

Work Session

Building a Housing Strategic Action Plan

(the case for why we need one!)



www.muni.org/assembly



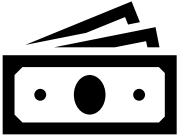

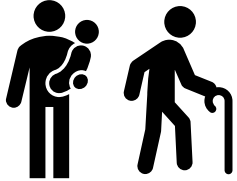





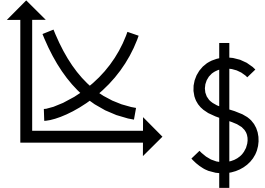

Discussion Question

What is the Assembly doing to address housing in the Municipality?





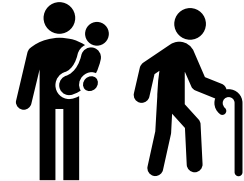





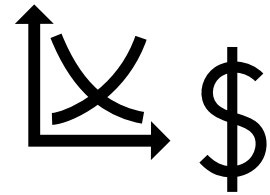

Answer with as few words as possible.

Housing policy is complicated.



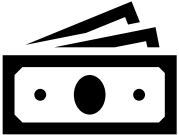

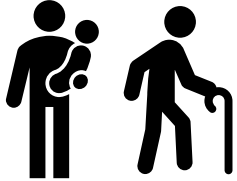


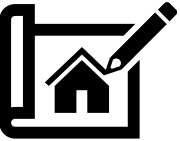


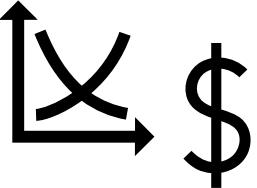

What is our housing problem? Actually, it's **many housing problems...**

| | | | | | |
|--|---|--|---|--|---|
|  <p>Aging Housing Stock</p> |  <p>Shortage of Small (0-1 BR) Rental Units</p> |  <p>Rising Rents & Affordability</p> |  <p>Rising Housing Sale Prices & Assessed Value</p> |  <p>Changing Population & Households</p> |  <p>Empty (Vacant) Homes</p> |
|  <p>Limited Greenfield ("New") Land</p> |  <p>High Costs of <u>New</u> Development</p> |  <p>High Costs of <u>Reuse</u> / Re-development</p> |  <p>High Costs of Offsite Improvements</p> |  <p>Unfavorable Financial Conditions</p> |  <p>Impacts of Regulations (e.g. Title 21)</p> |










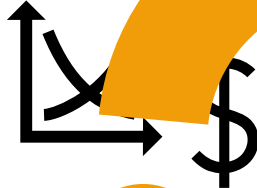

... And the Assembly can only **directly influence** some of the problems.

| | | | | | |
|---|--|--|--|---|--|
|  <p>Aging Housing Stock</p> |  <p>Shortage of Small (0-1 BR) Rental Units</p> |  <p>Rising Rents & Affordability</p> |  <p>Rising Housing Sale Prices & Assessed Value</p> |  <p>Changing Population & Households</p> |  <p>Empty (Vacant) Homes</p> |
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But, there are many **solutions** we've already identified!

| | | | | | |
|--|--|--|---|---|---|
|  <p>Redevelop & Revitalize Aging Housing</p> |  <p>Make ADUs & Multi-Family Easier to Build</p> |  <p>Increase Rental Housing Supply</p> |  <p>Increase For Sale Housing Supply</p> |  <p>Encourage Housing for All Ages' Needs</p> |  <p>Turn Vacant Housing into Occupied Homes</p> |
|  <p>Encourage Infill Development</p> |  <p>Reduce Cost Burdens on New Development</p> |  <p>Reduce Cost Burdens on Redevelopment</p> |  <p>Infrastructure Public-Private Partnerships</p> |  <p>Incentives to Address Feasibility Gaps</p> |  <p>Change Regulations (Zoning)</p> |

So, what **solutions** should the Assembly focus on to fix these problems?

| | | | | | |
|--|---|---|---|---|--|
|  Redevelop & Revitalize Aging Housing |  Make Us & More Family Easy to Build |  Increase Rental 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 |  Increase Access to Affordable Housing 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 triplexes 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 (Petersen, Cross, Dunbar, Volland)
- End parking minimums (Volland)
- Liberalize change of use codes and what triggers them (Dunbar)
- Abolish minimum lot sizes (Dunbar, Zaletel)
- Improve and then codify development agreements (Dunbar, Zaletel)

Housing White Paper (Planning, May 2023)

