

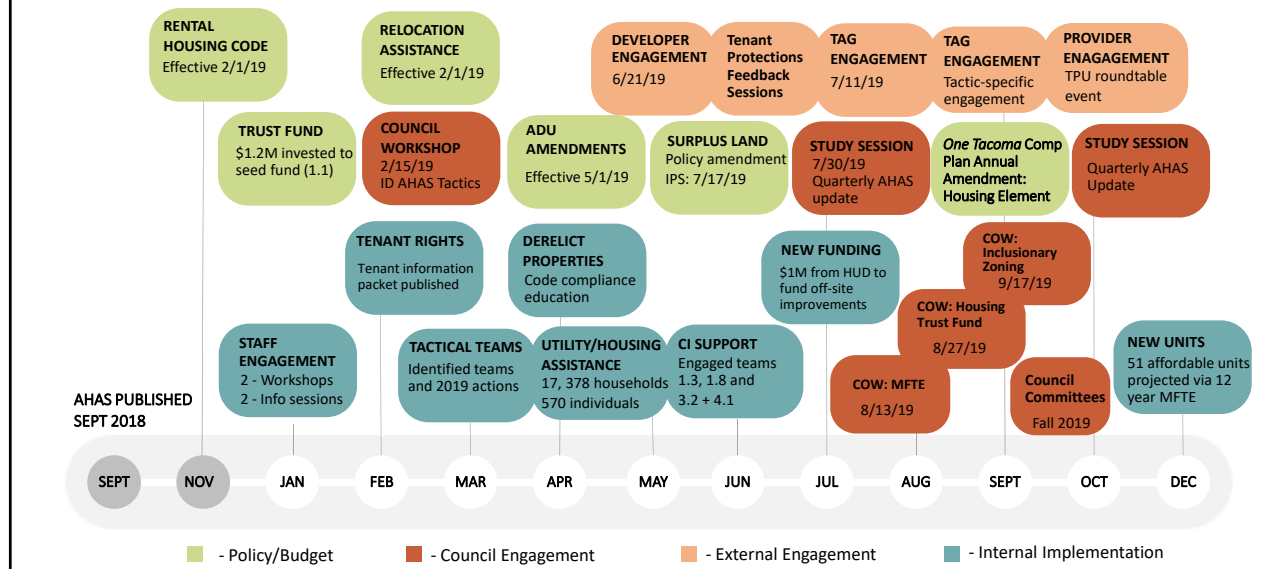


## Tactical Teams

ACTION	DESCRIPTION	LEAD DEPARTMENTS	UPCOMING ACTION
1.2	Inclusionary Zoning	PDS	COW: September 10
1.3	Multi-Family Property Tax Exemption (MFTE)	CED	COW: August 13
1.4	Surplus Land Policy	PWK	IPS: July 17
1.6	Capital Improvements	PWK	
1.8	Diverse Housing Types	PDS	Council: September 2019
1.9	Housing Trust Fund	CED	COW: August 27
1.12	Streamline Permit Review Process	PDS	
2.1	Derelict Housing	NCS	CVS: Fall 2019
2.3	Owner Occupied Housing Repair	CED	
3.1	Tenant Protections	OEHR	CVS: August 2019
3.2	Resources for Households Experiencing Crisis	NCS, TPU	
4.1	Streamline Rental Assistance	NCS, TPU	

# AHAS IMPLEMENTATION MILESTONES

SEPT 2018 - DEC 2019

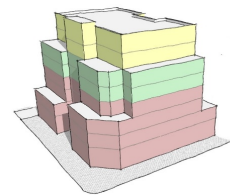


## 1.2 - Inclusionary Zoning

**Problem:** How can Inclusionary Zoning be better utilized to leverage private-sector development that integrates affordable housing in different neighborhoods, consistent with Tacoma's growth vision?

### Early Wins:

- Initial adoption in 1999 (Downtown) and 2009 (Mixed-Use Centers)
- Significant update/expansion in 2015 (Private Upzones and PRDs)
- Tacoma Mall Neighborhood (2018)



### Upcoming Council Decisions:

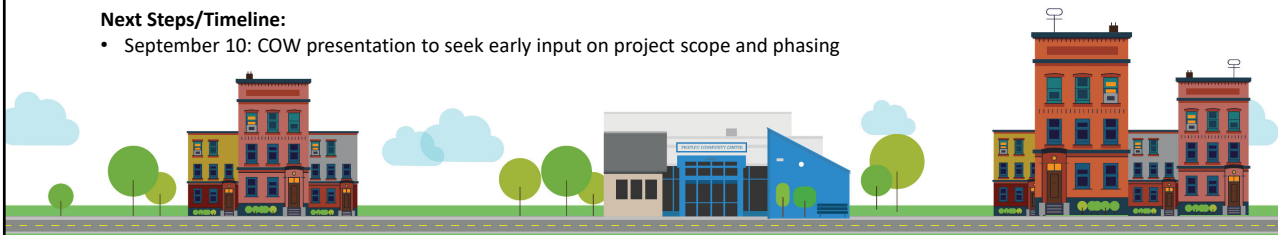
- *One Tacoma* Comprehensive Plan Annual Amendment: Housing Element (September)

