemptions-deferrals#:~:text=The%20State%20of%20Washington%20has%20four%20programs%20to,assistance%20program%20for%20widows%20and%20widowers%20of%20veterans>

Fritzel, A., Planner, S., & Hodgson, L. (n.d.). Guidance for Developing a Housing Action Plan. Washington State Department of Commerce Content Development. October 11, 2023. https://www.ezview.wa.gov/Portals/_1976/Documents/housing-resources/Guidance%20for%20Developing%20a%20Housing%20Action%20Plan_Public%20Review%20Draft_062420.pdf

Gilgoff, J. (2020, July 24). Giving Tenants the First Opportunity to Purchase Their Homes. Shelterforce. <https://shelterforce.org/2020/07/24/giving-tenants-the-first-opportunity-to-purchase-their-homes/>

Housing Precarity Risk Model – Urban Displacement. (n.d.). <https://www.urbandisplacement.org/maps/housing-precarity-risk-model/>

Increase Neighborhood Stability by Mitigating Residential Displacement. (n.d.). Retrieved October 11, 2023, from <https://www.psrc.org/media/3211>

Mapping Inequality. (n.d.). Dsl.richmond.edu. Retrieved October 11, 2023, from <https://dsl.richmond.edu/panorama/redlining/#loc=12/47.236/-122.593&city=tacoma-wa>

Mapping Tacoma Race and Segregation. (n.d.). Depts.washington.edu. <https://depts.washington.edu/labhist/maps-race-tacoma.shtml>

Payment Assistance. (n.d.). Tacoma Public Utilities. Retrieved October 11, 2023, from <https://www.mytpu.org/payment-billing/payment-information/payment-assistance/>

Property Tax Exemptions & Deferrals | Pierce County, WA - Official website. (n.d.). <https://www.piercecountywa.gov/682/Property-Tax-Exemptions-Deferrals>

Rental Housing Code (TMC 1.95) - City of Tacoma. (n.d.). Wwww.cityoftacoma.org. Retrieved October 11, 2023, https://www.cityoftacoma.org/government/city_departments/equity_and_human_rights/rental_housing_code

Residents Moving from Gentrifying Neighborhoods Experience Worsened Neighborhood-Level Determinants of Health. (n.d.). National Low Income Housing Coalition. Retrieved October 11, 2023, from [https://nlihc.org/resource/residents-moving-gentrifying-neighborhoods-experience-worsened-neighborhood-level?utm_source=NLIHC+All+Subscribers&utm_campaign=ab42aee44b-memo_082922&utm_medium=email&utm_term=0_e090383b5e-ab42aee44b-293340866&ct=t\(memo_082922\)](https://nlihc.org/resource/residents-moving-gentrifying-neighborhoods-experience-worsened-neighborhood-level?utm_source=NLIHC+All+Subscribers&utm_campaign=ab42aee44b-memo_082922&utm_medium=email&utm_term=0_e090383b5e-ab42aee44b-293340866&ct=t(memo_082922))

Resolution 40871 – Community Prioritization for Housing and Preventing Displacement, City of Tacoma, November 16, 2021. <https://cityoftacoma.legistar.com/LegislationDetail.aspx?ID=5210743&GUID=4FE204E7-843F-4143-B1F2-26E5921D5220&Options=ID|Text|&Search=40871>

Root Policy Research. (2021). Home in Tacoma: Housing Action Plan. City of Tacoma.

Sandel, M., Sheward, R., Ettinger de Cuba, S., Coleman, S. M., Frank, D. A., Chilton, M., Black, M., Heeren, T., Pasquariello, J., Casey, P., Ochoa, E., & Cutts, D. (2018). Unstable Housing and Caregiver and Child Health in Renter Families. *Pediatrics*, 141(2), e20172199. <https://doi.org/10.1542/peds.2017-2199>

Social Pinpoint - Home in Tacoma Ideas Wall. (n.d.). Engagepiercecounty.mysocialpinpoint.com. Retrieved October 11, 2023, from <https://engagepiercecounty.mysocialpinpoint.com/home-in-tacoma-ideas-wall/ideas#/>

Story Map Series. (n.d.). Psregcncl.maps.arcgis.com. Retrieved October 11, 2023, from <https://psregcncl.maps.arcgis.com/apps/MapSeries/index.html?appid=1769d732e3de4905ba0bf5ffaf75f602>

The Evictions Study Map. (2022). Washington.edu. <https://tesseract.csde.washington.edu:8080/shiny/evictionmaps/>

Vision 2050 A Plan for the Central Puget Sound Region. (2020). Page 46. <https://www.psrc.org/media/1723>

ⁱ [Housing Data - Zillow Research](#)

ⁱⁱ Ibid



747 Market St, Tacoma, WA 98402
cityoftacoma.org/AHAS