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

Planning Department (In Title 21)

| | |
|-----------------|---|
| Lot Size Reform | <p>Low hurdle: Align lot size minimums with target densities in existing zoning code.</p> <p>High hurdle: Reduce lot size minimums across the Bowl for lots on sewer & water.</p> |
| | <p>Low hurdle: Simplify the process/reduce costs for landowners who like to up-zone their properties.</p> |
| | <p>Low hurdle: The Assembly allows more flexibility by right by up-zoning properties directly.</p> |
| | <p>Low hurdle: change both Title 21 and Title 23 to equalize lots.</p> |
| | <p>EPA Brownfield assessment & clean up (DBG DR)</p> <p>Low hurdle: Apply for federal grant opportunities</p> |
| | <p>Low hurdle: Apply for an EPA Brownfield revolving loan fund. The application is not necessarily difficult, but the loan takes long term capacity.</p> |



2023 PRIORITIES

Housing Initiative

set a long-term housing vision, streamline codes & processes, spur innovative attainable housing

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How do we simplify all this...

... into a Strategic Action Plan?



- 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)

A clear, concise plan to achieve our goals:

| | |
|---|--|
| WHY <i>Vision</i> | |
| WHAT <i>Goals</i> | |
| HOW <i>Actions to Achieve Goals</i> | |
| WHO, WHEN, WHERE <i>Shared commitment</i> | <ul style="list-style-type: none"> → 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>

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

Recapping the Pitch: We Can Move Ahead Faster & More Effectively!

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?**

Update: Work Since the May 2023 Housing Retreat

- 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)



Anchorage Assembly
HOUSING ACTION DECISION FRAMEWORK


| | |
|---------------------------|---|
| HOUSING VISION | The Anchorage Assembly's vision for housing in Anchorage is to have a diversity of housing types, densities and price points across the Municipality so people can live in their desired housing type in their desired location at a price they can afford, in neighborhoods with unique characteristics that are safe and connected to services and amenities. |
| GOALS | <ul style="list-style-type: none">• End homelessness for vulnerable and extremely low-income community members• Increase housing supply to meet today's and future needs• Create affordability in the housing and rental markets• Enable choice and mobility – no matter their income, people have the opportunity to live in their desired location near where they work, shop, recreate or spend time with their families; elders can age here and young people can stay and build their lives here |
| GUIDING PRINCIPLES | <ul style="list-style-type: none">• Protect public health: develop supportive and low-barrier housing for people with behavioral, mental and physical health needs, and for people transitioning out of unstable housing or camps• Create opportunity: ensure opportunities for home purchases for people who aren't rich, develop non-traditional housing for purchase at lower costs to allow first-time homebuyers to enter the housing market and build equity, and increase rental units across the municipality• Grow our economy: Leverage housing development in downtown and established neighborhood centers to drive citywide economic growth• Develop the housing continuum: increase availability of small units for 1-2 person households to encourage downsizing and first-time home purchases• Support families: create diversity in housing types to enable families to expand and enable multi-generational families to live together – in neighborhoods they can afford• Make it easy to build: streamline and simplify processes to make it easier to renovate and build while maintaining high quality and safety standards; empower property owners and start-up developers to more easily do one-time or small-scale projects |



Anchorage Assembly
HOUSING ACTION DECISION FRAMEWORK

HOW WILL THE ASSEMBLY ACCOMPLISH THIS WORK?