### Preliminary Recommendations:

- Develop phased work program, including market analysis, administrative code updates, existing program updates, and corridor/neighborhood planning, and associated resource/budget prioritization

### Next Steps/Timeline:

- September 10: COW presentation to seek early input on project scope and phasing



## 1.3 – Multi-Family Property Tax Exemption (MFTE)

**Problem:** How might we adjust market incentives to increase affordable unit production through the MFTE?

### Early Wins:

- Focus group session with market-rate developers (6/21/2019)
- Identified educational opportunities like "utility assistance requirements" that may not need policy/program adjustments
- Partnership with IT-GIS and CMO for spatial intelligence on workforce AMI needs by census tract for targeted policy/program adjustments

### Upcoming Council Decisions:

- Dimensions of MFTE (Number of Years, Scope, Implementation Timeline, Geographic Implementation, Bonus/Incentives, etc.)

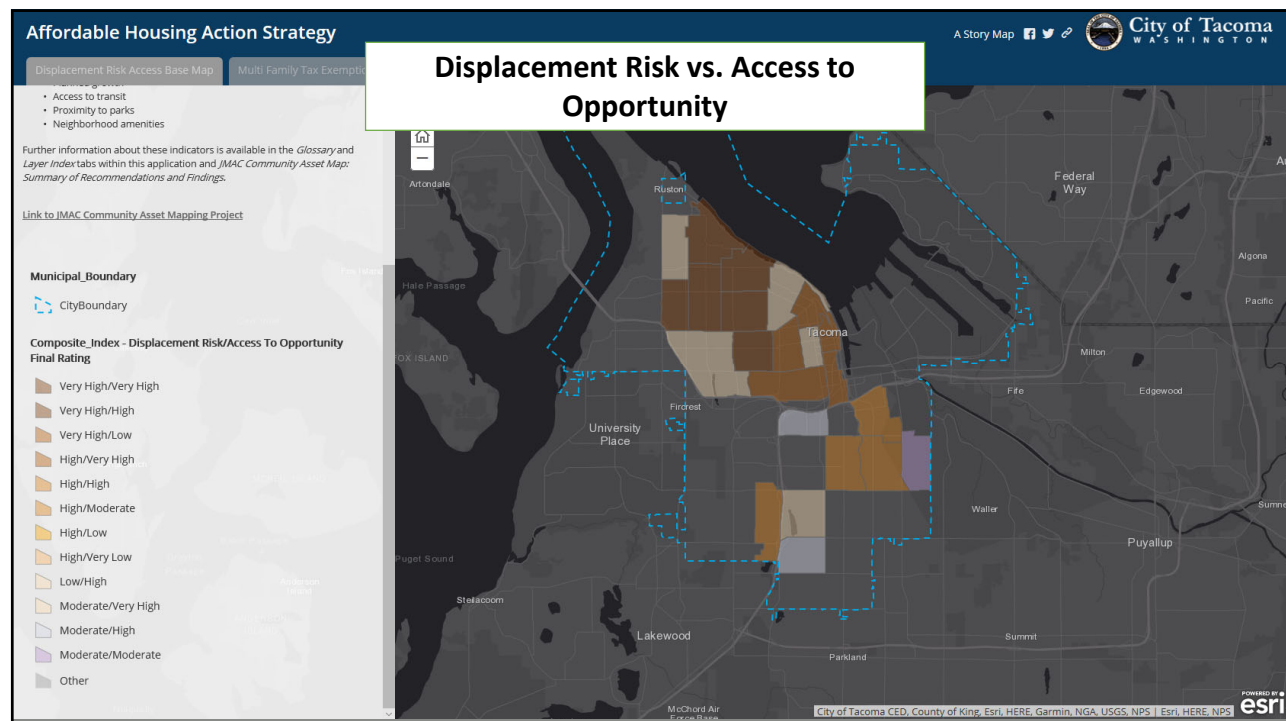
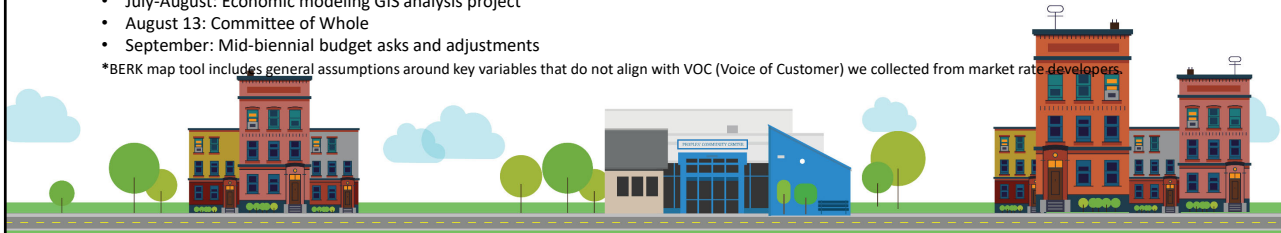
### Preliminary Recommendations:

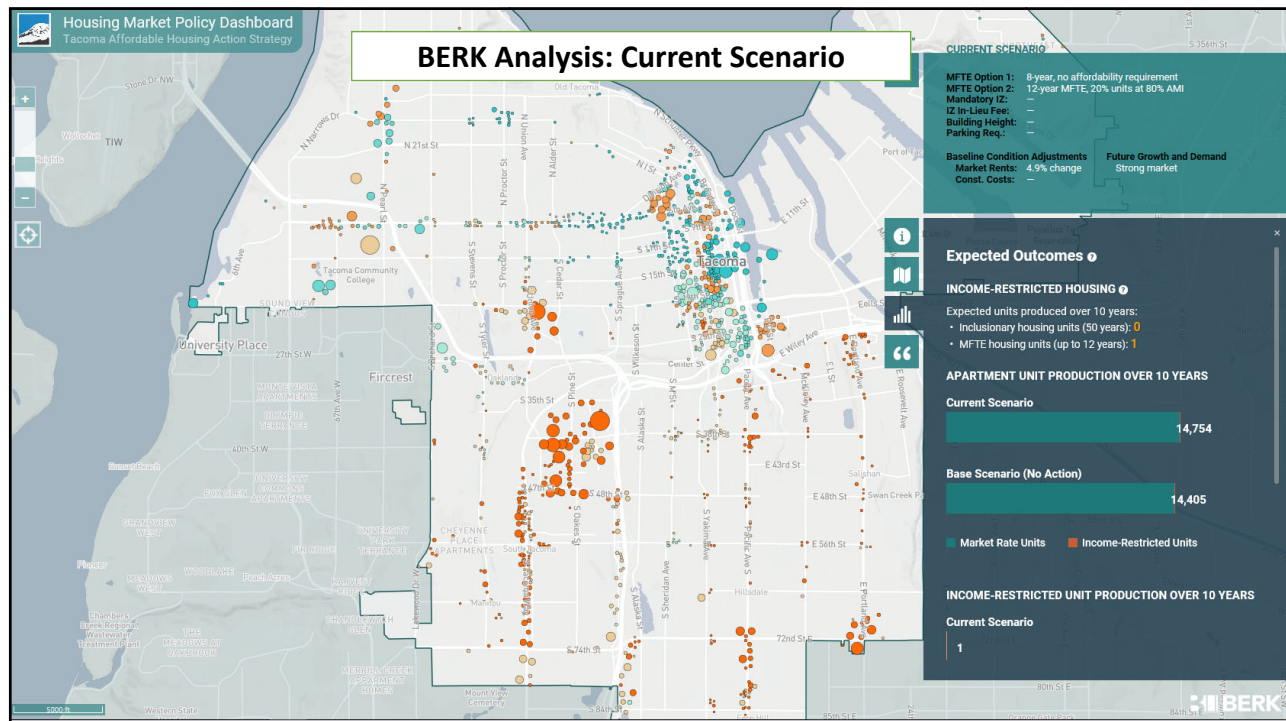
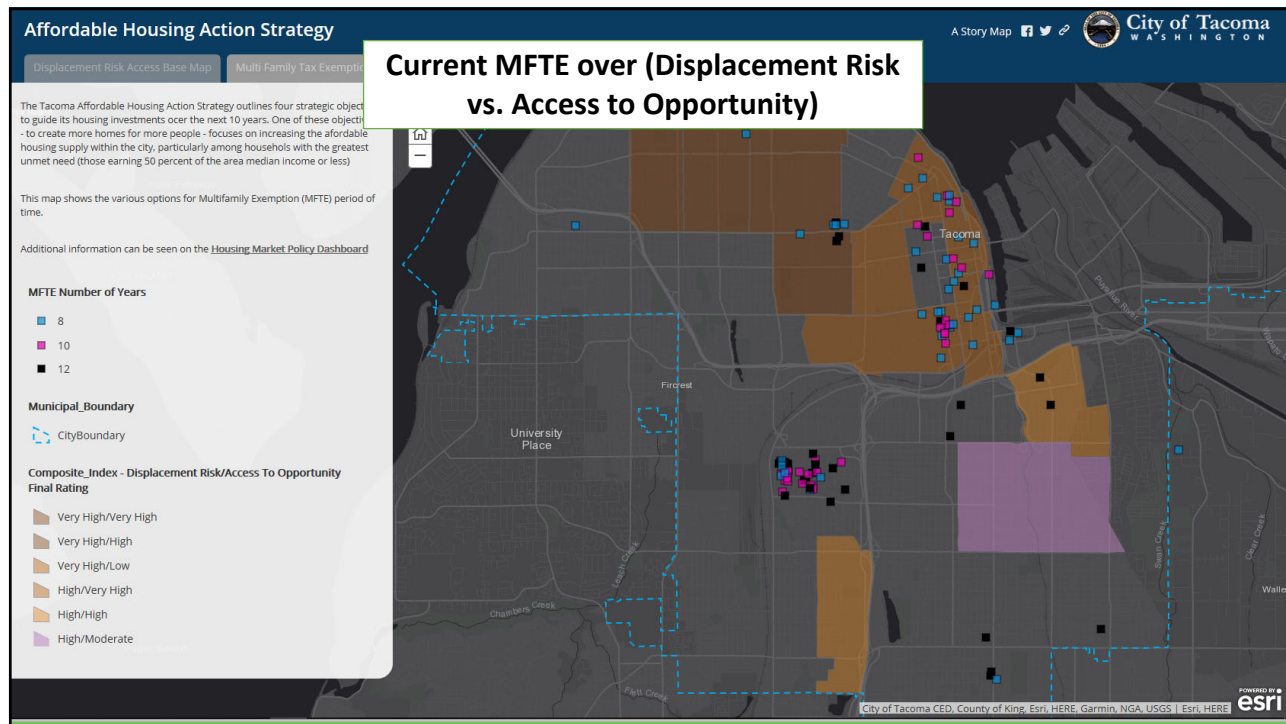
- Pro forma modeling to understand impact of potential changes to MFTE and IZ incentives on developer bottom line and investor IRR\*
- Educational campaigns for height bonuses, utility assistance requirements, and more
- Identify a partner who might host a clearing house and locator for MFTE units and eligible renters
- Assess potential and feasibility of an "impact fee" for 8-year option

