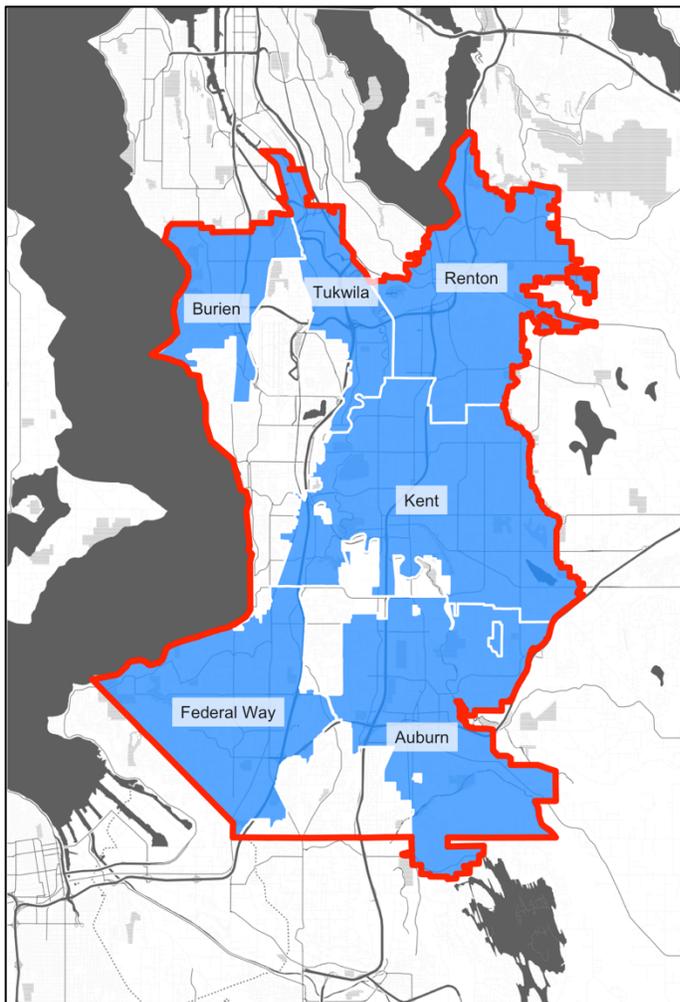


DATE: July 19, 2020
TO: South King County Regional HAP Team Members
FROM: ECONorthwest
SUBJECT: SOUTH KING COUNTY REGIONAL HOUSING ACTION PLAN – TASK 3.2 HOUSING STRATEGIES FRAMEWORK

Background and Purpose

Six cities in South King County, Washington— Auburn, Burien, Federal Way, Kent, Renton, and Tukwila— submitted applications for funding through HB 1923 with portions of each funding identified for a collaborative effort to develop a Subregional Housing Action Framework. This plan will include a housing context assessment, public engagement, an evaluation of existing housing policies, and recommendations for future housing strategies to incentivize development in the South King County Region and participating cities.

Figure 1. South King County Subregion
Source: ECONorthwest



Building off the data from the housing context assessment, input from public engagement, and the evaluation of past housing policies, this memorandum provides a strategic framework for the six cities to consider as they work on incentivizing additional housing production to meet their housing unit growth targets through 2040.

Action Sheets

The four major strategies considered are evaluated via “action sheets” that describe the strategy, its goals relating to housing production and affordability, the market conditions needed to implement the strategy and when, the scalability (whether the strategy works at the market, neighborhood, or property level), and its impact on affordability (whether they have a large, medium, or small impact on overall housing affordability).

In addition, these action sheets include various strategy elements that can be

implemented by each city as appropriate. Not all the strategy elements would be needed to achieve the desired affordability goal, but they each work toward the overall theme of the strategy and can be implemented depending on political will, funding, staffing, and numerous other considerations. These strategies and the goals they achieve are summarized in Figure 2 below. The goals identified in Figure 2 are consistent with Housing Action Plan (RCW 36.70A.600) requirements and draft guidance recommendations for housing strategy development and strategies to minimize displacement.