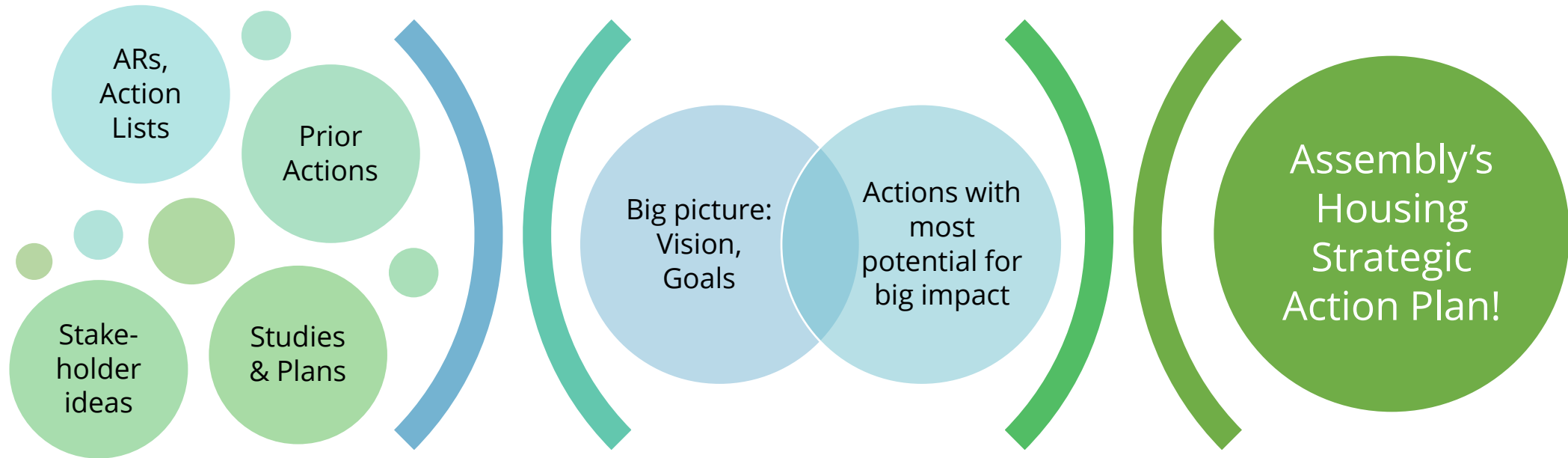
| | | |
|--|--|---|
| DEVELOP INCENTIVES Identify new opportunities for housing development incentives and ensure access and use of existing incentives | REDUCE BARRIERS Streamline regulations and foster an environment of cooperation and collaboration between the public and private sectors | REFORM ZONING Address residential zoning, lot minimums, and create more "by right" uses |
| FUNDING & CAPITAL <ul style="list-style-type: none">• Advocate for increased state and federal housing funding• Make investments in local land trusts, utility and road connections and green development• Identify other municipal revenue sources to keep property taxes affordable | POLICY & PLANNING <ul style="list-style-type: none">• Take holistic approach to housing by addressing in a variety of committees, such as Health Policy, Transportation, Enterprise & Utilities, Housing & Homelessness and Community & Economic Development• Serve as a convener to bring municipal partners together to develop city-wide, system-wide solutions | |



Aug 2023 AR -260, Guiding Principles: A Start to Our Goals?

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.

Discussion Questions

We won't have time to answer these today.

But these are the questions we need to answer via our strategic action plan.

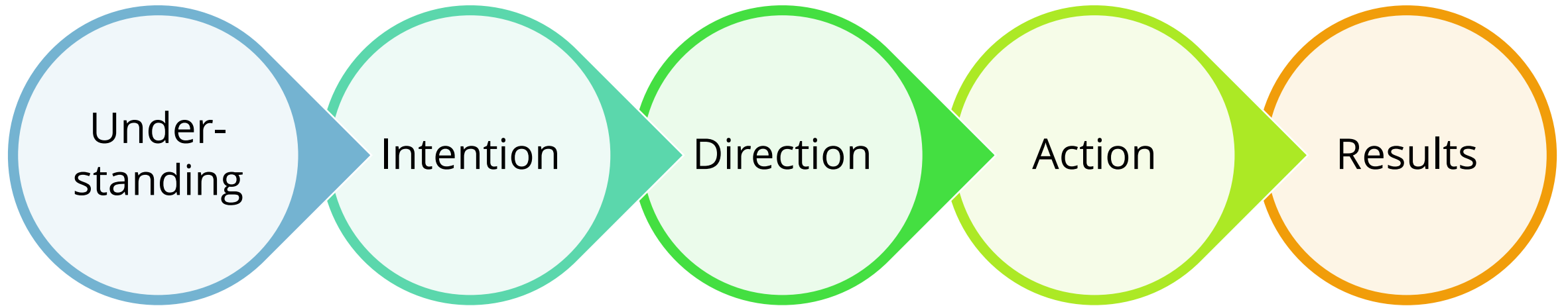
The Big Question:

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?

Reference Slides

Planning is fundamentally...