### Next Steps/Timeline:

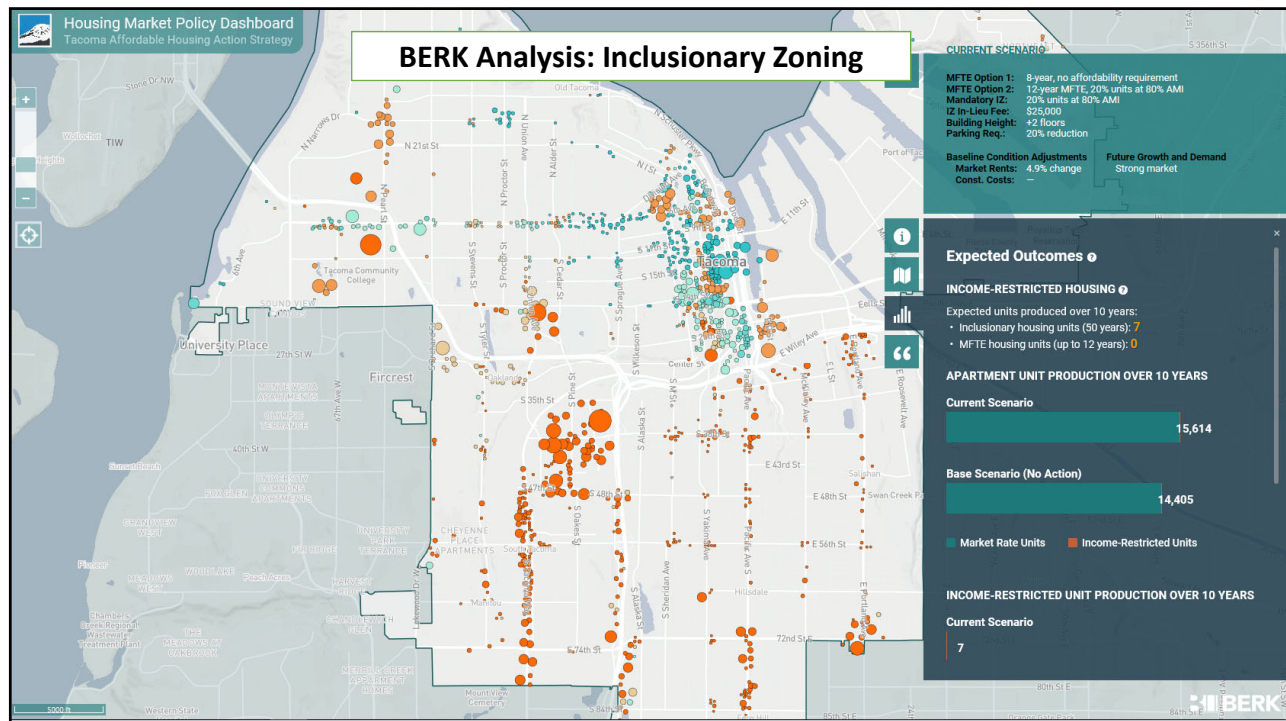
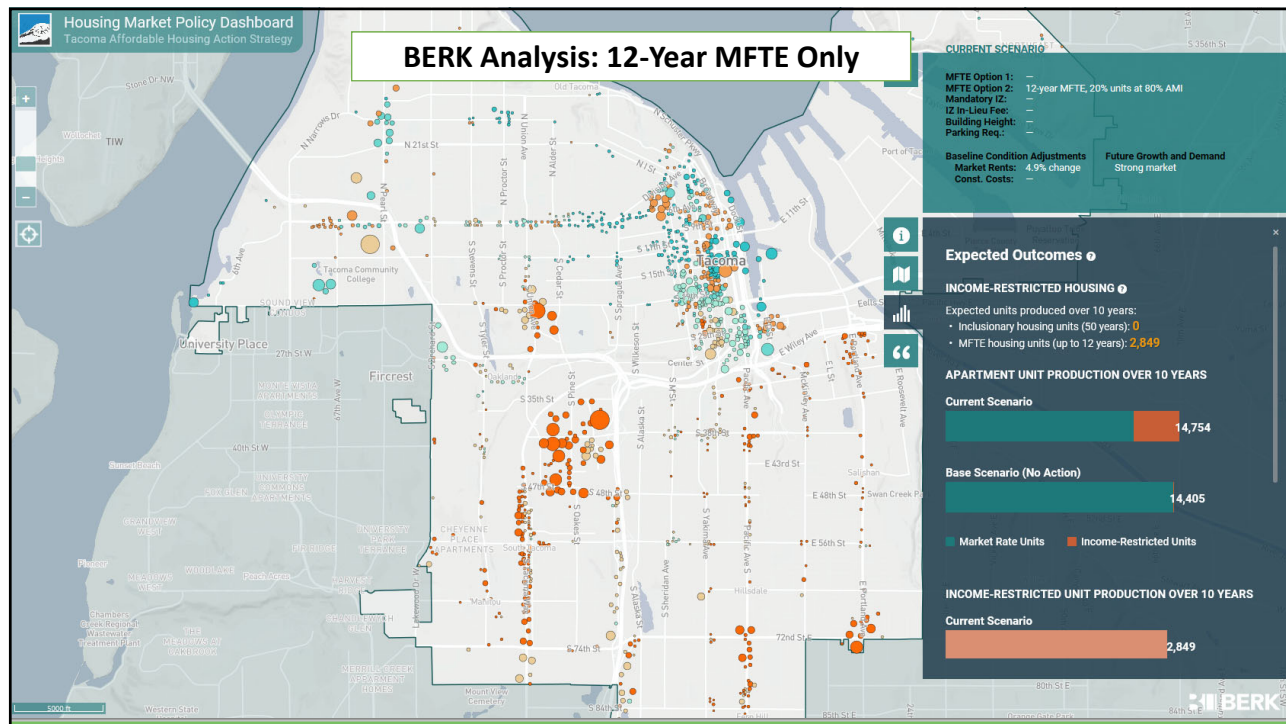
- July-August: Economic modeling GIS analysis project
- August 13: Committee of Whole
- September: Mid-biennial budget asks and adjustments

