Work Session

Building a Housing Strategic Action Plan
(the case for why we need one!)

www.muni.org/assembly
What is the Assembly doing to address housing in the Municipality?

Answer with as few words as possible.
Housing policy is complicated.
What is our housing problem? Actually, it’s **many housing problems**...

<table>
<thead>
<tr>
<th>Problem Area</th>
<th>Description</th>
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<tbody>
<tr>
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... And the Assembly can only **directly influence** some of the problems.

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But, there are many **solutions** we’ve already identified!

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<th>Examples</th>
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<td>Redevelop &amp; Revitalize Aging Housing</td>
<td>Make ADUs &amp; Multi-Family Easier to Build</td>
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<td>Turn Vacant Housing into Occupied Homes</td>
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<td>Encourage Infill Development</td>
<td>Reduce Cost Burdens on New Development</td>
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But, there are many **solutions** we’ve already identified!
So, what solutions should the Assembly focus on to fix these problems?

- Redevelop & Revitalize Aging Housing
- Make ADUs & Multi-Family Easier to Build
- Increase Rental Housing Supply
- Increase For Sale Housing Supply
- Encourage Housing for All Ages’ Needs
- Turn Vacant Housing into Occupied Homes
- Encourage Infill Development
- Reduce Cost Burdens on New Development
- Reduce Burdens on Redevelopment
- Infrastructure Public-Private Partnerships
- Incentives to Address Feasibility Gaps
- Change Regulations (Zoning)
The legislative process has limits.
We aren’t starting from zero! We have so much work to build on.

**Identifying the Problems**
- 2020 Comp Plan & 2040 Land Use Plan
- Prior Housing Studies
- Experts & Industry Stakeholders
- Current Data & Trends
- Community Members

**Identifying Solutions**
- 2020 Comp Plan & 2040 Land Use Plan
- Other Agencies’ Plans
- Prior Assembly Sessions
- Ideas from Experts & Stakeholders
- Best Practices

**Setting Direction**
- 2020 Comp Plan & 2040 Land Use Plan
- 2022 Priorities
- 2023 Retreat
- Assembly Resolutions
- Visioning Session

**Identifying Specific Actions**
- 2040 Land Use Plan
- 2022 Actions List
- 2023 Retreat
- Housing White Paper
- Stakeholders’ Priorities
We’ve made housing a priority. We’ve talked vision. We’ve got lists of actions.

Housing Discussion Next Steps (Assembly, Sep 2023)

Anchorage Assembly Housing Discussion Meeting Notes

September 9, 2022

Priorities for Next Steps

Not listed in any order – the Assembly will review this list at a future meeting to start setting priorities and assigning tasks.

Code Changes

- Encourage conversions of duplexes and triplexes to fourplexes and fourplexes as residential instead of commercial (Petersen, Cross, Dunbar, Volland)
- Approve changes to make ADUs easier to build (Petersen, Cross, Dunbar, Volland)
- Review and update rules around short-term rentals (Volland)
- End parking minimums (Volland)
- Liberalize change of use codes and what triggers re-zoning (Volland)
- Abolish minimum lot sizes (Vollan, Zalotet)
- Improve and then codify development agreements as they come up

Housing White Paper (Planning, May 2023)

6. Biggest Returns for the Investment (Staff, Time, Funding)

<table>
<thead>
<tr>
<th>Planning Department (in Title 21)</th>
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<tr>
<td>Lot Size Reform</td>
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<tr>
<td>Low hurdle: Align lot size minimums with target densities in existing zoning code.</td>
</tr>
<tr>
<td>High hurdle: Reduce lot size minimums across the board for lots on sewer &amp; water.</td>
</tr>
<tr>
<td>Hurdle 2: Simplify the process/reduce costs for landowners who want to up-zone their properties.</td>
</tr>
<tr>
<td>Hurdle 3: The Assembly allows more flexibility by right by up-zoning properties directly.</td>
</tr>
<tr>
<td>Hurdle 4: Implement Title 21 and Title 23 to equalize assessment values.</td>
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<tr>
<td>Hurdle 5: Apply for an EPA Brownfield revolving loan fund. The application is not necessarily difficult, but the loan takes long-term capacity.</td>
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2023 PRIORITIES

Housing Initiative

set a long-term housing vision, streamline codes & processes, spur innovative attainable housing
How do we simplify all this…

• Actions in 2040 Land Use Plan
• Assembly actions identified in Sep. 2022
• Actions in AR 2022-416
• May 2023 Housing White Paper
• May 2023 Housing Retreat & strategy groups
• Summer 2023 vision & framework draft
• Actions already taken (e.g. ADUs, parking)
• Current actions (e.g. 3 and 4 plex, HOME Init)
• Principles & policy guidance in AR 2023-260(S)
• ACDA housing study (forthcoming)

… into a Strategic Action Plan?