Broad Guidance in Aug 2023 AR -260 Guiding Principles

- 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”

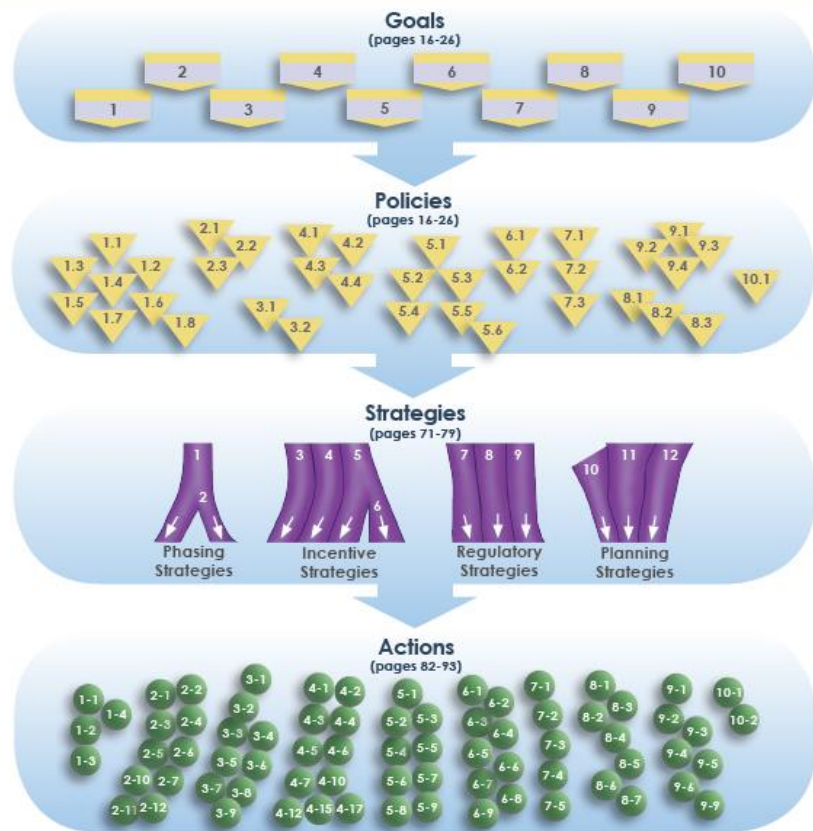
“Encourage **more affordable housing**, including **home ownership opportunities**”

| Policy # | Policy These statements provide direction to public officials and the general public until Strategies are Implemented. | Strategies ⊕ Strategies that are “essential” to the implementation of the corresponding Policy. All others are “secondary” to its implementation. | |
|-------------|---|---|---|
| Residential | 16 Adopt standards to ensure that new residential development provides for a variety of lot sizes and housing types for a range of households and age groups. | <ul style="list-style-type: none"> ⊕ Inclusionary Zoning ⊕ Housing & Community Development Consolidated Plan ⊕ Design Standards ⊕ Accessory Units | <ul style="list-style-type: none"> - Affordable Housing - Small-Lot Housing - Neighborhood or District Plans |
| | 17 Provide incentives for lot consolidation in infill/ redevelopment areas in order to improve the design and compatibility of multi-family housing. | <ul style="list-style-type: none"> ⊕ Design Standards ⊕ Infill, Redevelopment and Reinvestment Incentives - Redevelopment Authority | <ul style="list-style-type: none"> - Development Rights – Purchase - Development Rights – Transfer - Tax Increment Financing |

| Policy # | Policy These statements provide direction to public officials and the general public until Strategies are Implemented. | Strategies ⊕ Strategies that are “essential” to the implementation of the corresponding Policy. All others are “secondary” to its implementation. | |
|----------|--|---|--|
| Housing | 58 Encourage more affordable housing, including home ownership opportunities for low-income residents. | <ul style="list-style-type: none"> ⊕ Housing & Community Development Consolidated Plan ⊕ Accessory Units ⊕ Affordable Housing ⊕ Inclusionary Zoning | <ul style="list-style-type: none"> ⊕ Mobile Home Parks - Tax Increment Financing - Housing Policy Update - Small-Lot Housing |
| | 59 Recognize mobile home parks, co-ops, and common ownership interests as viable, affordable housing choices and neighborhood lifestyle options. | <ul style="list-style-type: none"> ⊕ Mobile Home Parks ⊕ Housing & Community Development Consolidated Plan | <ul style="list-style-type: none"> - Housing Policy Update - Design Standards - Affordable Housing |
| | 60 Design attractive affordable housing that is suited to its environs. | <ul style="list-style-type: none"> ⊕ Housing & Community Development Consolidated Plan ⊕ Small-Lot Housing ⊕ Design Standards | <ul style="list-style-type: none"> - Affordable Housing - Housing Policy Update |

2040 Land Use Plan (2017)

Figure 1-14. Goals, Policies, Strategies, and Actions



Goal, Policy, Strategy, and Action numbers above correspond to the Goals, Policies, Strategies, and Near-term Actions as listed in this Plan.

- 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.