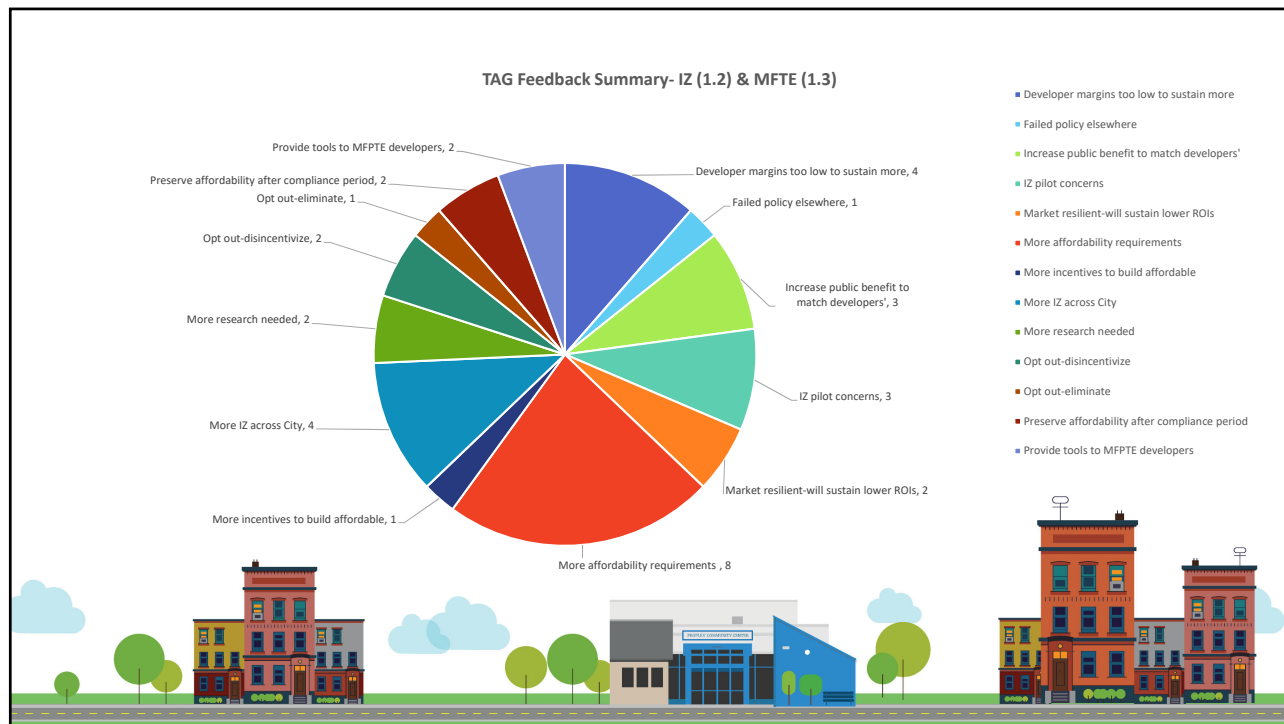
\*BERK map tool includes general assumptions around key variables that do not align with VOC (Voice of Customer) we collected from market rate developers.