A clear, concise plan to achieve our goals:

<table>
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<tr>
<th>WHY</th>
<th>Vision</th>
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<tr>
<td>WHAT</td>
<td>Goals</td>
</tr>
<tr>
<td>HOW</td>
<td>Actions to Achieve Goals</td>
</tr>
<tr>
<td>WHO, WHEN, WHERE</td>
<td>Shared commitment</td>
</tr>
</tbody>
</table>

→ What Assembly leads
→ What Assembly supports
→ Start concurrent projects
→ Set timeline & measure results
We can accomplish more with:

- a clear set of goals
- specific actions
- shared commitment to focus
- working in parallel, on a short timeline.
What is Strategic Planning?

**Strategic planning is a process:**

- An organization's leaders define a vision for the future and identify their organization's goals to achieve that vision.

- To achieve these goals, leaders identify a sequence of steps. These are specific actions, assigned to people to lead and carry out in a certain timeframe. Goals and actions should be measurable.

**The product is a strategic plan:**

- The strategic plan typically has a short timeframe (3 to 5 years), with achievable goals and actions, and has clear measures to track progress.

- The plan's vision, goals, and actions should be easy to communicate, understand, and give clear guidance for everyone to contribute.

Source: [https://www.techtarget.com/searchcio/definition/strategic-planning](https://www.techtarget.com/searchcio/definition/strategic-planning)
WHOSE plan? The actions needs to align with who takes the action.

What we want:

• **Build** more housing

• **Increase** home ownership

• **Innovate** with new housing models (co-housing, tiny homes)

Assembly actions:

• **Incentivize** more housing production via gap funding

• **Change zoning code** to encourage development of smaller units

• **Support innovative models** through pilot projects, reducing regulations, testing new concepts via changing or waiving rules
The Assembly plays different roles in different actions

**Assembly Leads (with others’ support!)**
- Policy Direction
- Code Changes
- Funding Decisions

**Assembly Supports (others lead)**
- Infrastructure Investments
  - AWWU, AMATS, MOA, developers, funders
- Innovative techniques, designs, models
- Public-private partnerships
  - ACDA, developers, etc.

**Assembly Advocates (beyond local scope)**
- State Policy Changes & Funding
- Federal Policy Changes & Funding
We need to...

1. Understand the value of aligned, collaborative work to make big changes & solve our many complex problems.

2. Write down our vision & housing policy goals: what the Assembly is doing to fix our housing problems.

3. Determine which actions will have the most impact on the problems, in areas we control or influence.

4. Commit to working on making the most impact, as quickly as possible.

5. Come back in a year (late 2024) & measure how far we got.
Discussion Questions

• What would make a Housing Action Strategic Plan useful to you?

• ... and to the community at large?
How do we get from here to a strategic plan?
• Interest in addressing redevelopment issues, infrastructure investment, and zoning

• 4 areas identified, each with a cluster of strategies:
  • Zoning
  • Incentives
  • Reducing Barriers
  • Capital Funding and Infrastructure

• Progress update (Amanda Moser, contractor)
Update: Draft Vision Framework from July 27 Work Session

• Progress Update & Draft (Clare Ross)
1. Enact policies to increase opportunities for home ownership.
2. Enact policies to increase supply of housing for sale.
3. Enact policies to increase supply of rental housing.
4. Enact policies to increase the proportion of resident-occupied housing.
5. Pursue strategies to reduce housing cost burdens on residents.
Moving Toward Nov. 3 Housing Action Summit: Align Assembly & Community

September: Sort through what we have so far, what we've done already, in-progress actions.

October: Refine plan vision, goals. Identify most impactful actions, who / when / how to implement.

November: Share draft plan at Summit & collaborate to prioritize 2024 actions. Refine & adopt plan.
We won't have time to answer these today. But these are the questions we need to answer via our strategic action plan.

The Big Question:
What will the Assembly do to make the most impact on housing?

• What would success look like a year from now (by end of 2024), as a direct result of our efforts? And in next 3 to 5 years?

• What policy actions do you think will have the biggest positive impact on our housing problems overall?

• What would have the most impact on housing in your district?

• What are you already working on? What do you want to work on?
Planning is fundamentally...