Figure 2. South King County Housing Strategies, Goals, and Potential Impact

Strategy	Goal Achieved			Potential Impact	
	Preserve Affordability	Create Affordable & Workforce Housing	Increase Housing Options & Supply	Scalability	Impact on Affordability
Preservation & Anti-Displacement	✓	✓		Market level	Low impact
Affordable Housing and Production	✓	✓	✓	Property level	High impact
Middle Housing		✓	✓	Market or Neighborhood level	Moderate impact
TOD & Urban Centers		✓	✓	Market or Neighborhood level	Moderate impact

Additionally, a market conditions and timing matrix on page 13 lists the strategies, their various elements, and includes considerations on the urgency and applicability for the South King County region and for each city. This table considers findings from each city’s market conditions and demographic makeup, to determine whether staff should consider the strategy element now (indicated in green), in the medium-term (2-3 years or as market conditions change, indicated in yellow), or whether it would be a lower priority for implementation (indicated in red).

1 Preservation & Anti-Displacement Strategies

Primary Goal		Housing Barriers Overcome	
Preserve affordability in existing units		Preserves aging or expiring restricted units, preserves unregulated affordable properties, minimizes displacement.	
Scalability	Preservation and anti-displacement efforts work at the neighborhood or market level.	Market Conditions and Timing	These strategies are applicable in “hot” housing markets facing high price and rent growth, gentrification and displacement pressures, and redevelopment.
Impact	These strategies have a moderate impact on affordability.		
Description			
<p>Housing preservation and anti-displacement strategies can expand housing affordability and availability in various ways. Many of the housing markets in South King County have aging housing stock that could be at risk of investment purchases (where they are bought, renovated, and rented at higher prices). Even regulated affordable housing properties can be at risk if their affordability periods are nearing expiration and the funders are unable to recapitalize (which is often dependent on limited public funding). A review of the South King County Regulated Affordable Housing Inventory compiled for this project indicates that there are 1,339 income restricted units in 10 buildings that will have expiring affordable housing agreements by 2030 and 2,507 income restricted units in 18 buildings that will have expiring affordable housing agreements by 2040. These expiring tax credit funded affordable housing agreements represent 28% of the total 13,562 income restricted that exist in South King County today.</p> <p>The following strategy elements could help preserve both regulated and unregulated affordable units and prevent the displacement of low-income communities while new development occurs.</p>			
Strategy Elements			
<p>1A) Regional Revolving Loan Fund. Cities should consider joining forces to create a regional affordable housing revolving loan fund for preservation opportunities. An affordable housing revolving loan fund is a pool of money that offers low-interest loans to eligible recipients for the development or preservation of affordable housing. Revolving loan funds can aid the feasibility of (re)development by offering below- market interest rates and generous loan terms compared to market loans, and can be used to fill funding gaps in a development deal (a major hurdle for creating new affordable housing). A fund is seeded by numerous investors: public funders, philanthropic funders, banks, financial institutions, or other investors. An entity like the South King Housing and Homeless Partner (SKHHP) network would be a strong lead for this type of regional effort. This could be modeled off the City of Seattle’s REDI Fund.</p>			
<p>1B) Monitor Expiring Regulated Properties. Cities could establish programs and mechanisms to monitor regulated affordable housing properties that are nearing their affordability expiration dates, and work with the property owners to recapitalize and rehabilitate the property with new funding. Create a database and mapping system to monitor and plan for upcoming expirations.</p>			
<p>1C) Monitor Unregulated Affordable Properties. Cities could establish a process to monitor unregulated affordable rental properties and mobile home parks that might be at risk of selling to private investors and seeing rents/leases increase. Establish criteria to flag properties at risk, such as: low-rents, deferred maintenance, small (under 20 units), non-institutional owners (e.g., - “mom and pop” owners), located in amenity rich areas, near recent redevelopments, or on high cost land.</p> <ul style="list-style-type: none"> ▪ This strategy would be more valuable if paired with a revolving loan fund that could offer grants or low-interest loans to purchase properties and maintain affordability and habitability for a defined duration. ▪ This strategy could also be paired with a requirement of notice of intent to sell for properties that are identified in an unregulated affordable housing inventory. 			