## 1.4 - Surplus Land Policy

**Problem:** How might we use existing surplus land stock to increase affordable housing units?

### Early Wins:

- Staff from Public Works, CED (Housing), and OEHR have drafted new policy language to address the prioritization of affordable housing within our surplus policy, including an enactment of HB 2382.
- Staff presented the amended policy to IPS on July 17

### Upcoming Council Decisions:

- Council will vote on the resolution to pass the amendment in Fall of 2019

### Preliminary Recommendations:

- Staff recommends adopting the amended Surplus Policy to better prioritize affordable housing and equity.

### Next Steps/Timeline:

- Staff will move the updated policy to Council for approval in the next few months.



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## 1.6 - Capital Improvements

**Problem:** How might we reduce off-site improvement costs and better coordinate capital improvement projects to benefit affordable housing developers?

**Early Wins:**

- Public Works and CED (Housing) have partnered to enable the City to utilize HUD funding for off-site improvements
- Housing will manage the funding and selection process, while Public Works provides prevailing wage compliance oversight
- This will result in approximately \$1.5M in new funding during the first cycle
- Integration of AHAS into the Infrastructure Coordination Committee

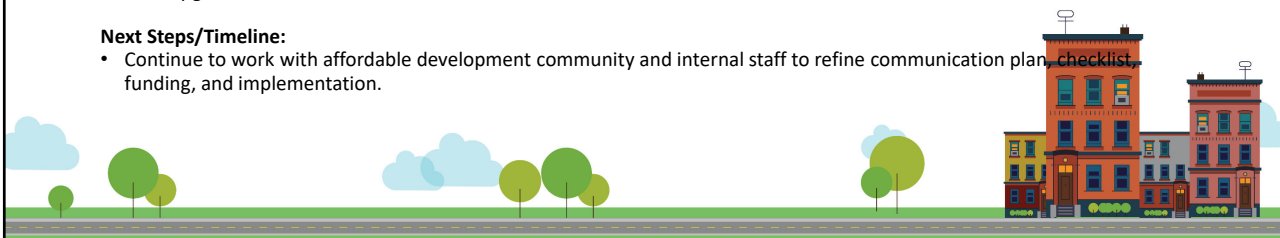
**Upcoming Council Decisions:** None

**Preliminary Recommendations:**

- Establish a checklist to allow developers to qualify for City assistance with off-site improvements
- Identify funding for off-site improvements
- Establish a communication plan to effectively alert affordable housing developers when an area is scheduled for new/upgraded infrastructure

**Next Steps/Timeline:**

- Continue to work with affordable development community and internal staff to refine communication plan, checklist, funding, and implementation.