Understanding → Intention → Direction → Action → Results
• WHEREAS, our community values home ownership as a way to maintain stability, build wealth, and feel invested in the long-term health of the community; and

• WHEREAS, increasing home ownership includes reducing cost burdens on residents who rent, allowing renters to build financial assets to purchase a home;

• WHEREAS, our community values diversity, which means not only diversity of residents, but also diversity of homes of many sizes, designs, and price points;

Section 1. The Assembly recognizes the right of all people to choose the Municipality of Anchorage as their home.

Section 2. The Assembly recognizes its duty to weigh the interests of all Anchorage residents, and adopt public policy informed by diverse perspectives.

Section 3. The Assembly adopts the following housing policy principles:

1. The Municipality strives to be a community with diverse and abundant opportunities for residents to choose a home that meets their needs.

2. The Municipality will work to increase opportunities for home ownership by:

   a. Enacting policies to increase supply of housing for sale;
   b. Enacting policies to increase supply of rental housing;
   c. Enacting policies to increase the proportion of resident-occupied housing; and
   d. Pursuing strategies to reduce housing cost burdens on residents.

3. The Municipality cannot unilaterally address all barriers in the housing market, but will act locally through plans, policies, and funding decisions to create more favorable market conditions.

4. The Assembly will support the community to achieve meaningful progress not through a single policy change, but through shared commitment and ongoing collaboration to evaluate, identify, and remove local barriers.

5. Housing policies will align with the adopted comprehensive plan elements in AMC Section 21.01.080.
Direction in the 2020 Comprehensive Plan (adopted 2001)

Vision

• A diverse, compassionate community where each individual is valued, and children, families and friendships flourish.
• A northern community built in harmony with our natural resources and majestic setting.
• A thriving, sustainable, broad-based economy supported by an efficient urban infrastructure.
• A safe and healthy place to live where daily life is enriched by a wealth of year-round recreational and educational opportunities.
• A caring, responsive government that is accessible and equitable for all its citizens.
• An active learning community with abundant cultural amenities.

Desired Changes

• Become a true northern/winter city.
• Improve urban design (architecture, landscaping, streetscape, signs).
• Become a more pedestrian-friendly city.
• Relieve traffic congestion.
• Maintain/improve existing roads and add new roads.
Direction in the 2020 Comprehensive Plan (adopted 2001)

**Preferred Scenario:**
**Urban Transition**

Downtown, Midtown, and older in-town neighborhoods develop a more intensive urban character. Initiatives to foster more intense mixed-use development and neighborhood renewal in the northern half of the Bowl are introduced. Suburban/rural neighborhood character in South Anchorage is retained.

**Excerpted Goals**

**Land Use & Transportation**

- **General Land Use:** A forward-looking approach to community growth and redevelopment.
- **Residential Uses:** A variety of housing types and densities in safe, attractive neighborhoods that offer a choice of urban, suburban, and rural lifestyles that are appropriate for northern conditions and in harmony with our natural setting.

**Design & Environment**

- **Neighborhood Identity and Vitality:** A variety of safe, pleasant, and distinctive neighborhoods responsive to the diverse needs of residents, with good access to schools, recreation, natural areas, and community facilities.
- **Housing:** A balanced, diverse supply of affordable, quality housing, located in safe and livable neighborhoods with amenities and infrastructure, that reflects Anchorage’s varied social, cultural, and physical environment.
**2020 Comprehensive Plan (adopted 2001)**

Selected Policies:

“... **A variety of lot sizes and housing types** for a range of households and age groups”

“... Incentives for lot consolidation in **infill & redevelopment** areas”

“Encourage **more affordable housing**, including **home ownership opportunities**”
2040 Land Use Plan (2017)

- A supplement to the 2020 Comp Plan, with more specific policy direction on land use (areawide map) and specific actions to achieve the goals.
- Intended to achieve out the broad policy vision, with a concrete implementation plan.

**Policy decisions that differ from 2020 Comp Plan are based on:**

- Updated studies linking Anchorage’s land supply and its housing capacity.
- Updated forecasts for population growth and housing and employment needs.
- Updated or improved information about existing and anticipated uses.
- Emerging issues and public input during the 2040 LUP public involvement process.
- Citywide land use issues that became evident but have not been addressed by individual area-specific plans.
2020 Comp Plan → 2040 Land Use Plan (2017) → Zoning Map

Figure 1-2. Vision, Plan, and Action

**Comprehensive Plan**

**Anchorage 2020**

**Land Use Policy Map**

*Vision*

that sets overall growth concept

**Anchorage 2040 LUP**

**Land Use Plan Map**

*Blueprint*

that guides future use, intensity, and character of growth

**Municipal Code**

**Title 21 Land Use Code**

**Zoning Map**

*Action*

that carries out the plan by regulating use of property