1D) Empowering Community and Partnering with Community Organizations. Cities could evaluate their communities and neighborhoods to identify who may be especially vulnerable to displacement as housing markets continue to see increasing affordability pressures. This work should prioritize building capacity for historically marginalized communities like communities of color, immigrants, or non-English speaking communities. This work should focus on equity and social justice outcomes and empower the community by providing leadership training in advocacy for equitable development, enhancing culturally and linguistically specific services, and gaining more direct, community informed guidance on future development

1E) Tenant Protections. Cities could establish, update, or strengthen tenant protections and resources, such as policies relating to just-cause evictions, low-barrier application screening, and fair-housing or anti-discrimination policies. Tenant education and tenants' rights programs like [RentWell](#) or [RentSmart](#) can help tenants with difficult rental histories set themselves up for success. Tenant protections such as those listed here are most effective at mitigating displacement risk for households that are most at risk in the housing market.

1F) Manufactured Home Preservation. Manufactured home parks can face incredible displacement and redevelopment pressure if they are sited on valuable land with close proximity to strong housing markets, regional employment centers, and concentrations of amenities. Cities could establish procedures or guidelines to help the residents at these properties to establish a co-operative ownership structure or support non-profit housing providers to acquire and manage manufactured home parks. These guidelines should also provide clear criteria around housing quality and environmental health and life safety standards for housing in manufactured home parks to identify when it is appropriate for public or non-profit acquisition to support long term healthy housing for households. Preservation can be a highly effective model for preventing mobile home parks from being purchased and redeveloped.

- Additionally, there are zoning strategies that cities could implement to preserve mobile home parks and their critical affordable housing stock. A 2018 city ordinance in Portland Oregon created a new Manufactured Dwelling Park zone to regulate land use at 56 parks in the city. This preservation strategy requires a review process and City Council vote if a developer proposes closing a park for redevelopment.

1G) Rental Licensing and Inspection Programs. Cities could consider establishing strong rental licensing and inspection programs to track, monitor, and inspect a portion of all rental housing in their jurisdiction. This preservation strategy helps eradicate slumlords, creates a database of all multifamily housing, and prevents landlord retaliation from habitability complaints. If the license fee is set appropriately, this type of funding can be revenue positive (or at least revenue neutral) to pay for the costs of inspections and overhead.

Currently, Auburn, Burien, Kent, and Tukwila all have these programs in place. Renton's program does not require an inspection, except when a violation has occurred. Without being a random inspection, a landlord could retaliate against a tenant when an inspection occurs. Federal Way is currently considering a program, and should look to the successes and failures of its neighboring cities to design the program and set the fee.