## 1.8 - Diverse Housing Types

**Problem:** How might the City promote diverse housing types?

**Early Wins:**

- ADU code changes took effect May 1
- Infill Pilot Program 1.0 underway

**Upcoming Council Decisions:**

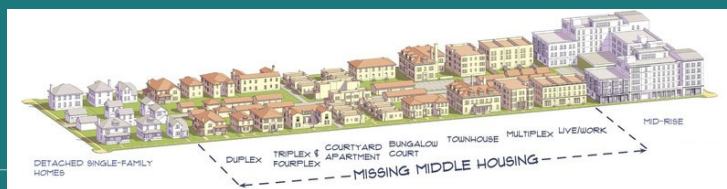
- One Tacoma Comprehensive Plan Annual Amendment: Housing Element (September)

**Preliminary Recommendations:**

- Continue near-term implementation actions
- Initiate broader community dialogue

**Next Steps/Timeline:**

- Multi-phased policy/regulatory actions (e.g., Pilot Program 2.0) and administrative steps (e.g., pre-approved housing plans)



## 1.9 – Affordable Housing Trust Fund

**Problem:** How might we create a dedicated source of funding for the Housing Trust Fund?

**Early Wins:**

- Initial \$1.2 million investment to seed Housing Trust Fund (Action 1.1)
- Two new staff members to help implementation actions noted within the AHAS
- Passage of Substitute House Bill (SHB) 1406

**Upcoming Council Decisions:**

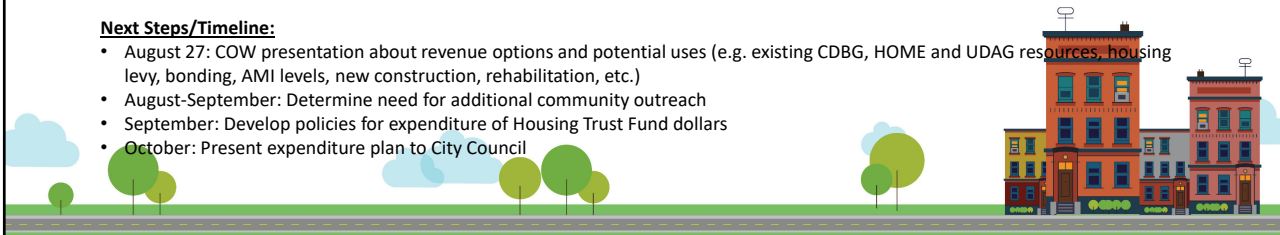
- July 30: Resolution and ordinance on SHB 1406, to provide up to \$900,000/year or bonding capacity for housing purposes to include construction of new units, rehabilitation of existing units, and supportive services in housing developments

**Preliminary Recommendations:**

- Identify short list of most promising revenue options available for City Council consideration
- Identify potential uses to reflect funding opportunities noted in the AHAS
- Develop spending plan for Council consideration

**Next Steps/Timeline:**

- August 27: COW presentation about revenue options and potential uses (e.g. existing CDBG, HOME and UDAG resources, housing levy, bonding, AMI levels, new construction, rehabilitation, etc.)
- August-September: Determine need for additional community outreach
- September: Develop policies for expenditure of Housing Trust Fund dollars
- October: Present expenditure plan to City Council



## 1.12 - Streamline Permit Review Process

**Problem:** How might we streamline the permit review process to assist affordable housing developers?

**Early Wins:**

- Commitment from CED to involve PDS very early in city-funded projects
- Dedicated staff from traffic division for permit review

**Upcoming Council Decisions:**

- Policy direction regarding prioritizing permits
- Budget direction for subsidizing expedited permits

**Preliminary Recommendations:**

- Detailed conversation with staff about costs (time or money) of prioritizing AH projects
- Meet with TAG for more thorough discussion
- Engage PATF in conversation
- Preparation of report/requests for mid-biennium budget discussion

**Next Steps/Timeline:**

- August: TAG Permit Review Workgroup
- September: Biennial Budget Adjustments





## 2.1 - Derelict Housing

**Problem:** How might the city save or re-purpose derelict properties?

**Early Wins:**

- Revise compliance notice language to simplify instructions
- Update resource information for property owners
- Work with Tacoma Community Redevelopment Authority (TCRA) to increase loan amounts (to \$50k) and allow for 20 year loan/deferral for participation in single family rehab loan programs.
- Include information regarding rehab loan and TPU conservation loan programs in utility bills and at various outreach events throughout the summer.

GA1

**Upcoming Council Decisions:** None

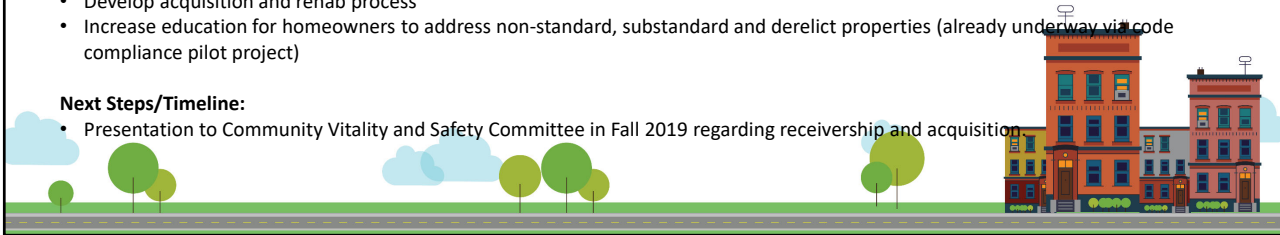
GA2

**Preliminary Recommendations:**

- Identify receiver and execute process before year end 2019
- Develop acquisition and rehab process
- Increase education for homeowners to address non-standard, substandard and derelict properties (already underway via code compliance pilot project)