2 Affordable Housing and Production Strategies

Primary Goal		Housing Barriers Overcome	
Create More Affordable & Workforce Housing; Preserve Affordability		Lack of funding for affordable housing developments, reduces cost of development for affordable housing.	
Scalability	Affordable housing production works on a property-by-property basis, but have a high impact on affordability.	Market Conditions and Timing	With scarce resources, affordable housing resources can go further in markets with lower land prices. In areas with high land prices and high housing costs, affordable housing can be more expensive to produce but create lasting mixed-income communities
Impact			
Description			
<p>Various options exist to boost affordable housing production. These range from funding tools to land use and zoning tools, and can be directed toward market rate developers or nonprofit developers. The Washington State legislature is very focused on housing affordability and may add more options in the near term. According to the Municipal Research and Services Center (MRSC), the following local taxing measures for affordable housing could be considered.</p> <p>The following strategy elements could be considered to boost affordable housing production and preserve affordable housing as new development occurs.</p>			
Strategy Elements			
<p>2A) Regional Revolving Loan Fund. Similar to the revolving loan fund mentioned in the preservation strategies, a revolving loan fund could be used to fill development gaps for regulated affordable housing. The South King County Housing and Homelessness Partnership (SKHHP) has identified the creation of affordable housing fund in the organization’s work plan. SKHHP is well positioned to administer a South King County affordable housing loan fund.</p>			
<p>2B) Other Funding Mechanisms include:</p> <ul style="list-style-type: none"> ▪ A property tax levy (RCW 84.52.105) which allows cities to place an additional tax up to \$0.50 per thousand dollars assessed for up to ten years. Funds must go toward financing affordable housing for households earning below 50% MFI. ▪ A sales tax levy (RCW 82.14.530) which allows jurisdictions to place a sales tax up to 0.1%. At least 60% of funds must go toward constructing affordable housing, mental/behavioral health-related facilities, or funding the operations and maintenance costs of affordable housing and facilities where housing-related programs are provided. At least 40% of funds must go toward mental / behavioral health treatment programs and services or housing-related services. ▪ A real estate excise tax (REET) (RCW 82.46.035) which allows a portion of city REET funds to be used for affordable housing projects and the planning, acquisition, rehabilitation, repair, replacement, construction, or improvement of facilities for people experiencing homelessness. These projects must be listed in city’s the capital facilities plan. 			
<p>2C) MFTE Expansion. Federal Way is the only city not currently offering an MFTE bonus so it should consider the program when market conditions are right. This financial incentive program can be implemented in certain areas where the city wants to see new development, such as along major arterials, in station areas, or urban centers. This program can encourage higher-density development than the market would otherwise deliver.</p>			
<p>The cities already utilizing MFTE should ensure that they are calibrated with their market conditions – ensuring that that exemptions are valuable enough for a developer to want to use them, but not too valuable to erode public benefit. Cities should also consider expanding MFTE zones to encourage density in larger areas. Or when market conditions are strong enough, cities should consider utilizing</p>			

the affordable housing component of the MFTE program to capture public benefit (affordable housing) in private development.

2D) Fee Waivers. Many cities currently have, or have had in the past, fee waivers to support the development of affordable housing. Cities should evaluate the structure of their fee waivers to as an additional tool that can be layered with MFTE, density bonuses, and other financial resources to help support affordable housing.

2D) Additional Land Use Tools. These land use tools were evaluated and identified for further implementation consideration in the Housing Policy Analysis in Task 3.1.

- **Reduced Parking Requirements.** Parking can be an expensive part of project development (when structured) or can consume large amounts of land, reducing the amount of development that can fit on a site. To the extent that code requires more parking than a developer would otherwise want to provide, the cost of meeting these requirements creates financial burden. Cities should adjust parking requirements for targeted housing types and for affordable housing projects. Excessive parking requirements can have deep impacts to project feasibility for both middle housing and larger scale multi-family development. Parking requirements vary widely by city and across different zoning designations in South King County. Cities should evaluate minimum parking requirements for middle housing and multi-family development and consider parking ratios of less than two spaces per unit to support additional housing development. Cities could also explore options to allow parking requirements to be met through on-street parking or in shared parking facilities in TOD areas and Urban Centers.
- **Create and Calibrate Density Bonuses.** The Task 3.1 Housing Policy Memo has identified underutilized density bonus programs in several cities (such as Federal Way and Tukwila). Federal Way and Tukwila should ensure that these programs are calibrated with their market conditions – ensuring that the bonuses are valuable enough for a developer to want to use them, but not too valuable to erode public benefit. While this is dependent on market conditions, which fluctuate, the cities should have ongoing discussions with developers to understand the barriers to the types of development these programs aim to encourage, and then align the bonus to help overcome those barriers. Renton’s program has been the most utilized of all South King County cities. Auburn, Burien, and Kent do not have density bonuses outside of the MFTE program but should consider density and height bonuses along with the full range of tools evaluated to support housing production.

3 Middle Housing Strategies

Primary Goal		Housing Barriers Overcome	
Create More Affordable & Workforce Housing; Increase Housing Supply		Overcome zoning barriers (illegality) of diverse and dense housing types, increase development feasibility via reduced costs	
Scalability	These strategies can be scaled and implemented at the neighborhood level.	Market Conditions and Timing	These are strategies that should be considered in all markets throughout the subregion. Cities with a high share of demand for 80-100%+ MFI households should prioritize these strategies to meet demand for market rate ownership opportunities.
Impact	These strategies have a moderate impact on housing affordability.		
Description			
Encouraging certain types of moderately-dense housing, such as cottage clusters, internal division of larger homes, duplexes, and accessory dwelling units, can help to increase housing supply and choice in appropriate neighborhoods. In theory, these units can be more affordable than other units because they are smaller. This would not guarantee affordability, but would expand opportunities for unregulated housing types that may be lower cost than single family detached housing and help create supply over the twenty year planning period to help with affordability over the long-term.			
Strategy Elements			
<p>Step 3A) Enable middle housing. Planning for this type of housing often starts with a review of zoning codes and development standards, and adjusting them to legalize this type of housing where appropriate. In many cities, these types of moderately-dense housing are illegal in urban areas zoned for single-family dwellings.</p> <ul style="list-style-type: none"> ▪ It is important to carefully identify the zones that would be changed, the types of units allowed, and the size, scale, and development standards of those units. ▪ A capacity analysis might be needed, and would include likely development costs, the number of units that could be expected to be developed, the likely potential rents, and the locations where rents make development feasible. ▪ A public engagement plan to reduce fears about neighborhood change, up zoning, and density would be helpful to reduce political or neighborhood opposition. This should include conversations on how added density can be designed to blend into communities. ▪ HB1923 sets out example zoning changes, parameters, goals, and also protection from legal appeals for communities that change zoning designation in favor of higher density housing. <p>Step 3B) Remove Other Barriers. Beyond legalizing this type of housing, jurisdictions may also need to remove barriers that effectively prevent them from being developed (even if legal) in high-opportunity areas. These changes could include any the following concepts, implemented in combination or separately. This is not an exhaustive list, but is meant as a starting point for incremental changes:</p> <ul style="list-style-type: none"> ▪ Lower impact fee and utility hookup charges for internal conversions if no net-new square footage is added to a property. ▪ Allowing property owners to finance impact fees and utility hookup charges, thereby spreading the upfront costs over time. ▪ Reduce or waive off-street parking requirements for middle housing, particularly for internal conversions if no net-new square footage is added to a property. ▪ Having pre-approved designs for ADUs or middle housing types that homeowners can choose from reduces the complexity, time, and cost for development. Consider by-right development standards for ADUs in areas that are already medium density, walkable, and desirable communities. ▪ Evaluate land division code requirements to facilitate fee simple development to better meet home ownership demand. ▪ Review of code for compatibility with prefabricated homes, design standards, or other innovative home production techniques. 			

Step 3C) Incentivize. Beyond removing barriers, jurisdictions can actively encourage this type of housing development via zoning and financial incentives. These may include:

- Density bonuses for new construction of a middle property type.
- Streamlined or prioritized permit and design review for middle housing development in high-opportunity areas.
- Parking requirements have a large impact on middle housing development on smaller infill lots. Parking standards for single family development applied to middle housing can create both physical development and feasibility challenges to producing middle housing.