**Next Steps/Timeline:**

- Presentation to Community Vitality and Safety Committee in Fall 2019 regarding receivership and acquisition



## 2.3 - Owner Occupied Housing Repair

**Problem:** How might we help (lower-income) owners maintain their homes?

**Early Wins:**

- Increased the SFR loan amount from \$30k to \$50k in response to demand for and cost of repairs
- Programmatic change SFR to defer all loans for 20 years to eliminate the burden of loan repayment
- Developing an approach to promoting the TPU Conservation Loan Program in conjunction with the SFR Program
- Establishing and maintaining solid partnerships with local non-profit organizations interested in performing the repair work
- Forming partnerships with local general contractors perform the repair work and employ apprentices participating in workforce development programs such as YouthBuild

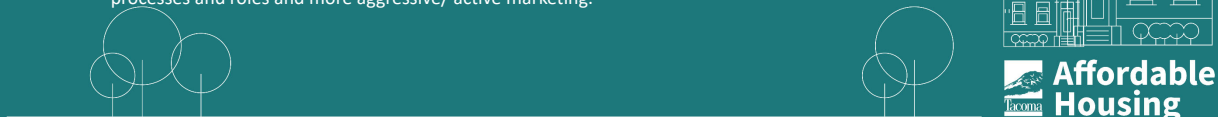
**Upcoming Council Decisions:** None Required (Administrative)

**Preliminary Recommendations:**

- SFR programmatic changes and increase in output of households receiving services calls for additional staff to efficiently and successfully manage the program as envisioned
- Continue to analyze Return on Investment (RoI) to ensure program maximizes number of households helped.

**Next Steps/Timeline:**

- Continue working with TPU, non profit partners, private general contractors, and Code Enforcement staff to solidify processes and roles and more aggressive/ active marketing.



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## Slide 17

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**GA1** Staff has indicated this would require change to state legislation

Griffith, Allyson, 7/16/2019

**GA2** Staff has indicated that this would require change to state legislation as well as significant internal policy and process discussion.

Griffith, Allyson, 7/16/2019

## 3.1 - Tenant Protections

**Problem:** How might the city augment tenant protections to help keep more people in their homes?

**Early Wins:**

- Rental Housing Code (TMC 1.95) effective February 1, 2019
- Publication of Tenant Information Packet
- Code updated to mirror newly-updated Washington State law
- Two Community Feedback Sessions (July 2019)
- Significant increase in landlord education and engagement

**Upcoming Council Decisions:** Potential Phase 2 of Tenant Protection policies

**Preliminary Recommendations:**

- Potential Council action in late 2019 for Phase 2 of Tenant Protection policies
- Address areas such as transitional housing that are inadequately protected by current Tenant Protection.
  - Another example: coordination with TPU regarding landlord use of TPU programs to address rental housing improvements

**Next Steps/Timeline:**

- August: Update to Community Vitality and Safety (CVS) Committee
- Administrative coordination with Tax and License
- Potential Council action in late 2019 for Phase 2 of Tenant Protection policies



## 3.2 + 4.1- Resources for Housing and Rental Assistance

**Problem:** How might we increase the impact and number of households served by housing and rental assistance?

**Early Wins:** January- May 2019 YTD

- 17,378 - TPU/COT Households Assisted
  - (Includes Bill Credit Assistance Program (BCAP) and Discount Rate Program for Power, Water, Wastewater, Surface Water, Solid Waste and additional assistance programs)
- 570 - NCS Individuals served
  - (Includes recipients of temporary financial assistance, outreach and engagement, or rental assistance funded via NCS contracted Housing Services providers )

**Preliminary Recommendations:**

- Explore opportunities to update eligibility requirements to increase access and utilization of existing programs
- Investigate trends among current program participants and stakeholders, increase targeted outreach efforts and develop additional programs

**Next Steps:**

- TPU to host Roundtable event for low-income assistance program providers in October at the East Side Community Center
- Action team will continue to collect/analyze eligibility data and report relevant findings to council in October
- TPU Customer Services, Conservation and Weatherization and NCS teams will enhance cross-promotion of Housing and Rental Assistance resources



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## Next Steps

### Upcoming Council Dates of Note:

- **July 30<sup>th</sup>:** Council resolution and ordinance on SHB 1406
- **August 13<sup>th</sup>:** COW- Multi-Family Property Tax Exemption (MFTE)
- **August 27<sup>th</sup>:** COW- Affordable Housing Trust Fund
- **September 10<sup>th</sup>:** COW- Inclusionary Zoning
- **October, date TBD:** Quarterly AHAS Council Update

Thank you!