4 Transit-Oriented Development & Urban Centers Strategies

Primary Goal		Housing Barriers Overcome	
Develop additional housing in urban centers and transit-served areas		Improves development feasibility in high opportunity areas. Creates location efficient housing options.	
Scalability	These strategies can be implemented at the neighborhood level.	Market Conditions and Timing	TOD and Urban Centers Strategies need strong market conditions where rents are high enough to support new, dense, mixed-use market rate development.
Impact	They have a moderate impact on affordability.		
Description			
<p>Cities in South King County have a unique opportunity to leverage large scale investments through the Tacoma Dome Link Extension and I-405 BRT to advance housing production, increase affordability, and support community goals. Targeting housing growth in urban centers and transit-oriented development (TOD) areas allows jurisdictions, planners, developers, and the public to understand where growth will occur, and places needed housing close to transit and amenities.</p> <p>Understanding that much of the South King County region is already built out – there is little undeveloped land and a lot of single family zoned land. Thus, the production of new housing needed to meet population and housing growth targets will need to occur in higher densities. The following strategy elements can be helpful for cities to consider as they look to place needed housing in their communities, with strong access to opportunity, transit, and amenities.</p>			
Strategy Elements			
<p>Building higher density housing near transit allows for transit agencies to increase ridership, reduces cars on the roads, improves congestion and greenhouse gas emissions, and can create amenity-rich areas with mixed commercial, residential, and retail development. Building higher density housing in urban centers can create vibrant neighborhoods with a mix of housing, retail, and commercial development along with plazas and public spaces.</p> <p>4A) Encourage Higher Density Housing. Cities can encourage higher-density TOD by offering allowances that help improve development feasibility thereby increasing the number of units that can be built near station areas. Many cities have opportunities to identify barriers to development feasibility that exist in development standards and design standards in TOD areas and Urban Centers.</p> <ul style="list-style-type: none"> ▪ Increase Allowances. Increase height and floor area ratio (FAR) allowances in existing TOD areas and urban center zones can help developers get the number of units (and rent revenues) needed for a TOD project to be feasible. Consider expanding development allowances for medium density development beyond traditional ¼ mile station area planning boundaries. ▪ Reduced Parking Requirements. For similar reasons as discussed in the affordable housing strategy, reduced parking requirements in TOD areas reduces costs and encourages residents to use transit instead of automobiles, thereby increasing ridership and generating revenue for transit agencies. Lower parking requirements in TOD areas can meaningfully improve project feasibility. ▪ Review Development And Design Standards. There are a number of well-intended development and design standards that negatively impact development feasibility in cities that have market constraints where the revenues of new development cannot clear the hurdle of development costs. Examples of development and design standards that could be reviewed to support more near term development include building step-back requirements, open space and recreation area requirements, ground floor commercial requirements, and use of rooftop area to meet some requirements. 			

4B) Expand TOD Areas. By expanding TOD overlays further from existing transit stations cities could expand the higher density zoning and development allowances to generate more housing. Transit supportive zoning can sometimes be limited to narrow bands of parcels along commercial corridors adjacent to stations areas. Expanding transit supportive land uses more broadly through mixed-use and medium-density zoning can help support TOD outcomes.

4C) Evaluate TOD Market Readiness. Analyze the local real estate market and feasibility criteria for various development relative to development standards in and around station areas. This will help set realistic expectations of level of change for development in station areas over time and as real estate markets shift.

4D) Evaluate Capital Improvement Plans. Evaluate capital improvement plans to prioritize near term infrastructure projects that support transit stations areas and transit-oriented development.

4E) Prioritize Location-Efficient Affordable Housing. Prioritize affordable housing resources in TOD areas and Urban Centers to create more location-efficient and reduce household transportation costs through better access to regional transit.

4F) Explore Public-Private Partnerships. Cities can play an important role in coordinating development with both non-profit and market rate developers. Public-private partnerships are most effective when cities can contribute resources, land, or process improvements to facilitate TOD when broader market barriers can exist.

Housing Strategy and Implementation Matrix

The housing strategy and implementation matrix summarizes information from all previous work in this project. The strategies in the matrix are identified as near term, medium-term, or long-term opportunities for each city in the subregion. In general, the assignment of these strategies represents the market readiness and potential impact of each strategy for each city in the subregion. Market readiness and potential impact were identified using data and information gathered from the housing context assessment, policy assessment memo, stakeholder engagement efforts, and the testing of policy options in the housing policy tool.

Some cities in South King County are currently evaluating and implementing strategies in this matrix as part of their local Housing Action Plan implementation work. For example, Renton is in the process of creating a TOD subarea plan and already has reduced parking requirements for affordable housing. The consultant team heard clearly from both city staff and external stakeholders in the engagement effort that while some cities might have implemented some of these strategies in the past, these policies and programs should be evaluated on an on-going basis and updated as needed to support desired outcomes. As such, we have still identified those strategies that should be evaluated for cities where appropriate with the acknowledgement that the housing market and housing needs shift and that improvements to existing policies or programs should be considered.

Housing Context Assessment

The project team conducted a housing context assessment for each of the six cities and the South King County Subregion. The housing context assessment provides an analysis of the housing supply, demand, and needs in each city and throughout South King County and forms the basis for evaluating strategies for each jurisdiction and the subregion to incentivize future housing production to meet population forecasts through 2040. The results of the housing context assessment were shared with each city via a “fact packet” containing data and analysis surrounding their existing housing stock and future housing needs. The housing needs and housing trends identified for each city is reflected in the strategy and implementation matrix.

Stakeholder Engagement

Key stakeholder interviews are important qualitative research tool that compliments quantitative data analysis and allows people to authentically share their lived experiences. For the purposes of this project, the consultant team conducted two series of interviews – one process focused on developers, both nonprofit and private sector, and the other focused on internal city staff and integrated feedback from engagement efforts into the strategies and implementation matrix.

Developer Interviews

South King County project managers identified a list of stakeholders with experience working, or proposing development, in the South King County community for interviews. The consultant team convened two groups of focused conversations and conducted seven one-on-one interviews. Participants included both nonprofit and private developers, and real estate professionals who addresses questions of:

- Their experience and/or perception of developing housing projects in South King County.
- Policy and code barriers to housing production that they encountered.
- Ideas for increasing affordable housing options.
- Challenges of working with City government, as well as opportunities for collaboration.

Developer Interview Key Themes

Key themes that emerged from developer interviews are listed below, with the complete results of the interviews found in the Stakeholder Interview Summary

- Development is constrained by a combination of perception and economics. Land prices are high, but without the demand for density that exists in Seattle and other areas in East King County.
- All cities should consider the following to support the development of additional housing:
 - Establish a clearly articulated vision of their approach to housing with buy-in at every staff level.

-
- Eliminate barriers to housing production by expanding incentives, eliminating policy barriers, and increasing zoning capacity. These include:
 - Remove some retail requirements in mixed-use zones.
 - Revise or eliminate parking requirements.
 - Evaluate impact fees and identify a fee waiver program to support housing goals.
 - Ease design guidelines for affordable housing.
 - Allow more housing capacity around transit.

City Staff Interviews

The city project team collectively identified policies to be evaluated and a list of current planning staff to be interviewed to provide qualitative context to supplement interviews for this project. The Cities also provided permit data and fee information, which was examined for trends. Six follow-up interviews were then conducted with ten staff representing five cities.

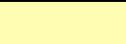
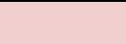
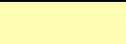
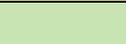
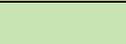
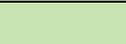
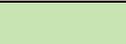
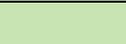
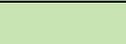
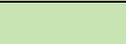
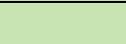
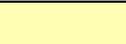
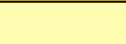
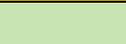
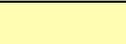
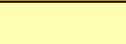
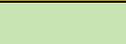
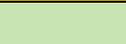
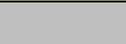
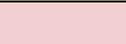
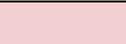
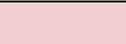
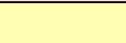
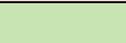
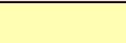
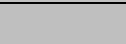
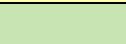
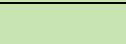
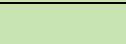
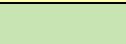
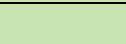
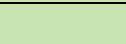
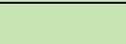
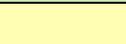
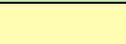
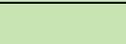
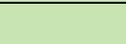
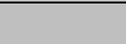
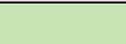
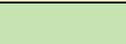
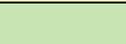
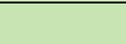
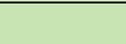
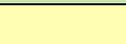
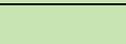
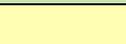
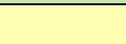
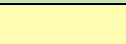
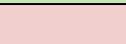
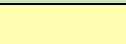
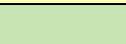
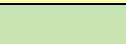
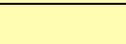
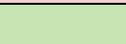
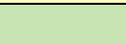
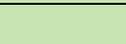
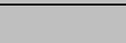
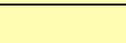
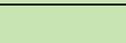
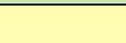
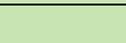
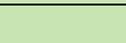
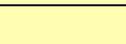
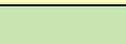
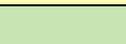
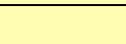
City Staff Interview Key Themes

Key themes that emerged from city staff interviews are listed below, with the complete results of the interviews found in the Housing Policy Assessment.

- Evaluate parking standards in zones that allow multifamily and mixed-use development. Interviewees indicated and evaluation of parking minimums in station areas and transit corridors should be prioritized for evaluation and code changes.
- Evaluate and explore expanding additional residential density allowances around transit corridors and stations areas and continue to advocate for transit service improvements and high capacity transit infrastructure to serve target growth areas.
- Evaluate infrastructure and utility needs to better support housing capacity increases in lower-density areas and in unincorporated and/or potential annexation areas (PAAs) immediately adjacent to city boundaries.
- Explore creating new, or expanding existing, funding sources and opportunities for land dedication to support affordable housing production. This was an opportunity identified for South King Housing and Homelessness Partners (SKHPP) to play an active role in supporting sub regional affordable housing production.

Housing Policy Tool

Three strategies were evaluated quantitatively via a housing policy web-tool made available to the South King County project management team. The three strategies evaluated in the housing policy tool included; allowances for middle housing, expansion of TOD and Urban Center areas to allow multi-family development more broadly around transit and regional growth centers, and a naturally occurring affordable housing preservation strategy. The housing policy tool used development proformas, construction costs, and quantitative market data to provide a deeper evaluation of the strategies' applicability and appropriateness across the South King County region.

Strategy	#	Element	Market Conditions & Timing						
			Existing 		Near-term 		Medium-Term 		Long-Term 
			Regional / SKHHP	Auburn	Burien	Federal Way	Kent	Renton	Tukwila
Preservation & Anti-Displacement	1A	Revolving Loan Fund							
	1B	Monitor Regulated Properties							
	1C	NOAHs / aging housing stock							
	1D	Culturally Specific Support							
	1E	Tenant Protections							
	1F	Mobile Home Park Preservation							
	1G	Rental Licensing Program							
Affordable Housing & Production Strategies	2A	Revolving Loan Fund							
	2B	Other Funding Mechanisms							
	2C	MFTE Expansion							
	2D	Reduced Parking Requirements							
	2D	Create and Calibrate Density Bonuses							
Middle Housing Strategy	3A	Middle Housing Zoning Code							
	3B	Middle Housing Incentives							
	3C	Refine ADU Standards and Incentives							
TOD & Urban Centers	4A	Encourage higher density housing							
	4B	Expand TOD and urban center designations							
	4C	Evaluate TOD Market Readiness							
	4D	Evaluate Capital Improvement Plans							
	4E	Explore Public-Private Partnerships		